

Oxfam GB

Strategic Plan

2007/10



Our mission

Oxfam works with others to overcome poverty and suffering

Our beliefs

- All human lives are of equal value
- Poverty makes people more vulnerable to conflict and natural disasters
- People's vulnerability to poverty and suffering is increased by unequal power relations, based on, for example, gender, race, class, caste and disability
- In a world rich in resources, poverty is a morally indefensible injustice which can and must be overcome
- With the right resources, support and training, people living in poverty can solve their own problems.

► Our values

Empowerment: Everyone involved with Oxfam – whether contributing to our work or benefiting from it – should feel empowered to help end poverty.

Inclusiveness: We listen to and are open to everyone, regardless of ethnic background or religion.

Accountability: Through our results-focused approach, we hold ourselves accountable in everything we do – and we expect the same high standards from others.

► Be that change

summarises our identity, the belief that the world can and should be different – poverty is man-made and it can be over-come by people. A call to every one of us to take action and achieve results to help end poverty. An invitation to join a global movement: all of us together.

“We must be the change we wish to see in the world”. Gandhi

Above: Poonam Toppo (foreground) and fellow delegates at the WE CAN campaign Assembly in Sri Lanka, March 2006, showing their commitment to ending violence against women across South Asia. Poonam is one of hundreds of women and men working in their villages to promote the campaign, which aims to reduce the social acceptance of the violence that affects so many women in the region.

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Introduction

Building on our mission, values, and beliefs, the Strategic Plan has been developed to cover our work over the next three years.

Our aim in the Plan is to increase our impact. The intention is not to grow for growth's sake but to concentrate our growth in those areas where we can have more impact. To ensure greater impact, we need to be clear about the change we want to see and how we can best contribute to making this happen.

Key themes

In the preparation of the Strategic Plan, some key themes have emerged, covering what we need to do differently:

Inequality: In many poor and middle-income countries, inequality between rich and poor people is increasing. We need to build a stronger focus on inequality into our work.

Women's rights: Gender equality has been a priority for many years, but we need to do more. We are committed to putting women's rights at the heart of all we do.

Climate change: This is the one new area where we will be increasing our work substantially. We need to highlight the impact of climate change on poor people, and work with them and with organisations at all levels, to reduce their vulnerability to its effects.

Attitudes and beliefs: We believe a shift in attitudes and beliefs is needed to overcome poverty and suffering. We need to build a worldwide movement of people who express a desire for change, so that political leaders make the decisions necessary to end poverty.

National and global work: We want to continue to work at a global level and also strengthen our understanding of the countries we work in, and the various strategies needed for change. We want to make our global campaigning 'fit' better with our country and regional work.

Oxfam's approach

All our work comes from a rights-based approach. We believe that all people have social, economic, political, and civil rights, as well as rights under humanitarian law. To overcome poverty and suffering, we work to ensure that these rights are fulfilled and protected.

We believe that given resources and power, people can solve their own problems; so we support self-reliance, not dependency. We also recognise wider, national or

global issues that need to be tackled. Our work on the ground informs both our analysis of issues and our campaigning work to secure lasting change.

We work in three main areas: saving lives through emergency response; long-term development work; and campaigning. These different approaches are intertwined, mutually-reinforcing and need to be used together to achieve lasting change.

Our five aims

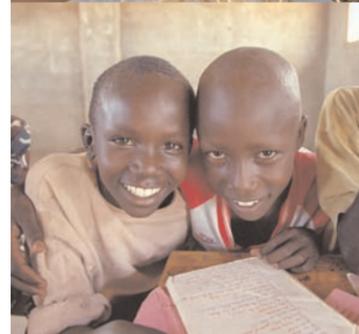
In the following pages, we give an overview of our plans under each of our five aims over the next three years.

Our aims set out our long-term ambition, in that they are five fundamental rights to which all people are entitled. The absence of those rights largely determines what we mean by poverty and suffering.

