



For a
**radically
 better
 world**




Where **everyone** has the power
 to **thrive** not just **survive**
OXFAM GB STRATEGY



“We stand together with communities driving their own change”

When Oxfam started in 1942, our founders did something radical. They challenged the Churchill government, arguing that a wartime blockade of occupied Greece was starving innocent people. Driven by compassion and indignation, they campaigned to lift the blockade and raised money to provide food relief.

We’ve always stayed true to that radical spirit, rooting our approach in both **speaking out** and delivering practical support. And we’ve evolved over time, finding progressive ways to challenge injustice – and in today’s fast-changing world we must now do so again.

Radical, lasting change will only happen if we give as much weight to how we work as to what we do. That means working in partnership with local communities and organisations, truly valuing their skills and expertise. It means shifting our spending and influencing power to the global South as we **stand together** with civil society movements and communities driving their own change. And it means prioritising the safety and wellbeing of all those we work with.



As a global network with deep local roots in the UK and around the world, we’ll also **take action** with more focus on where and how we can have the biggest impact. We’ve chosen to work in fewer places – concentrating on our work with communities in the toughest and most fragile places on earth, and stepping back in other places to create space for southern affiliates and local partners. And we’ll work on fewer issues – challenging the inequalities that keep people in poverty, with a focus on the issues where we feel we can make the biggest difference.

These inequalities have been exposed and deepened by the coronavirus pandemic. The turmoil caused by Covid-19, and its impact on lives and livelihoods worldwide, shows the important role that organisations like ours play. To make a radical impact on today’s world, we need to build back from this crisis – not just better, but differently – without the inequalities that exacerbate poverty.

And as ever, we rely on the compassion, indignation and generosity of people and organisations in Britain, who share our vision of a kinder, fairer world – a world less divided by borders, money, race or gender. Let’s keep pushing for a radically better world where all people have the power and respect they need to thrive, not just survive.

A handwritten signature in black ink, which appears to read "Sriskandarajah".

Danny Sriskandarajah
CEO Oxfam GB

November 2020

Reimagining Oxfam

THE WORLD IS CHANGING...

Progress in the fight against poverty is under threat – conflicts are lasting longer, the climate crisis is worsening, and the coronavirus pandemic is throwing economies into turmoil. The pandemic is exposing inequalities – like those based on gender, race, ethnicity, age and physical ability – that trap people in poverty. Racially motivated violence has sparked protests and conversations that expose just how embedded racism is into systems and institutions the world-over. These threats cross borders, adding crisis on top of crisis.

These global problems need global solutions. Yet many societies are looking inwards, with politicians and media often using language that undermines a sense of international solidarity. With rising nationalism, systemic racism and anti-immigration tainting the world around us, it's hard for many people to see a clear path to a kinder and better world.



In these times of uncertainty and doubt, **there is hope.**

Much has been achieved in recent times, with extreme poverty halved in just 15 years*. Now, there's a chance for more radical progress – to build back from today's crises, not just better, but differently. And with the rise of social movements, and digital technology connecting us, there's hope and opportunity for those striving for positive change.

* From 2000-2015, based on figures taken from the UN Millennium Development Goal report www.un.org/en/development/desa/publications/mdg-report-2015

...AND SO IS OXFAM

We've always stayed true to Oxfam's founding principles of challenging the underlying causes of poverty while supporting people to cope when disaster strikes. But throughout our history we've also adapted and evolved, and it's time to do that again – to reflect the threats and opportunities of today's world.

Putting collaboration at the heart of everything we do, we'll work with greater focus and urgency to fight the root causes of poverty. To have the most radical impact with our resources, we'll work in fewer places and on fewer issues. This means:

- **Focusing** on where we can make the most radical difference: tackling extreme vulnerability in the toughest places on earth, and challenging the inequalities that drive poverty.
- **Working** more in partnership with communities and organisations around the world who are driving change, supporting them with the resources they need.
- **Growing** a global network that actively shifts spending and decision-making power to the global South.
- **Bringing** together people and groups who feel part of an international community, to help raise vital funds and to shape how they take action.

