



# LORD JOEL JOFFE

## Chair



“Oxfam now has more than half a million regular givers, providing an income that we can depend upon to plan and support our everyday work.”

This has been another eventful year for Oxfam, but we've come to expect that. It's in the nature of our work that staff, volunteers, and partners face the challenge of tackling both the expected and the unexpected. And I'm proud to report that we have largely met that challenge by making the most of our experience, skills, and resources.

That's true, not least, in the area of fundraising. Oxfam's gross income this year is an impressive £187 million. The worlds of fundraising and charity shops get more and more competitive, but we've taken steps this year to ensure our continued success.

Oxfam now has more than half a million regular givers, providing an income that we can depend upon to plan and support our everyday work. To ensure we maintain this vital income, we've also been testing new fundraising methods. This year, recruitment on the High Street and telephone fundraising have both proved to be cost-effective ways to raise money and reach new audiences.

Oxfam is not immune to commercial trends, and in recent years, along with many other retailers, our shops have suffered from increased competition on the High Streets. In 1998/99 Oxfam shops contributed £15.1 million to our

programme, but this year, with declining shop sales and increased costs, it looked as though the shops' contribution might fall below £6 million. That's why we undertook a major review of our shop operations. The review looked at ways to generate more money and led to improved ways of working to enhance the ability of shop teams to increase sales, and at the same time reduced our operating costs.

Thanks to the efforts of our staff and 23,000 shop volunteers, sales of donated goods have come out of the doldrums after 18 months and are now beginning to show real growth.

In February 2001, we launched our *Cut the Cost* campaign, and it immediately reverberated around the world. With reports in the press and on global television we were able to bring the scandal of drug companies profiting at the expense of poor people to international attention. The campaign has continued to have notable success in the fight to bring affordable medicines to people in developing countries.

This year has seen the deepening of drought in the Horn of Africa – the most prolonged and far-reaching that people can remember. Oxfam's response has been based on the needs of the local, mainly nomadic, pastoralist community. By

working with the communities we've been able to deliver water and food aid to the spots that are most accessible to them, so that they can continue their livelihoods in spite of the drought.

This approach – using our local knowledge and working with local people – is at the heart of the way Oxfam tackles problems throughout the world. This year we've also provided rapid and appropriate relief to people suffering drought in South Asia, floods in the Mekong delta, conflict in Sierra Leone, and an earthquake in Gujarat, to name but a few.

During the year, we continued our move to bring Oxfam's diverse country programmes together into eight overseas regions, each with a management centre which is responsible for implementing all aspects of the programme, from development to advocacy. By managing the programme this way, our input will be more accountable at the local level, and more able to respond to national and regional demands.

We're also working more closely with Oxfam International (OI), and have built up a common agenda to help us achieve a world without poverty and suffering. The eleven members of OI are focusing on a number of aims on which we know we can have significant impact. They are that every individual should have the right to a living wage; good-quality education, affordable health care; protection from disasters and violence; the right to have a say in his or her own future; and equality of opportunity. These aims form the basis of all Oxfam's work and the theme for this year's Annual Review.

The importance of consistency when communicating these aims was highlighted in the Corporate Communications Review. Oxfam has 70 offices across the world, hundreds of partner organisations

sharing common values, more than half a million supporters in the UK, and ten sister organisations in Oxfam International. When these forces combine with a common message, we can obtain coverage in the global media at key moments, putting poverty on the public agenda, and influencing public officials and institutions to make changes that have the potential to benefit millions of poor people around the world. In the last few months we've been working hard to spread this message to all our staff and partners around the world, and support them in building communications skills in their regions.

David Bryer, our outstanding Director for the last nine and a half years, left us during the year. We have been fortunate to replace David with Barbara Stocking CBE, who previously held one of the top positions in the National Health Service. Rosemary Thorp, an Oxfam Trustee for many years, and a leading authority on development in Latin America, takes over from me as Chair at the beginning of March 2002. Together they will form a powerful team to lead Oxfam in the twenty-first century.

I'd like to thank everyone who has worked for and supported Oxfam during the year; we've worked together with poor people to make a difference to their lives all round the world.



# SECURE



Toby Adamson / Oxfam



“The dam will provide water for 12,000 to 15,000 people – not just from this village, but from 12 other villages. When the rains come in July [2000], the dam will be ready to fill.” Mohammed Ibrahim, Oxfam's Project Co-ordinator in Kaguro, Sudan

(top) Preparing for the rains: villagers make piles of stones ready to line and reinforce the earthen dam wall

(above) Sita Adam Issa, Kaguro resident

When Mohammed Ibrahim first visited Kaguro in 1997, little did he realise that he would soon be co-ordinating the daunting and arduous task of building a dam which could provide up to 15,000 people with water. It wasn't a decision that he, or the villagers, made lightly. But without the dam, people would struggle not only to find water, but also to get an education or earn a living.

