



# FIGHTING INEQUALITY

– OXFAM IBIS STRATEGY FOR A JUST WORLD 2018-2022



**OXFAM**  
IBIS



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# FOREWORD

We are proud to share with you the strategy of Oxfam IBIS 2018-2022.

We envision a future where all people will live in just and peaceful societies and where fulfillment of rights, access to influence and resources, and opportunities are achievable for all. Our future holds the prospect of a life of dignity for all, and an economy that works for all and not only for the few.

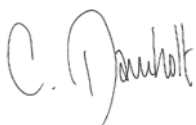
The world has changed radically in recent years: new technologies are reshaping relations and societies, new economies and corporate interests are claiming power, the 'international order' and its agreed principles are being challenged, conflicts are occurring more than ever and people are moving in vast numbers. Inequality has increased dramatically across the globe and within countries.

We recognize that delivering our vision means overcoming huge and complex challenges in an ever-more volatile world. It requires an economy where people are at the center instead of profit. It requires us to build new alliances for social justice and inclusive economic development.

It can be done.

We live in a world with the capability and knowhow to achieve our vision. Ending extreme inequality and poverty is within our reach. We empower people in demanding their basic rights, in their efforts to ensure political commitment and action to turn the trend of inequality. Together we work to ensure real commitment by the private sector to sustainable development, and to generate new and innovative solutions to improve the lives of the many. When people mobilize their power and come together to demand more progressive governments, more responsible corporations, more effective international bodies, change will happen.

IBIS has worked for more than five decades empowering partners and movements in the fight for economic, social and political justice. We can now do even more, as part of the Oxfam confederation, through our collective power and work in over 90 countries. We stand strong, and we stand together, when we fight inequality and injustice. We are an organization of people with a passion for global justice; people across the world with the will to make change happen; people who truly believe that the world can be different and more just. Together we can fight inequality.



Christian Damholt  
Chairman of the Board



Mie Roesdahl  
General Secretary

AVSI/ECW1/23

Questions

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# WHAT WE AIM TO ACHIEVE



Increased public engagement in fighting inequality and poverty (SDG 10, 4.7)

Stronger political commitment to reducing inequality (SDG 10)



Strengthened civil society organisations able to fight inequality (SDG 10, 16.6, 16.7, 17.17)



Improved access to quality education particularly for girls (SDG 4, 4.5)

More young people, particularly young women, in training and employment (SDG 5.A, 8.6)



Increased proportion of government spending on essential services, particularly education (SDG 1.A, 10.4)



More women and youth participating meaningfully in peacebuilding processes (SDG 16.7.1, AGENDA FOR HUMANITY 1.4)

Reduced violence against women (SDG 5, 5.2)



More women and youth affected by crises that receive high-quality and dignified humanitarian assistance including education (LEAVING NO-ONE BEHIND, AGENDA FOR HUMANITY)



Enhanced political commitment to progressive and pro-poor financing for development – including through international aid, domestic revenue mobilization, and more sustainable debt practices (SDG 17.2, 17.4, 17.14)



In achieving the above, Oxfam IBIS will actively contribute to the achievement of the Sustainable Development Goals (SDG) 1, 4, 5, 8, 10, 16, 17 as well as the additional goal 18 on youth.



“ Powered by people, we seek to give powerful and concrete responses to the structural causes of inequality and poverty and to address its impact on peoples’ lives. ”



**OXFAM**  
**IBIS**





# INTRODUCTION

This strategy signals a new beginning for Oxfam IBIS. We entered the Oxfam confederation in 2016 and transitioned into the organization in 2017. As part of Oxfam we have become a more powerful influencing agent and humanitarian actor with global reach. The global fight to address the structural inequalities causing poverty and insecurity around the world is at the heart of our agenda in Oxfam, and is at the core of the Sustainable Development Goals, which have set-out a new ambitious and universal vision for development. To be 'fit for purpose' to address the global challenges and opportunities of today, Oxfam IBIS has initiated an organizational change process that will place us in a stronger position to work together with key global, national, and Danish stakeholders in new types of partnerships.

While we are going through change, we stand on solid ground. Oxfam IBIS stands on more than 50 years of experience supporting marginalized groups, women and youth, and indigenous people in their fight against poverty and inequality. We enable those we work with, particularly local civil society actors, to build voice and power in their fight to change their lives and their societies. With justice, solidarity, and respect at the heart of our efforts we continue to strive for just societies with equal opportunities, where every individual can fulfil his or her potential.

We walk together with people around the world to jointly take on the most difficult challenges of the world today: changing the structural conditions that underpin the increasing inequality between rich and poor, between the powerful and the powerless, between men and women. We do this through our thematic focus on transformative education, economic justice and inclusive democracies, inclusive peacebuilding, and humanitarian response. We do it through our way of working with partners with empowerment, capacity development and coalition-building at the center, and through influencing efforts that link the concrete challenges in communities in which we work with the national and global structural conditions that impact their lives. We do it through public engagement efforts with our members and volunteers who actively engage in the movement for change, helping to mobilize the power of people. And we do it through policy

engagement where we advocate and influence on behalf of those who do not have a voice.