Crucially... we must keep reflecting on the role of organisations like Oxfam in today's world – pushing forward progress on vital issues in the wider sector including how to improve safeguarding, how we transform behaviours and structures to be truly anti-racist, and how we decolonise the way that aid is both funded and delivered.

What we believe

Our vision:

WE BELIEVE IN A KINDER AND RADICALLY BETTER WORLD, WHERE EVERYONE HAS THE POWER TO THRIVE NOT JUST SURVIVE.

Our mission:

TO ACHIEVE THIS, WE MUST OVERCOME POVERTY BY FIGHTING THE INJUSTICES AND INEQUALITIES THAT FUEL IT.

Our values – the things that matter most to us:

INCLUSIVITY, EMPOWERMENT AND ACCOUNTABILITY.



Dustin Barber/Oxfam

“Now, I am a decision maker in the village, so other women can speak out. I went to the government and demanded electricity, and we received it. We have to speak out for our rights.” – Daw Ma Khine Oo, Myanmar.

We believe in a world where...

...NO ONE IS LEFT BEHIND

We’ll listen with open minds to everyone in all walks of life, especially those who are often silenced. We’ll stand in partnership with people and organisations – respecting and amplifying their voices as we work together for equality and a better world for all.

We’re aware that discrimination is systemic and often goes unchallenged, including within Oxfam. We’ll continue to reflect, learn, and become the feminist and anti-racist organisation we aspire to be. This means challenging inequalities such as racism and unfair treatment of women, and recognising how these can interact with other kinds of discrimination based on sexuality, gender identity, religion, physical ability, ethnicity and caste.

...POWER IS SHARED FAIRLY

The world won’t be fair and safe for everyone until we address the balance of power in it – shifting power from funders and from Oxfam, to the people living with poverty. By ‘power’ we mean money, being heard, making decisions, understanding rights, and having influence to make positive change happen.

We believe in strengthening the power of local organisations and communities – those who are best placed to understand the local context and drive their own change. To balance power fairly, we must value everyone’s skills and knowledge, no

matter who they are or where they’re from. We must recognise that we’re not always the experts, and challenge assumptions that devalue the skills and knowledge of those living in the global South.

...WE ARE HELD TO ACCOUNT

We must be held to account by the people we work with – looking at our behaviour and structures with a critical eye. We’ll continue to listen and learn from our past, and do everything possible to keep people safe from harm.

We must be held accountable for our own CO2 emissions – we commit to at least a 66% reduction by 2030 (from a 2011/12 baseline, without offsetting), and to being zero carbon by 2045 at the latest.

We must also be held to account for the commitments we make to the communities and partners we work with. In part, this means being financially resilient and finding new ways to raise resources. We’ll make effective use of the funds entrusted to us and be held to account by our donors for how their money is used. We must be more agile and innovative – adapting, learning and encouraging people to try new things. And we’ll say what is and isn’t working – sharing learning and celebrating successes.



Addise, Ethiopia

...PEOPLE FACING POVERTY

These are the people in the UK and around the world that will lead us all in finding effective and lasting ways to tackle the injustices that they face

...VOLUNTEERS IN BRITAIN

Our amazing shop volunteers and festival stewards are central to our communities in Britain, raising vital funds for our work around the world

...PEOPLE WHO DONATE OR RAISE MONEY

Without the trust and generosity of people who help Oxfam raise funds, our work to tackle the injustice of poverty would not be possible



Verina, Britain

...INDIVIDUALS AND GROUPS WHO OFFER SUPPORT

These are artists, companies, donors, foundations and trusts who partner with us, using influence and resources to push for a better world



Johnson, Britain

Who are we?

The power of people: We're a global community who believe in a kinder, and radically better world – achieving together what would have been impossible alone.

