THE FUTURE IS EQUAL.
THE FUTURE IS NOW.
'The rains are less and less ... I have no idea what is behind this, but I can tell you that there is a lack of rainfall and there is hotter and hotter weather.'

Amina Ibrahim, 50, fled her home in Qararo, Ethiopia, in 2017 with her 12 children, after their animals died and an outbreak of water-borne diarrheal disease (most likely cholera) started killing people. Since then, they have been living in a makeshift shelter. Despite the hardship, Amina is thinking about the future. She hopes to be able to secure a small loan, so she can start trading livestock. ‘Our children are in school now’, she says. ‘It finally begins to feel like a fresh start.’

Amina and her family are among millions of people affected by severe drought in the Horn of Africa. Oxfam, other organizations and the Ethiopian government have been helping with clean water, food, latrines, occasional cash, and hygiene items such as soap. And we mobilize people globally to fight against climate change, which hits the most vulnerable hardest.

PHOTO CREDIT: Pablo Tosco/Oxfam Intermon

THE FUTURE IS EQUAL.
THE FUTURE IS NOW.

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Oxfam International
Annual Report 2020-21
This report is an expression of our collective effort. It is a response forged by women’s rights advocates, water engineers, shop volunteers, health campaigners and young activists. It’s a response in which Oxfam supports leaders and communities who know the reality of inequality best.

Oxfam’s growing partner-led approach is exemplified by organizations such as REACH. They remind us to have humility in a world that is changing. At Oxfam, we recognize that the movement to challenge colonial and elitist power dynamics must be led from the grass roots. Big NGOs like ours must support and stand shoulder-to-shoulder with others, and connect up others to drive local and global change that lasts.

Gabriela Bucher  
Executive Director, Oxfam International

Local and national NGOs like REACH are playing important roles in the global aid community. Being local, we are often the first to show up in an emergency, and the last to leave. Our knowledge of local languages and cultures enables the flow of assistance in countless ways. We understand the physical geography of our countries’ disaster-affected areas — and we also understand the politics and players, and that can translate into getting access to communities that might otherwise be cut off from aid.

Oxfam has embraced the local leadership agenda, and in Iraq we are feeling its effects. We feel listened to. We are encouraged not to carry out Oxfam’s wishes but, instead, to make our own vision a reality.

Hero Anwar  
Program Director of REACH, Oxfam’s partner in Iraq
The future is equal. We have to make it so. We have to make it fairer than it is today. We have to create a future in which we have equality in dignity and in rights. A world without poverty. One with gender and racial justice. One with real hope.

That’s the future Oxfam believes in – the future we’re fighting hard to create with our partners. We’re coming together to fight for equality as the calling of our time. Together, we know we can succeed.

Yet the bonds that are meant to bind us are being broken. Too many people across the world have drifted deeper into poverty since the pandemic began; meanwhile, it is estimated that a new billionaire was created every 26 hours since the start of the pandemic. Our data shows that inequality contributes to the death of at least one person every four seconds. Is there a starker example of modern-day inequality than that of billions of people being deprived of COVID-19 vaccines, while a handful of pharmaceutical corporations profit from their monopolies? Or an example more existential than that of the climate crisis being fuelled by the over-consumption of the wealthiest?

Inequality harms us all. But none of this is inevitable. Which is why we fight inequality – as Oxfam, but more so, as fellow ‘common-causers’ with our partners in movements and communities.

This report is an expression of our collective effort. It is a response forged by women’s rights advocates, water engineers, shop volunteers, health campaigners and young activists. It’s a response in which Oxfam supports leaders and communities who know the reality of inequality best.

Oxfam’s growing partner-led approach is exemplified by organizations such as REACH. They remind us to have a response forged by women’s rights advocates, water engineers, shop volunteers, health campaigners and young activists. It’s a response in which Oxfam supports leaders and communities who know the reality of inequality best.

Looking back on last year, I am alarmed by the terrible toll that the pandemic, climate crisis, and armed conflict took on people who live in extreme poverty. And it’s far from over. We are reminded every day that the people who endure the worst effects of hurricanes, floods, drought, armed conflict, disease and other hazards are those who cannot afford to live somewhere safe.

For Oxfam, as for my organization, fighting poverty and injustice, reducing disaster risks and responding to emergencies are all part of the same struggle — a struggle that is rooted in inequality.

At REACH Rehabilitation, Education, and Community Health), we specialize in providing clear water and safe sanitation, and improving livelihoods. We have been working with Oxfam since the year we were founded – 1995. In the last fiscal year, we were partners in projects related to water, public health and cash to start small enterprises, as well as capacity-strengthening for our organization.

I am in charge of REACH’s programs, and I am also an advocate for local humanitarian leadership — for enabling local and national organizations to take charge in humanitarian disasters, and for international groups to support our efforts rather than use us to support theirs.

With so many crises unfolding, the world needs every organization, every government, every donor, and every activist to work at their fullest capacity to help change our course toward peace and a just and sustainable future.

Gabriela Bucher
Executive Director, Oxfam International

Hero Anwar
Program Director of REACH, Oxfam’s partner in Iraq

Local and national NGOs like REACH are playing important roles in the global aid community. Being local, we are often the first to show up in an emergency, and the last to leave. Our knowledge of local languages and cultures enables the flow of assistance in countless ways. We understand the physical geography of our countries’ disaster-affected areas — and we also understand the politics of and players, and that can translate into getting access to communities that might otherwise be cut off from aid.

Yet, we ourselves are feeling the effects of inequality. We appreciate the organizations and donors that sponsor our work, but we are very aware that the traditional system of humanitarian response has a hierarchy: at the top are organizations and leaders based in countries that were once colonial powers, and at the bottom are the formerly colonized. Those of us at the bottom are often excluded from decision-making tables, and our staff, offices, and budgets are so lean that we can’t possibly have the impact we aspire to have. The movement toward a system that prioritizes local humanitarian leadership promises a remedy; in fact, for many of us, the path to local leadership and the path to decolonizing aid appear to be one.

Oxfam has embraced the local leadership agenda, and in Iraq we are feeling its effects. We feel listened to. We are encouraged not to carry out Oxfam’s wishes but, instead, to make our own vision a reality. We speak our minds freely and are respected as equal partners.

And, thanks in part to Oxfam, REACH is a visible leader in Iraq’s humanitarian community. Now, REACH and our counterparts across the globe need Oxfam’s help with the work ahead. To help us strengthen our organizations, to help us amplify our voices and reach decision-makers around the world, and to hold the international community — including Oxfam — to its priorities about sharing power and funds fairly with local NGOs.

Our ever-evolving relationship with Oxfam is something that gives me hope. I look forward to another year together.

Hero Anwar
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.

Our Values

WHO WE ARE

We fight for a more equal future

Oxfam fights inequality to end poverty and injustice. Together, we act with thousands of allies and millions of people. We work in communities to save and better people’s lives all around the world every day.

We’re part of a global movement, campaigning for economic, gender and climate justice – for change that lasts. Together, we can forge an equal future, with equal rights and equal opportunities, so that every one of us can thrive, not just survive.

About Oxfam

Oxfam International works across regions in more than 90 countries, together with thousands of partners and allies. We support communities to build better lives for themselves, grow resilience and protect lives and livelihoods in times of crisis. Since we want lasting solutions, we fight the inequalities that keep people locked in poverty and injustice. We tackle not the symptoms but the systems, and we campaign for genuine, long-lasting change.

Oxfam is registered as a foundation (Stichting Oxfam International) in The Hague, the Netherlands, and as a foreign company limited by guarantee in the United Kingdom. It is a confederation of independent non-governmental organizations that came together in 1995, and is composed of 20 affiliates as of 31 March 2021. Each affiliate is a member of the foundation, sharing the same passion and commitment to Oxfam’s mission.

In FY 2020–21, Oxfam International was governed by two Boards – the Executive Board and the Board of Supervisors. Each was made up of representatives from every affiliate. Their roles were different, but they worked together to achieve a shared objective – an end to poverty. A substantive governance reform has now taken place, and the new governance architecture took effect in July 2021. The former Executive Board and Board of Supervisors have been replaced by a governance structure with three main components: an international nine-member Board, composed of independent and non-independent members meeting quarterly, a multi-stakeholder Assembly, meeting every two years, and the Affiliate Business Meeting, which is convened by the OI Board whenever it deems it necessary and at least once a year, or on the request of affiliates.

The Oxfam International Secretariat

The Oxfam International Secretariat (OIS) is the coordination and management office of the confederation. OIS leads, facilitates and supports collaboration between the affiliates to increase their impact in the fight against inequality to end poverty and injustice. It also guides regional teams and country program operations. The OIS headquarters are in Nairobi, Kenya, with further presence in Oxford in the UK and The Hague in the Netherlands, and with Advocacy offices in Brussels, Geneva, Moscow, New York and Washington DC. It also manages the Oxfam International African Union Liaison (OIAL) office, Addis Ababa, which promotes the vision and activities of Oxfam within the African Union.
ABOUT THE ONE OXFAM OUTPUT REPORTING
People we work with are all project participants that are engaged in project activities and have direct access (benefit) to the products / services of the project. People who take actions are engaged individuals who take concrete actions to support an issue directly related to a particular campaign on behalf of others and do not benefit themselves from their action.