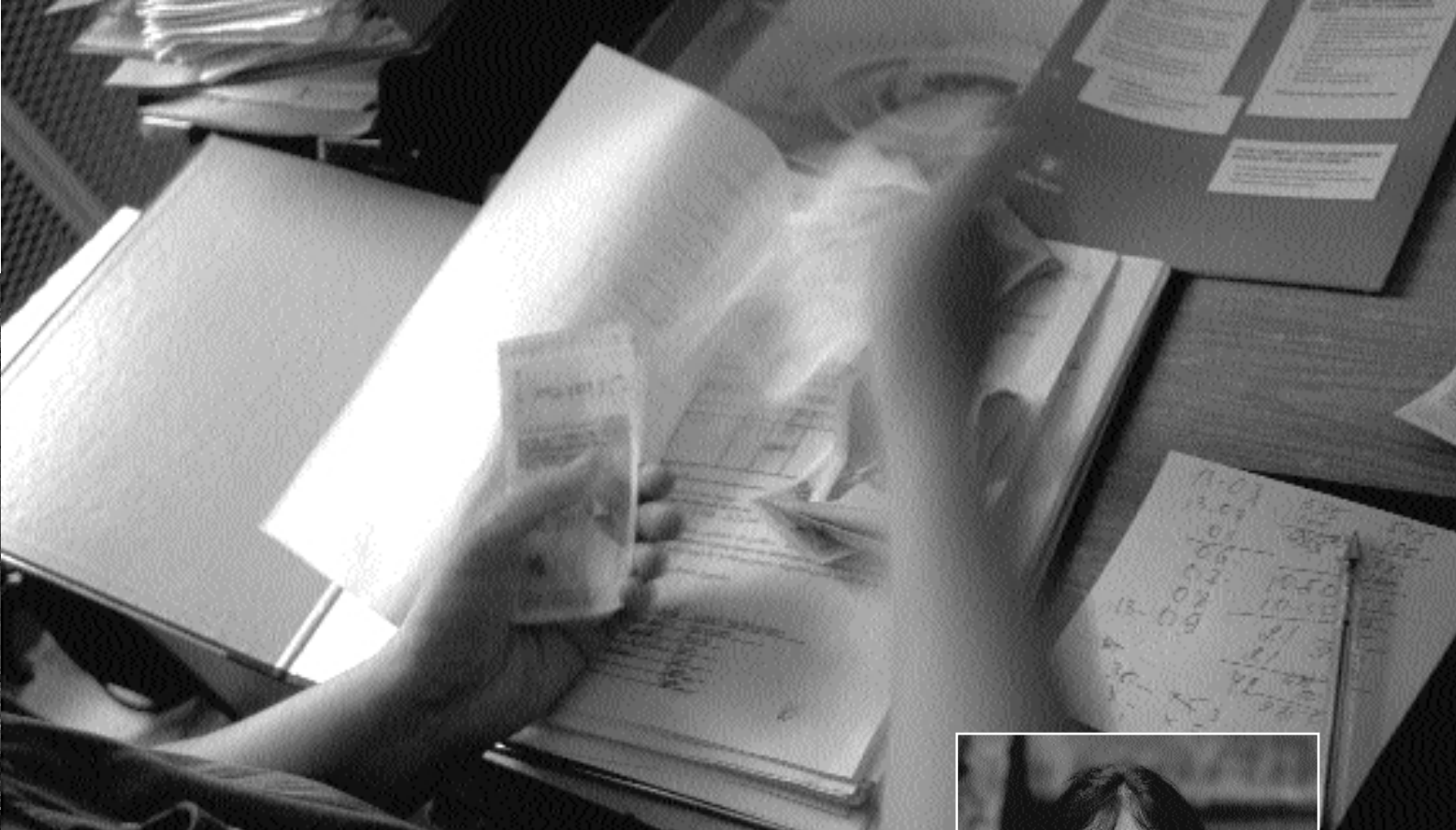
Before the dam was built, women and children had to make an exhausting daily journey to find clean water – walking for hours across rocky terrain in scorching heat. During the dry season, men were forced to leave their families to earn a living as labourers.

When the dam was finished in Spring 2000, the villagers were rightly proud

of their achievement and were confident of the changes it would bring. “I want to plant onions, fruit trees – limes and mangoes – and radishes”, said Sita Adam Issa, who worked on the dam. “I will be able to sell them in Kaguro and in other markets.”

Oxfam is also proud of the work that has been done by the people of Kaguro, and from September to November 2000, the project formed the basis of a telephone campaign to increase regular donations from the British public. It was the largest telephone campaign that Oxfam has ever undertaken, and to date has increased donations by £725,400 a year for Oxfam's work around the world.

Oxfam project funding 2000/01 £79,511



## Creating opportunities

Most of us remember our first job, our first pay packet, and our first taste of 'freedom'. For many poor people around the world, finding a job can mean much more than financial independence. For people like young widow Marina Zerwani in Georgia, it has brought dignity, stability, confidence, self-assurance, and the luxury of being able to plan for the future.

Nine years ago, Marina and her two children were caught up in the bitter civil conflict which had

divided their country and brought thousands of displaced people to the area around Zugdidi – Marina's home town. Money was scarce, and jobs were difficult to find.

The future looked bleak, until Marina heard about an Oxfam-funded credit and savings group. With just a small monthly saving (70p), each member of the group could take out a loan at any time.

"My first loan from the group was 200 Lari (£70)", explains Marina. "I'd always been good at baking



Alex Smalies / Oxfam

cakes, so I bought equipment and ingredients and started a cake-baking business. Now I have a regular income, I've been able to buy school textbooks and clothes for my sons, and I've even started a part-time teacher-training course."



This mosaic was made by young people in the Gellideg housing estate in South Wales, an area with long-term and high unemployment. Many people in Gellideg, through the Oxfam-supported Gellideg Foundation Group, are starting to transform life on the estate. In 2000/2001 the UK Poverty Programme supported more than fifty projects around the country

# HEALTHY



**“We are telling them about HIV and AIDS and how it came about. We are providing sensible advice.”**

Pauline Chamatui, Community Nurse

In the mountainous region of West Pokot, on the edge of the great plains of Kenya’s Rift Valley, lies the settlement of Ortum.

Ortum Hospital was built in 1956 to serve the many isolated and remote communities in the region. In the early days people would walk up to 40 miles through rugged and difficult

terrain to seek treatment. Today there is a mobile clinic – part of the Oxfam-supported Public Health Programme – which takes health care to the people.