Linking people around the world in action for change is at the core of the commitments made with the adoption of the Sustainable Development Goals. We can achieve these goals if we stand together, as peoples, as organizations, and across the typical boundaries of collaboration. The private sector also has a key role to play. Oxfam IBIS will work to leverage its significant strengths and counter its weaknesses - such as the use of tax havens. Too many still suffer the impact of extreme inequality, social and political exclusion, and unequal access to quality education. Seven out of 10 people live in countries where inequality rose over the past 30 years. Wealth is increasingly concentrated in the hands of a few, with the richest 1% owning as much wealth as the poorest half of the world's population. Such inequality levels undermine our efforts to eradicate poverty and achieve economic growth and social justice for all, eroding social cohesion, security and peace.

The concentration of wealth and political power gives rise to a vicious cycle, which leads to increasing formal and informal restrictions on participation and action of civil society, and, therefore, on people's potential to play an active role in decision-making. This results in harmful political capture and triggers a hijacking of democracy, which is closely linked to the increase in extreme inequality. And it contributes to a record high number of violent conflicts in the world today. Inequality is both a cause and a consequence of violent conflict, and we must do more to ensure the collective efforts are geared towards addressing these structural causes of violent conflict.

Powered by people, we seek to give powerful and concrete responses to the structural causes of inequality and poverty and to address its impact on peoples' lives. We want just and inclusive democracies based on an economy for the people and a strong civil society where the governing rules are grounded in equity and social justice, where every person has the same opportunities to exercise their rights and reach their full potential.

A young boy in a green t-shirt is the central focus, with his right hand raised high. He has a serious expression and is looking towards the camera. The t-shirt has a logo and text that reads "MIEMS N'SERI & PRIMARY SCHOOL". In the background, other children are visible, some wearing red and white striped shirts, suggesting a classroom or school setting. The lighting is natural, and the overall tone is one of quiet determination.

“ Oxfam IBIS remains unafraid to take a stance and support people without a voice to fight for justice - even when change seems impossible. ”

# WHO WE ARE AND WHERE WE HAVE COME FROM

In 2016, IBIS joined Oxfam, one of the most influential development and humanitarian organizations' in the world. For IBIS, the rationale was to enhance our global strength in the fight against inequality and poverty, particularly by strengthening our agenda to secure quality education for all and 'leaving no one behind' in the implementation of Sustainable Development Goals.

As part of Oxfam we have become a more powerful influencing agent as well as a significant global humanitarian actor. For Oxfam, the affiliation of IBIS into the confederation has provided a strong methodological and substantive injection on transformative education as well as economic and social justice to the confederation.

IBIS has since its establishment in 1966 been a membership organization with a strong democratic tradition. Although a Danish civil society organization with a solid anchoring in Denmark, IBIS (now Oxfam IBIS) has always oriented itself towards alliances in order to maximize its impact. Our first international engagement was as part of World University Service (WUS) in the 1960s supporting liberation movements in Southern Africa in their fight against apartheid and in the struggle against the Portuguese colonial power. A decade later, WUS expanded its work to other Southern African countries. Later in the 1980s the fight for justice continued when the peoples of South and Central America started rebelling against oppressive and violent dictatorships. We supported the strengthening of civil society organisations and social movements in the emerging democracies and stood by indigenous peoples' organisations in their struggle for recognition and collective rights, laying the foundations of Oxfam IBIS' strong and ongoing presence in the region.

In the early 2000s, we expanded our work to West- and East Africa and further strengthened

our approach to quality education for all and especially vulnerable girls. Since becoming part of Oxfam, we have further established a presence in the Middle East and North Africa as we continue to address the structural causes of inequality, while providing the large youth generations of the region opportunities for skills development and employment.

Today, Oxfam IBIS contributes to five out of six of Oxfam's overall change goals:

- Goal 1: Right to be heard – People claiming their right to a better life.
- Goal 2: Advancing gender justice.
- Goal 3: Saving lives, now and in the future.
- Goal 5: Fair sharing of natural resources.
- Goal 6: Financing for development and universal essential services.

While all Oxfam IBIS' focus areas contribute in complementary ways to the 5 change goals, we particularly contribute to Goal 1 and 2 through our Transformative Education efforts, Goal 5 and 6 through our Economic Justice and Inclusive Democracies efforts and Goal 3 through our Inclusive Peacebuilding and Humanitarian efforts. As the Oxfam confederation develops its new strategy for 2020 and beyond and further strengthens its strategic footprint, Oxfam IBIS will continue to be a strong member organization (affiliate) of Oxfam with an increasing role and strength within the confederation.

As part of the Oxfam confederation, Oxfam IBIS will continue to seek influence in the name of the voiceless and courageously take the lead in creating a better world. With justice, action for change, and integrity at the heart of our efforts we will continue to strive for just societies with equal opportunities for every individual to exercise their rights and fulfil their potential.