DISCLAIMER
Map not to scale. This year we achieved 99% report submission rate across the confederation. We thank all affiliates, regional and country colleagues, and campaigns & advocacy teams for contributing to these efforts. No data available for France. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information. This map reflects Oxfam presence on 31 March 2021.

25.7M PEOPLE. 4,128 PARTNERS. 93 COUNTRIES. 1 FIGHT.

RECALIBRATING FOR MAXIMUM IMPACT
Oxfam’s presence is changing. In FY 2020-21, Oxfam phased out in Paraguay. In April 2021 we welcomed Oxfam Colombia as a new affiliate.

These are direct implications of decisions Oxfam took in May 2020 to adapt and diversify its presence to maximize impact, shift power South and adapt to the financial impact of coronavirus. The majority of the changes will be implemented before 1 April 2022. By then, Oxfam will have phased out in another 17 countries (Afghanistan, Benin, Burundi, Cuba, Dominican Republic, Egypt, Haiti, Liberia, Mauritania, Pakistan, Rwanda, Sierra Leone, Sri Lanka, Sudan, Tajikistan, Tanzania and Thailand), and five countries/region (Indonesia, Kenya, the Pacific, the Philippines and Senegal) will have made serious progress on the road to affiliation. In the remaining countries, Oxfam will have shifted more decision-making power to the majority world. Oxfam will have further developed the diversified network by re-orientating teams to work in ways and on issues that are more tailored to their specific local contexts, focusing on fragile context in 10 countries or more, an influencing in six country programs, and working across borders in sub-regional programs (clusters), regional programs and broad integrated programs.

As part of Oxfam’s commitment to a responsible exit, additional resources have been invested in preparing partners and staff for this phase out and in documenting what has been achieved. In a number of exit countries, some projects will still continue in FY 2022-23. The decisions to phase out, caused by Oxfam’s financial situation aggravated by the impact of Covid, were painful and difficult. But in the remaining countries, Oxfam will have a deeper footprint as we focus our program resources and strengthen our local partnerships to maximize impact.

ACCOUNTABLE GOVERNANCE
1.8M people we work with
1,208 partners
387 projects

GENDER JUSTICE
1.7M people we work with
874 partners
269 projects

ENHANCED HUMANITARIAN ACTION
19.7M people we work with
660 partners
586 projects

JUST ECONOMIES
1.7M people we work with
1,282 partners
494 projects

CLIMATE JUSTICE
0.85M people we work with
340 partners
107 projects

Oxfam International
Annual Report 2020-21
Who We Are
This year we achieved 99% report submission rate across the confederation. We thank all affiliates, Country Directors and their teams for contributing to these efforts! No data available for France. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information.

+32%

Oxfam and partners worked directly with 25.7 million people. This is a 32% increase in the numbers of people we worked with compared to last year. This is most notably due to the fact that we drastically scaled up our programs to respond to COVID-19.

2,800,000

Oxfam’s campaign to address inequality, even it up, mobilized 2.8M people to take action online; of these, 2M supporters signed the petition in support of the People’s Vaccine.

37%

Just over one third of our outcomes achieved related to a change in policy and/or decision making, raising awareness and strengthening people’s ability to speak out, are among the key outcomes.

200,000

Through 1,258 initiatives, Oxfam and partners worked to influence 200,000 institutions or organizations. A majority of our influencing efforts targeted state and government institutions.

4,128

Oxfam worked together with 4,128 organizations, which is 7.5% more compared to last year. 715 of these are women’s rights organizations.

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OUR STRATEGY

Following an ‘outside in’, locally rooted and inclusive global strategy process, a new Oxfam Global Strategic Framework (2020—2030) was approved by the Oxfam International Boards in March 2020. The Framework sets out how Oxfam will work over the next decade to achieve its vision of a just and sustainable world.

We will 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 will empower communities to build better lives for themselves and continue our support and assistance to people in need before, during and after crisis.

For change to be sustainable, it must be systemic. To transform the systems that perpetuate inequalities and, in turn, sustain poverty and injustice, we will adopt a multi-dimensional approach and apply a feminist lens to all our work towards just economies, gender justice, climate justice and accountable governance.

We have learnt 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. We have expanded Oxfam’s values of empowerment, accountability and inclusiveness to include also equality, solidarity and courage. In our partnerships, we will decolonize our partnerships by centering and valuing the knowledge, skills and expertise of our partners, and we will prioritize engagement with young people, feminist and social justice activists and movements.

Oxfam’s strategy belongs to all of us who believe in better. It is inspired by our partners and the communities we work with. Together, we will push for just and fairer economies. We will fight for the rights of women and girls. We will take action to achieve climate justice, and raise our voices to hold the powerful to account. And we will be there with communities tackling the causes and consequences of conflict and disaster. Let this be the time in which we came together in solidarity. We fight inequality to end poverty and injustice.

Oxfam volunteers Canab-Dirie (in green scarf) and Nuur Sainab-Dhamac (with megaphone) are part of Oxfam’s humanitarian response in Somaliland.

Photo credit: Petterik Wiggers/Oxfam Novib

NOTE
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I have been living in this refugee camp for more than three years. It’s tough to live here. There’s a water crisis – there’s only one tube well in our block. But even with the coronavirus, we are not afraid. We know how to wash our hands, how to be safe. Volunteers came to make us aware of this virus, using megaphones to explain what to do.

NUR JAHAN

Nur Jahan* (19) shares two flimsy tents with her daughter Ismat* and 14 other family members in Cox's Bazar refugee camp in Bangladesh

Photo credit: Fabeha Monir/Oxfam

BANGLADESH

EMPOWERING LOCAL HUMANITARIAN ACTORS

COVID-19, unwelcome anywhere, met with particular anxiety in crowded refugee camps around the world. Crowded environments with poor sanitation could quickly become hotbeds for the disease. In Cox’s Bazar refugee camp in Bangladesh, Oxfam and local partners stepped up to provide water, sanitation and hygiene support to 173,000 camp residents and 9,000 people in the surrounding communities. To limit physical contact, we worked together with refugees to develop a new foot-pedal-powered hand-washing station, which made it possible for people to wash their hands without contaminating a tap or soap container.

WATCH IT How to fight COVID-19 in a refugee camp?

40,000
PEOPLE PER SQUARE KILOMETER (COX’S BAZAR POPULATION DENSITY)

250
PEOPLE SHARED A SINGLE WATER TAP

173,000
PEOPLE SUPPORTED WITH WATER, SANITATION AND HYGIENE IN COX’S BAZAR

400
CAMP-BASED VOLUNTEERS DEPLOYED TO MONITOR CONDITIONS AND PROMOTE HEALTH

WATCH IT What’s in an Oxfam hygiene kit?

Local humanitarian leaders, given their understanding of local realities, culture and geography, are critically important as first responders in a crisis. Their role became pertinent during the pandemic, when prompt and effective solutions were needed to meet the needs of the local population. In Bangladesh, we worked with 23 partner organizations to meet communities’ needs. And we are committed to empowering local actors to lead emergency work in the long term, in preparedness as well as response.

ADAPTING TO COMMUNITY NEEDS

The COVID-19 crisis arrived at a time when humanitarian needs from intensified and more frequent climate-related shocks, increasingly protracted conflicts, and complexity of crises were already at a historic high. It increased vulnerabilities and food insecurity and exacerbated existing risks and gender divides.

Working with our partners, we reached out to 14.3 million people with a focus on preventing the spread of the disease and protecting people from the negative impact of containment measures. We also called for a global public health response, economic measures to protect people, gender equality and an accessible ‘people’s vaccine’ while adapting to the changing needs of Covid-aware measures such as social distancing.

We leveraged our global reach in public health, water, sanitation and hygiene (WASH) and, together with our partners, scaled up public health promotion as well as water supply programming across 68 countries. Drawing on our experience in community engagement, we adapted our programming to community needs, including support to vaccine rollouts.

Innovation has been critical. For example, the Community Perception Tracker – a mobile tool (originally developed to track Ebola cases) that collates concerns and perceptions in 12 countries, allowing for active listening to adapt programs or the deployment of over 4,000 of innovative Oxfam handwashing stations in Bangladesh and Uganda.

We worked at building locally led, resilient and inclusive futures for those affected, reaching over 1.8 million people with food and livelihood support, 1 million with cash to access basic needs, and many more through programming and advocacy work on social protection. We advocated for social protection assistance in cases like Kenya to support women affected by gender violence; strengthened digital literacy to reduce gender divide in the use of mobile technology in cases such as in Liberia, and used blockchain technology to reach remote communities in Vanuatu. Looking at systemic change, we drew attention to hunger and advocated for social protection; and recognition of care work. Across 30 countries, our protection monitoring identified growing threats for women, ethnic minorities, internally displaced persons (IDPs), refugees and LGBTQA people.

