

OXFAM INTERNATIONAL
STRATEGIC PLAN
2007–2012



Demanding justice

6 YEARS 4 GOALS



- Economic justice
- Essential services
- Rights in crisis
- Gender justice

Demanding justice

Take a few minutes to read this short booklet, Oxfam International's Strategic Plan 2007–2012, and you'll see what we will be working on together, as Oxfam International, during this Plan period.

The Plan outlines the joint work that we will do as Oxfam International, working together with our partners and allies. Each Oxfam affiliate has its own strategic plan, and these are also aligned to the Oxfam International Strategic Plan.

All Oxfam International's work is framed by our commitment to five, broad rights-based aims: the right to a sustainable livelihood; the right to basic social services; the right to life and security; the right to be heard; and the right to an identity.

Within this framework we will work together as Oxfam International on narrower **Change Goals** – the specific things we are trying to achieve in this timeframe.

We have six years and four goals.

Surya Darma, aged 13, bathes in water from a well in Aceh Province, Sumatra, Indonesia. The area, once his home, was devastated by the Tsunami on 26 December 2004. Oxfam projects in the area include provision of water and sanitation, health promotion and funds to help rebuild housing, infrastructure and livelihoods.



Our central commitment

We are outraged by the persistent poverty and injustice in the world, which must and can be overcome. Unjust policies and practices, nationally and internationally, must be challenged and people's rights must be respected. If we join forces and act together now we can achieve a just world without poverty.

With partners and allies, we will act in solidarity with people living in poverty, especially women, to achieve their rights and assert their dignity as full citizens.

We will support them to hold governments, corporations and international organizations (including Oxfam) to account for their responsibilities. Drawing on our development programs, we will work to change global and national rules that perpetuate poverty, insecurity and inequality.

We will support local, national and international organizations and social movements of active citizens to demand justice, particularly gender justice, and to change ideas and beliefs, policies and practices to achieve improvements in people's lives.

For this Plan period, drawing on what we have learned through internal consultation and external analysis, we will focus our joint work in programs, advocacy and campaigns on four areas:

- Economic justice
- Essential services
- Rights in crisis
- Gender justice

In November 2006, 400 people took to the streets of Recife in Brazil calling for an end to land evictions. "My dream is to have a better house in a safe place," said Janete Pereira de Lima, centre.



The world around us

We consulted widely within the Oxfam affiliates and with our partners and allies, and conducted research to identify some of the main trends, challenges and opportunities facing us during the next Plan period.

Overall, poverty is decreasing but the levels of inequality are increasing: gains in human development have been unequally shared, between countries, within countries, and between women and men. Conflict and more frequent natural disasters, some caused by climate change, also contribute to this.

Continued failure of global governance: the UN, the World Bank, the IMF and the WTO have failed to prevent and reduce poverty, insecurity, terrorism, environmental threats and HIV and AIDS, largely because of lack of political will by member states and the dominance of powerful countries. Adequate protection and assistance for civilians in humanitarian conflicts and disasters has not been provided despite repeated promises, and the world has failed to make real progress on the Millennium Development Goals.

The landscape of power is rapidly changing: for example, the rise of Brazil, Russia, India and China, and the implications of their foreign policies will have major effects and create new dynamics and inequalities within and between countries.

A growing global movement for change: people around the world are increasingly concerned with ensuring that human rights are not violated and that we win the fight against poverty and injustice.

We believe that:

Achieving greater equality is a crucial factor in reducing poverty. Economic growth and increasing wealth through trade and other means is important but will not alone lead to sustainable poverty reduction. We know we also need to reduce inequality, especially for women, if we are to achieve greater economic justice.

Poverty, insecurity and environmental threats are closely linked. The women and men enduring the greatest poverty in the greatest numbers are farmers living in vulnerable circumstances. They are also the most vulnerable to the consequences of climate change. It is not possible to address one problem without addressing the others.

Governments and corporations must be accountable. Changing unfair global rules is essential, but national governments have the biggest direct impact on the lives of their citizens. Citizens must be able to hold governments to account for providing essential services, such as education, health and water. Citizens also must be able to ensure that their rights are not abused by big corporations.

Protection is everyone's responsibility. Conflicts and disasters have enormous human, economic and security costs for us all. Protecting women, children and men from violence and providing the best possible humanitarian assistance is a priority.

Ideas, attitudes and beliefs are key to change. Supporting women and men to challenge the causes of poverty, injustice, discrimination and exclusion from society is fundamental to achieving real change.

Our Change Goals

During 2007–2012, we will work with our partners and allies to challenge poverty and injustice, and to achieve positive change in the following four areas:

- Economic justice
- Essential services
- Rights in crisis
- Gender justice

All four goals are integrated in our rights-based approach and have local, national, regional and global dimensions. We will make sure we work together with our partners and allies in order to make a difference.

Our humanitarian work, long-term development programs, campaigning, advocacy and Fair Trade activities will make important contributions towards meeting these Change Goals.

Each goal will also outline how we intend to address gender, HIV and AIDS and engage with the corporate sector. We will endeavor to ensure that people know of their rights and responsibilities as active citizens and understand how they can claim these rights.