Aim 1: The right to a sustainable livelihood



Aim 2: The right to basic social services



Aim 3: The right to life and security



Aim 4: The right to be heard



Aim 5: The right to equity (gender and diversity)



Aim 1: the right to a sustainable livelihood



Photo: Diana Hernandez-Cordero

The long-term goal is to ensure the rights of people to have food and income security that is sustainable for their future, and for the environment.

We want to see the proportion of people living in extreme poverty (on less than \$1/day) halved, by 2015, in all countries of sub-Saharan Africa, South and East Asia, and Latin America; and a marked reduction in the extreme disparities in wealth within and between countries.

In the Plan period we will have

- supported small farmers (usually working with partners) to become drivers of economic growth in countries or areas where this is possible, including work in India, Ethiopia and Honduras, and by linking this learning across these and other similar programmes.
- delivered programmes to achieve sustainable rural livelihoods in areas of long-term decline by slowing the decline or lessening the shocks for poor households. This includes adaptation to climate change, risk reduction pre- and post-conflict and natural disasters, and diversification of livelihoods in rural communities.
- supported the enhanced organisation of rural producers and processors as a pre-condition to strengthening their power in markets, and ability to shift local and national government policy regarding poor and vulnerable livelihoods.

- analysed our knowledge and learning from all our rural livelihoods work to improve our practice and to increase our impact on local, national and international policies and practices.
- continued our trade campaign with greater national and regional focus in line with the external opportunities for change.
- increased our understanding and campaigning on climate change, particularly, bringing the voices and experience of forced adaptation of poor and vulnerable communities to national and international debates. This will involve global campaigning and increasing our work in programmes where climate change is already a major factor in poor people's vulnerability. It will also involve working in pivotal countries.
- enhanced our understanding of key corporate sectors (agriculture, energy and finance) and worked in partnership with individual companies in those sectors. Used this work to shift the terms of debate and practice in those companies and more widely, to make markets work better for poor people.
- engaged with the private sector to bring their skills into our livelihoods work.
- ensured that all our livelihoods work enables partners and poor people to be heard, especially women.
- contributed to improved legislation and corporate practice, that promotes decent work and labour rights particularly for women workers in precarious employment situations.
- continued to experiment and capture our learning on urban work. Within the plan period we need to decide whether we will make a major investment in urban poverty work and if so what our role is, and which other programmes we would have to reduce.
- worked within Oxfam International to promote sustainable livelihoods, with particular emphasis on agriculture and climate change. We will also continue to campaign to *Make Trade Fair*.

