

FIGHT INEQUALITY

Together, We Can End Poverty and Injustice



GLOBAL STRATEGIC FRAMEWORK
2020–2030

INTERNAL USAGE ONLY



OXFAM

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Cover: Fatoumata Tangara, 14, has been a peer educator for 2 years. She says it is important that young people talk to other young people, because “sometimes when we talk with adults, we can’t say everything.” She adds that parents also have to be sensitized for them to allow their girls to go and stay in school. (Laeila Adjovi/Oxfam Novib)

INTRODUCTION

Everyone has the right to a just and sustainable world in which they can thrive. But billions are still trapped in poverty and injustice.

Today's economic models have failed the world. Unjust systems have concentrated power in the hands of a few, at the expense of the world's poorest and most marginalized.

Extractive economies have exacerbated a climate crisis that is destroying millions of lives and livelihoods.

Entrenched systems such as patriarchy, sexism, caste, and racism sustain the multiple and interlinked forms of inequality that are the root cause of poverty and injustice.

Those who live on the margins of society are the ones who suffer most as a result.

Ending inequality and poverty is possible. Doing so is a conscious choice.

THE CHANGEMAKERS

We believe in the power of people. Millions are already mobilizing. Even where they live in need, crisis or poverty, people have the courage to hold those in power to account for their actions. They are the changemakers who will win the fight against inequality. They are the ones who will beat poverty and injustice. We will offer them support to help relieve their suffering, and act together to transform lives and create change that lasts.

OUR AMBITION FOR 2030

We strive to add value to the work of those who challenge discrimination, exclusion, and exploitation. We will do everything in our power to amplify their voices and build global support for their undertakings.

We believe all lives are equal. No-one should be discriminated against or live in poverty. We will empower communities to build better lives for themselves and continue direct assistance and relief to people in need, above all in countries in the South, so they can live with dignity.

But for change to be sustainable, it must be systemic.

We know that the inequalities that drive poverty and injustice are complex and interwoven. To transform the systems that perpetuate them, we will adopt a multi-dimensional approach and apply a feminist lens to all our analysis and action.

We have learned that how we work is as important as what we work on. This understanding will shape our contribution to the global movement for social justice that we are a part of.

This strategic framework sets out our commitment, over the next decade, to a just and sustainable future. It expresses the core that unites us as Oxfam, and that inspires all our actions.

OXFAM IN 2020: OUR REACH AND SCALE

We are a global movement of people who are fighting inequality to beat poverty and injustice.

In 2020, our global confederation includes 20 member organizations, or Affiliates.

Affiliates are independent organizations with their own areas of activity and work, who contribute their strengths and expertise to Oxfam to help us achieve our shared goals.

Together, we are part of a global movement for social justice.

At the time this Global Strategic Framework was written, we worked across regions in almost 70 countries, with 19.5m people (including 7.8m in Africa, 2.7m in Asia and 6.5m in MENA, over 50% of whom were women and girls) and over 3,600 partners.

As One Oxfam, we are committed to:

- mobilizing resources for sustainable development programming that can lift people out of poverty;
- working with people and communities to build resilience, save and protect lives in times of crisis, and help people rebuild their livelihoods where they are affected by conflict and disaster;
- and, because we want lasting solutions, tackling the inequalities that keep people poor and vulnerable, and campaigning for genuine, durable change.

For more information, visit www.oxfam.org.



2020: A WORLD OF INEQUALITY

Today's economic models have failed the world. Flawed and sexist, they have been driving inequality and injustice. Across countries and regions, people are denied the ability to shape their future.

Neoliberal policies and unfettered capitalism have eroded democratic governance and concentrated power in the hands of a few, to the detriment of ordinary people, and in particular, the poorest and most marginalized.

Economies across the world have valued GDP growth more than other aspects of national development. But in 2020, nearly half of humanity is living below the poverty line, trying to survive on five dollars fifty a day. Economic growth alone, especially where it is not inclusive, will not beat poverty.

Extractive economic models are driving a global climate crisis that is changing our planet forever, and forcing an ever growing number of people from their homes. For millions, it means loss of livelihoods, ecosystems, identity and wellbeing – in particular in the countries that are the least responsible, but the most impacted.