Kultura ng Palayan  
Cultural Embassy  
A World of Possibilities  
in a Room of Inspiration

MUNICIPALITY OF PALAYAN

# WHY WE FIGHT INEQUALITY

While the last decades have seen an increase in economic wealth and opportunity in large parts of the world as well as major technological advances that could benefit the poor and most marginalized, we have also seen an increase in extreme inequality. This has emerged as the main obstacle to alleviating poverty and achieving the sustainable development goals. We consider it the greatest challenge of our time. It is playing a role in re-defining the world: feeding into an increase in violent conflicts, refugees and migration; hijacking our democracies; and adding to the extreme hoarding of wealth at the top.

Too many people in the developing world suffer the impact of extreme inequality and poverty, social and political exclusion, and unequal access to quality education – all of which disproportionately harm the poor, vulnerable, youth, women and girls.

Access to quality education remains highly unequal: 123 million children are still out of school, about half in crisis and conflict affected countries, and the poor quality of education in many developing countries is leading to low literacy rates amongst growing youth populations. Yet, quality education is one of the most powerful equalizers, and is key to achievement of all sustainable development goals.

Meanwhile, the current economic model is breeding inequality in many countries, and is not delivering justice for the 99%. Tax dodging costs developing countries approximately \$170 billion every year, and low domestic resource mobilisation, mismanagement, corruption and lack of pro-poor budgets are undermining equal rights for women and men to live in dignity with access to quality social services. This fuels inequality further. Evidence shows that high levels of economic inequality hinders growth and private sector investments, erodes social cohesion, human rights, and leaves the poorest behind with little ability to lift themselves out of poverty. At the same time, shrinking space for civil society is compounding the concentration of political power in the hands of the few, undermining the development of inclusive democracies, challenging civil society's ability to influence decision-making.

With women substantially over-represented in the ranks of the poorest, economic inequality serves to reinforce gender inequality, and block progress on women's rights. The unequal economic opportunities for women and men are reflected in gender pay gap that stands at 23% globally. Without decisive action, it will take another 217 years to achieve equal pay. Furthermore, a staggering 30 to 37% of women in Latin America and Africa have experienced intimate partner violence (physical and/or sexual) or non-partner sexual violence or both. Yet, 49 countries have no laws that specifically protect women from such violence. In Latin America, violence against women and girls is estimated to cost countries up to 3.7% of their GDP – more than double what most governments spend on education.

The growing youth generations are increasingly bearing the full brunt of rising inequality. In 2018, there are 1.8 billion young people (aged 15 to 29) in the world, approximately 85% of them living in developing, emerging economies and fragile states. Of Africa's nearly 420 million youth aged 15-35, one-third are unemployed, and only one in six are employed in the formal sector, with secure labour rights.

This vicious inequality cycle breeds and sustains extreme inequality which triggers conflict and displacement, with more than 2 billion people living in countries affected by fragility, conflict and violence with very little prospects of a better future. The global population of forcibly displaced people - the majority of them children and youth - is at a record high, doubled in number in the last 20 years. It is estimated that by 2030 most of the world's poor will live in fragile and conflict affected states. This portrays a failure to deal effectively with both causes and consequences of violent conflict – with inequality and lack of inclusion and opportunities of marginalized and displaced people being significant causes of violent conflict.

While we are drawing a bleak picture of the world of increasing inequality and its consequences, we are seeing increased attention to this important issue and a willingness to come together to fight extreme inequality. We stand ready to take the lead.

“ We believe that because inequality is created by people, it can only be overcome by people.”



# HOW WE FIGHT INEQUALITY

Oxfam IBIS fights inequality and poverty and works for just societies where all people have equal rights, access, and opportunities – to influence, resources, and quality education. Together with our partners, we combat global inequality and poverty by directly supporting people and communities to influence structures and decisions at the local, national, regional and global level that impact their lives. We seek to change structures and policies that widen and sustain inequality and keep people in poverty.

We insist on tackling the most difficult issues, even when it poses the greatest challenge. And we insist on talking with people who do not agree with us, as well as those who do. We present the problems as well as the solutions. We hold duty-bearers accountable and insist on civic space and voice.

We commit ourselves to be a strong voice for change and fighting inequality through our key themes: transformative education, economic justice and inclusive democracies, inclusive peacebuilding and humanitarian response. Transformative education and economic justice comprise the strong pre-existing base on which we continue to grow our ongoing work and influence. However, due to the particular challenges of inequality in conflict affected regions, both as cause and consequence of violent conflict, and the rising number of people being 'left behind' due to crisis, we will expand our work on peacebuilding and humanitarian response. The record number of violent conflicts in the world necessitates action to ensure this does not further marginalize people in poverty.

By 2022, we will have strengthened the interlinkages between our focus areas and further developed them, thereby enhancing our strength to succeed together with Oxfam in our fight against inequality.

How we work is as important as what we do. We build partnerships with and among civil society across the globe. We build capacity and learn from each other. We support the fight for civil society space and voice, and we act as convenor to support strong coalitions of like-minded organisations and individuals (CSOs,

unions, business, media etc.). We work on global challenges that have both global and local solutions. This is the essence of our change theory (see page 17).