Aim 2: the right to basic social services

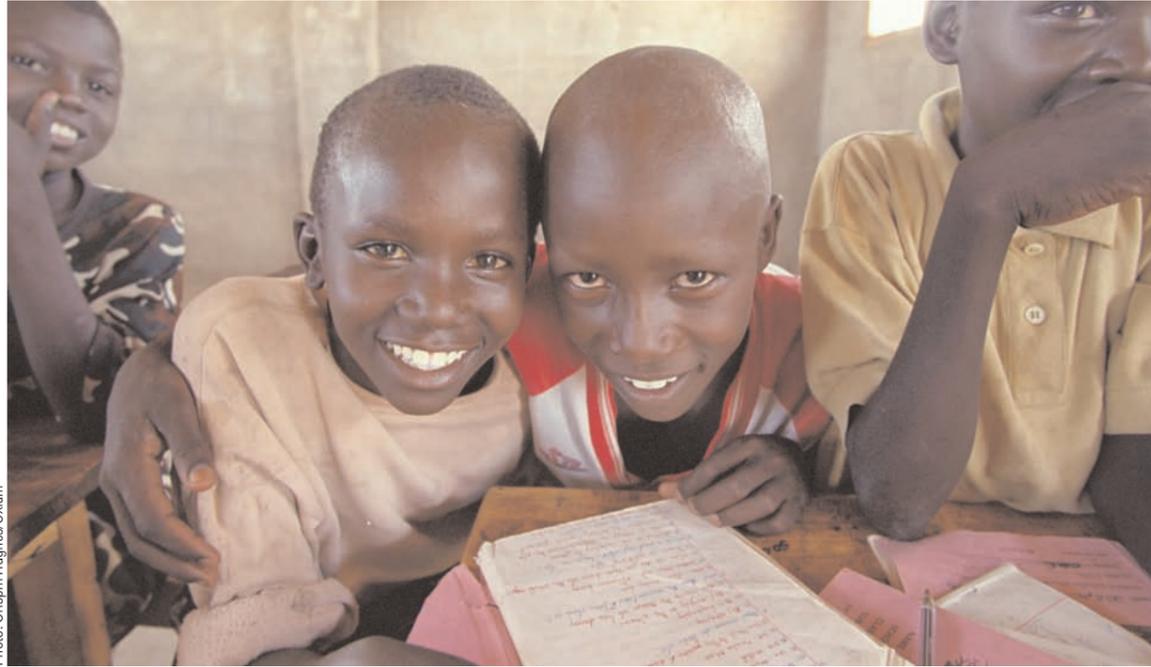


Photo: Crispin Hughes/Oxfam

Our aim is to ensure people's right to basic services, particularly education and health care, through our campaigning work on the provision of essential services and to strengthen people's ability to hold their governments to account and increase good governance (which links closely to Aim 4).

In the Plan period we will have

- continued and strengthened public pressure in the UK and across the world, especially at key moments, such as G8 Meetings in Germany and Japan, so that we play our part in ensuring both the aid and debt relief agreed in 2005 are delivered. This will be alongside demanding better international policies to support essential services.
- delivered education programmes to demonstrate how poor children, especially girls, can have good-quality, gender-equitable, basic education and to have the knowledge and skills to advocate for quality education services at national and global levels.
- contributed to greater government accountability in the delivery of quality basic services at national and/or local level in the majority of education programmes through the development of budget tracking and monitoring mechanisms as well as participatory planning. This will be achieved by supporting national alliances and coalitions as well as local NGOs (see also Aim 4).
- contributed to a movement to achieve the right to health care.
- delivered HIV and AIDS programmes, mostly in Southern Africa, using locally-appropriate strategies to address the continuum between prevention, care, treatment and mitigation for the poorest and most vulnerable people. The focus of our work will be on chronic livelihoods insecurity, community safety nets and home-based care, prevention, and awareness-raising.
- increased the availability and affordability of medicines, health services, and funding for HIV and AIDS through our campaigning (including national advocacy) within Oxfam International, and gained enough knowledge about the development of social welfare services in support of the hardest-hit countries. We will have implemented our workplace policy on HIV and AIDS across the organisation, developed HIV and AIDS strategies based on HIV and AIDS analysis in all regions, and mainstreamed HIV and AIDS into all our work.
- worked within Oxfam International: nationally, to support the campaigning and advocacy of groups who monitor how budgets are allocated and spent and ensure that governments are held accountable. Internationally, we will campaign on the provision of essential services – mobilising large numbers of people to campaign on health and education issues.

Aim 3: the right to life and security



Photo: Tori Ray/Oxfam

All civilians affected by crises will receive humanitarian assistance and protection of commonly-accepted quantity and quality, consistent with their needs.