Rapidly expanding cities, unregulated labor markets, and an increasing rural-urban divide have trapped millions in a downward spiral of poverty and injustice.

In many countries, corporations and wealthy elites have captured politics, the media, and educational institutions. Increasing privatization of sectors such as water, health, and education often undermines equal access to quality essential services.

Violence based on gender remains one of the world's most common abuses of human rights. In many countries, women are denied their full potential, and forced to accept unpaid, low paid, and unvalued work.

Patriarchy and other forms of oppression have reinforced each other and sustained discriminatory power relationships.

Patriarchal policies do not just lead to exclusion and exploitation; they often marginalize women and girls; lesbian, gay, bi-sexual, transgender, queer, intersex (LGBTQI) and gender non-binary people; refugees and migrants; and people with disabilities or without an education.

As a result, these groups often live and work in the shadows – unable to claim their economic, social and political rights, hiding from deep-seated attitudes of prejudice and, where they live in poverty, unable to build a better life for themselves.

INEQUALITY

Inequality refers to the uneven distribution of power, resources and opportunities among people and groups based on divides such as class, religion, caste, age, disability, race, ethnicity, religion, education, geography, gender and sexual orientation. It means abundance for the few, and injustice for the many. Inequality keeps poor people poor and powerless; and denies millions their rights. An inequality lens acknowledges the inter-connection between the multiple dimensions of inequality and consistently asks who does and does not have access to power, resources and opportunities, and why.



Increasingly, societies are divided.

Inequalities between individuals, groups, and nations are growing. In many parts of the world, systems are strained to breaking point. Populist anti-rights agendas co-opt growing disillusionment and further polarize opinion. Social tensions are made worse by competition over scarce resources and environmental or economic fragility.

Where governance is unaccountable, it fails to protect the vulnerable.

While the root causes of poverty and injustice are increasingly interconnected and transnational, multilateral institutions and international norms on human rights, peace, and security are being eroded. The number of armed conflicts is on the rise due to an increasingly complex combination of factors. Humanitarian crises are becoming more protracted, uprooting a growing number of people. Forced to leave their homes, many risk their lives in the hope of a better future elsewhere. Millions are on the move.

Ending the inequalities that deny people the right to a decent and dignified life, free from poverty and injustice, is a conscious choice.

Female construction worker Kaile (20yrs) helps build a house in Kharanitaar village, Nuwakot district, Nepal, where OXFAM has provided earthquake resistant houses, waterpoints and mason training to families affected by the 2015 earthquake. Kaile lives in the IDP community in her new home provided by OXFAM and helps build homes for families who are still waiting to move from their temporary shelters. Kaile received construction & mason training from OXFAM & partners. (Aurélien Marrier d'Unienville/Oxfam)



THE POWER OF PEOPLE

We believe in the power of people.

The years to 2030 will be a time of rapid and unpredictable change. We do not know how these complex realities will play out. Multiple, interwoven futures are possible. Disruption offers hope and unprecedented opportunities.

The digital revolution is forcing us to rethink development, relationships, and even what it means to be human. Hyper-connectivity offers new ways for people, communities, and decision-makers to come into contact, learn, and mobilize against inequalities, poverty and injustice. Digital activism creates new channels to hold duty bearers to account. Blockchain is increasingly used for social impact in aid and development.

Cities make it easier for diverse groups to connect and interact. An emerging young urban population is determined to see change. Within cities and across national and global dynamics, new forms of governance are evolving. There is more room than ever for innovation.

People who experience need, poverty and crisis know that change is possible. They are not afraid of speaking truth to power. They are the ones who raise their voices – mobilizing online and offline and building powerful alliances that peacefully resist discrimination and exclusion.

It is the people who experience inequality who will win the fight against it, and beat poverty and injustice.

Feminist movements are growing in strength. Across the world, women are expanding their influence as leaders in their communities and in

public office. Increasingly, young people are at the forefront of transformative change.

Movements such as #MeToo, Ni una menos, and the global climate change movement have shown us what is possible when people act in solidarity. Millions worldwide are speaking out against inequality and injustice. They are creating a momentum that can no longer be ignored.

There are many in governments, global institutions and the corporate sector who, like us, want the world to be different.

Together, we can create change at scale.

Our ability to have impact will depend on how we, as Oxfam, join those who fight for a just and sustainable world.