A volunteer HIV and AIDS peer educator from one of Oxfam's partner organisations waves a condom and sings a song about safe sex at a rural health post in the Thoyandou Valley, Limpopo Province, South Africa.



Economic justice

Our goal: More women and men will realize their right to secure and sustainable livelihoods.

Together with partners and allies Oxfam will...

- **make agriculture work** for farmers and agricultural laborers living in poverty and vulnerable circumstances. Reaching the majority of people living in poverty will mean transforming agriculture so that they get a decent reward for their labor.
- **achieve fairer trade rules** for poor countries. People living in poverty must get a fair share of the wealth and opportunities generated by world trade.
- **reduce the impact of climate change and energy shocks** by supporting vulnerable people and communities, particularly in agriculture, to adapt to climate change. We will tackle the injustice of climate change by promoting energy equity for developing countries.

Farmers harvesting maize in Mexico. Free trade agreements with North America have led to cheap cereals flooding into the country, which has been devastating for small farmers.



Essential services

Our goal: The Millennium Development Goals for essential services will be achieved, and people living in poverty, especially women and girls, will realize their rights to accessible and affordable health, education, water and sanitation.

Together with partners and allies Oxfam will...

- **demand that national governments fulfill their responsibilities** for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups.
- **support civil society organizations and alliances** to hold governments accountable for the delivery of these services.
- **ensure better policies and more funding from rich countries and international institutions**, as well as make sure they honor already existing commitments on aid and debt reduction.

Nurse Christine Chimbaza administers drugs to Mary Msosa, 65, a malaria patient at the Kamuzu Central Hospital in Lilongwe, Malawi. Nurses like Christine are poorly paid and work very long hours – sometimes three shifts without a break. These working conditions have left the hospital with only a quarter of the nurses that it needs.



Rights in crisis

Our goal: All women and men in humanitarian crises will be assured both the protection and the assistance they require, regardless of who or where they are or how they are affected, in a manner consistent with their human rights.

Together with partners and allies Oxfam will...

- **improve our ability to deliver better protection and greater assistance**, through improving our competencies and capacities, and becoming more accountable to the people we are assisting. We will also increase work with and through local organizations, and particularly strengthen the role of women.
- **change policies and practices of the international humanitarian system** to deliver better protection and greater assistance. This will mean lifting the standards of disaster response by international agencies, implementing commitments by governments on the 'Responsibility to Protect' and pursuing an Arms Trade Treaty.
- **work within the framework of human security**, with a greater focus on preventing conflict, peace-building, reconciliation and longer-term development.

A young girl draws water from a well near a camp for displaced people in West Darfur, Sudan. Collecting water can be a dangerous undertaking, exposing women and girls to the risk of violent attacks.



Gender justice

Our goal: Many more women will gain power over their lives and live free from violence through changes in attitudes, ideas and beliefs about gender relations, and through increased levels of women's active engagement and critical leadership in institutions, decision-making and change processes.

Together with partners and allies Oxfam will...

- **support women's leadership** at all levels to achieve greater power in decision-making and greater control over their lives.
- **work to end gender-based violence** by changing ideas, attitudes and beliefs of men and women that permit violence against women.
- **strengthen Oxfam's own learning and capacities on gender** to ensure that gender justice is achieved in all our work.

Poonam Toppo (foreground) works as a 'Change Maker' (campaigner) in villages in Jharkand, India. "While I am awake, when I am asleep, whatever I am doing, I am always thinking about how I can stop violence against women. If I am on a bus and I see something happening, I will react. I will always be involved. This issue happens to us day and night."



Part of a global movement for change

Change happens in many ways and through the involvement of many different actors. By being part of a global movement for change – working with individuals, communities, organizations, corporations, institutions and governments – we are demanding justice to bring an end to persistent poverty, inequality and insecurity that affect the lives of billions of people.



Oxfam partner organization, Targeted AIDS Interventions (TAI), works with young men in rural South Africa to influence their attitudes and behaviour regarding sexual practices and the treatment of women. TAI trains 'peer educators' who work within communities to develop community interaction, fitness and team spirit through the promotion of sport – such as with the Sekwanele soccer team, pictured here.

A person's arm is visible in the top left corner. The background is a large, open field with a few people playing soccer. The sky is clear and blue. The field is dry and yellowish-brown. There are trees in the distance.

Making it work

We will make internal changes to enable us to respond better to the challenge of achieving the Change Goals: from strengthening our role in a global campaigning force; promoting growth in membership and income; to enhancing our country-level collaboration and communications. Developing our staff and volunteers is crucial for us as we develop a truly inclusive confederation.

We will place particular focus on improving our monitoring, learning, development and accountability mechanisms, and work with our partners and allies in achieving our common goals. We will focus even more on making the links, from local to global, and between long-term development work, campaigning, and policy change.

The Oxfam International Strategic Plan describes the agreed Change Goals and their objectives for the first six years, and more detailed planning will be done in two-year cycles.

To conclude

We need to show that there is an overwhelming demand for change: that poverty is not inevitable, and that justice is possible. For this we need your help – please join us and millions of others all over the world who are demanding justice.