In the Plan period we will have

- maintained and consolidated our position as the leading International Non-Government Organisation (INGO) in water, sanitation, and health promotion.
- asserted ourselves as a leading INGO in food security and emergency livelihoods, with sector leadership on alternatives to food aid.
- continued to build our own delivery capacity, at the centre and in regions, enabling growth of 50 per cent in water/ sanitation/public health work by 2009/10, including developing our experience in water services in post-disaster situations.
- enhanced our ability to deliver timely and effective assistance by:
 - using the systems, processes and ways of working developed in the Humanitarian Investment Plan throughout the organisation.
 - integrating protection (especially of women and girls), consistent gender analysis and response, and accountability to beneficiaries in our own work and that of others.
 - promoting conflict-sensitive approaches to programming.
- improving our work with partners and developing partner capability.
- developing an understanding of how to reduce people's risk before, during, and after disasters – linking especially to our livelihoods work.
- developing capacity for every region to be able to respond to medium-scale emergencies.
- continued our contribution to sector-wide initiatives and debates on standards and accountability in humanitarian assistance.
- undertaken campaigning (on 'rights in crisis')
 - to ensure fast, effective, acceptable, humanitarian assistance by the international community.
 - for the increase of aid for humanitarian assistance to at least \$15 billion and for the UN to be held to account for the proper management and disbursement of these resources based on need, and an end to the under-funding of forgotten or neglected emergencies.
 - to promote adherence by governments to their responsibility to protect all their civilians, and if they are unwilling or unable to do so – for the international community to fulfil their 'responsibility to protect'.
- contributed to Oxfam International's humanitarian goal through all of our humanitarian work.

Aim 4: the right to be heard



Photo: Diana Hernandez Cordero

Our aim is that poor and marginalised people are able to influence decisions affecting their lives, including using their civil and political rights to achieve social and economic rights and to challenge inequality. As a rights-based organisation, Oxfam seeks to ground all of its work in strengthening the ability of people living in poverty to demand and defend their rights, and ensuring that governments and institutions fulfil their obligations to respect and protect the rights of poor people. All of our work should increase the ability of poor and marginalised women and men to be heard, and we are committed to improving our own accountability to them.

In the Plan period we will have

- focused on aid and budget accountability by supporting civil society organisations to ensure that increased budgets enable poor and marginalised men and women to have high-quality essential services (linked to Aim 2 work).
- further developed our own accountability to partners and the people we work with.
- built the capacity of local and national civil society organisations and poor people's associations and movements that can mobilise people to pursue their rights. We will have strengthened awareness among poor and marginalised women and men about their rights as citizens, addressing deeply held ideas and beliefs that challenge low self-esteem and confidence.
- in recognition of the growing importance of regional and global institutions in governance processes, we will have supported and strengthened trans-national coalitions and alliances of civil society that can effectively represent the interests and voice of poor people at regional and global levels eg: *Global Campaign Against Poverty (GCAP)*, Africa Union.
- worked towards building social movements where active citizens can play a proactive monitoring and influencing role in relation to governments and institutions.

Aim 5: the right to equity (gender and diversity)



Photo: Amie Bungeroth

Our aim is that millions more women will gain power over their lives, and overcome the barriers that keep them in poverty. We focus on achieving equal rights for women and men, based on our understanding that poverty affects women and men differently, and that the majority of people living in poverty and suffering are women. As well as focusing on targeted activities to defend and promote women's rights, participation, and leadership, we put women's rights at the heart of all our work.

(While the long-term goal is also that ethnic, cultural and other groups oppressed or marginalised for reasons of their identity will enjoy equal rights and status with other people, the priority for Oxfam at present is gender equality.)

In the Plan period we will have

- worked to achieve measurable change in women's empowerment and gender equality including the engagement of men in these programmes.
- strengthened and expanded our programmes on violence against women, including the *We Can* campaign, in South Asia and other regions, and worked to recognise the role of violence in the transmission of HIV and AIDS.
- developed new programme initiatives to promote women's economic and political leadership, at all levels.
- upheld women's rights, contributed to the advancement of Convention on Eliminating Discrimination Against Women (CEDAW), the African Women's Protocol, and UNSC Resolution 1325 on peace building.
- worked within Oxfam International to achieve gender equity – principally through work on women's leadership and the eradication of violence against women.

Securing resources and developing the organisation



Photo: Karen Robinson/Oxfam

To be able to achieve our goals over the next three years, we need to continue to increase our income and support, and to develop Oxfam's internal capability.