We will act in solidarity with them and champion their causes.

POVERTY

Poverty is not just about wealth but the multiple deprivations that impoverished people experience daily. This includes lack of access to resources, opportunities and quality basic services; poor working conditions, inadequate living standards, living in environmentally hazardous areas; the threat of violence and conflict; an increasing digital divide and lack of power over the decisions that impact them.

▶ Melbourne, Australia: Oxfam staff participate in the schools climate strike at Treasury Gardens. The crowds were estimated between 100,000-150,000 people and labelled as Melbourne's biggest ever rally. [OxfamAUS]

Hauwa Kyari (37) comes from Maiduguri, Nigeria and is an Oxfam Field Officer.

"I started as a volunteer and was offered a permanent contract because I'm from this community and speak the local language. I like the job because you can help restore people's dignity. Everybody knows me, can call me or talk to me if they need anything. If I can help them it gives me great satisfaction."

Sven Torfinn/Oxfam Novib



WHO WE ARE

OUR VISION

A just and sustainable world

OUR MISSION

We fight inequality to end poverty and injustice.

OUR VALUES

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

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

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

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

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

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

WHAT WE STAND FOR

We are rights-based: Our work is grounded in our commitment to the universality of human rights. We uphold and advocate for the implementation of international human rights instruments.

We are feminist: We recognize that there is no economic, social, and environmental justice without gender justice. Feminist principles guide all our action and interaction.

We fight inequality: We take sides against poverty and injustice everywhere, working with people, communities, partners and allies for just and sustainable solutions.

We are humanitarian: We work with communities before, during, and after crises to build their resilience, save lives, and together address the root causes of conflict and disaster.

We are both local and global: We are a global network of locally rooted, interdependent civil society organizations. We build solidarity and connect people across borders and regions.

We are driven by diversity: Within Oxfam and in our work with others, we are inspired by people of different socio-cultural backgrounds, genders, ages, and abilities.

We are a knowledge organization: We consistently seek to generate new insights that can drive solutions to complex problems. Our advocacy and campaigning asks are grounded in evidence and experience.

WHOM WE WILL WORK WITH

Our ambition is lasting impact. We will make a difference by being part of a global movement for social justice.

Change at scale is possible when we act in solidarity with, and amplify, the voices of people experiencing poverty and injustice.

Collaboration is at the heart of everything we do. We will work with a range of actors and understand that for them to choose us as their partner, we need to add value to what they do. We acknowledge that to be credible, we must respect their experience and do ourselves what we ask of others.

Our primary stakeholders and constituency are the people and communities who experience poverty, injustice, exclusion, and crisis. Whom we engage with will be context-specific across countries and in both urban and rural settings.

Our outreach will include grassroots women, ethnic minority groups and indigenous peoples; refugees and migrants; LGBTQI and gender non-binary people; small-scale farmers, producers, and fisher-folk; traders, cooperatives and social entrepreneurs; and workers in the formal and informal sectors, including care workers, and their associations. Where they ask us for our support, we will seek to offer it. Vulnerable women and girls will always be our first priority.

Across the world, where we share vision and values, we will partner with activists, communities, social movements and civil society. We know that it is our supporters, volunteers, partners, staff and donors who make it possible for us to make a difference. Together, we will generate energy for transformative change.

We will seek new ways to connect with young people and women in all their diversity and aspire to become a partner of choice for them.

Together, we will engage with and campaign to influence local and national governments, corporate actors, and the institutions whose decisions, policies, and practices can put an end to inequality, poverty and injustice. We will also reach out to champions in other sectors, including media and the arts, for their support. Where appropriate, we will use corporate solutions in pursuit of our cause.

We want to bring our power and influence to bear on the fight for a just and sustainable world. In partnering with others, we will find flexible and equal ways of engaging, adapting to their ways of working, and making ourselves accountable to them.

Our watchwords will be agility, respect and long-term commitment.

HOW WE WILL WORK

How we work is as important as what we work on.

We are guided by our vision, mission, and values, and the transformational change that we seek. In the years to 2030, we want to adapt and innovate. Feminist principles will guide us in all our action and interaction.

We will continue our work in sustainable development and humanitarian relief, building on our diversity and experience.