Our response has built on technical strengths, strong partnerships with local and national organizations, governments, international organizations, other humanitarian agencies and, most importantly, with communities. By applying the learning from other public health crises, we provided valuable support, connected with medium and long-term programs, and advocated for systemic changes.
CALLING FOR UNITY AND COLLECTIVE INTERNATIONAL ACTION

Although responding to immediate health risks was key, the fallout of COVID-19 across societies soon went beyond health. By February 2020, even before the declaration of a ‘pandemic’, Oxfam had warned that coronavirus could exacerbate global inequality and discrimination. We called for unity among nations, including our call for collective international action on vaccines.

We urged governments to target their multi-billion-dollar response towards frontline health workers and the most vulnerable, to prevent millions from sinking deeper into poverty and hunger. We also urged world leaders to put women and girls, black, indigenous communities, people of color, and the marginalized and poor first. Before any scientific breakthrough, we demanded that a future vaccine must be owned and utilized as a public good. We helped convene like-minded allies concerned about corporate monopoly and profiteering on vaccines and called for vaccines to be made available to more populations across the globe.

We called for debt cancellation and more aid budgets and vaccines for countries, including countries in the majority world. We helped asylum seekers in Greece, Bangladesh and elsewhere plead their case for specialized assistance, and warned of the impact of COVID-19 on people in war-torn countries like Yemen and Syria.

We called for action against global hunger, and highlighted how women and girls were exposed to mounting violence and the overwhelming increased responsibility of care work. We campaigned with others to reform the global tax system, anticipating that rich individuals and corporations would grow rich by taking advantage of a global crisis and dumping the burden of risk and cost on people living in extreme poverty, on the most marginalized and those facing the most discrimination.

GAZA: CAMPAIGNING FOR A ‘PEOPLE’S VACCINE’

Heba Shalan, a mother and nurse from the Jabalia refugee camp in the Gaza Strip, faces a long wait for a vaccine. Israel has vaccinated the majority of its population, but Palestinians are yet to receive their shots. Oxfam co-founded the People’s Vaccine Alliance (PVA), anticipating barriers to people’s access to COVID-19 vaccines. This growing movement demands that vaccines be produced rapidly at scale and made available for all people, in all countries, free of charge. PVA’s first coordinated action was a letter signed by over 150 leaders, over 60 former heads of government, and other influential public figures. The letter was cited by UN Secretary-General, António Guterres, at the Global Vaccine Summit. From disrupting the G7 meeting in Cornwall, UK, to generating grass-roots action, PVA is building up pressure. It has also played a role in the US government’s waiver of patent protection for Covid vaccines. A joint online petition gained over 2 million signatures by March 2021. The campaign proved pivotal and support were connected to emergency teams and doctors. The ministry could track to see whether callers were getting themselves tested and receiving assistance, and thus monitor their status of recovery. Smartphones with a tracking app were provided to health information management teams and emergency management teams. Within a month, the call center had received 658,642 calls.

ARGENTINA: RAISING HEALTHCARE BUDGETS THROUGH WEALTH TAX

Our intensive campaigning and the report, ¿Quién paga la cuenta?, showed that Latin America’s super-millionaires had grown richer even as millions battled sickness and economic hardship. Yet the region, scarred by poverty and gender violence, is expected to see more than 50 million people sink into poverty because of the pandemic.

We highlighted that getting individuals with fortunes over $1 million ($880,000) to pay between 2 and 3.5% tax would allow governments to raise up to $14.2 billion ($12.5 billion) in tax revenue – 50 times more than what they would get annually from billionaires. This could help governments manage the pandemic better and spend more on healthcare and social safety. In December 2020, Argentina passed the Solidarity and Extraordinary Contribution of Great Fortunes law, a one-off tax intended to cover the costs of fighting the pandemic. The tax was levied on Argentina’s richest people, who form 0.02% of the population. A part of the media in Argentina dubbed it the ‘Oxfam Wealth Tax’.
All across the world, a sharp increase in gender-based violence (GBV) was reported following the imposition of lockdowns and curfews. National rates of abuse spiked by as much as 30%. Oxfam’s Enough campaign incorporated the impact of COVID-19 on GBV during its 16 Days of Activism Against Gender-Based Violence in November–December 2020, under the theme of #LockdownPatriarchy.

The 16-day campaign aimed to highlight the institutionalized patriarchal norms that led to deprioritizing of the experiences of women, girls and LGBTQIA people, and the failure to allocate resources to address their needs. The Vidimo-nevidimo campaign in Russia gained significant traction as part of the #LockdownPatriarchy initiative. In partnership with one of the most influential feminist activists in the country, they ran an online marathon or Lifehackathon, which featured a social media campaign, organic media coverage (including in Forbes Russia), an online round table with feminist learning initiatives, and a Zoom party. Lifehackathon contributed to raising awareness about the pandemic’s impact on women and LGBTQIA people and brought together various civil society actors and non-activist audiences to widen engagement on gender-sensitive Covid relief and to create tools to monitor relief measures.

1.1M people reached by the campaign on social media

Effective social protection interventions provide households with food security, facilitate access to income (including livelihoods), and ensure that basic needs can be met by all members of a community. Working to ensure everyone’s access to social protection is therefore an essential part of Oxfam’s push for a ‘just recovery’. We identify what social protection systems exist and then fill the gaps in provision. In Cambodia, a prolonged campaign has ensured greater access to social protection benefits to domestic workers and small business owners through a revised social security law. As part of our COVID-19 response, we are identifying who is eligible for additional government support due to COVID-19, and acting as the interlocutor between communities and the government to help them access that support. We are supporting civil society organizations (CSOs) in ensuring government accountability.

This includes building awareness of and promoting CSOs’ participation in the design and delivery of an inclusive, rights-based and shock-responsive social protection system, supporting access to social protection benefits, as well as establishing a social accountability mechanism for social protection. While there has been some social accountability in other basic services (health and education), this is a first for social protection in Cambodia.

65% informal workers contribute 65% of the economic development in Cambodia

1.6M people in Cambodia employed in the informal sector

(Source: International Labour Organization (ILO))
‘I am proud to have participated in INJAZ’s program for youth, following which I was selected to work at the Noor Al-Hussein Foundation. My on-the-job training will allow me to get a job here or at any other private lab. It’s a great feeling to be self-reliant, independent and responsible.’

ISLAM

JORDAN

PROMOTING CHOICES FOR YOUNG PEOPLE

Jordan’s young people face numerous challenges while transitioning from universities to the workplace. Connecting youth with employment programs such as paid internships could boost job opportunities for them. INJAZ, Oxfam’s partner, offers various training and employment programs for students to help enhance their life and technical skills, and employability.

INJAZ works with carefully selected national and international NGOs and has cooperation agreements with key ministries. The partner network gives it critical insight into employer perspectives. Through its Youth Participation and Employment (YPE) program, Oxfam supports INJAZ’s internship program that aims to integrate young people into the private sector in order to expand their career choices.

WHAT DID ISLAM LEARN DURING THE TRAINING?

1,800

YOUNG PEOPLE, 55% OF THEM WOMEN, TRAINED IN TECHNICAL AND LIFE SKILLS

15,000

YOUNG PEOPLE, 70% OF THEM WOMEN, COMPLETED SKILL TRAINING THROUGH E-LEARNING

553

YOUNG PEOPLE, 82% OF THEM FEMALE, COMPLETED TRAINING IN ENTREPRENEURSHIP

JUST ECONOMIES

TOWARDS A FAIR AND SUSTAINABLE ECONOMIC MODEL

We are fighting for just and sustainable economic systems that have people and planet at the center, promote equality and help end poverty. Systems that build social cohesion, support the rights of all workers, and promote the economic empowerment of women and marginalized groups.

OUR PROGRESS OVER THE PAST YEAR

The economic crisis caused by the pandemic could push half a billion people into poverty unless urgent action is taken. And there will be no sustained recovery without safe and effective access to COVID-19 vaccine for everyone; this is what Oxfam and members of the People’s Vaccine Alliance have been fighting for. Against this backdrop, Oxfam adopted a multipronged approach, pivoted on influencing, to tackle the COVID-19 impact.

We are beginning to see the results of our consistent campaigning for increased taxes on wealth and income. The Argentine Congress passed the historic ‘millionaire’s tax’ in December 2020. A few weeks later, the new Bolivian government passed a new law to tax wealth. We hope this will be replicated in more countries in Latin America and worldwide.

We launched the third edition of the Commitment to Reducing Inequality Index (CRI) in partnership with Development Finance International. CRI highlighted that only 26 out of the 158 countries studied were spending a recommended 1.5% or more of their budget on health prior to the pandemic.

In Solomon Islands, Oxfam and partners, acting through the Solomon Islands Social Accountability Coalition (SISAC) launched a campaign focusing on improving health services through increased budgetary allocation. In Malawi, we partnered with the Economics Association of Malawi and the Paraiso Desigual alliance to raise awareness on social protection programs and influence the Bono Familia program.