...LOCAL ORGANISATIONS WHO PARTNER WITH US

These are organisations in Britain and around the world who have knowledge and expertise to strengthen our work, and whose work is enhanced by our resources and actions



Iffat, Bangladesh

...OTHERS WE WORK WITH IN COALITION

These are other organisations and movements who also act against injustice. We're stronger when we join forces and work together for radical change

...EMPLOYEES AROUND THE WORLD

From our friendly supporter relations team, to specialists in water engineering – these people help enable our global community to make positive change happen

...OTHER MEMBERS OF THE OXFAM FAMILY

We're Oxfam Great Britain – one of 20* organisations worldwide that make up Oxfam International. We work together to fight the injustice of poverty



Anna, Mozambique



Takudzwa, Zimbabwe

*number of affiliates correct at time of publishing

What we'll do: Taking Action

TACKLING EXTREME VULNERABILITY IN THE TOUGHEST AND MOST FRAGILE PLACES

PROBLEM: It's predicted that 80% of people facing extreme poverty will live in the most fragile places on earth by 2030. These are unstable and insecure places where the threat of conflict and violence is high, and there's no basic support for people living in poverty (clean water, healthcare, social protection).

These tough living conditions – often the result of political decisions – make people highly vulnerable to threats such as extreme weather, disease, hunger and displacement. And women and girls face specific challenges that are often overlooked or ignored. Failing governments or collapsed markets often mean that local institutions and public services aren't strong enough to protect people's rights and livelihoods.

SOLUTION: We'll urgently focus our work in these places where people are trapped in poverty, despite their incredible resilience and drive to change things. We'll offer support and resources to enable people to survive and thrive, and ultimately to challenge the underlying cause of the injustices they face. We'll support communities and local organisations to:

- **Prepare for and survive crisis** – we'll offer life-saving humanitarian support to ensure people have safe access to food, clean water and lifesaving essentials despite the devastating effects of conflict and the climate emergency.
- **Stand up for people's rights** – we'll work in solidarity with activist and women's rights groups, hold governments and other powers to account, and push for peaceful solutions that leave no one behind.
- **Rebuild with strength and fairness** – not just building back better, but differently – we'll support people to survive future crises, to push for safer and fairer societies, and ultimately to thrive.



"Yemen's been in the midst of war for years now. Conflict has pushed millions of incredibly resilient people to take extreme measures to survive. Vital support from Oxfam and our local partners is out of reach for too many people because of the fighting. We need to stand with those calling for an end to this war, and secure inclusive and lasting peace that addresses the needs of all Yemeni people."

– **Awssan Kamal**, British Yemeni activist and campaign leader for Oxfam GB

SPEAKING OUT:

We'll always challenge the underlying causes of poverty and oppression – from social attitudes to business and government policies. Time and again, we've seen what we can achieve when we stand together with others in global solidarity, and speak out with courage against the injustices that cause poverty.

What we'll do: Taking Action

CHALLENGING THE GLOBAL INEQUALITIES THAT PUSH PEOPLE INTO POVERTY

There are many inequalities that cause poverty the world-over. To have the biggest impact with our resources, we'll focus on challenging a few at a time. We'll focus on the global threats to people living with poverty where we believe we can make the biggest difference. And that will change over time. Right now, it's:



COVID-19:

PROBLEM: Coronavirus is impacting lives and livelihoods around the world, deepening the inequalities that keep people in poverty and many more teetering on the edge. The links between poverty, gender, economics and health are unmistakable and need addressing urgently.

SOLUTION: We'll push for solutions that prioritise people facing poverty – supporting communities to withstand the threat to their livelihoods, campaigning for debt relief of the poorest countries, and lobbying the governments of those countries to protect people's health and livelihoods.



ABEER, GAZA

In Gaza, where there's no health or economic protection for people, Oxfam provided workers in a packaging warehouse with hygiene kits and covered their wages during the Covid-19 pandemic.

"For two months we stayed at home. I had no income. After easing down the restrictions, we got back to work because of Oxfam's support."

CLIMATE EMERGENCY:

PROBLEM: Climate change is destroying homes and wrecking lives. And it's hitting the world's poorest communities the hardest – the people who have done the least to cause it. This is an injustice that can and must be stopped.

SOLUTION: To fight this injustice and reduce poverty, we'll support people to find ways to thrive despite extreme weather. And we'll push governments and corporations for solutions that enable us all to urgently tackle the climate crisis head-on.