We will fight poverty and injustice in both rural and urban contexts, working with people to build better lives. Where necessary, we will provide direct support to communities where poverty exists, above all in countries in the South.

We remain committed to delivering life-saving assistance and protection in times of conflict and disaster. We will work with others to mitigate crises by building resilience and tackling the underlying inequalities that lead to fragility.

Our humanitarian and development work will continue to reinforce each other.

Influencing will always be part of our programming approach as we advocate to change norms, behaviours, policy and practice. Working with, and learning from others, our advocacy and campaigning will use a wide range of tools and tactics.

We want to diversify and grow our worldwide network of supporters, who make us legitimate and allow us to be bold and ambitious in our vision. We acknowledge the importance of their contribution, and will do all we can to ensure they feel valued in their relationship with us.

Our efforts will be focused where the impact of our action will be most significant. This can be where people are most affected by poverty, discrimination and exclusion; or where our

influence on people, institutions, and decision-making spaces has the potential to transform lives.

We know that to meet the challenge of a complex and unpredictable future, we need to develop new skills and improve our ability to adapt rapidly to changing contexts. Only then will we be able to seize new opportunities.

The combination of six approaches will make us and our impact distinctive.

Together they constitute Oxfam's overarching theory of change and inform everything we do.

1. A FEMINIST APPROACH

At Oxfam, we will be feminist in everything we do.

FEMINISM

Feminism is diverse, dynamic and multi-faceted in its content and its historical manifestations across the world. It asks questions and searches for answers to end all forms of discrimination, injustices and violations of rights suffered by women and gender non-conforming people. At its most basic, feminism seeks to ensure that women and men are equal in law and in practice. A feminist approach offers an inclusive way of thinking to help understand how diverse systems of hierarchy, power and sub-ordination interact across social contexts. Its objective is to create positive futures that uphold the dignity and rights of all.

We will:

- **Apply a feminist lens to all our analysis.** We will embrace an approach that emphasizes how power relations, systems and identities intersect and interact in driving inequalities, poverty and injustice.
- **Address gender justice and women's rights across all our actions.** We will continue to make this a priority, including in fragile and conflict-affected contexts.
- **Engage with the impact of oppressive masculinities.** We will strengthen our work with men and boys as a critical element in transforming the social norms and belief systems that enable and sustain gender inequality and violence against women and girls, in particular those who are poor and marginalised.
- **Amplify worldwide feminist leadership.** We will learn from southern feminists and promote intergenerational solidarity in pursuit of a just and sustainable world.
- **Learn how to improve our support for the rights of LGBTQI and gender non-binary people.** We will affirm the right of all persons to freedom of gender identity and expression, and challenge the barriers which seek to regulate and control people's sexual lives, bodies and decisions.

2. PEOPLE POWER

We will amplify the voices and actions of people that experience poverty and injustice and work with those who fight for their causes.

We will:

- **Stand in solidarity with people and communities** that fight the injustices of exclusion, exploitation, poverty, and crisis. We will bear witness, offer direct support where it is needed, and take action with them to transform their lives.
- **Use our power and privilege to open spaces** in which others can engage duty bearers. We will support them in holding governments and corporations to account for their role in putting an end to multiple expressions of inequality.
- **Enhance collaboration with women's rights and feminist organizations and movements.**

We will support their activism for a world of equality, and join their fight against global anti-rights movements.

- **Invest in young people's leadership, autonomy, and agency.** We will speak truth to power with them as they demand a just and sustainable future, working in ways that suit their decentralized movements and networks.
- **Strengthen our engagement with those who want to offer us their support.** We will value their contribution and make them feel they can make change happen.

3. THINKING AND ACTING LOCALLY AND GLOBALLY

We will build coalitions within and between regions and from the local to the global level.

We will:

- **Leverage the power of collective knowledge** to understand and respond to poverty and injustice both north and south. We will raise awareness about how the norms, systems, and institutions that cause them are interwoven across the globe.
- **Support and connect communities, civil society organizations, and movements across countries and regions.** We will build on their knowledge and campaign together to influence systems, decision making and solutions.
- **Link local action with global campaigning.** We will enable people to mobilise both online and offline, shifting narratives, changing opinions and engaging decision makers at national and at international levels.
- **Work to rein in the unjust application of corporate power** at the national and transnational level where it contributes to or sustains poverty and injustice. We will be tactically flexible but strategically coherent, engaging with the private sector on a spectrum from target to collaborator.
- **Engage with key global processes.** When relevant, we will relate our work to the 2030 Sustainable Development Agenda, the UN Framework Convention on Climate Change and the work and initiatives of other multilateral institutions.