Securing resources

For the Plan period (to end 2009/10), our key income goals are

- for total income to reach £337.4 million – average growth of more than five per cent throughout the period.
- for Trading income to reach £101.3 million – average growth of around 6.8 per cent. Trading contribution to reach £31.8m; partly achieved through further investment in expanding the shop network, as well as maintaining tight control over costs; increasing sales from Oxfam Unwrapped; and investment in other initiatives such as Oxfam shop online.
- for Fundraising income to reach £231.8 million – average growth of five per cent. We plan for the total number of supporters who contribute financially to increase to more than one million. Growth of unrestricted income needs continuing emphasis, given that trends show that funds, even from individual members of the public, are moving towards increased restriction.
- to increase our range of donors, through broadening our institutional donor bases (e.g. to include major foundations) and enhancing our engagement with very high value individual donors. We commit to improve our relationship with everyone who donates to Oxfam.
- to optimise the use of restricted and unrestricted funds – through a more effective and holistic management of the mix of these funds.

Developing the organisation

There are some key areas where we want to develop our capability.

- **Programme quality:** improve our relationship with and accountability to partners, and to implement new monitoring, evaluation and learning systems enabling greater impact. During the Plan period, all country programmes will undertake holistic country analysis to a minimum standard.
- **Developing our people:** so that our skills better match our scale of ambition:
 - ▶ we will significantly improve people- and programme-management skills. Priority areas in International Division are: project management; people management; national level analysis and capability to integrate campaigning into our programme approach at national level. These will be reflected in better management performance, linking performance management to delivery, and programme quality (see also above);
 - ▶ progress will also be tracked in terms of Oxfam staff perceptions of leadership, performance management and development through the staff survey (in 2007 and 2009);
 - ▶ we will make a substantial improvement in developing our own staff (ie: investing in the skills of our own staff for future positions, and with more national staff from non-OECD countries moving to take up international positions). We will set targets for posts to be filled internally;
 - ▶ empower 'frontline' staff – those working directly with people living in poverty, with customers and supporters, while ensuring that they are also held accountable; reduce management complexity through setting clear direction and priorities and reducing and simplifying mandatory procedures;
- **Continuing to build "one Oxfam"** through divisions and departments working more closely together;
- **Developing our thinking about what it means to be an international organisation.** This is about how we listen and are open to external learning (eg. from different community and faith groups; from the private sector; from those with very different views of the world.) It is about how we understand the world and how we take decisions. In thinking about what it means to be an international organisation we will look at the implications for Oxfam's role and the type of organisation we will need to be in future, in co-ordination with Oxfam International;
- **Assessing and improving our environmental impact:** in the context of the increasing focus on climate change, both globally and through our own programme work, we will need to ensure that our own internal policies and ways of working minimise Oxfam's environmental footprint. We will develop our work (in Oxfam GB and Oxfam International) under the "Oxfam Green" banner;
- **Building movements:** through deepening our understanding about how change happens, we will support the development and strengthening of worldwide movements. In Great Britain, we aim to increase public support through the *I'm in* campaign;
- **Improving Oxfam's accountability** to all stakeholders.

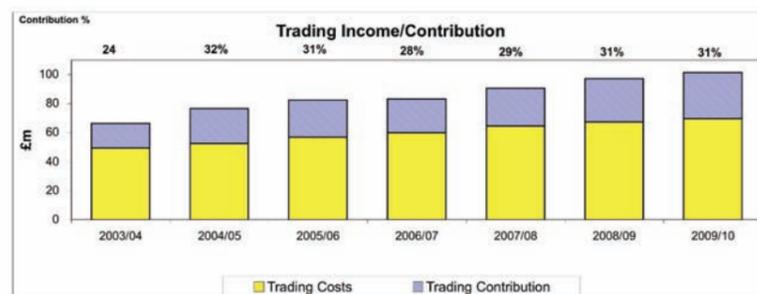
Financial review

Finally, below, you will find the financial overview of our plans for the next three years, presented as graphs with commentary. The graphs show the key elements of Oxfam's finances: the two major income streams (Trading and Fundraising); the programme expenditure; and the level of Oxfam's general reserve. Each graph shows the financial plans alongside results from the three previous years, and the forecast for 2006/7 at the time of writing.