Community Nurse Pauline Chamatui is part of a team which runs ante-natal clinics, provides advice and support, immunises babies

photos: Crispin Hughes / Oxfam

## Campaigning for change

**“Dear Friends, We hope to have 25 children on anti-retroviral therapy soon. We are now able to increase the numbers on therapy, due to the lowering of prices for the drugs by the pharmaceutical companies, following worldwide condemnation of their pricing policies. The cost of full treatment has fallen from around US\$500 to US\$125 per month...”**

Angelo D’Agostino, Founder and Medical Director, Nyumbani Centre, Kenya



Launching a major campaign can often be a shot in the dark. You hope your detailed research and careful planning will have an impact, but there are no guarantees. When Oxfam launched its *Cut the Cost* campaign, the initial impact was swifter and wider-reaching than we could have hoped for. Influencing the influential is never easy, but with 14 million\* people in the world dying from preventable infectious diseases every year we had to rise to the challenge.

Oxfam’s *Cut the Cost* campaign was launched in February 2001, to draw attention to a worldwide crisis in the making. Much of the premature death and disability associated with infectious diseases could be avoided if poor people had affordable medicines. Oxfam’s research shows that





“More recently we have been teaching communities how to prevent the spread of HIV and AIDS. At the last workshop we held, more than 2,000 people came. They didn’t know much about the virus at all, so we gave them the facts. When we hold the outreach clinics we refer affected people to the hospital for tests and support.”

Oxfam project funding 2000/01 £9,976.86

and toddlers against childhood diseases, and holds workshops on HIV and AIDS.

Once a month the team visits each of the clinic bases; each base serves a number of communities, and clinic day gives everyone an opportunity

to get together to exchange news.

“We look after pregnant mothers, young babies, and children under the age of five. We also provide general advice on basic hygiene and health care,” explains Pauline.

global patent rules put the price of new, more effective medicines beyond the reach of the poor, and multinational drug companies could help by cutting the cost of vital medicines.

Oxfam launched *Cut the Cost* by calling for reform of the global patent rules and targeting drugs giant GlaxoSmithKline (GSK). Together with 38 other multinational companies, GSK had brought legal action against the South African government, which was seeking the right to import cheaper medicines.

Just two months after Oxfam launched its campaign, the South African court case was dropped and GSK announced that it would review its pricing policy. Four months later, relentless public pressure generated by the campaign prompted the USA to withdraw its formal complaint against Brazil’s cheaper-medicine policies.

*Cut the Cost* has had a great start, but there is a hard road ahead. Reform of world trade policies which protect patents is vital before poor communities like Nyumbani can afford the life-saving medicines they need.

\*Source: World Health Organisation’s World Health Report 2000



The Guardian, 19 April 2001



# SKILLED



“It’s important that young people come to study and gain knowledge which they can use in their daily lives. Education gives them the opportunities they need to improve their lives.” Vorn, a member of the Pror Sre Krom school scholarship committee

Officially, education is free in Cambodia, but schools have such meagre budgets and poor resources that they are forced to charge fees, which put education beyond the reach of thousands of children from poor families.

Oxfam funds Kampuchean Action for Primary Education, a partner NGO which works with the local education authority, grouping rural schools into clusters, enabling them to share their resources and learning.

In 2001, Oxfam supported a feeding programme, remedial classes, 21 scholarships, a library, and resources at the Pror Sre Krom school. Providing all the 521 children who attend the school with a free breakfast ensures that they are not learning on empty stomachs, and it gives children an extra incentive to turn up for lessons.

photos: Howard Davies / Oxfam

Oxfam project funding 2000/01 £28,913.06





Carrying distinctive banners proclaiming 'Missing an education', Oxfam campaigners from all over Europe came together at the IMF/World Bank September 2000 meetings in Prague, Czech Republic, to protest about inadequate debt relief. They joined thousands of protesters on a peaceful march organised by Jubilee 2000, which was a highlight of a busy second year for Oxfam's *Education Now* campaign.



James Hawkins / Oxfam

## Making a difference



Stuart McWilliam / Oxfam

Every week, 23,000 volunteers give 110,000 hours of their time to run more than 820 Oxfam shops. Last year, this time was worth an estimated £36.5 million, and that's not counting the hours put in by volunteers working in regional campaigns offices and Oxfam House in Oxford.

The gifts of time, skills, and experience that volunteers contribute are invaluable to Oxfam's work. To make us more accountable to our volunteers, in August 2000,

Volunteer, Kieran Battles, visiting an Oxfam education project in Tanzania

we introduced a Volunteer Policy which has since been adopted by other voluntary organisations as a model of good practice.

As part of Oxfam's involvement with Independent Television's Year of Promise, the work of two of our volunteers was recognised by giving them the opportunity to visit overseas projects. Kieran Battles, a volunteer from Swindon, travelled to Oxfam education projects in Tanzania. "As a volunteer, it was an incredibly motivating trip. Now I want to tell other volunteers how their efforts are helping people to make a real difference to their lives."