JOSHUA, GHANA

With local partner PAS-G, Oxfam installed a solar powered water pump in Kpatua, Ghana. It helps irrigate farms year-round, despite the changing climate. We'll tell the government about its success, lobbying them to install it in other areas where water is scarce.

"I take care of the solar pump. I make sure it stays clean. The whole community is benefitting. I'm so happy."

DISCRIMINATION AGAINST WOMEN:

PROBLEM: Women are more likely to carry unpaid care responsibilities that are routinely undervalued. These unfair expectations and discrimination exclude women from safe and secure fairly-paid work.

SOLUTION: We'll push for women's work – including unpaid care work, like looking after children or the elderly – to be fairly valued and shared, standing up for women's equal right to a life without poverty.



ADDISE, ETHIOPIA

In Ethiopia, Oxfam supports rural communities with beekeeper business training, including literacy classes. For women like Addise, who were forced to leave school at an early age, this is life changing.

"Poverty is not having the freedom to work and go out of the house. I don't feel like I am in poverty anymore."

How we'll do it: Standing Together

LOCAL PARTNERSHIP

Always with and never to – we'll work in partnership with communities and groups around the world, who are themselves driving change. We'll support them with the resources they need to tackle extreme vulnerability in the toughest places and challenge the global inequalities that push people into poverty.

We will:

- Develop new and diverse local partnerships, trusting their expertise to create lasting positive change.
- Amplify all voices, especially those who are often silenced, enabling people to uphold their rights.
- Act in solidarity with feminist, anti-racist and youth movements, supporting their voices and actions.
- Strengthen civil society groups so they can support long-term development and push for political change.

INTERNATIONALISM IN BRITAIN

We'll bring together people and groups in Britain who share a sense of international solidarity, and strive for a fairer, kinder world.

We will:

- Work in coalition with others, highlighting and campaigning against unjust systems.

- Share learning from our work with local communities and groups fighting poverty in Britain
- Connect people to achieve something together that would have been impossible alone.
- Ask people to keep donating their time and money to support our work worldwide.
- Listen and support people to take action and shape how they participate.
- Together, explore new ways to take action and raise funds for the greatest impact possible.

GLOBAL NETWORK

We'll connect people and organisations together worldwide, actively shifting power – money, decision-making, influence – to the global South.

We will:

- Use technology to connect people all over the world to help strengthen this global community.
- Enable the knowledge and skills from the global South to be recognised and shared worldwide.
- Draw on Oxfam's experience and networks to support local partners in creating solutions.
- Move more resources and decision-making to communities, partners and local staff.
- Work with donors and the wider sector to increase resources and power in the global South.



Oxfam shops are vital to our global community, offering a home to people in Britain who strive for a better world. We cherish the input and passion of our amazing shop volunteers and staff. Over the years, they've helped us innovate – introducing fair trade to Britain, setting up our clothing recycling centre, and running our online shop. They raise essential funds, and offer people ethical and sustainable ways to shop – on the high street and online.



In Kenya, many women rely on insecure jobs like domestic cleaning and street selling. Funded by the EU, Oxfam works with local partners in Nairobi to train women like **Doreen** in business skills and civil rights. "Our lives have changed – before it was a problem getting meals. The money I get has helped me a lot to educate my children. We feel free and happy now." Learning about her rights also led her to successfully demand funds from the government to buy an ambulance for her community.

In the Philippines, Oxfam has supported local partner 'CDP' to provide equipment and training to local women's groups like Abante Kababayan.

In this picture, Abante Kababayan (meaning 'Forward Women') demonstrate the equipment that helps families evacuate when cyclones threaten their communities.

Women are disproportionately affected by disasters but often have little say in the solutions, so CDP (Centre for Disaster Preparedness) also supports them to learn new skills, speak out for themselves, and lead the way on local solutions.

Organisations like CDP are deeply connected to their local communities and are crucial to saving lives in emergencies around the world. Oxfam aims to follow their lead, provide them with the support, resources and training they request, and help them develop networks to coordinate their work and amplify their voices.

We believe that governments are ultimately responsible for protecting their citizens when disaster strikes. So we also support community groups and partner organisations to speak out together – upholding their rights and holding governments to account when they fall short.