Find out more... You can read more about Oxfam International, our mission and our rights-based approach at www.oxfam.org; you will also find full contact details for all the Oxfams around the world.

Oxfam International is a confederation of 13 organizations working together in more than 100 countries to find lasting solutions to poverty and injustice.

Oxfam International Secretariat:

Suite 20, 266 Banbury Road, Oxford, OX2 7DL, UK

Tel: +44 1865 339100. Email: information@oxfaminternational.org

Web site: www.oxfam.org



Cover photo: Freshta Sayed, Oxfam Gender Advisor, from Afghanistan, speaks out at the *WE CAN* Assembly in Sri Lanka in March 2006. The campaign aims to reduce the social acceptance of violence against women across Bangladesh, Sri Lanka, Nepal, India, Pakistan and Afghanistan. Photo: Annie Bungeroth/Oxfam

Oxfam America

226 Causeway Street, 5th Floor
Boston, MA 02114-2206, USA
Tel: +1 617 482 1211
(+1 800-77-OXFAM)
E-mail: info@oxfamamerica.org
www.oxfamamerica.org

Oxfam Australia

132-138 Leicester Street,
Carlton, Victoria 3053, Australia
Tel: +61 3 9289 9444
E-mail: enquire@oxfam.org.au
www.oxfam.org.au

Oxfam-in-Belgium

Rue des Quatre Vents 60,
1080 Brussels, Belgium
Tel: +32 2 501 6700
E-mail: oxfamsol@oxfamsol.be
www.oxfamsol.be

Oxfam Canada

250 City Centre Ave, Suite 400,
Ottawa, Ontario, K1R 6K7, Canada
Tel: +1 613 237 5236
E-mail: info@oxfam.ca
www.oxfam.ca

Oxfam France - Agir ici

104 rue Oberkampf,
75011 Paris, France
Tel: + 33 1 56 98 24 40
E-mail: info@oxfamfrance.org
www.oxfamfrance.org

Oxfam Germany

Greifswalder Str. 33a,
10405 Berlin, Germany
Tel: +49 30 428 50621
E-mail: info@oxfam.de
www.oxfam.de

Oxfam GB

Oxfam House, John Smith Drive,
Cowley, Oxford, OX4 2JY, UK
Tel: +44 1865 473727
E-mail: enquiries@oxfam.org.uk
www.oxfam.org.uk

Oxfam Hong Kong

17/F., China United Centre,
28 Marble Road, North Point, Hong Kong
Tel: +852 2520 2525
E-mail: info@oxfam.org.hk
www.oxfam.org.hk

Intermon Oxfam (Spain)

Roger de Llúria 15, 08010,
Barcelona, Spain
Tel: +34 902 330 331
E-mail: info@intermonoxfam.org
www.intermonoxfam.org

Oxfam Ireland

Dublin Office, 9 Burgh Quay,
Dublin 2, Ireland
Tel: +353 1 672 7662
Belfast Office, 115 North St,
Belfast BT1 1ND, UK
Tel: +44 28 9023 0220
E-mail: communications@oxfamireland.org
www.oxfamireland.org

Oxfam New Zealand

PO Box 68357, Auckland 1145,
New Zealand
Tel: +64 9 355 6500
(Toll-free 0800 400 666)
E-mail: oxfam@oxfam.org.nz
www.oxfam.org.nz

Oxfam Novib (Netherlands)

Mauritskade 9, Postbus 30919, 2500 GX,
The Hague, The Netherlands
Tel: +31 70 342 1621
E-mail: info@oxfamnovib.nl
www.oxfamnovib.nl

Oxfam Québec

2330 rue Notre Dame Ouest, bureau 200,
Montréal, Quebec, H3J 2Y2, Canada
Tel: +1 514 937 1614
E-mail: info@oxfam.qc.ca
www.oxfam.qc.ca

Stichting Oxfam International
registered at The Hague,
The Netherlands, No 41159611.
Registered Office:
PO Box 30919 The Hague, The Netherlands.
Registered at Companies House, Cardiff.
Company No FCO19279
Registered Office: Suite 20, 266 Banbury Road
Oxford OX2 7DL UK VAT No 663 597395

Linked Oxfam organizations. The following organizations are linked to Oxfam International:

Oxfam Japan Maruko bldg. 2F, 1-20-6, Higashi-Ueno, Taito-ku, Tokyo 110-0015, Japan
Tel: +81 3 3834 1556. E-mail: info@oxfam.jp Web site: www.oxfam.jp

Oxfam Trust in India B - 121, Second Floor, Malviya Nagar, New Delhi, 1100-17, India
Tel: +91 11 2667 3 763. E-mail: info@oxfamint.org.in Web site: www.oxfamint.org.in

Oxfam observer member. The following organization is currently an observer member of Oxfam International, working towards possible full affiliation:

Fundación Rostros y Voces (México) Alabama No. 105 (la esquina de Missouri),
Col. Nápoles, C.P. 03810 Mexico, D.F.
Tel/Fax: +52 555 687 3002. E-mail: comunicacion@rostrosyvoces.org
Web site: www.rostrosyvoces.org