# SAFE



Crispin Hughes / Oxfam



**“Oxfam is very clear about what it does and how it works. Wherever you go in Eritrea, Oxfam is known for being fast, for supplying water quickly and efficiently.”**

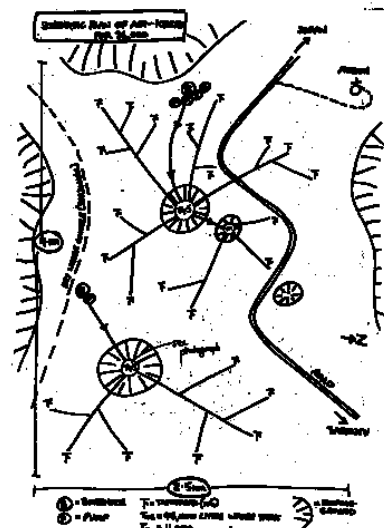
Shambul Abubaker, Site Co-ordinator, Adi-Keshi camp for Internally Displaced People, Eritrea

Adi-Keshi camp is huge – around 10 square kilometres of undulating hills, dotted with tents which shelter Eritreans forced from their homes by the country’s war with Ethiopia. Its main water source is a borehole ten kilometres away. From here water is pumped to a central 45,000-litre Oxfam tank which feeds tap-stands sited around the camp.

Oxfam began providing emergency water and sanitation to 20,000 people in Adi-Keshi in 1999. But in June 2000, a sudden upsurge in the fighting saw the numbers in the camp swell almost overnight to 36,800.

Years of experience in providing water to people struck by earthquakes, floods, famines, and most commonly conflict ensured that Oxfam was well equipped to deal with this situation. As the leading water and sanitation agency in the camp, our staff, local people, and people living in the camp worked together to drill new boreholes and install more tanks, tapstands, and latrines.

“Oxfam’s objective is to provide clean water and sanitation,” explains Shambul Abubaker, Oxfam’s Site Co-ordinator, “but we never do anything without the involvement of the community. This means meeting with them, sitting down and talking, and prioritising their needs in accordance with our technical capabilities.”



Plan of Adi-Keshi camp showing the siting of tanks, latrines, and tap-stands

Oxfam project funding 2000/01 £274,438.50

# Gujarat earthquake online

In January 2001, the largest earthquake to hit India for 50 years devastated the north-west state of Gujarat. In the worst-affected areas, 95 per cent of buildings were destroyed, and an estimated one million people were left without homes.

Oxfam acted quickly to deliver emergency relief to the shocked and traumatised survivors. We distributed, food, blankets, warm clothing, shelter, and emergency water supplies – reaching tens of thousands of people.

Within hours of the earthquake striking, our Internet site – [www.oxfam.org.uk](http://www.oxfam.org.uk) – was also supplying supporters with up-to-the-minute information on Oxfam's humanitarian relief programme in

the region, and providing an opportunity to support this emergency work through on-line donations.

The response was astounding. In the first week, £70,000 was raised through the site, making it our most successful Internet emergency appeal to date, and providing vital resources to support our emergency programme in the area.

Long-term needs are huge. Water supplies were damaged, wells collapsed, and whole villages destroyed. It will take years for people to build new homes. Oxfam is currently providing clean water, fodder for landless cattle owners, and seeds and tools to thousands of people living in temporary shelters while this reconstruction work is carried out.



Online fundraising: in the last year, Oxfam has delivered a £3.5 million programme of assistance to those affected by the Gujarat earthquake, £70,000 of which was raised through our website in the first week of the appeal

The extensive press coverage generated by the earthquake may have been short-lived, but Oxfam's support to communities will continue for years to come.

## Aim higher

**“AK47s, M16s, what are they for? Who are they making them to kill? To kill me and you. If I were a world power, such as the US or Britain, believe me, I would use my power to condemn all manufacturers and industries that are producing these things.”** Peter Rashid, civilian, Sierra Leone



High profile: celebrity supporters helped to attract national media coverage for the Conflict campaign

Hundreds of thousands of people like Peter have found their lives turned upside-down by conflict, much of which is fuelled by guns manufactured or supplied by the UK.

During the last twelve months, Oxfam and Amnesty International have continued to work closely together to push for legislation to tighten the loopholes in UK arms regulations: loopholes which enable British companies to sell weapons which contribute to poverty and

abuses of human rights in many of the countries where we work.

Thousands of Conflict campaigners have written letters, lobbied their MPs, and held awareness-raising days of action. Celebrity supporters have helped to obtain high-profile media coverage for the campaign: national newspaper and television channels covered the fact-finding trips of Daniella Nardini to Kenya in November 2000 and Mick North to Uganda in February 2001.

The highlight of the campaigning year came in March 2001, when the government finally published its draft bill to close the loopholes in UK arms laws (currently proceeding through Parliament).

The Conflict campaign continues to work to bring peace to ordinary people whose lives are under threat from arms that are all too easily available.

# HEARD

Sean Sprague / Oxfam



“Before, people discriminated against us, and the law didn’t recognise us... Now we have our identity, we know our rights, and we can ask the government and the law to respect us.”