Oxfam IBIS promotes partnerships as a mutual relationship based on trust and joint commitment to achieve clear results. We empower legitimate drivers of change to advocate and facilitate multi-stakeholder dialogue that influence state, government, and private sector to create systemic changes. And we mobilise people through campaigns to raise their voices and hold powerholders accountable. This is the essence of the Change Triangle with its 3 dimensions: capacity building of civil society, strategic delivery, and influencing (illustrated on page 17).

Influencing is an integral part of Oxfam's programs at all levels. We build on the experiences and knowledge we gain through our work at the local level to leverage change at the national, regional and global levels, this is the core of Oxfam's approach to influencing: our Worldwide Influencing Network (WIN). This makes us a relevant and trustworthy advocate for the marginalized and an effective influencing partner and advocate to decision-makers. In summary and as illustrated by our Theory of Change on page 17, we strive to create change through a combination of civil society empowerment to influence power holders (as illustrated by the Change Triangle), and the WIN approach of leveraging systemic change from local to global level.

Our approach is people centred and based on the capacity of civil society and local actors to find (new) solutions to their own problems and act to create change: enabling spaces for and empowerment of local and regional actors to develop new knowledge and ideas, test them, and document their relevance and transformative power in a given context. We build on Oxfam International's innovation tools in developing a strong strategic and systematic approach which enables locally generated ideas to develop and establishing new and innovative multi-level and multi-stakeholder alliances. The best ideas for creating change will always come from those who understand the context best. We are committed to supporting local ownership in everything we do

and to addressing power inequalities throughout our ways of working.

Additionally, we are committed to pursuing a human rights based approach that is:

- Participation and inclusion are the basis of our work with partners.
- Fortifying accountability mechanisms is a strong feature in all our work.
- Non-discrimination is applied across the board both within our organization and in our collaboration with others.
- Transparency is something we both practice and preach to stakeholders and duty-bearers.

### Mainstreaming gender and youth

Oxfam IBIS works to change the lives and possibilities of youth, women and marginalised groups. This is an intrinsic part of our inequality agenda. Experience shows that a combination of mainstreaming gender and youth dimensions in all programmes, with well-designed stand-alone projects is the most effective approach to achieving change.

In mainstreaming gender and youth, we will:

- Increase the involvement of men and boys in program design on gender justice and on strengthening women and girls' rights.
- Actively support youth and women's rights organizations to advance voices of youth and women, including young women, to take part and influence decision-making processes affecting their lives.
- Influence decision makers at local, national and international level to advance policies, structures, and processes supporting gender justice and youth participation.
- Systematically document program results and lessons learned on gender justice and youth participation to maximize effectiveness and impact.

Both gender justice and youth participation are areas of particular and increasing attention of Oxfam, and Oxfam IBIS will continue to be a strong strategic partner in leveraging these areas.

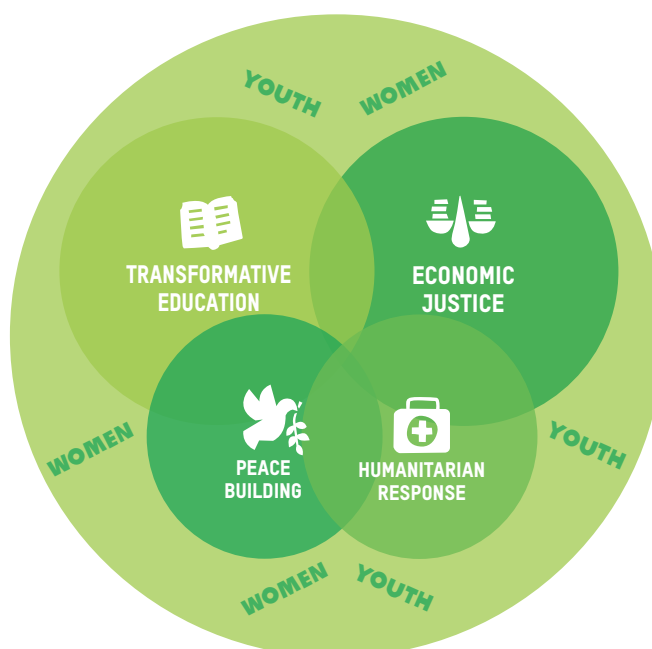
Since all efforts in conflict affected countries have the potential to exacerbate conflicts, both in terms of triggers of violence and in terms of reinforcing structural dimensions of conflict, we also mainstream conflict sensitivity and peacebuilding throughout our programs.

### Where we fight inequality

Geographically, Oxfam IBIS focuses its presence in four sub-regions of Africa: West Africa, East and Central Africa, and Middle-East and North Africa, and in addition in Latin America.