Elizabeth Stevens/Oxfam America

Members of the women's group Abante Kababayan demonstrate the equipment provided by one of Oxfam's local partners in the Philippines – the equipment helps families evacuate when cyclones threaten their communities.

Oxfam's story

MAKING PROGRESS AGAINST INJUSTICE SINCE 1942



- There are more tractors in **SCOTLAND** than in the whole of **INDIA**
- **INDIA** is **40** times the size of **SCOTLAND** and has **100** times as many people to feed.

OXFAM IS OUT THERE HELPING

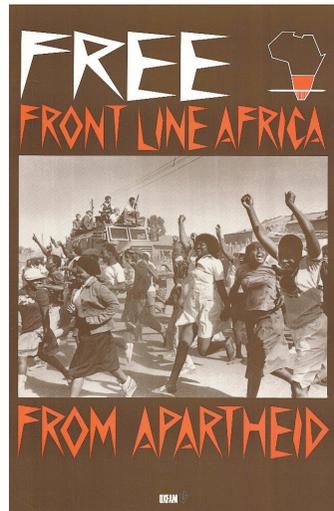


1960s

Raised awareness in the UK about the injustice of world hunger – and raised funds to help people overcome it.

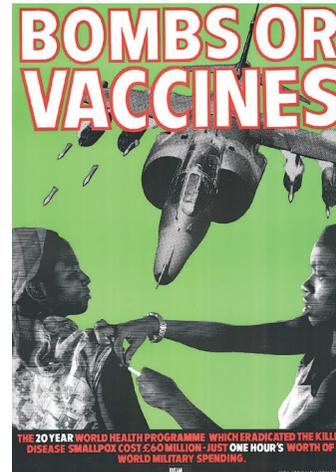
OXFAM & FASHION

In the **1990s** we called for clothing retailers to uphold basic workers' rights. Instead of shaming, we worked with retailers to improve conditions, winning vital support for the Ethical Trading Initiative. The fashion industry is one of the biggest contributors to climate change, and the rise of fast fashion has made it worse. So, in **2019**, we launched 'Second Hand September' promoting second hand clothes as a planet-friendly antidote to fast fashion.



1970s

Spoke out about how South African apartheid was driving poverty – exposed human rights violations and corporations who benefited from the racist regime.



1980s

Exposed how the twenty year World Health programme to eradicate smallpox cost just one hour's worth of world military spending.



2000s

Pushed pharmaceutical companies to make HIV drugs more affordable, giving people in low-income countries a chance to get treatment.

STANDING UP, AND SPEAKING OUT TOGETHER

In **September 2020**, Oxfam spoke out in coalition with activists and organisations around the world, pushing for a 'people's vaccine' for Covid-19 – one that is based on shared knowledge and is freely available to everyone everywhere. Survivors of the coronavirus, from 37 countries, signed an open letter to pharmaceutical companies asking them to put people before profits.



We're calling on the Foreign Secretary, Jeremy Hunt, to ensure an immediate ceasefire and suspend UK arms sales to Saudi Arabia – but we need your help to convince him to act.

Email Jeremy Hunt and demand a ceasefire in Yemen. Food should never be a weapon.

Take action here: oxfamapps.org.uk/yemen



2010s

Helped generate public outcry, and led the UK government to a court case which ruled that arms sales to Saudi Arabia are unlawful.

**WHAT WE DO:
TAKING
ACTION**

TACKLING EXTREME VULNERABILITY

In the toughest and most fragile places on Earth, we'll tackle the life-threatening vulnerability caused by conflict and the climate crisis.

This means supporting communities to prepare for and survive the immediate threat of disaster. But it also means helping people stand up for their rights, and rebuild with strength and security – so they can ultimately thrive in the future.

CHALLENGING GLOBAL INEQUALITIES

We'll focus on the global threats to people facing poverty, where we believe we can make the biggest difference.

Right now, it's the impact of Covid-19 on lives and livelihoods around the world – worsening inequalities and pushing people further into poverty. It's also the climate emergency hitting the world's poorest communities the hardest, and discrimination that stops women's work from being safe, secure and fairly valued.