Isabel Gregoria García Lopez, farmer, Guatemala

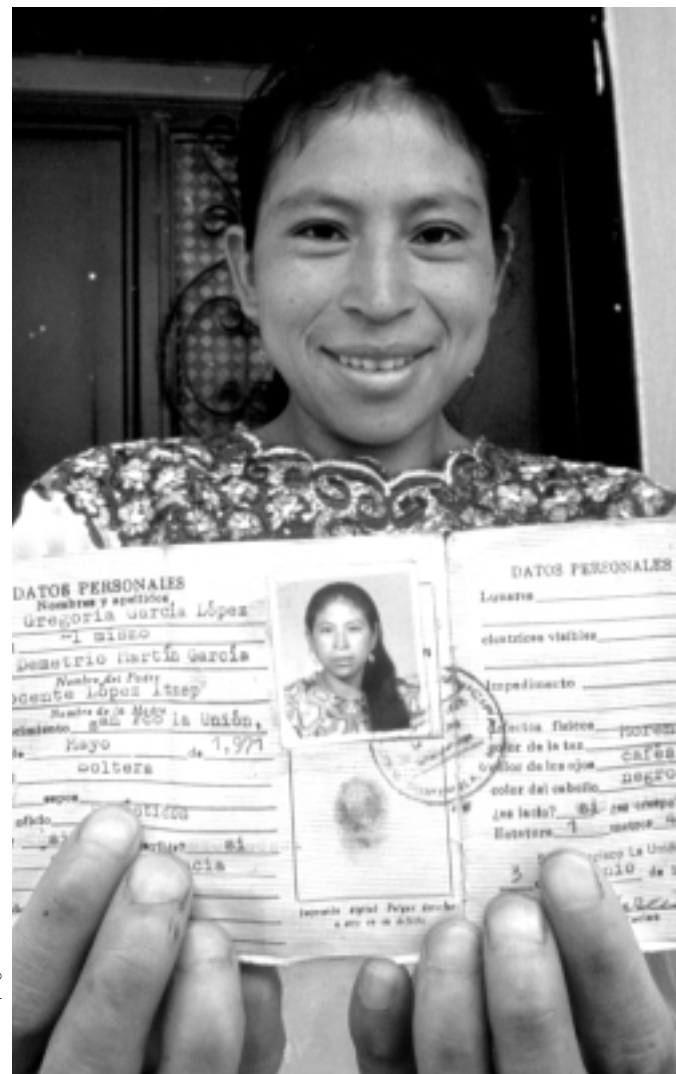
“They said it was important for us to have citizenship. My father didn’t register me because I am female.”

In Guatemala, an indigenous community is tackling prejudice and discrimination – and winning. The Mayan community of San Francisco la Unión have long been isolated both culturally and by the laws which, until recently, excluded them from participating in any kind of decision-making.

Human-rights abuses during Guatemala’s long-running civil war left indigenous communities powerless and invisible. But in 1992, peace brought change and hope. Local groups, such as COICAPEP (Coordination of Indigenous Peasant Community Committees for the Promotion and Education for Peace), have helped indigenous people to voice their concerns and to influence the decisions that affect their lives.

Isabel Gregoria García Lopez is a member of a women’s group in the village. She is very vocal about how COICAPEP has helped the women, in San Francisco and elsewhere. Workshops run by COICAPEP have taught women what their rights are and how to claim them. As a member of an indigenous community, Isabel knows too well the frustrations of not being able to speak out about injustice, about lack of education, about the right to vote. As a woman, Isabel has had to fight twice as hard as a man to express her opinions and to influence community and government decisions.

“I work with the women’s group to discover our rights,” says Isabel. “COICAPEP explained how important it was to get citizenship. My father didn’t register my birth, because I was female. Now I am registered, I feel different, because I can fight for my rights as a woman. I would like to be more involved in politics.”



Oxfam project funding 2000/01 £6,000

Sean Sprague / Oxfam

# Seeking change

Asylum seekers – shady no-hopers looking for hand-outs, or troubled, often abused refugees forced from their homelands? If last year's press reports are to be believed, the answer is clearly the former. Thanks to largely negative media coverage, public outcry against asylum seekers in the UK reached fever pitch in the last twelve months. By travelling to the UK, these already distraught and frightened people were not expecting to swap one kind of persecution for another.

Last year, Oxfam joined forces with the Refugee Council and the Transport and General Workers' Union (TGWU) to lobby the government for more humane treatment of asylum seekers. In May 2000 all three organisations condemned the humiliating system of support which requires asylum seekers to use vouchers instead of cash.

The voucher system was introduced in April 2000 and immediately stigmatised asylum seekers – marking them out as targets for abuse in the community. One young woman described her



experience of using vouchers as “like getting a stamp saying you don't belong”.

Oxfam, along with the Refugee Council and the TGWU, want the voucher system to be scrapped. In October 2000, together we commissioned *Token Gestures*, the first in-depth research into the voucher system, which contributed to a government review of the scheme. Oxfam will continue to lobby the Home Office until changes are made and some of the most vulnerable people in this country are given fair treatment.

# Speaking out on emergencies

Forgotten emergencies – a poignant phrase which has been coined by Oxfam in the last few years to describe the many emergencies that receive little attention and little support. The reason for the lack of interest could be geographical, or political, but – whatever the cause – it means a double dose of despair for people affected by conflict, floods, or famine.

In May 2000, Oxfam launched a new report revealing the scandalous inequities of official policies

on international aid. It showed how the response of rich countries to disaster is not determined by need and suffering, but by media coverage and by governments' predisposition to support or ignore certain countries for political reasons. For instance, aid given by Western countries to the Former Yugoslavia last year equalled \$207 per person. For Sierra Leoneans, the comparable figure was just \$16.

In 2000/01, Oxfam responded to 41 emergencies around the world – many of them ‘forgotten’ by the media and by international institutions which could have provided support and aid.



# EQUAL



At the National Games for the Blind, blindfolds are worn so the partially sighted do not have an unfair advantage

**“Ten years ago we couldn’t talk in public. No one would listen to us. They didn’t want to look us in the face as human beings. This has been our struggle.”**

Deborah Nateza

Deborah rents a small stall in Kampala’s bustling Owino market. She is one of 80 members of the Owino Disabled Traders’ Association, part of a nationwide movement which is transforming the lives of disabled people in Uganda.

“In the past we were kept at home most of the time, because we were disabled. In my village they used to laugh at me. Now I am working. I have my own business. I look after my own children – I can pay for their school fees and their books and their clothes. I decide for myself what I want,” explains fellow stall-holder, Betty Nakaggwa.