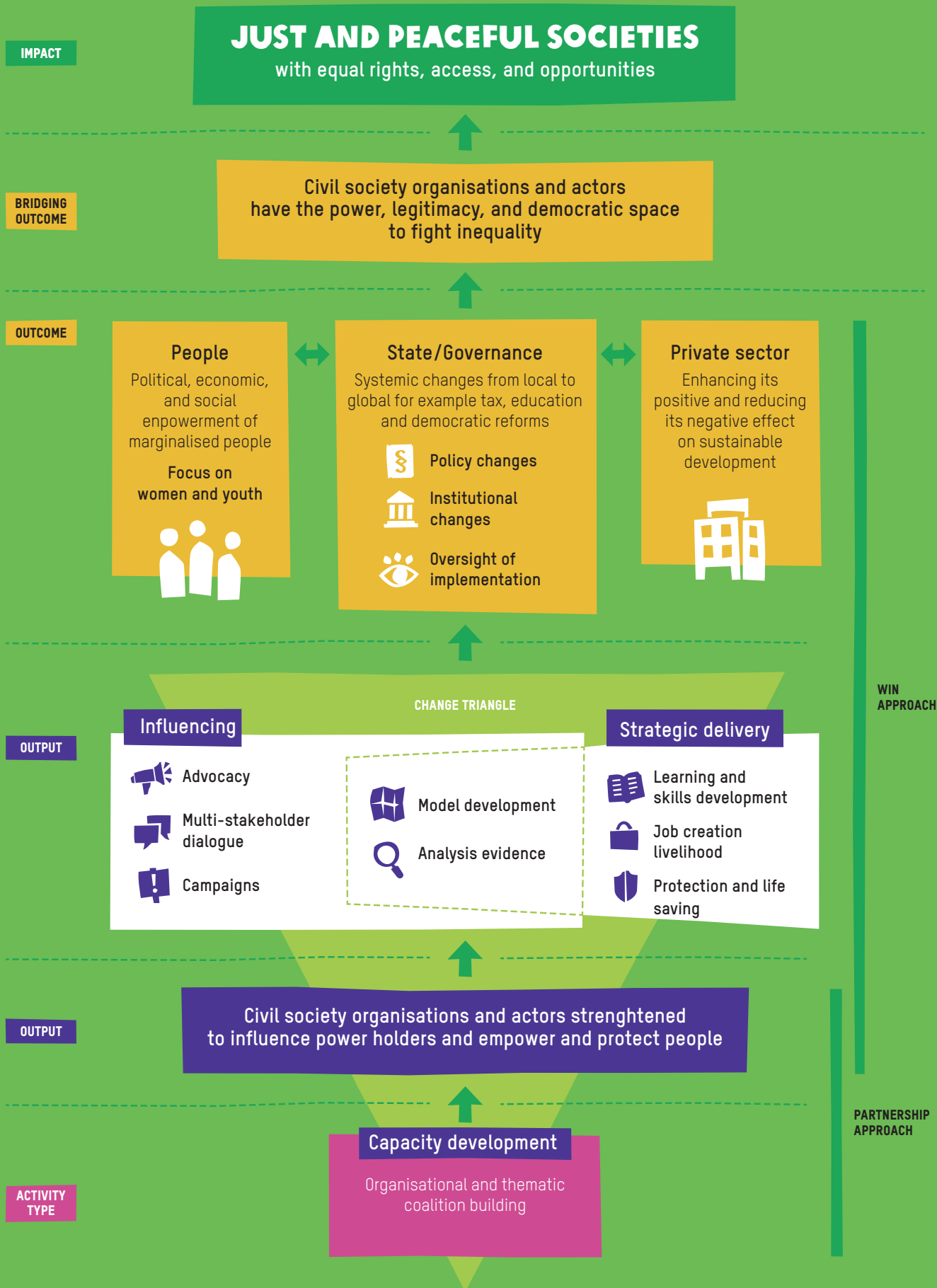
We emphasize knowing the context in which we work in order to contribute most effectively, whether technically, strategically or financially, and when working regionally we share lessons across regions and facilitate joint engagement by countries in their influencing work. In principle, however, as part of Oxfam, Oxfam IBIS does not have any geographical limitations, but is committed to engage where our expertise is requested and where we are certain that we can add additional value.

In relation to Transformative Education we have a particular obligation to work across all 67 Oxfam country offices, which we do through our Education Community of Practice and Influence (ECPI) and through direct engagement.





# OUR CHANGE THEORY FOR FIGHTING INEQUALITY



WIN APPROACH

PARTNERSHIP APPROACH

“ Together we can  
change the world. ”  
*Our values*



# WHAT WE DO TO FIGHT INEQUALITY

## TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

Access to equitable and good quality public education is one of the most powerful weapons in the fight against inequality. Education provides marginalised people with a 'virtual' income, which boosts opportunities for marginalised people, and increases the likelihood of social mobility.

Education can be a great equalizer and contribute to transforming unequal power structures into equitable social and political relations, where people are empowered and participate actively in decision-making. On top of this, gender transformative education empowers and protects girls: it delays the age of which girls/women have children, it increases women economic opportunities, and educated girls are more likely to have healthy and educated children while uneducated girls are more likely to suffer gender-based violence. Transformative education is a prerequisite for active citizenship. To achieve the full transformative power of education, it must be of good quality, equitable and transformative. Oxfam IBIS advocates for education that is free, universal, publicly provided, adequately and equitably funded, with well-supported teachers, and strong state systems that provide accountable public oversight. We will advocate for 'transformative education': education where learners can actively participate on equitable terms despite their socio-economic status, and where the students learn about their rights, democratic values and how to be active citizens by influencing duty-bearers.