Trading income/contribution

During the period of the Plan, Trading income grows 22% from a forecast £83.2 million in 2006/7 to £101.3 million in 2009/10.

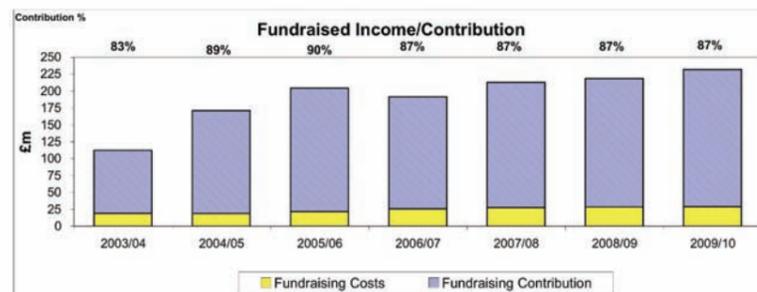
The Trading contribution is expected to increase from a forecast £23.5 million in 2006/7 (28% of sales) to £31.8 million in 2009/10 (31% of sales)



Fundraising income/contribution

Fundraising contribution (excluding Gifts in Kind) grows 22% in the Plan period from a forecast £165.7 million in 2006/7 to £202.8 million in 2009/10.

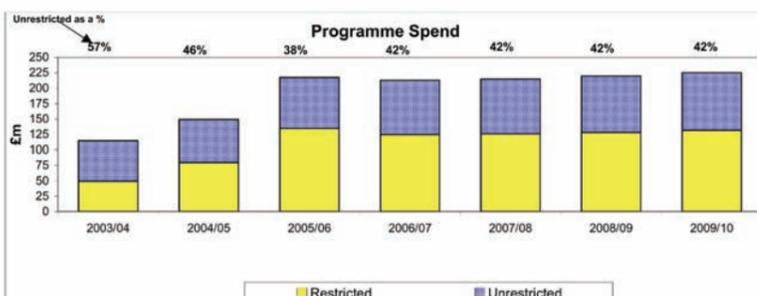
Fundraising contribution ratio remains steady at 87% for the Plan period.



Programme spend

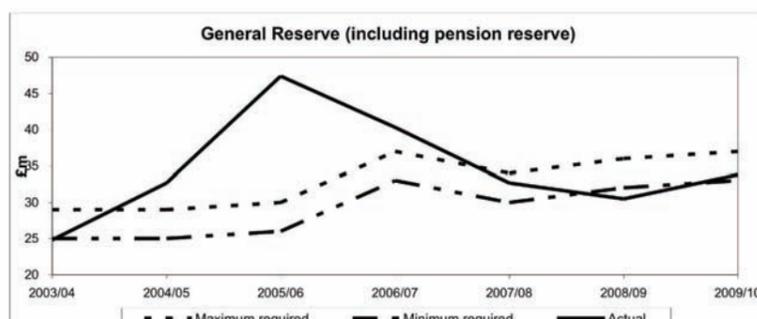
During the period of the Plan, programme spend (including Gifts in Kind) grows by 6% from forecast £213.1 million in 2006/7 to £225 million in 2009/10.

Unrestricted programme spend as a proportion of total programme spend remains constant at 42% for the Plan period.



General Reserve (including pension reserve)

General reserve is forecast to be just above the £33 million-£37 million range in April 2007 at £40.3 million, falling to £30.5 million in April 2009 being below the range £32 million-£36 million. By April 2010, the reserve is expected to increase to £33.8 million, being just within the £33 million-£37 million range.



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