Deborah’s and Betty’s stories are echoed all over Uganda, and Oxfam has an important role to play in their achievements. Crucially, it supported a

workshop at which 17 groups came together to create the National Union of Disabled Persons of Uganda (NUDIPU). With the close involvement of Oxfam staff, NUDIPU managed to secure disability rights in the new Ugandan constitution. As a result, five disabled MPs have been elected, and more than 46,000 disabled representatives hold seats on local councils throughout the country.

Most significant, perhaps, is the change in attitudes in the last 20 years – both in the public perception of disability, and in the way disabled people see themselves. Now more active and more visible, disabled people are contributing to all areas of Ugandan society.

## Building confidence

Like many villagers in the Phalodi area of Rajasthan, Bhanvari is a weaver. Her earnings from the trade have raised her family’s standard of living, and there’s even a little left over to put into a local women’s savings scheme. In her spare time she organises women’s groups in 90 other nearby communities.

Only a few years ago she could not have imagined herself ever having the opportunity to do such things. Until Oxfam-supported partner Urmul Marusthali Vikas Samiti (UMBVS) began working in the area, only men were trained to weave, and there were no women weavers in the entire State.

“A big problem that women here face is that they’re not part of the decision-making,” explains Kamlabai, UMBVS women’s programme co-ordinator. “Decisions made at the community level are made by men, and they never ask women’s opinions. So even if the women don’t agree with what’s happening, they are uncomfortable about saying anything.”

By training women to weave alongside men, by supporting credit and loan schemes, and by setting



Shailan Parker / Oxfam

**“I’m really happy to see women coming out of their shells, and able to work with men as equals.”**

Kamlabai (left)

up schools for girls, UMBVS is helping to raise women’s self-confidence and esteem, change men’s attitudes, and increase families’ income.





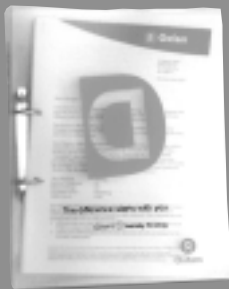
photos: Geoff Sayer / Oxfam

Oxfam project funding 2000/01 £26,369.56



A winning team: (clockwise from above) the Owino traders' football team, Betty Nakaggwa at her stall

## Practising what we preach



"We strive for gender equity and diversity within the organisation as well as in our fight against poverty. Every organisation should have men and women at all levels. We are tackling the fact that there is not enough diversity of black, ethnic, and disabled people within Oxfam. We are missing out because we are not fully diverse."

Barbara Stocking, Director

Some of the poorest people with whom Oxfam works find their poverty exacerbated because they are discriminated against. Women, people with disabilities, and ethnic-minority groups are often excluded from education, employment, and decision-making – which makes it hard for them to improve their lives. At Oxfam, we see the fight for equity as a way to break this cycle, and this principle is just as relevant to the way in which we work in the GB.

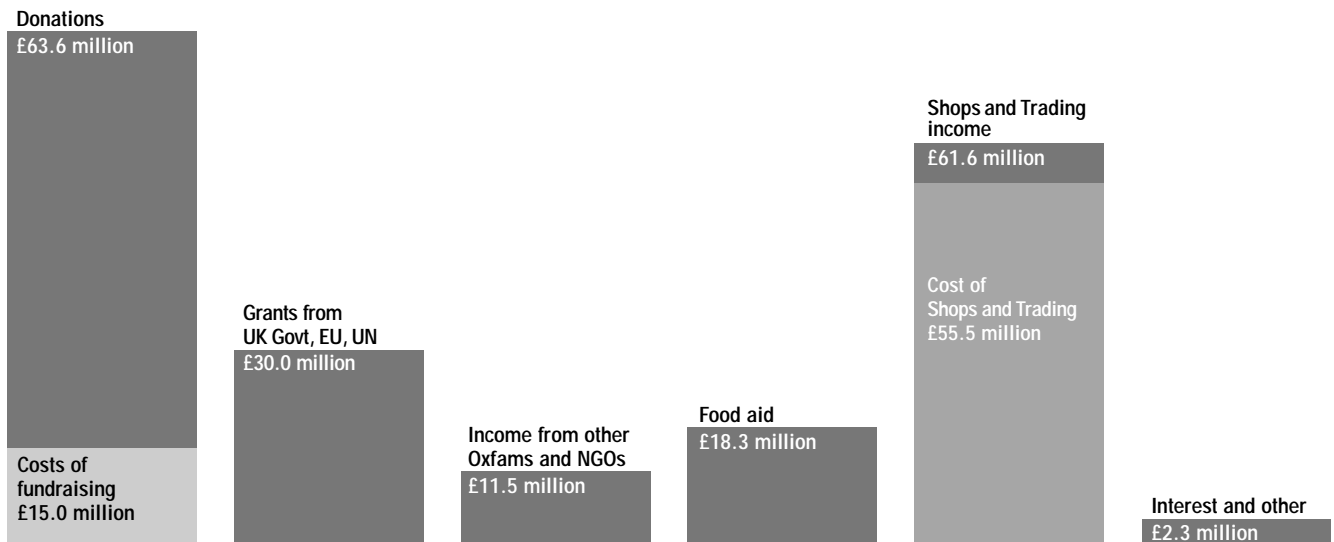
In autumn 2000, Oxfam became one of the first charities to launch a diversity strategy – a response to the lack of representation of ethnic groups, women, and people with

disabilities at senior management levels, and in some cases, throughout the whole organisation.

