

OXFAM AMERICA 2030 STRATEGY FRAMEWORK



EXTERNAL SUMMARY



OXFAM

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OUR IDENTITY

OUR WORLD

We are at a critical juncture: more is at stake and more is possible than previously imagined. The world around us is marked by deepening inequality, climate crises, technological advances, rising right-wing nationalism, largescale displacement, shifting geopolitical power, and a new generation of social movements.

To build a world that is thriving and just, urgent global challenges must be addressed including the vulnerability caused by conflict and climate change and the inequalities of income and gender that rob people of a fair chance to flourish. It can be done. We can each choose action, not apathy. By bringing people together, we can find enduring solutions and shift power in favor of those worst affected.

OUR VISION

Oxfam America believes in a just and sustainable world. We are working for a world where everyone can thrive, where all people are free to influence the decisions that affect their lives, and where justice and equality make poverty impossible.

OUR MISSION

Oxfam's mission is to fight inequality to end poverty and injustice. We do this by meeting immediate humanitarian needs and addressing root causes of poverty. We collaborate and innovate on a global scale, radically shifting resources and power to people experiencing marginalization.

Cover: Phrav Chreb sifts rice at her home in Bor Pi village. She grows rice on a 2-ha farm with her husband. Oxfam's partner Srer Khmer taught her the System of Rice Intensification, which she started using in 2010. (Savann Oeurm/Oxfam America)

Oxfam America leverages its location, resources, and network to drive systemic change. We engage stakeholders in the United States (U.S.) to build momentum around Oxfam's global mission. We support marginalized people to fully realize their rights, and we work with stakeholders to improve the ways in which resources, opportunities, and protections are wielded and distributed.

OUR FUTURE

We will address social injustice and inequality as the critical drivers of poverty. We will continue to acknowledge that we are part of an international development system that has and continues to reinforce inequalities, and we will work to undo our participation in colonialist power dynamics. We will continue to deepen our understanding of what it means to be an organization grounded in feminist principles. As an organization that sees intersectionality as central to feminism, we will work to become an anti-racist organization.



Oxfam sits at the intersection of institution and movement, helping small organizations institutionalize their gains. Oxfam brings stakeholders together, moving issues toward policy and long-term solutions."

- Ana Avendano
Oxfam Immigrant Rights Advisor

Opposite: Hagosa Demowez became involved with R4 in Ethiopia in 2011. She says that before her involvement in R4 she was "struggling to grow crops on my land, but then I got a loan and started the livestock business and vegetable garden. I used to carry water but now that I have the water system it is easier and I can spend more time on growing vegetables instead of carrying water. We have a lot more food and vegetables, we eat consistently well now, that was not the case before." (Petterik Wiggers/Panos for Oxfam America)

OUR PATHWAY TO 2030

The decade ahead requires an evolution in the issues we tackle and a revolution in how we work.

ISSUES WE WILL TACKLE

Oxfam America is focusing this decade on fighting inequality. We believe that poverty is not inevitable. In a world of abundance, poverty is the result of unbalanced access to opportunities, protections, and resources. Inequality is at the root of poverty. Inequality takes many forms, but it is always linked to imbalances of power. While we concentrate our efforts on economic and humanitarian systems, we recognize the intersections of these systems with racism, patriarchy, and colonialism. Changing these systems will not come quickly or easily, yet the history of social change has shown it is possible. We will center our efforts on four issues:

Fair Economies and Equal Rights: We will work with partners to create more equal economies by addressing the negative dynamics of a prevailing economic model that have perpetuated an extreme concentration of wealth and power. We will fight for equal rights by recognizing the multidimensional and intersectional nature of inequality and by addressing marginalization based on sex, race, nationality, ability, gender identity, and class.

Rights and Dignity in Crises: We will advocate for the rights of people affected by humanitarian crises, especially when U.S. government policies play a role, and we will strengthen a locally-led humanitarian system. We will support the Oxfam confederation to alleviate suffering in complex emergencies.

Gender Justice: We will redouble our efforts to advance gender justice, contributing our experience to the global movement for women's rights. We will follow the lead of organizations and movements led by women and youth to combat the disproportionate effect of marginalization on women, girls, gender non-binary people, and

people of different sexual orientations.

Climate Justice: We will work with others to counteract the effects of climate change on communities facing marginalization and exclusion, and we will push for those most capable of addressing the climate crisis to move first and most ambitiously. We will support equitable transitions away from economic development pathways that contribute to climate pollution and environmental degradation and towards more sustainable models.

WHAT WE WILL DO

AMPLIFY

We will listen to and be led by the priorities of our partners and allies. We will support their agendas with our capacities, resources, and access.