As we partner with organisations working in landscapes where technology infrastructure is poor and where education and literacy levels are low, we will explore how new and affordable technologies can contribute to reinforce gender balanced quality education, including innovative digital solutions targeting low-skilled and low-literate youth and adults.

As transformative education is a new focus area for Oxfam, Oxfam IBIS has a particular responsibility to successfully cascade it within the confederation, integrating it into the strategic frameworks, ensuring joint knowledge development, and leading global advocacy efforts on quality education. This exceptional role within Oxfam, requires us to invest significant resources and attention to this area in the coming years. Within Oxfam, we work through ECPI (Education Community of Practice and Influence) to leverage the full potential of the confederation in our fight for quality education for all.

### In partnership with others, we will:

- Improve access to education of the most marginalized, including girls, both in areas of violent conflict, in more stable contexts and working across the humanitarian/development nexus.
- Improve quality of education for example through support to teacher professional development, mother-tongue education, enabling learning environments and curriculum development Advocate and campaign for improvement of national, regional and global policies, structures, and financing mechanisms that facilitate quality education for all and the full achievement of SDG4, working through alliances and building evidence.
- Engage civil society, and connect teachers and students in the fight against inequality, in Denmark and beyond, and provide the space for new generations to understand and take part in addressing global challenges.

# ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

Oxfam IBIS works for economic justice and inclusive democracies which benefit the many rather than the few. We strengthen partners to build coalitions and hold governments accountable to work for the common good of the people, and redistribute resources to fight poverty and inequality. Strong, legitimate and vibrant civil society organisations and coalitions – with inclusion and leadership of women, youth and indigenous peoples – have the power to challenge existing power structures and engage effectively with governments, public institutions and private sector.

In Oxfam IBIS, we actively participate in/contribute to further developing Oxfam's strong, legitimate, and knowledge based influencing work within the area of economic justice and inclusive democracies, and we draw on this comprehensive knowledge base in our programme work, and when engaging with decision-makers in the Danish context.



## To ensure economic justice, in partnership with others, we will:

- Challenge economic policies that increase inequality, and empower civil society and particularly women and youth to be at the forefront in the fight for fiscal justice.
- Promote tax justice through progressive and gender sensitive domestic resource mobilisation (DRM), increase pro-poor public spending and pursue a fairer international tax system.
- Ensure responsible investments in the Global South that contribute to reducing poverty and inequality.
- Influence and monitor public budgets to maximize their impact on poverty and inequality reduction, and ensure full disclosure and accountability in private sector tax reporting and payments, including from the extractive sector.
- Engage in influencing decision-makers to enhance the size and effect of global and Danish development assistance and financing for development as it remains a key equalizer between North and South.

## To ensure more inclusive democracies, in partnership with others, we will:

- Contest all tendencies of shrinking civic space; empower poor and marginalized people, women and youth, to gain control over their own lives by exercising their rights to political and economic participation, freedom of expression and assembly and access to information and justice.
- Strengthen civil society and communities affected by extraction of natural resources to influence decision-making, ensure reinvestments in social development, and to hold governments and corporations accountable to human rights and indigenous peoples' rights.
- Empower civil society coalitions and movements to conduct research and advocacy for democratic reforms. Facilitate dialogue space between civil society, private sector, governments, media and institutions on tax, responsible investments, human rights, decent jobs and the SDGs.

## INCLUSIVE PEACEBUILDING

We fight inequality as a structural cause of violent conflict, and we secure meaningful engagement and inclusion of civil society, and particularly women and youth in peace processes.

Working closely with partners and Oxfam affiliates, and building on Oxfam IBIS' and Oxfams long-term engagement in fragile and conflict affected contexts and promoting equality and inclusion.



### In partnership with others, we will:

- Enable multi-stakeholder/multilevel dialogue to enhance effective engagement, inclusion, and influence of civil society in peace negotiations and peacebuilding processes and advocate for more inclusive, effective, and sustainable approaches to peacebuilding
- Mainstream conflict analysis and peacebuilding outcomes across other thematic areas of Oxfam IBIS, and to inform specific peacebuilding interventions in focus countries.
- Catalyze new ways of working within the international peacebuilding infrastructure, including in the humanitarian/development/peacebuilding nexus, in the approach to local ownership for sustainable peace, and in work to strengthen aid effectiveness in conflict affected contexts, and implementation of SDG 16.

## HUMANITARIAN RESPONSE AND EDUCATION IN EMERGENCIES

We save and protect lives, reduce suffering and promote the rights of the most vulnerable and marginalized people affected by crisis. Education in emergencies is a particular focus for Oxfam IBIS: given its importance as a right of conflict affected populations, and one of the most effective responses for protecting children and youth, empowering people and building resilience and sustainable development and peace in conflict affected communities, leaving no one behind. We are committed to support timely humanitarian response and at the same time to work for longer-term and sustainable solutions. We build our humanitarian responses



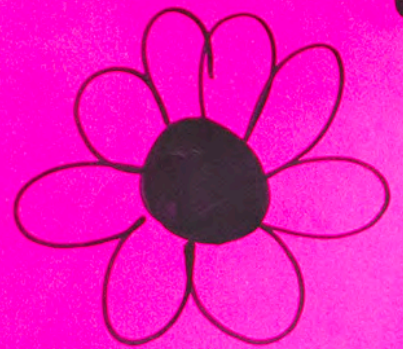
on diverse modalities and partnerships, but our preferred modality is one led by local actors, in finding their own solutions. We are guided by the humanitarian principles, international standards and commitments such as Common Humanitarian Standards, Grand Bargain and Charter for Change.