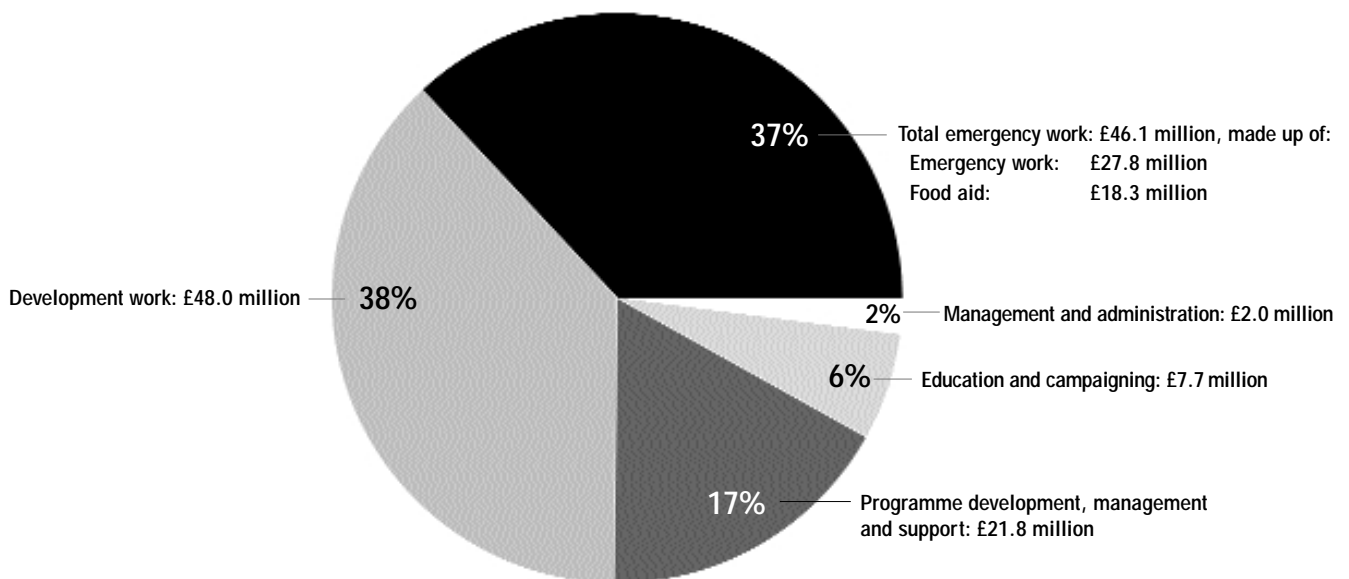
During the next four years we aim to redress this balance in a number of ways, which will include offering awareness-training for staff involved in recruitment and participating in the 'Two Ticks – positive about disability' employers' scheme.

# MONEY MATTERS

## Where the money comes from



## Programme expenditure



## Where the money goes, by region



Jenny Matthews / Oxfam

### Africa 49%

e.g. £91 provided 50 Oxfam water containers for people living in refugee camps in Sierra Leone, enabling them to keep their water free from life-threatening water-borne diseases.



Jim Holmes / Oxfam

### Asia, Middle East, & Europe 36%

e.g. £4,527 was used to build and fully equip two classrooms with desks, chairs, blackboards, and cupboards and provide accommodation for a teacher in Vietnam.



Toby Adamson / Oxfam

### Latin America & Caribbean 15%

e.g. £556 paid for the publication of 300 leaflets and training materials to help workers learn about their rights and secure their livelihoods.

# Up close

## Face to Face

Face-to-face fundraising has been a major success in reaching new Oxfam supporters. During 2000/01 we recruited 25,000 regular donors on the High Street, many under the age of 30 and making a charitable commitment for the first time. These new supporters contribute around £1.3 million per year to Oxfam's work.



## 500,000th regular donor recruited

Without a reliable, long-term source of income, much of Oxfam's work with people living in poverty would be impossible. A large part of our income comes from regular donors, whose donations are worth £40 million a year.

## Oxfam group balance sheet as at 30 April 2001

	2001 £'000	2000 £'000
Fixed assets	18.8	19.4
Current assets	49.7	62.0
Current liabilities	(16.9)	(21.1)
<b>Net current assets</b>	<b>32.8</b>	<b>40.9</b>
<b>Total assets less current liabilities</b>	<b>51.6</b>	<b>60.3</b>
Other liabilities	(0.0)	(0.1)
<b>Net assets</b>	<b>51.6</b>	<b>60.2</b>
Represented by:		
<b>Charitable funds</b>	<b>51.6</b>	<b>60.2</b>

Approved by the Council of Trustees: Lord Joel Joffe (Chair) 5 October 2001



## Online shopping

Oxfam opened its doors to customers on the Internet with the UK's first online charity shop. The virtual shop combines auctions of rare and collectable books, records, stamps, coins, and Fair Trade goods and so far has raised £40,000 for Oxfam's work.

## Auditor's statement on the summary

We have examined the summary accounts set out here.

## Respective responsibilities of the trustees and auditors

The summary accounts are the responsibility of Oxfam's Council of Trustees. It is our responsibility to report to you our opinion on their consistency with the full accounts and the report of the Council. Our report on the full accounts of Oxfam includes information on the responsibilities of the trustees of Oxfam and the auditors relating to the preparation and audit of the accounts and on the basis of our opinion on the full accounts.

## Opinion

In our opinion the summary accounts are consistent with the full accounts of Oxfam and the report of the Council for the year ended 30 April 2001.

Critchleys, registered auditors

## Oxfam accounts for the year ended 30 April 2001

The information presented here is a summary of information contained in the annual accounts of Oxfam. These summarised accounts may not contain sufficient information to allow a full understanding of the financial affairs of the charity. For further information, the full annual accounts, the auditors' report on those accounts, and the trustees' annual report should be consulted. Copies of these may be obtained from Oxfam Supporters' Services, 274 Banbury Road, Oxford, OX2 7DZ. Tel: 01865 313600. The annual accounts were approved by the auditors, Critchleys, on 5 October 2001. Their opinion on the accounts was unqualified. The accounts will be delivered to the Charity Commissioners and to the Registrar of Companies.