In order to develop a COVID-19 response tracker to monitor public health spending and mobilize citizens to demand quality healthcare, we believe Gender Responsive Budgeting (GRB) is a crucial tool in tackling poverty and inequality through efficient management of public finances. In Myanmar, Oxfam developed a GRB animation built on the Oxfam report, Leaving No One Behind, to influence the social protection program in Laos, Cambodia and Vietnam. Curated stories of marginalized workers facing shortage of food and loss of income in Laos highlighted the importance of social protection for informal workers. In Guatemala we are working with the Para No Ser Esclavo alliance to raise awareness on social protection and influence the Bonus Familia program.

We have adopted newer ways of engaging since the outbreak of the pandemic, using social media and our report, Leaving No One Behind, to influence the social protection program in Laos, Cambodia and Vietnam. Curated stories of marginalized workers facing shortage of food and loss of income in Laos highlighted the importance of social protection for informal workers. In Guatemala we are working with the Para No Ser Esclavo alliance to raise awareness on social protection and influence the Bonus Familia program.

A Case for Gender-Responsive Budgeting in Myanmar

which is being widely used to increase awareness among legislators, government officials and citizens. In Zambia, we collaborated with the National Assembly and the Ministries of Finance and Gender to organize virtual sessions with parliamentarians on the need to make the budgeting process gender responsive.

We have adopted newer ways of engaging since the outbreak of the pandemic, using social media and our report, Leaving No One Behind, to influence the social protection program in Laos, Cambodia and Vietnam. Curated stories of marginalized workers facing shortage of food and loss of income in Laos highlighted the importance of social protection for informal workers. In Guatemala we are working with the Para No Ser Esclavo alliance to raise awareness on social protection and influence the Bonus Familia program.

INJUSTICE

Towards a fair and sustainable economic model

Oxfam International

Annual Report 2020-21

1918

Fair trade and food systems

Fair tax systems

Quality healthcare, education and social protection

Fair wages, safety, and say in decisions

Equitable access and opportunity
Focus stories: Influencing at multiple levels

**EQUITY THROUGH SOLIDARITY**

The pandemic has made it impossible to hide behind narratives of economic growth that benefit only a few at the top. Oxfam is committed to contributing to building a future that is not led by billionaires, but by diverse and multiple voices, collectively. Together with our partners and allies, we are targeting governments, financial institutions, the private sector and people, to achieve systemic solutions to tackle inequality. We are shifting the terms of the debate through popular mobilization, research and evidence gathering, and building solidarity with people in their struggles.

**PUBLIC AUDIENCES: THE EQUALS PODCAST**

The first global podcast centered on the issue of inequality, EQUALS is advancing Oxfam’s public engagement goals. EQUALS has entered Apple’s top 10 government-related podcast charts in several countries. The podcasts are helping us effect change in two ways. First, through shifting ideas and educating: we inform and excite people about tackling inequality and show them that a more equal world is possible. Second, we encourage people to take action by featuring inspiring figures – e.g., Beth Mukami, a human rights defender from Dandora, an informal settlement in Nairobi.

**PRIVATE SECTOR: PUSHING SUPERMARKETS TO CHANGE POLICIES**

While the world rallied around frontline health workers, our campaign called for support for the food frontliners through our digital #foodfrontliners campaign, which brought the voices of workers and producers to a global audience. We were also able to provide information to the supermarkets on the health, safety and food security impact of the pandemic on communities at the other end of the supply chain. Building on this success on World Food Day in October 2020, we came up with a digital immersive storytelling tool that put together the desperate experiences of food producers and workers.

As far back as 2013, the Oxfam Behind the Brands campaign challenged the ‘Big 10’ food and beverage companies. In April 2020, one of the largest European retailers, Lidl, published a new human rights policy – a result of Oxfam’s second Behind the Barcodes (Behind the Price (BtBP)) spike that showed how a global campaign can push large international companies towards human rights due diligence. We introduced the BtBP supermarket scorecard in June 2020, having analyzed leading supermarkets’ policies and practices on human rights in their supply chains, and ranked them on a number of indicators. The results show the steady progress of many major supermarkets on this front.

**POLITICS: INEQUALITY AT WORLD LEADERS’ AGENDA**

Our Davos work retained focus on gender justice while extending it to racial inequality and intersectionality. During the World Economic Forum meeting, our report, The Inequality Virus, highlighted how the pandemic is both exacerbating and feeding off existing inequalities. The report was cited severally by the UN Secretary-General and public figures across the world. In Vietnam, the Prime Minister has mandated the study of the report during the drafting of the country’s 10-year plan.

Our Commitment to Reducing Inequality Index (CRII) report, launched ahead of the IMF and World Bank annual meetings, showed how only one in six countries were spending enough on health, and that only a third of the global workforce had adequate social protection. The report received widespread coverage all over the world and was cited by the European Commission for its statistically coherent framework. To increase ease of access and encourage further public engagement, a new CRI Index website was launched.

**JUST ECONOMIES / FOCUS STORIES**

**WATCH IT** Why should supermarkets change course?

**WATCH IT** What is it like to be a mother of seven in the Philippines?

**WATCH IT** What is it like to be a mother of seven in the Philippines?
The WE-Care program helped us understand that there is no such chores as ‘men’s’ or ‘women’s’ work and that tasks should be divided equally. The program brought in a shift in our community – some men have started to fetch water, and some fathers have begun listening to their daughters.

CYNThIA

CHALLENGING HARMFUL SOCIAL NORMS

We fight to ensure that women and girls have agency over their lives, by challenging harmful social norms and belief systems, including through gender transformative education and by exposing the patriarchal practices that prevent women from realizing their rights.

1.7M
PEOPLE WE WORK WITH

874
PARTNERS

269
PROJECTS

OUR PROGRESS OVER THE YEAR

OXfam has made great strides in working with others who challenge discrimination, exclusion and exploitation to transform the lives of women, girls and LGBTQIA people. COVID-19 has deepened structural and intersecting inequalities, increased existing gender and racial gaps and accelerated human suffering. Out of the 14.3 million people Oxfam has reached since the start of the pandemic, 54% are women and girls.

We co-created campaign and program strategies with our partners, collectives, women’s rights organizations and movements to shift the debate in pursuit of gender justice, and to amplify the voices and realities of racialized and marginalized communities. Through the Enough campaign, we facilitated and supported partners’ work and initiatives, providing unrestricted funding for them to decide on their priorities and how to utilize those funds.

Working with partners, we created spaces and platforms for women’s direct and meaningful participation in decision-making on matters that affect them during the pandemic. In the Central Africa Republic (CAR), we supported a coalition of women’s rights organizations to call for gender parity and inclusion of women in the Commission for Truth, Justice, Reparations and Reconciliation. The Commission has been mandated to hear violations where rape was used as a weapon of war. Women commissioners have been appointed, enabling thousands of women to access the mechanisms in place to seek justice.

Oxfam is pushing to build meaningful partnerships with movements that focus on systems change. We are also trying to understand our organizational strengths, and to establish decolonial and equitable partnerships. We carried out a survey to understand the needs of women’s rights organizations during the pandemic and how we can support them and amplify their voices. These learnings have also helped us prioritize our time and resources.
Focus stories: Influencing at multiple levels

SUPPORTING WOMEN REFUGEES IN ESCAPING CRISIS

Escaping conflict, humanitarian crisis or persecution is a pressing need for women and girls, as such crises exacerbate structural inequalities and impact vulnerable and marginalized groups disproportionately. To prioritize sustainable solutions for displaced refugee women and girls, we work with local humanitarian leadership and responders to challenge discrimination, exclusion and exploitation. With IMatter partners, we provide direct capacity, resources and access for them so they can shape and implement durable solutions for displacement.

COLOMBIA: SUPPORTING VENEZUELA MIGRANTS AND HOST COMMUNITIES

Many women from Venezuela who came to Colombia looking for a better future found themselves vulnerable once again during the pandemic. With jobs lost and no alternative means of income at their disposal to ride out the crisis, their plans for a new life appeared bleak. They began contemplating returning to Venezuela.

In Santander, northern Colombia, Oxfam worked with the Fundación Mujer y Futuro to create safe spaces not just for migrant women and girls, but also for those from the local communities. Temporary shelters were set up, and hygiene kits and food were distributed. These women found support to overcome this challenging situation from other women who were facing the same ordeal. Together, they created support networks to tackle unemployment problems and dedicated themselves to encouraging more women to take part in capacity-building workshops.

BANGLADESH: ENCOURAGING REUSABLE MASK PRODUCTION TO SUPPORT REFUGEE WOMEN

The pandemic reduced household income while increasing food insecurity for Rohingya refugees and host communities living in Cox’s Bazar, Bangladesh. Our main agenda here is to improve access to livelihood opportunities among households, and enable women to meet their financial needs. In doing this, we are providing local women’s and men’s groups with equipment and training to produce reusable masks and sanitary towels.