### In our humanitarian response, we:

- Improve access to quality education and opportunities of especially children, youth and women affected by crisis.
- Improve the capacities and role of local actors including women and youth in humanitarian response and work for humanitarian responses that are led by and accountable to the local communities.
- Improve the understanding, linkages and synergies between humanitarian, development and peacebuilding.
- Advocate, through Oxfam and broader coalitions, for strong people-centred humanitarian financing and programming, localization, and the rights of displaced people and communities, and strengthen our advocacy work for increased quality learning opportunities in emergencies.

¡NO EXIJO  
PRIVILEGIOS,  
EXIJO RESPECTO!

#NIUNAMENOS.





## PUBLIC ENGAGEMENT, CAMPAIGNS AND ADVOCACY IN DENMARK

Active citizens are the basis of everything we do, in the countries where we work, globally and in Denmark. Oxfam IBIS engages people in Denmark in the struggle against inequality and provides opportunities to be part of creating change, building a new generation of active global citizens.

Our actions to change the world are powered by our members and supporters, anchored in a strong democratic tradition. Together we form a movement of people against the injustice of extreme inequality.

Every day we are bombarded with vast amounts of information. In order to be impactful, our campaign communication must be innovative to gain 'cut through'. We will use new formats in our communication in order to meet these demands; in particular, young people use new technology, when they come together for a cause, they care about. And we have to do the same when we engage volunteers. At the same time, people are

seeking-out new communities of change, and new movements are flourishing. People want to act and make their contribution to a more just world, through strategies which enable their engagement. We will find ways for people to engage meaningfully, whether it is through short-term action or a long-term membership.

We will increase our visibility and brand recognition among the Danish population. To grow stronger, we will work with integrated campaigns: Oxfam IBIS will set the media agenda using data and facts, enable the public to act digitally through petitions, engaging in asking critical questions to private sector actors, sending emails to politicians, and through social media.

We will communicate with courage and based on our insight and knowledge. We don't communicate to the population, we communicate with them. We will most often communicate from a point of departure that the population in Denmark is passionate about and which connects to our

global work. Oxfam IBIS will also use its reach and results to show positive stories of change and ways to engage in being part of that change.

It is at the core of our work to mobilize and engage volunteers and members actively. We are a Danish membership based civil society organization, and our work depends on the engagement of people, also in Denmark. We will offer ways for all to engage in the movement for equality through digital activism, local and national advocacy, fundraising, and awareness-raising.

We will explore new activities in Denmark, which can both appeal to volunteers, can create awareness and influence, and can generate funds for our development and humanitarian work. Where relevant, we will join forces with others to campaign for maximum impact.

We will remain the most significant development organisation for people in the education sector in Denmark, by redeveloping the way we engage with pupils and teachers. And as Oxfam IBIS, we will be the strongest force for change in Denmark on inequality - as Oxfam is globally.

In our policy and advocacy work, we seek to change structures and policies that widen inequality and keep people in poverty. We particularly commit ourselves to be a strong voice for change on the thematic areas outlined in this strategy. We seek change where it matters the most in pursuing our, and our partners', strategic goals, and where we have, or can build, specific

leveraging power: in the countries where we have specific programmes, in all Oxfam country engagements focused on quality education, at regional and global level linking our national evidence to create global systemic change, and finally in Denmark. We seek to influence the UN, the EU, and other multilateral organisations, governments and the private sector to bring progressive policy and structural changes.

Being a Danish civil society organisation with more than 50 years of engagement, we focus on influencing the Danish government, state institutions, private sector and Danish civil society, to position Denmark as a global leader in addressing inequality and poverty and pursuing strategic goals in our focus areas. To achieve the sustainable development goals and produce systemic and sustainable change, we must link our influencing efforts in all these spaces.

Oxfam IBIS' influencing work is based on knowledge from our work around the world, as well as analysis and reports we produce on global and Danish issues. We use this knowledge as the basis of our political work.

The facts-based approach makes us relevant to politicians and decision makers. We commit ourselves to conduct our influencing work in a responsible way where we are transparent about our aims and methods, provide evidence-based and factual data, are and are loyal to our partners and members, while being open to dialogue with those we disagree with.



# OUR VALUES

## **Justice and solidarity**

We are all equal and therefore everyone is entitled to equal rights and possibilities to develop their potential regardless of differences in origin, gender, religion, sexuality or ethnicity, and without discrimination. We fight in solidarity with the marginalized, the ones left behind – women and men, boys and girls, young and old, in Latin America, Africa, the Middle East, Denmark and across the world. Together we demand justice when injustice is done. Together we can change the world.