Signed on behalf of Council.

Lord Joel Joffe (Chair of Council)

## Special thanks to



The European Union



Department for International Development



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## Thanks also to the following major donors:

The Sylvia Adams Charitable Trust, Comic Relief, The Co-operative Bank, Double O Charity, Entwicklungshilfe-Klub, Ethiopiaid, Friends Provident, Bill and Melinda Gates Foundation, States of Guernsey Overseas Aid Committee, PPP Healthcare Medical Trust, States of Jersey Overseas Aid Committee, Northern Foods, The Ruben and Elisabeth Rausing Trust, Taylors of Harrogate, Third World Trust, Veetee Rice, Yahoo! UK & Ireland.

# BARBARA STOCKING

Director



“We should make sure Oxfam has the greatest possible impact on poverty and suffering. Everything we do must have this goal.”

“It is a great privilege to be Director of Oxfam. I’ve been with the organisation just a short time, but already I have witnessed not only how we work with people to improve their lives at a community level – in rural villages, urban shanty towns, and refugee camps – but also how our effectiveness in influencing policy at national and international levels can benefit some of the world’s poorest people.

Oxfam must make sure it continues to have the greatest possible impact on poverty and suffering. In trying to find the best ways to meet this challenge, we will undoubtedly face many dilemmas. But difficult decisions have never been something that Oxfam has shied away from. The major upheaval caused by last year’s changes in our trading and campaigns departments are testimony to this.

Many of the poorest people with whom we work live in countries riven by conflict and corruption. Oxfam provides many of these communities with humanitarian relief and the tools to help them to rebuild their lives, while also speaking out against the corrupt governments or companies which fuel the war economies which condemn them to poverty.

This gives Oxfam a major dilemma. By speaking out, we may compromise our ability to deliver our programme, place our staff at risk, or even be asked to leave, abandoning those who rely on our support.

While I strongly believe that we owe it to the people with whom we work to speak out about our experiences, we need to accept that sometimes this may have to be done behind closed doors. And this dilemma is likely to become more acute as we focus our campaigning on the causes of conflict in some of the countries where we work.

I’ve already been struck by our access to key international decision makers – for example, recently I had a meeting with representatives from the World Trade Organisation.

Such contacts mean that we are often accused of compromising our principles and beliefs. But we need to ask ourselves: what is the best way to make an impact on poverty and suffering? Sometimes it will be through high-level lobbying work, but sometimes it will be by publicly challenging companies or governments with our hard-hitting campaigns.

The *Cut the Cost* campaign is a case in point. As part of our trade campaign we called for life-saving drugs to be made affordable to the world’s poorest people. We targeted the pharmaceutical industry in a hard-hitting campaign which some thought too aggressive. Yet the results were impressive, and the campaign coalition contributed to the dropping of the industry’s legal challenge to the South African government.

One decision that we don’t need to make is choosing between good management or idealism and passion to relieve poverty and suffering. These things go hand-in-hand. We need to be accountable not only to the people we are trying to help, but also to the people whose money we are spending. It’s an on-going challenge which may mean that individuals’ views and ways of working have to change as part of the corporate whole. But it is emphatically not about losing initiative, innovation, or passion.

A handwritten signature in black ink that reads "Barbara Stocking". The signature is written in a cursive, flowing style.

# Talking heads



## Barbara Stocking

Director  
Oxfam

### What was your first career aspiration?

From about the age of nine I wanted to be a teacher.

### What has been your best moment in management?

My moments of greatest satisfaction have been when someone has come through handling difficult issues or concerns about their own performance and delivered.

### And your greatest mistake?

Not having the confidence to stand up to peers or superiors who were bullying me.

### How would you describe your management style?

Open, accessible, being very clear what is expected but giving people the space and support to deliver it.

### Which deal would you most like to have done?

Oxfam does so much for people who have little money. It spends about £100m a year on overseas programmes. I am impressed by what Oxfam achieves with projects that cost such small amounts of money. Also Oxfam's whole approach is to work with people and find out what they think their needs are. I believe that is right. Ordinary people show the most amazing resourcefulness even in dire situations.

### What management wisdom is most over-rated?

I don't know that it is wisdom, but there is plenty of macho-style management about that thinks that by shouting at people and by blaming and

belittling them that things will get done better.

### What is the biggest challenge facing your organisation?

Making the most difference. We want to make lasting and substantial change to people's lives.

### What single lesson would you pass on to would-be managers?

Never underestimate what your younger team members can do and who they are going to be.

### Who is your management hero?

I have two, both from the US: Peter Senge, MIT, from whom I have learnt so much about how learning is shared in organisations; and Don Berwick, president, Institute for Healthcare Improvement, who has demonstrated real improvements in healthcare delivery.

### Who is your favourite politician?

Mary Robinson.

### If you could change one aspect of British business, what would it be?

That half of all CEOs and corporate leaders should be women.

### Apart from quality time with your family, what else makes you happiest in life?

Meeting people from other countries and cultures in their own environments.

### What makes you lose your temper?

People who do not show respect for each other.

### How do you relax?

Walking in open spaces and music. Oxford by the river is lovely at this time of year.

### What was your last cultural experience?

Visiting an Inca and pre-Inca site in Peru and at home the movie of Bridget Jones' Diary.

### What is your biggest fear?

That life will rush by at such a pace, I won't get time to enjoy it properly.

### What would you really like to have been?

A leader in politics or business in mainland Europe or Scandinavia.

Interview by Nick Pandya

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Registered charity no 202918

Produced by Oxfam Creative Services

BC: 125121

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