The small-group format gives the local women the opportunity to inculcate skills for future employment, share knowledge, and be introduced to the idea of gender equality. With the additional income generated, women and girls could buy food and medicines, and stay in school.

CENTRAL AFRICAN REPUBLIC: ENSURING BETTER HEALTH AND MENSTRUAL HYGIENE

When Oxfam returned to Batafango in CAR in February 2020, after leaving in October 2019 for security reasons, the Water Sanitation and Hygiene (WASH) intervention was severely depleted at the International Development Program (IDP) site. The daily per capita water supply was only 4.5 litres, much below the Sphere humanitarian standard of 15 litres. We constructed a water gravitational system, which increased the water flow to 13.6 litres.

Another settling tank is under rehabilitation to increase capacity further. The WASH intervention includes hygiene and health awareness sessions and the provision of hand-washing facilities, among others. AfriPad is one of our pilot programs in Batafango to promote the use of reusable hygienic sanitary pads among women and girls to increase menstrual care. We also facilitate educational sessions to help break taboos and empower women and girls.
Our gardens used to grow very well but now from the sea level rise, the gardens are not growing. If you put your hand in, you just put your hand in the sea. It worries me to think about how my children will eat.

**MIRIAM AMINA**

**STRENGTHENING COORDINATION BETWEEN LOCAL CONSERVATION GROUPS**

The Pacific is disproportionately affected by climate change. The Pacific Climate Change Collaboration Influencing and Learning Project (PACCCIL) is Oxfam’s core climate program in the Pacific to strengthen the influencing capacity and increase coordination among Pacific climate change networks. The Kōtui program, in partnership with New Zealand Aid Programme, is aimed to increase the resilience, well-being and agency of women in the face of climate breakdown. Oxfam’s UnBlocked Cash project (UBC), a blockchain-powered cash transfer solution, has been successfully rolled out in Vanuatu and Papua New Guinea and is being piloted in the Solomon Islands. With Kastom Garden, we are advocating organic farming; with Pacific Islands Students Fighting Climate Change, we are bringing in the perspective of young people; with People with Disability Solomon Islands, we are advocating social inclusion. With numerous community-based conservation groups, we are promoting tree planting, mangrove planting, water conservation and climate change advocacy.

**SOLOMON ISLANDS**

**OUR PROGRESS OVER THE YEAR**

Climate change has become one of the four areas of ambition for Oxfam, and is now part of the Global Strategic Framework. In our Horizon Planning 2021–23, we identified ‘Tackling the climate crisis during and after Covid economic recovery’ as a core priority. In the Oxfam Countries’ Operational Plans for 2021–23, which set activities on the four areas of ambition, 80% of countries identified climate justice as a key concern. We produced key research, reports and policy that influenced policy discussions on carbon emissions, climate finance and inequality at major international events such as the United Nations General Assembly, the United Nations Framework Convention on Climate Change (UNFCCC) Standing Committee on Finance, and the Climate Ambition Summit. Our Carbon Inequality report, which looked at the distribution of global emissions by income over the past 25 years, was widely cited by climate activists, academics and policy makers. Published at the beginning of the UN General Assembly (UNGA) summit, the report highlighted the urgency in tackling inequality in emissions between the rich North and the poor South (See p.28).

We proposed carbon taxing as a solution to tackle climate and COVID-19-induced economic crisis. Our Climate Finance Shadow Report 2020 assessed the progress made towards the goal of $100 billion (€88 billion) for climate finance made during the Paris Agreement. The third in a series, the report looks at the latest donor figures for 2017–18, with a strong focus on public finance. It considers how climate finance is being counted and spent, where it is going and what lessons need to be learned on climate finance post-2020. Oxfam prepared The Inequality Virus, a report for Davos 2021, emphasizing how the pandemic led to an increase in inequality in almost every country. One example of this was the increasing burden of climate change for the majority world and black, indigenous and people of color. In the report, the ‘world of climate safety’ was included as one of the ‘five steps towards a better world’, underlining the importance of the connection between inequality and climate justice.

In purview of the inequalities that COVID-19 and its disproportionate impact have caused, we created a zine, Climate, Covid and Care: Feminist Journeys. This is a collection of stories and ideas from five feminist activists working at the intersection of gender justice and climate justice.

**OUR GARDENS**

**REDUCE GREENHOUSE GAS EMISSIONS**

**WORKERS ADOPTING NEW FORMS OF INCOME**

**SUPPORT PEOPLE FORCED TO MIGRATE**

**PROMOTE ADEQUATE, ACCESSIBLE CLIMATE FINANCE**

**REDUCE ADEQUATE, ACCESSIBLE CLIMATE FINANCE**

**FIGHT CARBON INEQUITY**

**INCREASE LOCAL, EXPERTISE AND WOMEN’S LEADERSHIP**

**CLIMATE ACTION LED BY THOSE HIT THE HARDEST**

Climate change is a man-made disaster that is reversing progress made in the fight against poverty and inequality, and worsening conflicts and disasters worldwide. The voices of feminist organizations, youth and indigenous people must be amplified in climate negotiations, and lead the transition towards greener and fairer social and economic models.
Focus stories: Influencing at multiple levels

CREATING MEANINGFUL AND POWERFUL CONNECTIONS ON THE GROUND

Oxfam believes in the importance of building local to global networks to strengthen the fight for climate justice. We work with local communities to build resilience and to influence decisions on climate at the local and global level. With our partners around the world, especially women and youth organizations, we bring the voices of communities affected by climate change to international discussions and negotiations.

Climate change does not affect everyone equally. Race, gender and poverty are all key factors that determine people’s experiences. Oxfam works on intersectionality to highlight the different impacts of climate change and to develop a holistic approach to finding solutions. We create and strengthen links among social justice groups at the local level, including women and young people’s groups, to come together under a global climate justice movement.

LOCAL ACTION: OVERCOMING THE FEAR OF HUNGER IN BURKINA FASO

Marietou Sawadogo, a 27-year-old mother of four in Burkina Faso, used to fear the lean season from June to August. Climate change, resulting in longer droughts and less rain, has made it increasingly difficult to cultivate the land. Marietou decided to diversify her activities and start breeding livestock. Thanks to a project undertaken by an Oxfam partner, she now knows the techniques to raise oxen, donkeys, goats and chickens. This has helped her increase her agricultural yield with the compost from the livestock’s excrement. Sometimes it is difficult to get water and to pay for veterinary care, but she no longer fears hunger. When the harvest is insufficient, she sells one of her animals to feed the family. Through the Sahelian Youth for Climate Action project, Oxfam and its partners are enabling women and young people in Burkina Faso and Niger to implement solutions to face the impacts of climate change and allow them to continue caring for their loved ones.

GLOBAL ACTION: REINSTATING THE CLIMATE CHANGE AGENDA AT UNGA

Immediately before the United Nations General Assembly (UNGA) meeting, we released the Carbon Inequality Report. This was part of our continuous and comprehensive research, policy change and media work on climate change to influence policy discussions on carbon emissions, climate finance and inequality at major international events such as the UNGA, the United Nations Framework Convention on Climate Change (UNFCCC), the Standing Committee on Finance, and the Climate Ambition Summit. Our Carbon Inequality report looked at the distribution of global emissions by income over the past quarter of a century and was widely cited by climate activists, academics and policy makers, including the UN Secretary General, António Guterres. He pointed to the ‘rank injustice and inequality’ on emissions between rich and poor countries and stated, ‘If we don’t act now, this century may be one of humanity’s last.’ The report put climate change back on the agenda at the summit. Our proposal of carbon taxing to offset the pandemic-induced economic crisis has also received wide publicity.

The richest 1% are set to contribute 16% of global emissions by 2030.

WATCH IT: Why is collaboration key for riverine communities?

WATCH IT: How do donkeys drive resilience?

WATCH IT: How unequal is climate change?
PROTECTING THE FUTURE OF WOMEN AND GIRLS IN THE PHILIPPINES

There are around 726,000 child brides in the Philippines, which ranks 12th highest in the world in child marriage. According to the United Nations Population Fund (UNFPA), one in six girls in the Philippines will get married before turning 18. Of that number, over a quarter will experience domestic violence and abuse.

The Girls Not Brides bill, which has recently been passed by the government, will establish a minimum age of marriage. Perpetrators who participate and perform child marriage will face punishment, including fines, loss of child custody, and prison. This law, supported by education and child protection programs, will safeguard many girls and boys from being forced into marriage and give children legal protection against abuse.

What does it mean to be a child bride in the Philippines?

The Creating Spaces project implemented trainings and awareness sessions on child, early, and forced Marriage (CEFM) and violence against women. A local group of women youth leaders were familiarized with the concept of volunteerism and creating actions. They went on to start an organization against child, early, and forced marriages and in November 2020, they organized the Maguindanao Alliance of Youth Advocates (MAYA), a network of student leaders. Through the Creating Spaces project, the United Youth of the Philippines -Women, with support from Oxfam, provided MAYA with trainings on coalition-building. MAYA’s goal is to collaborate with the youth, teachers, agencies and legislators to address the pressing issues of CEFM. Another goal is to raise awareness on the rights of children.