4. ENHANCED HUMANITARIAN ACTION

We will work with people and communities at risk of conflict and disaster before, during, and after crises.

We will:

- **Deliver live-saving support and assistance to communities affected by conflict and disaster**, including people on the move. We will respect people's agency when offering relief, ensuring the rights of all, including women and girls, are protected and strengthening women's meaningful participation and leadership in humanitarian action.
- **Transform the systems that contribute to fragility and humanitarian crises.** We will work with communities to help them address the inequalities that create and increase the risk of conflict and disaster.
- **Help people and communities develop core competencies to strengthen their resilience.** We will value the experience and knowledge of the people and communities at risk of humanitarian crises, sharing skills locally and globally and, where appropriate, engaging with the private sector and its expertise.
- **Continue to reorient the humanitarian system towards local leadership.** We will ensure the voices of all people affected by fragility, conflict and disaster – including refugees, displaced people and the communities hosting them – are heard, and will support them in holding responsible actors to account.
- **Expand opportunities for those impacted by protracted conflict and recurring crises to lead on sustainable solutions.** We will support their participation in relevant decision-making spaces, and help them meaningfully engage in processes and structures that promote sustainable and inclusive peace.

▼ The Global Platform El Salvador organization is a youth activism, campaigning, and training organization that uses the arts to mobilize youth to take action on a variety of economic and social campaigns in El Salvador and across the region. Oxfam is helping the Global Platform with establishing a digital campaign platform called "Alta Voz" to help organize activists working on economic inequality in El Salvador. (Oscar Leiva/Oxfam America)



5. DIGITAL RIGHTS AND SPACE

We will engage with and leverage the power and influence of digital technology.

We will:

- **Expand and leverage digital spaces.** We will seize the potential they offer to social justice activists, and will advocate for equal access to the internet as a public good to reduce digital inequality and its impact on people living in poverty.
- **Work with young and feminist digital activists.** We will amplify their voices to enable their influence and stand with them against sexist backlash and abuse.
- **Contribute to the creation and enforcement of effective internet governance rules.** We will engage with progressive technology actors on digital rights and ethics and to promote safe access to digital technology for all.
- **Ensure we ourselves 'do no harm' in the development of digital solutions.** We will design these solutions with and for those whom we serve, honouring representation, inclusion, transparency and diversity.

6. SYSTEMIC CHANGE

We will mobilize to transform the systems that perpetuate poverty and injustice.

We will:

- **Analyze and prioritize the systems that cause and perpetuate different expressions of inequality.** We will deploy a full range of tools and tactics to tackle how they sustain poverty and injustice.
- **Innovate, identify, and scale-up lasting solutions.** We will make long-term strategic commitments to working with others to transform unjust systems, and to shift existing development paradigms.
- **Recognize and use the power of knowledge to create change.** We will support and leverage the power of collective knowledge and learning, and build on diverse experiences and perspectives in finding solutions to complex problems.
- **Invest in local capacity and leadership.** We will share skills and resources and connect groups to funding and influencing opportunities to help them drive systemic and sustainable change in their effort to fight inequalities, reduce poverty and relieve suffering.



More than 300,000 people are housed in precarious structures built on the banks of the Ozama River in Santo Domingo, Dominican Republic. Floods and storms affect the most vulnerable people in this country. The Dominican Republic is one of the ten poorest countries in Latin America: 45.7% of the population is vulnerable—just one step away from falling into poverty. (Pablo Tosco/Oxfam Intermón)

2030: OUR AMBITION FOR A JUST AND SUSTAINABLE WORLD

Ending inequality is possible. Doing so is a conscious choice.

Inequality is multi-dimensional. Its different expressions are created and sustained by unjust systems that can affect anyone, anywhere. Their interaction is the root cause of discrimination, poverty and injustice.