ADVOCATE

We will leverage our access to multilateral institutions, corporations, legislators, and influencers. We will ground our advocacy efforts in evidence and center them on the lived reality of people experiencing marginalization.

CONNECT

We will convene stakeholders and unlikely allies across sectors and geographies, negotiating differences, recognizing patterns, and synthesizing information to facilitate new opportunities for systemic change.

HOW WE WILL WORK

We will revolutionize how we work in three ways. We will be more open, humble, and collaborative in our approaches. We will shift our work from generating incremental change to an increased focus on transformational change. We will increase our efforts to leverage the power of the U.S. for good.

Oxfam is a partner who understands the plight of the marginalized sectors of the community."

- Melchor Melgar
Mayor of Salcedo Municipality
Philippines

WHERE WE WILL WORK

As a global confederation, Oxfam has a presence in over sixty countries. Oxfam America will deepen our strategic partnerships with countries where injustice is especially acute, where we have a specific opportunity to leverage the corporate or political power of the U.S., and where we can generate meaningful impact. We will deepen our commitment to countries in Latin America over the next three years.

Oxfam contributes to our visibility in our constituency through projects, activities and different engagements. Oxfam is a partner we cannot afford to lose."

- Hon. Aisha Adams
Deputy Speaker of Parliament
Malawi

▼ In rural Sulawesi, Indonesia, it is unusual for women to take visible leadership, but with the help of JMK-Oxfam, these three women stepped into prominence in their community as members/leaders of the WASH committee. In their new roles, they have coordinated aid efforts, mobilized the community to haul water pipes and distribute hygiene kits, and lobbied the district government for help in preventing future floods. Left to right, they are Ayu Novi Laksmi, Anita (who goes by one name only), and Dewi Sartika. (Elizabeth Stevens/Oxfam America)



OUR ACTIONS, 2020-2023

To be nimble, we have a ten-year strategic framework. To be impactful, we have three-year priorities. The examples below demonstrate ways in which Oxfam America will be led by the voices, trajectories, and talent of our local partners and the ways in which we will bring the power of the U.S. to bear on global inequality over the next three years. *These are illustrative examples, not a comprehensive list of our 2020-2023 work.*

Exposing systemic inequality

Oxfam America will continue to publish an annual inequality report that reveals the growing gap between the rich and the rest and makes policy proposals for how that gap can be closed. For example, our 2020 report revealed that 2,100+ billionaires held more wealth than 60% of the people on earth, a staggering figure that was amplified by more than 10,000 media outlets around the world. Updated and refined annually, we will use this research to hold a comparative lens to the economic chasm that Oxfam and our partners seek to address. Making this data publicly accessible will amplify the voices of people around the world who have for decades sought to close this divide.

Promoting an economy that works for everyone

Oxfam America will continue to promote solutions to power inequities. For example, *Power, Profits, and the Pandemic (2020)* offers actionable suggestions for how we might collectively retool the post-pandemic economy to include a stronger focus on people, increased transparency, reforms of corporate governance, and a fair share for stakeholders. We will continue to publish ground-breaking research to shine a light on how our economy drives inequality and how we can advance solutions.

Using corporate power for good

Oxfam America will use our legitimacy and relationships with companies to help them make more responsible choices related to human rights, gender equality, climate, and profit sharing. When needed, we will use litigation and campaigning to put pressure on compa-

nies to change for the better. For example, due to pressure built through our 2015 *Behind the Brands* campaign, the ten largest global food and beverage companies made commitments to improve their practices relative to labor, climate, and gender equality. We will continue to hold them accountable to implementing these commitments. Oxfam will call on the pharmaceutical industry to produce a COVID-19 vaccine that is free and accessible to everyone. We will leverage consumer advocacy and collective action to activate pressure points in the private sector, moving from incremental change toward transformational impact.

Expediting gender equality

Oxfam America will continue to fight for changes in laws and practices to promote gender equality. The emphases of our gender justice work over the next three years are: rebalancing the unequal burden of unpaid care that falls to women and girls; reducing gender-based violence; increasing women's political participation; and ensuring that women receive their fair share from their participation in the economy. For example, Oxfam America has contributed to increased awareness about unpaid care in the U.S. and around the world: our recent participation in the *How I Care* campaign communicated powerful calls to action for governments, journalists, community and religious leaders, civil society partners, and communities—using social media to reach nearly 440 million people globally. These initiatives are rooted in our vision for a future that offers equal access and opportunities to people of all genders.

Rooting humanitarian responses in local leaders

Oxfam America will promote effective and accountable local and national leadership at the front lines of emergencies. Local Humanitarian Leadership (LHL) is a model for humanitarian action built on the recognition that local and national organizations as well as responsible governments are best placed to lead emergency responses.