WATCH IT: What does it mean to be a child bride in the Philippines?

726,000

ESTIMATED NUMBER OF CHILD BRIDES IN THE PHILIPPINES (2021)

16

PARTNER ORGANIZATIONS HELPED COLLECT EVIDENCE TO PUSH FOR REFORM

€700

FINE FOR ARRANGING CHILD MARRIAGE AS PER THE NEWLY APPROVED LAW

ACCOUNTABILITY GOVERNANCE

HOLDING THE POWERFUL TO ACCOUNT FOR ENSURING AN EQUAL FUTURE

Inclusive and accountable governance systems help safeguard human rights. The need for accountable and inclusive governance has never been more pressing. Populist and anti-rights agendas are chipping away at the hard-won gains achieved by the worldwide movement for women’s rights and the fight against poverty.

1.8M

PEOPLE WE WORK WITH

1,208

PARTNERS

387

PROJECTS

OUR PROGRESS OVER THE YEAR

COVID-19 widened the distance between people and the state and diminished civic spaces across many countries. Oxfam and SOAS, University of London reflected on best practices and lessons learnt from the majority world for a just response and recovery.

In Timor-Leste, COVID-19 brought opportunities and threats to influencing. We developed a Civil Society COVID-19 taskforce to monitor human rights and government actions and expenditure during the emergency and a hub to share information on the pandemic’s impact. The taskforce held 33 press conferences outlining their findings and asking the government to consider those most vulnerable and forgotten in social and economic response measures.

Oxfam worked with feminists across the world to claim their spaces as more women’s rights were rolled back. In Nicaragua, in collaboration with Solidarity Action Network, we developed a solidarity playbook on the role of women’s movements in building solidarity for civic spaces. Oxfam and its partners in Nicaragua are monitoring public spending at the local level and advocating for extractive and multinational companies and the government to be more transparent in fiscal conversations. We are also working with youth and community groups to raise awareness on fiscal obligations to increase their participation in such conversations.

Oxfam in the Occupied Palestinian Territory and Israel (OPT) documented strategies used by informal Palestinian youth groups to navigate their civic space, online and offline. The study found that digital spaces should be made into safe platforms for youth engagement and active citizenship.

Oxfam collaborated in a series of conversations with over 20 activists and others in documents that highlight how narratives can mobilize and connect, as well as divide and isolate. This resulted in policies such as the Narrative Power and Collective Action Vol 1 which is an anthology of perspectives and knowledge to amplify different and diverse ways of knowing and doing narratives, and Vol 2, which adds more perspectives to the mix, including on subjects like journalism, ARTivism, documentary filmmaking and data activism.

Oxfam in Zambia launched a radio program series, The Zambia We Want, which brought together citizens and practitioners to co-create solutions to Zambia’s current governance and development challenges, especially in the run up to the 2021 general elections.

Pakistan’s high debt burden and repayment are compromising the health and livelihoods of citizens. Half of Pakistan’s citizens do not have access to basic healthcare, and an immediate debt relief will increase needed investments in health and social protection. Since October 2020, Oxfam in Pakistan has been working with social influencers on YouTube, Instagram and Twitter to promote the #DropTheDebtNotHealth campaign to engage and mobilize citizens to demand relief from the IMF and the World Bank to #DropTheDebt.
Focus stories: Influencing at multiple levels

EMPOWERING YOUNG PEOPLE TO HELP SHAPE GOVERNANCE SYSTEMS

Oxfam believes that people have the power to make change happen and hold those in power to account. Oxfam promotes solidarity among people, especially young people who are working tirelessly to make their communities, countries, regions and the world a better place for everyone. We realize that our collective future will transform for the better when more young people join the fight, and we are forming alliances with them to act in the best interest of future generations.

CHAD: FIGHTING FOR INCLUSION WITH WENAKLABS

Like most countries in the Sahel, Chad lacks internet access. Only about 7% of the population has internet access and many are cut off from social networks. Wenaklabs is a platform that helps young people access the digital world through training, software development and data analysis. [The Wenaklabs headquarters also offers a co-working space and computer maintenance.] This has a direct impact on development, as measured by the number of citizens having access to health, education and employment. We supported Wenaklabs to develop the Femmometre platform. Femmometre identifies political and public commitments to women. This is a crucial step towards holding political leaders to account and making sure their promises are being honored.

PERU: BRIDGING THE SOCIAL GAP

Actúa.pe – a multi-modal monitoring, action and communication platform – was created to strengthen the influence capacity of young people and organizations in the fight against inequality in Peru. The objective was to enable young people to understand the different components of inequality, and co-construct proposals for change against the backdrop of the political crisis, general elections in Peru’s 200 years of independence, and the pandemic.

The fourth edition of Actúa.pe’s National Laboratory for Youth Activism – LAB Nacional Bicentenario 2021 – brought together activists from across the country. They underwent training sessions, participated in debates, attended one-on-one meetings, and engaged in ‘intergenerational dialogues’ across digital platforms. The participants, along with the facilitators and monitors, prepared proposals focused on three expressions of inequality: economic, environmental and gender.

SOUTH SUDAN: ENABLING GIRLS TO RETURN TO SCHOOL

Amid the continuing violence in South Sudan, the pandemic-induced national lockdown deepened economic hardship for many families. While more girls had started attending schools in the conflict-torn country, the pandemic exposed their vulnerabilities once again. Child marriages, forced marriages, teenage pregnancies, and gender-based violence reportedly increased significantly. The number of pregnant learners almost doubled in the past year. This trend was witnessed across 18 schools in Juba, Torit and Kapoeta that are a part of the EU-funded Education for Life project. The actual numbers could be much higher.

Teachers need to undergo additional training; local authorities and decision makers must ensure that schools and parents allow girls to return to school; the government also needs to allocate sufficient resources to strengthen the education system. We are working to ensure that South Sudan does not lose an entire generation of girls who can help turn the country’s future around. Concerted efforts were made under the Education for Life project to get the girls back to school, where many of them then took their final exams.
The ongoing conflict compelled us to deprive ourselves of food and other essentials to buy bottled water. At other times, we toiled to fetch water. The water project helped us save money to buy food and medicines. We use the time saved to raise our children and take care of the household.

HANEEN
Teaching Volunteer

The conflict in Al-Dhale, Yemen has resulted in the destruction of basic public infrastructure, including the public water supply network. The already stressed water facilities were further exposed to physical damage and looting.

Oxfam joined forces with the local water and sanitation corporation in Al-Dhale to partially restore the water supply scheme. We repaired the three re-pumping stations in Hajar, Al-Soda and Sanah areas and connected two other wells with the re-pumping station in Al-Soda. We also restored a 10 km-long water pipeline while replacing another that stretched over a kilometer.

The most challenging part about restoring supply through this network of pipes and re-pumping stations was to lift water to the tank and then distribute it, which necessitated fuel supplies. With funds from UNICEF, KFW and the Oxfam confederation, the residents of Al-Dhale city could access running water for the first time in nine years.

Haneen lives in Al-Dhale city, and volunteers as a teacher. She has benefited from the rehabilitation of the water system and now has access to clean, safe drinking water from the tap at her home.

Photo credit: VFX Aden/Oxfam

WHAT DOES CLEAN WATER MEANS TO HANEEN’S FAMILY?

Oxfam works together to protect and save lives. Our focus is on working with the most vulnerable people and communities before, during and after crises.

19.7M PEOPLE WE WORK WITH
660 PARTNERS
586 PROJECTS

Oxfam seeks to meet humanitarian needs and address the root causes that give rise to those needs through shifting local, national and global policy. In 2020, we warned that 12,000 people a day could die from hunger to bring global attention to this, directly briefing the UN Security Council on the use of famine as a weapon of war. Through our offices in Addis Ababa, Brussels, Geneva, Moscow and New York, Oxfam works alongside its partners to address key issues facing some of the world’s worst humanitarian crises. For example, in Syria, the Hard Lessons report on humanitarian access holds parties to account for their actions in Yemen, and we have been pressing for inclusion of women in the peace process in the Central African Republic. We also work to transform the aid system, advocating for more local leadership in decisions affecting those communities. Safe programming and feminist principles are key concepts that Oxfam is systematically embedding throughout the program cycle while centering the work on community engagement and accountability.

Take Cox’s Bazar, Bangladesh, where over 700,000 Rohingyas seek safety. More than half are women and girls. Oxfam set up women’s listening groups which highlight issues that most affect their security, access to services and ability to speak out, and introduced a series of conversations about gender. First developed during Oxfam’s response to the Ebola outbreak in Democratic Republic of the Congo (DRC), the Community Perception Tracker (CPT) uses mobile technology to systematically collect, analyze and use qualitative information on people’s perceptions, beliefs, ideas, and rumors about the disease. This has enabled us to advocate successfully for interventions in line with local norms and traditions, which made them more widely accepted. The technology was widely used during the pandemic.