## **Action for change**

We take action to create change even, when it is challenging. It takes more than hope and courage to change the world and address the challenges we face today. It takes committed action to bring about structural change on the causes of the problem, rather than the symptoms, and we stay engaged for the long-term. Through coalitions, knowledge and innovation we act to bring about transformative change.

## **Responsibility and integrity**

We strive to 'walk-the-talk' and live up to the highest standards of responsibility and integrity. We are accountable to the people we work with – donors, supporters, partners, and staff – for ensuring appropriate ways of working. We focus specifically on ensuring women's rights and protection in all areas of the organization and addressing power inequalities. We have a special responsibility as perhaps the most influential global civil society organization to maintain and constantly strengthen our integrity in all that we do.



“ We will strengthen our financial sustainability with the purpose of staying relevant and as a strong change agent in a rapidly changing context. ”

# ORGANIZATIONAL AND FINANCIAL DEVELOPMENT

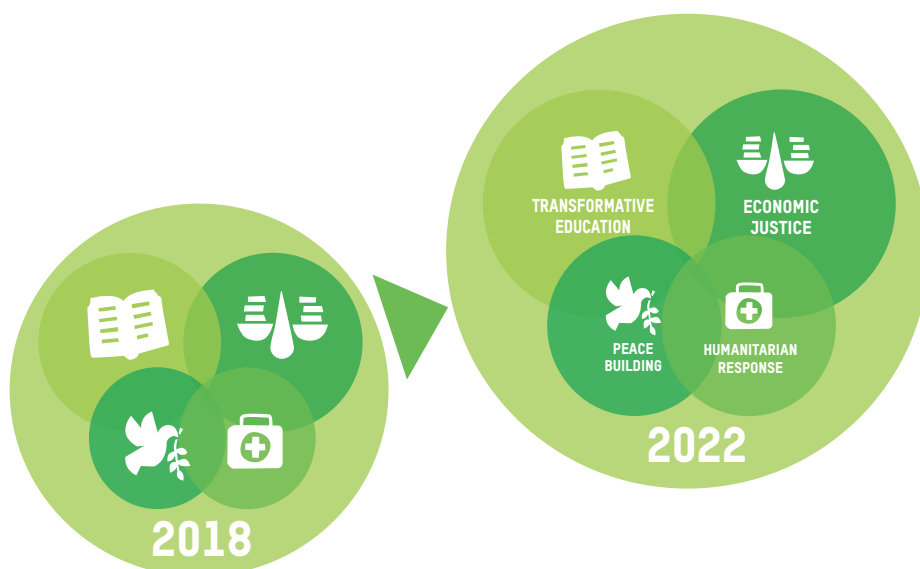
Oxfam IBIS aims to promote the highest levels of accountability, transparency and integrity and engage actively in Oxfam’s efforts to promote sector wide improvements in standards and ways of working. The values of Oxfam IBIS which aligns with the broader Oxfam values translate into a strong organizational approach to partnerships characterized by local ownership, respect, dignity and equality and to addressing power inequalities - including gender inequality - in all aspects of organizational structure and culture.

Oxfam IBIS is one of 19 partner affiliate organizations in the Oxfam confederation. The confederation structure gives a mandate to all affiliates to influence the strategic framework, the organizational structure and culture, and the implementation and quality of programs. Oxfam IBIS takes active part in developing a new and stronger organizational model - One Oxfam 2020 - including its focus on global balance. We will work to strengthen our approach to documenting results, learning, working with new types of partners, developing new and innovative approaches to country level change, and continuously striving to be effective in driving influencing agendas. Our key organizational goal is to remain fit-for-purpose in a changing context.

At the same time, development cooperation is currently undergoing major changes, both at overall political-strategic level and at the level of financial-administrative modalities. This has implications world-wide, and in the Danish context and in relation to Danish civil society organizations. Oxfam IBIS has a long-standing financial and strategic collaboration with Danida which we will continue to develop, and at the same time we will prepare ourselves for future changes in the financial conditions for development assistance.

Between 2018 and 2021, Oxfam IBIS will strengthen its financial sustainability with the purpose of staying relevant and as a strong change agent in a rapidly changing context. This means increasing our equity throughout this period to a level appropriate to the risks associated with financing modalities and the responsibilities in relation to programs and staff.

We will diversify our funding sources further in the coming years, while staying focused on delivering on our existing obligations. We will invest in enhancing our public funding base with an emphasis both on private donors and private foundations, and we will pursue new donor relations including with the Nordic donors.



Oxfam IBIS will aim to grow in influencing strength and program/funding portfolio. We will grow in all our focus areas, but will make a particular effort and investment to do so in transformative education where Oxfam IBIS has a special mandate and obligation within Oxfam. The growth scenario will be one where our focus areas come closer together to complement and leverage one another towards the overall goal of fighting inequality and where we ensure alignment with Oxfam priorities. Our growth will be managed carefully, making the necessary risk assessments prior to any new commitments.

Oxfam IBIS is a member of the Oxfam  
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Museruka, p.6/7: South Sudan/ William Vest-Lillesøe,  
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