In the coming years, LHL will be a key part of how Oxfam America supports effective global responses to humanitarian crises.

Building power in local communities

In Honduras, Peru, and Kenya, Oxfam America will work with indigenous organizations and local communities to contribute to the development of new policies and processes that protect their right to prior consultation when an oil, gas, or mining company is developing a project in their region. We will couple this effort with direct engagement with oil, gas, and mining companies to pressure them to make stronger policy commitments to free, prior, informed consent. Oxfam will continue to call for greater transparency in oil, gas, and mining revenues so people can use these revenues to fight poverty.

Confronting inequality and injustice in the U.S.

Oxfam will evolve and strengthen our U.S. presence to more effectively address widespread domestic inequality and injustice. As we join social change movements to drive impact around migrant justice, disaster response, and economic equality, we will align our cause and resources with the struggles of marginalized communities. Oxfam America works with more than a dozen local partners in the American Gulf Coast to train and place people in decent jobs with livable wages and benefits while advancing innovative policies that benefit working families. As a result of these efforts, the city of Jackson, Mississippi was designated a pay equity city in 2019. These shifts are made possible through local and national collective action.

▼ Daniel Pascual, indigenous Guatemalan leader of Oxfam's partner organization Comité de Unidad Campesina (CUC) participates in a protest in Washington, DC. Demonstrators gathered on April 5, 2016, as part of a vigil in memory of human rights and land rights defender Berta Cáceres. (Keith Lane/Oxfam America)



OUR AMBITIONS

Oxfam America will increase our revenue in order to direct as many resources as possible to people facing marginalization and to bolster the movements, partners, and networks that create change. We will provide flexible funding to our partners, and we will make connections to our donors on behalf of our partners in order to increase funding directly to them, actively working to neutralize the power imbalances that are inherent in philanthropy by modeling better practices within our organization. We will create meaningful opportunities for our supporters to engage with us and help shape our work.

One of Oxfam America's founding principles is that we do not accept funding from the U.S. government*. This principle, which is critical for us to maintain our independent voice and speak truth to power, has been affirmed in this strategy.

This 2030 strategy for Oxfam America was developed between 2018-2019 through a comprehensive and inclusive process. The process prioritized being aligned with Oxfam global confederation, "right-touch," grounded in evidence, future-oriented, participatory, experiential, and yielding shared vision. Central to the process was ensuring that the voices of our partners and the views of people experiencing marginalization were incorporated. Approved by our Board of Directors in October 2019, this strategy lays out our core aspirations for the next decade and is complemented by three-year plans that will be updated annually.

Because poverty and inequality are the result of human decisions, Oxfam believes that all people have the power to change laws, social norms, and corporate policies in order to create a just and equal future. In the coming decade we will galvanize people and movements to leverage the outsized influence of the U.S. in the world

for good and work to curtail its harm. Through our presence in DC and other centers of political power, we will educate decision makers about domestic and foreign policy that can do good in the world. We will drive private sector actors to pay their fair share, create quality jobs, promote democratic governance, and protect natural resources.

Oxfam will continue to be a thought leader in the field of global development. Since its founding in 1970, Oxfam America has engaged in a nearly perpetual cycle of self-reflection about ourselves and the evolving role of nonprofit actors in the world. While the mission to end poverty and injustice remains unchanged, our methods evolve. Informed by internal and external evaluations, Oxfam strives to align our actions with our values, fighting for a truly just and equitable future for all. We will continue to learn from our failures, acknowledge the shortcomings of the sector at large, and work to dismantle systems of injustice. We will continue to produce ground-breaking research that advances the sector's thinking relative to climate, gender, and inequality.

In the next decade, Oxfam will double down on our commitment to foster strong and authentic partnerships with organizations fighting on the frontlines for social, economic, environmental, and gender justice. We believe that solutions to the most challenging questions that have eluded the sector for decades lie with those who battle oppression and marginalization every day. We invite stakeholders of all kinds to join us as we set out over the next decade to amplify, advocate, and connect. Join us.

Opposite: In the informal settlement of Mukuru (Nairobi, Kenya), members of the Mukuru Youth Initiative, an Oxfam partner, paint a mural about the importance of social distancing during COVID-19. (Jaric Mwambela/Mukuru Youth Initiative)

Back cover: Cyclone shelters in Bangladesh are sturdy and plentiful, but life in the shelters poses hazards for women and girls. A group of women's rights activists drawn together by Oxfam partners into what's called the Gender Task Team (GTT) is tackling the problem and getting results. (Elizabeth Stevens/Oxfam America)

*Oxfam America applied for and received a one-time loan from the US government's Paycheck Protection Program in order to support business continuity during the COVID-19 crisis.

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