Enhanced Humanitarian Action
Focus stories: Influencing at multiple levels

LEVERAGING TECHNOLOGY TO STRENGTHEN RESPONSE AND RESILIENCE

The humanitarian sector is being asked to do a lot more with less. In this context, innovation can provide useful tools to enhance efficiency and response quality for ongoing regional conflicts, severe weather patterns and forced migration. Oxfam has a long history of developing new innovations and technologies to strengthen our humanitarian responses as well as people’s resilience.

VANUATU: LEVERAGING BLOCKCHAIN TO SPEED UP AID DELIVERY

Oxfam in Vanuatu is scaling its blockchain-based, single payment platform called UnBlocked Cash to distribute cash and voucher assistance to 35,000+ people affected by the Category 5 Cyclone Harold and COVID-19. It is one-stop solution for providing cash assistance, enhancing coordination and collective capacity and ensuring more value for each donor dollar. It was introduced in Papua New Guinea and the Solomon Islands, with the Pacific region leading other pilots globally across our confederation.

Powdered by Australian fintech Sempo, UnBlocked Cash is a payment platform that can distribute cash, e-vouchers, and vouchers to receive payments, and an online platform for NGOs to monitor transactions in real time. In 2020, we won a €1 million award from the European Commission to support the development of this humanitarian innovation beyond the Pacific region.

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Powered by Australian fintech Sempo, UnBlocked Cash aims to reduce costs of distributing aid by up to 75%, while increasing delivery speed by over 90%. It comprises e-voucher ‘tap-and-pay’ cards, a smartphone app for vendors to receive payments, and an online platform for NGOs to monitor transactions in real time.

In 2020, we won a €1 million award from the European Commission to support the development of this humanitarian innovation beyond the Pacific region.

WATCH IT Why do we use blockchain technology in Vanuatu?

WATCH IT How does the Matobo weather station help farmers?

ZIMBABWE: A WEATHER STATION TO MAKE FARMING CLIMATE-SMART

The Matobo district in Zimbabwe was affected by El Niño-induced erratic weather conditions, such as the high-intensity rainfall over short periods that results in flash floods, as well as strong gale-force winds that cause destruction. In a project called #ReadyToAct, funded by the European Civil Protection and Humanitarian Aid Operations (ECHO), we automated and installed a weather station in Ward 5 of the district, acting as part of a consortium of Save the Children and the International Rescue Committee (IRC) to establish and strengthen early warning systems, community and school-based disaster risk reduction and multi-purpose cash preparedness. Set up through the Meteorological Service Department at Beula Primary, the station assists in forecasting and monitoring weather parameters.

WATCH IT How does the Matobo weather station help farmers?

WATCH IT What do Pakistani farmers think about the app?

PAKISTAN: BUILDING RESILIENCE THROUGH TECHNOLOGY

Building Resilient Communities in Pakistan is our four-year program (2018–2021) that has been engaging with communities across the climate-affected district of Badin, Pakistan. The project has been helping build knowledge and skills to prepare and adapt to changing climate and disaster resilience factors. Seawater intrusion, floods, drought and rising temperatures are having a heavy impact on the lives and livelihoods of Badin communities.

We are working to address these issues by putting women and livelihoods of Badin communities. We are working to address these issues by putting women and livelihoods of Badin communities.

In the year program (2018–2021) that has been engaging with communities across the climate-affected district of Badin, Pakistan. The project has been helping build knowledge and skills to prepare and adapt to changing climate and disaster resilience factors. Seawater intrusion, floods, drought and rising temperatures are having a heavy impact on the lives and livelihoods of Badin communities.

In the year program (2018–2021) that has been engaging with communities across the climate-affected district of Badin, Pakistan. The project has been helping build knowledge and skills to prepare and adapt to changing climate and disaster resilience factors. Seawater intrusion, floods, drought and rising temperatures are having a heavy impact on the lives and livelihoods of Badin communities.
Inequality is deepening discrimination, exclusion and exploitation, driving climate and ecological breakdown, coarsening our politics and exacerbating conflict, poverty and injustice. Coronavirus is fueling this further. Oxfam is doubling down on tackling the systemic causes, not the symptoms, of inequality.

The new Global Strategic Framework helps set Oxfam on a more relevant and resilient footing to meet the deepening crises facing people living with poverty, exclusion and discrimination.

It will shift the balance of Oxfam’s work from service delivery interventions to programs that seek deeper and sustainable systemic changes. This is important because the potential impact is larger in scale and more sustainable, as it leverages change beyond the programs’ direct sphere of intervention.

The change acknowledges the different context and the need for different set-ups of our programs and membership (diversified networks). This translates into different types of affiliates, programs in fragile countries, full program countries, influencing program countries, and clusters. It also aims to strengthen connections between countries, sub-regions, regions, and at the global level.

Through this change, Oxfam is adapting to a new financial reality, phasing out our presence from 18 countries (see also page 38) so that we have a deeper footprint where we remain, while focusing our program resources and strengthening our local partnerships to maximize impact in the countries in which we remain.

Oxfam will work as a part of a global movement for social justice, partnering with young feminist social justice activists around the world. We will play an even stronger part and contribute to what is a global movement for change — amplifying people power and acting as a better partner for everyone committed to the cause of social justice.

The new Global Strategic Framework will shift the balance of Oxfam’s work from service delivery interventions to programs that seek deeper and sustainable systemic changes.

This is important because the potential impact is larger in scale and more sustainable, as it leverages change beyond the programs’ direct sphere of intervention.

Only an inclusive, powerful, people-led movement can meet the enormous challenges of our time. Oxfam’s future is premised on solidarity, joining hands and uniting people of different backgrounds and across borders. This goes beyond charity and the idea of the rich world coming to the rescue of the poor.

We recognize the lasting injustices from a colonial era that must be challenged, and that power, mindsets and culture must change urgently within our own sector. As Oxfam, we are committed to sharing and shifting power, internally and externally. We will work to expand people’s agency over their lives and the decisions that impact them.
SHIFTING POWER TO NEW AFFILIATES

Oxfam committed to becoming a more globally balanced organization that brings people from the North and South together in equality as early as 2011. Since then, the nature of power and poverty has continued to change. Development budgets and actors have shifted. Civil society space has both contracted and expanded. A populist and anti-rights agenda has chipped away at many hard-won gains. Movements such as #MeToo, Ni una menos and Black Lives Matter have shown us what is possible when people act in solidarity – and that Oxfam’s own role and identity must continue to evolve for us to add value to the work of others.

We recognize that to be relevant, resilient and impactful into the future, we must transform our governance, management and operational structures. Our presence must be deeply rooted in local contexts. We want to further develop Oxfam as a network that capitalizes on its diversity. Through different models of presence, we seek to share agency and power for greater impact as we explore new ways of organizing ourselves and our work. As part of this effort, we remain committed to growing the number of national Oxfam affiliates in the majority world as part of a network of organizations that are both independent and interdependent; and accountable to their own constituencies, to each other and to the global confederation, not only contribute their voice, perspectives and experiences as facilitators, brokers and conveners within their own contexts – but also help us shift agency and power internally by becoming part of our global management and governance decisions and structures.

PACIFIC: LOCAL EVIDENCE, GLOBAL RELEVANCE

FROM RAJELI NICOLE, REGIONAL DIRECTOR OF OXFAM IN THE PACIFIC

As Oxfam in the Pacific (OiP), prepares to become Oxfam’s first regional affiliate, we are responding to systems of exclusion and proposing new ways of funding, new types of donors are emerging in the diversified model. For example, eliminating the need for Oxfam to facilitate financial transactions, donors can now directly transfer cash to the community in Vanuatu using blockchain technology. Women in the communities are writing the software programs; they are also deciding where the money is spent.

It is an example of Oxfam embracing radical ideas and empowering the community to create its own solutions at scale. Through our partnerships with the communities, we can take these solution-based business models and amplify these on global platforms. Oxfam is set to follow through on its commitment by shifting the model and reversing resource contribution to 70% of partner’s and 30% Oxfams.

We need to become smaller, reduce our own carbon footprint and work across the region with partners using a systems approach. Oxfam is ideally placed to hold accountability, combining the existing systems of compliance with a system of custodianship in the Pacific.

FROM TIJANI AHMED HAMZA – COUNTRY DIRECTOR, OXFAM IN GHANA

Oxfam in Ghana’s transformation of programs to an influencing model was a three-step process that began with the first country map review in 2018, reconfirmed by the Oxfam Executive Board’s decision in 2020 and followed by a clearly designed Country Strategy. Having been closely involved in the transformation, I can describe it as a purposeful evolution, and not a revolution.

We achieved this by embedding a culture of influencing within the organization for it to become a part of the identity of the staff and their ways of working with others. While reducing our delivery footprint, we strengthened Oxfam’s role as a convener, facilitator and creator of platforms to work with the private sector and with women’s rights, young people and urban groups to shape public and private sector policies. We are focusing on systems thinking and incorporating specialist and negotiation skills.

I am looking forward to designing the Country Strategy around influencing systems changes that focus on the end result. We are looking at influencing in perspective of the broader West Africa Region (WAF), by sharing practices and experiences within the sector.