**HOW WE DO IT:
STANDING
TOGETHER**

**LOCAL
PARTNERSHIPS**

We'll work in partnership with communities and organisations around the world who are driving change, supporting them with the resources they need.

**INTERNATIONALISM
IN BRITAIN**

We'll bring together people and groups in Britain who share a sense of international solidarity – exploring new ways to fight poverty, speak out, and raise funds for a fairer world.

GLOBAL NETWORK

We'll connect people and organisations together worldwide, actively shifting power – money, decision-making, influence – to the global South.

**Oxfam GB
on a page**

WHY WE DO IT:

We believe in a kinder and radically better world where everyone has the power to thrive, not just survive.

**HOW WE DO IT:
SPEAKING
OUT**

We'll always challenge the underlying causes of poverty – from social attitudes to government policies.

Time and again, we've seen what we can achieve when we stand together with others, and speak out against the injustices that cause poverty.

WE WILL BE:

**AGILE AND
INNOVATIVE**

We'll always adapt, learn and try new things – embracing the knowledge and experience of the people and partners within our global community.

**SAFE, FEMINIST
AND ANTI-RACIST**

We'll keep investing in our people and culture to live our values – holding ourselves to account and respecting the experience of others. In particular, we commit to being safe, feminist, and anti-racist.

**FINANCIALLY
RESILIENT**

We'll build a financially strong organisation that makes effective use of our funds. And we'll be open about how donors' money is used to have the greatest impact.



In a world where Covid-19, the climate crisis, conflict, and entrenched inequalities are threatening the fight against poverty, we must all take action with urgency.

Oxfam believes that by standing together with communities around the world to speak out against injustice – working in the toughest places on earth, and tackling the inequalities that exacerbate poverty – a kinder and radically better world is possible.



Clockwise from top left: Akisneem Abachela, GHANA (Nana Kofi Acquah/Oxfam) Joshua Ayaawin, GHANA (Nana Kofi Acquah/Oxfam), Amarita, Rachael, Biboloki, Karenza, Lily and Jess, BRITAIN (Aurelie Godet/Oxfam) Bibi Jan and Iffat Fatema, BANGLADESH (Kieran Doherty/Oxfam), Nur Jahan and Ismat*, BANGLADESH (Fabeha Monir/Oxfam), Regy*, Sonia, Pedro*, Josephina* and Antonia, MOZAMBIQUE (Elena Heatherwick/Oxfam), Addise, ETHIOPIA (Kieran Doherty/Oxfam), Reem, LEBANON (Sam Tarling/Oxfam), Jessy Nkhoma and Isaac Mzembe, MALAWI (Oxfam GB), Munashe Nyamuzinga, ZIMBABWE (Tavonga Chikwaya/Oxfam), Abeer, OCCUPIED PALESTINIAN TERRITORY (Kieran Doherty/Oxfam), Anna, MOZAMBIQUE (Tania Corbett/Oxfam) Lucy, BRITAIN (Kieran Doherty/Oxfam). Additional photographs on front cover: Khaleel, OCCUPIED PALESTINIAN TERRITORY (Kieran Doherty/Oxfam), Arcahan Rani and her women's group, BANGLADESH (Fabeha Monir/Oxfam).

*Name changed to protect identities.

Chief Executive: Danny Sriskandarajah. Oxfam is a registered charity in England and Wales (no 202918) and Scotland (SC039042) and a company limited by guarantee registered in England No 612172 at Oxfam House, John Smith Drive, Cowley, Oxford, OX4 2JY. Oxfam GB is a member of Oxfam International.



Our work is aligned with the UN Sustainable Development Goals and the pledge to leave no one behind. In particular, we have focused on where we believe Oxfam and its partners and the communities we support can make the biggest difference to people's lives: SDG 1: No Poverty; SDG 2: No Hunger; SDG 5: Gender equality; SDG 6: Clean water and sanitation; SDG 10: Reduce inequality; SDG 13: Climate action; SDG 16: Peace, Justice, Strong Institutions.



OXFAM