In the years to 2030, we will continue to offer direct support to people and communities living with poverty or who are otherwise marginalised and excluded, above all in countries in the South. To contribute to change that lasts, we will mobilize, together with those who support us and enabling the activism of those who fight inequality, poverty and injustice, to transform the systems that have the most significant impact on their lives.

We will advocate for just economies that put people and the planet at the centre. We will fight for gender justice and against any form of violence against women and girls. We will take action to change the course of the climate crisis and speak out against the erosion of accountable governance.

This is our ambition for a just and sustainable world in 2030.

JUST ECONOMIES

People and planet are at the center of just and sustainable economic systems.

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

risk of conflict and crisis and contributes to sustainable peace and security.

Building just economies requires new narratives that expose the policies that lead to poverty, injustice, and exclusion. Governments and the private sector, including financial institutions, must be held to account for implementing sustainable, fair and responsible business policies and practices, and whenever they contribute to environmental destruction.

Our ambition for 2030:

1. **Economic models prevent exploitation and unsustainable extraction.** They re-frame what is valued in terms of economic activities, end extreme inequality and facilitate equitable access and opportunity for all people, especially women.
2. **Tax systems are fair within and across nations.** They prevent tax avoidance by multinational corporations and wealthy individuals, promote progressive taxation and monitor compliance with agreed related multilateral standards.
3. **Governments uphold people's right to universal essential services** such as quality healthcare, water, education, and social protection, ensuring they are gender transformative. During crises, shock responsive mechanisms support early recovery and resilience.
4. **Governments and employers recognize and protect the rights of workers** in the formal and informal sectors, including the care economy. Workers have fair wages, feel safe and supported, and can influence workplace decisions that affect them.
5. **Trade and food systems are fair and sustainable.** Small-scale food producers can earn a decent living and know that their rights to land and other natural resources are protected, so they can build better lives for themselves.

GENDER JUSTICE

Women and girls live free from gender-based discrimination and violence.

Gender-based violence remains one of the world's most common abuses of human rights. A just society is not possible unless women and girls have agency over their lives. It needs to challenge harmful social norms and belief systems, including through gender transformative education and where they impact poor women the most. To achieve this, it needs to expose the patriarchal practices that prevent women from realizing their rights.

Our ambition for 2030:

1. **Women and girls can realize their full rights**, including rights that impact their sexual and reproductive health. The harmful attitudes, norms and belief systems that drive abuse and keep women poor are challenged and changed.
2. **Violence against women and girls is eliminated** and protection offered during and after shocks and crises when the risk of discrimination, exploitation and abuse is heightened. There is no impunity for perpetrators and survivors, irrespective of their economic status, have access to quality services and support.
3. **Policies and practices protect the equal rights of women, girls**, and all those who suffer discrimination based on gender or sex. All actors and institutions are held accountable for developing, implementing, and investing in them.
4. **Women are in leadership positions across different sectors** with equal recognition to men and in equal numbers. They are shaping public policy, including decision making on peace and security.
5. **Feminist activists, organizations, and movements grow in strength**. They lead equally, safely and freely in both online and offline spaces, exposing how patriarchal practices interact with other forms of inequality, and protected from violent anti-rights backlash.

PATRIARCHY

Patriarchal systems are built around male privilege and dominant masculinities that perpetuate sexist and hierarchical power relationships. They legitimize the discrimination and exclusion of women and gender non-conforming people through harmful social norms, policies and institutions. Challenging patriarchal systems effectively means fighting poverty and injustice by dismantling intersecting systems of oppression and exploitation that further marginalize those who are already vulnerable, such as colonialism, racism, xenophobia, and homo- and transphobia.

CLIMATE JUSTICE

The climate crisis is contained through responses led by those who are least responsible and hardest hit.

Our survival will depend on our ability to protect and sustain our planet. Climate change is a man-made disaster that is already reversing progress made in the fight against poverty and inequality. The climate crisis contributes to fragility and the risk of conflict and disaster. It increases the need for life saving assistance and for protection of those who are forced to leave their homes.

To change its course, governments and corporations must stop destructive practices and instead invest in sustainable solutions. The voices of feminist organizations, youth, and indigenous peoples must be amplified in climate negotiations, and lead the transition towards greener and fairer economic solutions.

Our ambition for 2030:

1. **Greenhouse gas emissions are reduced to limit global heating by 1.5 degrees Celsius.** The countries and companies most responsible for global output make the most significant contribution.
2. **Local expertise and women's leadership is resourced to build resilience and shape solutions.** The gendered impact of the climate crisis is reflected in the design, implementation and evaluation of the strategies intended to address it.
3. **Climate finance is adequate, predictable, and accessible.** It supports preparedness, adaptation, mitigation, and compensation for loss and damage, especially in the most poor and vulnerable communities, and ensuring gender equality.
4. **People forced to migrate by the climate crisis find support in establishing new lives and livelihoods.** Governments and local leaders protect them from abuse and discrimination.
5. **Workers can adapt to new forms of income.** They receive fair support where economies are restructured in an effort to change the course of the climate crisis, and find ways to escape poverty.

ACCOUNTABLE GOVERNANCE

Inclusive and accountable governance systems protect human rights and our planet.

International norms and multilateral frameworks are consistently undermined. A populist and anti-rights agenda is chipping away at the hard-won gains achieved by the worldwide movement for women's rights, and in the fight against poverty.

The demand for accountable and inclusive governance has never been higher.

A just and sustainable future depends on safe and vibrant spaces that allow all people to hold the powerful to account.

Our ambition for 2030:

1. **Robust governance frameworks provide safe spaces for people to hold duty bearers to account.** State and non-state actors commit to respecting human rights and planetary sustainability, legal frameworks including international human rights and humanitarian law, and the norms designed to protect vulnerable people whenever they experience shocks and crisis.
2. **Democratic processes are free from violence, elite capture, and corporate control.** Everyone, including the poor, is able to participate fully.
3. **Feminist and youth movements are adequately supported and resourced.** They can resist anti-democratic trends and present alternatives to anti-rights narratives that promote discrimination and exclusion, building solidarity beyond borders.
4. **Transformative public education systems empower young people, especially girls.** They enable them to become active citizens who can challenge injustice, build better lives for themselves and contribute to democratic and sustainable societies.
5. **Effective digital rights mechanisms regulate government and corporate actors.** A vibrant digital environment is accessible and safe for all, including the poor and the marginalized, and protects their right to the privacy of information and data.



WHAT WE WILL OFFER

To create change that lasts, we will build on our experience as a diverse and inter-dependent global network of organizations.

Since Oxfam International was formed in 1995, we have worked with thousands of partners, allies, and communities to save and protect lives in emergencies, help people rebuild their livelihoods and campaign for genuine, lasting change in pursuit of our vision for a world in which people can live equitably and free from poverty.

Oxfam has become an influential **global voice on inequalities**, including economic inequality as a key driver of poverty, tax justice, unpaid care, climate justice and responsible business practice. Our understanding of how different expressions of inequality influence each other has become key to our ability to identify solutions.

We have played an important role in changing the **debate on violence against women and girls** – working with women’s rights organizations and feminist allies to demand equal access to education and women’s economic empowerment, and shifting sexist and harmful social norms to address deep-rooted discrimination.

Our peers and partners value our **innovative work in water and sanitation, cash, markets, and protection**. We see crises through the eyes of the community and always focus on policy solutions. Our ability to respond at scale gives legitimacy to our humanitarian advocacy and influencing.

We take an **evidence-based approach**. The combination of our experience makes us credible in pushing for systemic change.

Our **influencing work** has become more effective and sustained. Leadership training has supported many partners and communities in their effort to build a collective voice. They are starting to change how those in power think and act.

We have developed **alliances with activists, movements, and civil society** groups. Together, we are shifting the narratives and changing the terms of the debate. We challenge power structures, policies and social norms. We demand accountability from the private sector and work with corporations that want to change.

Oxfam’s partners value our **convening power** and our ability to make connections with regional and global networks. We build solidarity, contribute technical expertise, and offer financial support, bringing together different stakeholders and constituencies.

Our staff and partners are part of their **local ecosystems**. They never stop developing new insights to solve complex problems and react fast where contexts change.

We will build on this experience to contribute to impact at scale, as One Oxfam, in the years to 2030.

CHANGING OXFAM

This Framework was developed over a one-year process that was guided by feminist principles and that involved Oxfam staff and partners across our global confederation. It sets out the overall direction that Oxfam will take in the years to 2030; and is purposefully flexible so that – as a diverse and complex network – we can adapt as needed across contexts and over time, while being bound by the strong core that unites us.

Implementation of the Framework will be supported by **GLOBAL HORIZON PLANS** that will set out more specific objectives, systemic interventions, and the actions we will take.

Developed together with staff and partners, Horizon Plans will serve as a **ROADMAP FOR MEASURING PROGRESS** towards our collective ambition. Affiliates, Country and Regional Programmes and the OI Secretariat will all contribute to Oxfam's collective impact.

We will continuously review what we have learned and achieved to help us adapt as we move across horizons. The first year of implementation of this Framework (April 2020 to March 2021) will be considered a year of transition.

We Know That Change Starts From Within.

In the years to 2030, we want to further strengthen Oxfam as an organization that is relevant, resilient, and impactful. We commit to living our values so that we can be known for our integrity. This means transforming our governance, management, and operational structures, and nurturing a culture of continuous learning and reflection.

We will seek to grow and develop in particular in the following areas:

IDENTITY AND PRESENCE

'Global balance' cannot be achieved without deep changes in our organizational culture. To stay relevant and rebuild trust, we will seek to strengthen Oxfam as a network of peers that is deeply rooted in local contexts. We commit to sharing agency and power, both internally and externally. To capitalize on diversity for greater impact, we will explore new ways of organizing ourselves and our work.

PEOPLE AND CULTURE

Part of practicing our values and feminist principles is living a culture that acknowledges everyone's contribution. Supporting and empowering all those who work for and with Oxfam, we will seek to redress existing power imbalances within our organization.

We will deliberately foster diversity of thought, viewpoint, experience, and reflection; and want our staff and everyone who is in contact with Oxfam to feel safe and valued.

PARTNERING

We recognize and value how working with other organizations expands our knowledge and influence. Our relationships will reflect the transformation of our own internal culture. We will seek to be adept at moving across different roles including leadership, brokering, encouragement, and apprenticeship; and commit to transforming Oxfam culture where it is an obstacle to truly inclusive partnership practice.

MOBILIZING

Working with members of social movements, particularly youth and women, will require us to be more agile and have an explicit learning agenda. We will seek to understand better how, and under what circumstances, other actors find our support useful; and will further develop our offer to those who support our work, recognising that their commitment is at the heart of our ability to create change. We will have a clearer, bolder, and more activist voice and will strengthen our campaigns and influencing work. The effective use of unrestricted income will ensure our independence as we advocate for systemic change.

KNOWLEDGE AND LEARNING

Knowledge will be part of our core value proposition to our staff, communities, partners, supporters and the sector. All our processes will be knowledge-based, and enable continuous learning and improvement. We aim to be a thought leader in select areas of our work; and will create, share, and use knowledge in a way that genuinely values diverse voices and perspectives. We will deliberately seek to overcome patriarchal, neo-colonial and elitist tendencies, and rebalance our knowledge resources across the global organization.

GOVERNANCE

Our global governance is rooted in our values. It facilitates who we strive to be, how we work, and what we want to achieve. It enhances our effectiveness and helps us be decisive. To support our global strategic direction in the years to 2030, we will seek to close the gap between local realities and global governance decisions by inviting greater diversity of voice in our global governance structures. Internally and externally, we commit to re-defining and reinforcing accountability in practice.

FINANCE AND FUNDING

We recognise the challenge of mobilizing and distributing resources in a way that effectively and reliably supports the implementation of this strategic framework. We will seek to do so based on propositions that are valuable to, and collectively held and understood by the communities and partners that we work with, and in the markets that supply our funding. We gratefully acknowledge the contribution of all those who make our work possible by donating to Oxfam, or by supporting us in other ways.

To diversify our income, we will gradually build our expertise in engaging with new funding mechanisms such as fund management, impact investment, and consortia. To consistently fulfil requirements from our funders for unified operations and results, our engagement with them will be as One Oxfam.

Educate a Girl is to Reduce Poverty

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▲ Namakau* stands with a banner outside Luasobe Community School, Mufulira District, Zambia, where the Oxfam See For Yourself supporters recently visited. Oxfam supported with funding of the schools classrooms and is supporting the Girl Child program. (Aurelie Marrier d'Unienville/Oxfam)



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