Oxfam in Ghana is uniquely positioned to contribute to wider changes. Using our proximity to the Secretariat of African Continental Free Trade Area (AfCFTA), we can amplify issues to ensure that trade works for all types of communities. We can also use our relationships with partners who have a regional reach, to help to build a stronger Oxfam in Africa.

FROM SERVICE DELIVERY TO INFLUENCING

The balance of Oxfam’s work is increasingly shifting from service delivery to programs that seek deeper and sustainable systemic changes. These programs use influencing strategies to produce changes in political, legal, economic, and social systems, to change beliefs, behaviors or norms, and ultimately to make a lasting impact on poverty. This is important because for change to be sustainable, it needs to be systemic.

Influencing goes hand in hand with a very strong partnership approach (brokering, coordinating, facilitating), engaging diverse voices from the community to the national and regional. Influencing can be described as a more holistic and integrated approach to advocacy and campaign. Advocacy seeks policy or legislative changes, while campaigns create social mobilization around a given issue to lead to changes in the belief system, in behavior or in legislation.

Influencing is a broader concept and includes a different set of approaches, such as brokering knowledge, convening spaces for engagement and dialogue, building networks and alliances, and integrating capacities. Influencing can happen at different levels: individual, household, community, regional and national.
Oxfam is investing a greater proportion of its resources in a more limited number of fragile and conflict-affected states (CAR, Chad, DRC, Iraq, Niger, OPI, Somalia, South Sudan, Syria and Yemen) so that we can have greater impact there. The World Bank estimates that by 2030, up to two-thirds of the world’s extreme poor could live in such settings, and there are already record numbers of forcibly displaced people, some 82.4 million people as of the end of 2020. Conflict-affected states are significantly more vulnerable to the effects of climate change, and keep us from achieving the United Nations Sustainable Development Goals.

Changing Oxfam

Yemen is the largest humanitarian crisis in the world, with 80% of the population living under the poverty line, 6 million displaced, and a widespread food crisis that has not turned into large-scale famine for the most part because of humanitarian aid. Pre-existing structural weaknesses, inequality and vulnerability created by the conflict have aggravated people’s suffering, especially that of women, who are socio-economically disenchanted.

The systems of inequality that we tackle globally are more entrenched in these settings. We need to transform the dynamics that perpetuate fragility, working across the fields of humanitarian, development and peace (the so-called Nexus). We are bringing our experience across all three fields to this work, and are adapting our ways of working to ensure increased strategic alignment across the Nexus.

Our approach is to transform what we do and how we do it, addressing systems that do not work for people living in poverty, and enforcing local ownership and leadership. We know people are mobilizing in their spaces, and local actors are seeking a greater control of their future. We will add value to the fight against discrimination, exclusion and exploitation, support people and their organizations to have greater control, and look critically at our own role.

Oxfam’s shift from its traditional implementing role to one of enabling the leadership of partners and other local actors has been accelerated by the pandemic. But over the years, we have been focusing on strengthening local humanitarian leadership in our development and humanitarian work. We are working with our partners, helping them to build up their capacities that would enable them to deliver programs and take on more responsibilities.

Our fundamental shift is in the belief that a partnership model requires us to be present where the partners are. Our partnership models are built on trust and managed from a distance, shifting power and resources to partners where possible. We will revise the concept of Oxfam managing partners, and move into a space where both manage the relationship.

Focus on Fragile States

**Yemen: Building Resilience in a War-Torn Country**

**From Muins Siddiquey, Country Director, Oxfam in Yemen**

Yemen is the largest humanitarian crisis in the world, with 80% of the population living under the poverty line, 6 million displaced, and a widespread food crisis that has not turned into large-scale famine for the most part because of humanitarian aid. Pre-existing structural weaknesses, inequality and vulnerability created by the conflict have aggravated people’s suffering, especially that of women, who are socio-economically disenchanted.

The country’s economy is nearing collapse; the crumbling basic services are preventing millions of children from accessing education. Access to health services is limited, social protection mechanisms are dysfunctional, and people do not have any income to cover medical bills.

While addressing the needs of the most vulnerable, we adopt a medium-term approach that helps strengthen people’s resilience to socio-economic shocks. Despite severe restrictions in place and cumbersome approval processes for aid programs, Oxfam managed to reach 3,772,333 vulnerable individuals across eight governorates with water, sanitation and health measures, Emergency Food Security and Vulnerable Livelihoods (EFSVL) measures and gender interventions. Oxfam provided food insecure households with multi-purpose cash assistance, built household resilience and repaired community infrastructure. Additionally, Oxfam contributed to the localization agenda through active engagement of local partners and capacity-building initiatives that addressed gender inequality. We have continued our advocacy to ensure that the voices of women and men impacted by the war are heard.

Southern Africa: Working in Solidarity

**From Dailes Judge, Program Director, Oxfam in Southern Africa**

The new partnership framework for Oxfam in Southern Africa fundamentally builds on the partnership developments within Oxfam International, and is informed by in-country consultations with current and potential partners, country staff and regional Oxfam staff. The approach is designed to leverage the diversity and added value of partnering, to enable local actors to influence the systems and institutions that hold the power and resources needed to tackle poverty and inequality, and create impact at scale. For this to happen, Oxfam SAF intends to de-colonize systems, ways of thinking, processes, and how we relate, not just with registered NGOs but with unregistered social justice movements, issue-based alliances and other non-legal-status entities such as student movements, farmer coalitions, rights defenders and activists fighting for change.

Partners are at different stages, and this transformation is a step-by-step process. In programs that have already adopted a partnership approach, both Oxfam and its partners are looking to have a less contractual and more transformational relationship that is not limited to implementing projects. Partners seek collective visioning, co-creation and co-design of activities, joint monitoring, co-implementation and collective accountability as opposed to heavy monitoring, for compliance.

We are keen to strengthen the capacity of ourselves as well as our local partners – by mutually assessing each other’s strengths and weaknesses and by jointly identifying, addressing and partnering capacity needs to ensure each party is enabled to optimize their partnership(s) and achieve their long-term objectives.
Strengthening (sub-)regional collaboration and impact

Oxfam has taken the decision to consolidate its work in several sub-regions – including Central America, Northern Africa, Southern Africa, South-East Asia (Cambodia, Laos and Vietnam) and the Pacific – with a more integrated approach and a cluster organizational structure. Recognizing that many challenges are supranational, and require a regional approach and solutions, Oxfam’s aim is to bridge borders and cross-fertilize knowledge and initiatives, working with civil society, not replacing it. Taking full advantage of Oxfam’s diversified network, and initiatives, working with civil society, not replacing our aim is to bridge borders and cross-fertilize knowledge and require a regional approach and solutions, Oxfam’s approach and a cluster organizational structure. In addition, a regional program allows us to move to a stronger program with a cluster organizational structure. Over four decades of presence in Central America, Oxfam has installed a piped water system. Malika lives in a village in Tajikistan where Oxfam has installed a piped water system. She is a member of the Water Users Committee, and a leading figure among those families. We asked ourselves, is it possible to create a robust institution that could continue working with over 1 million people across Central Asia and Afghanistan. There have been and will be challenges along the way, but we have to stand on our own feet by 2022 and yet deliver the same capacity, skills, and more importantly, standards of performance, policies and practices that Oxfam upheld.

Central America: a more cohesive approach

Central America faces rapid deterioration of its development indicators, together with shrinking civic spaces, escalation of repression, authoritarianism and corruption. These challenges are not country-specific. Hence, the response and solutions we propose need to take a regional approach in processes, targets, fundraising, programming, methodologies, influence and reports.

Four decades of presence in Central America, Oxfam has secured significant contributions, experiences, partnerships and alliances that will constitute the base to move to a stronger program with a cluster organizational structure. In addition, a regional program allows us to scale up successful experiences of individual countries, such as El Salvador’s expertise on migration, women’s rights in Honduras, and extractivism in Guatemala. We are tailoring all efforts to respond to CSOs’ increasing needs. Our approach will be two-fold: continuing with national programs but increasing progressively our multi-country programs where we already have a broad experience and investment. In past years, 35% of our programming has been multi-country, for example, joint humanitarian work in the Central American Dry Corridor. The Business and Human Rights program was executed successfully by Honduras, Guatemala and Oxfam Mexico.

By restructuring our governance and seeking more simplicity, power-sharing, alignment and flexibility, we aim to be more accessible and supportive to our partners and people we work with. Achieving more cohesive approaches will increase our learning and knowledge and allow more large and intersectional programming required for the challenging context.

Living on through spin offs

Where Oxfam is phasing out its presence (see page 9), it does responsibly and take great care to ensure that the outcomes of our work are sustained and documented. Oxfam remains accountable to its commitments, serving out legacy contracts. But in some places, we take it one step further, ‘spinning off’ our local programs into financially and operationally independent social enterprise entities for example in Georgia, in Tajikistan and in Sri Lanka. Equidev in Tajikistan is already an independent institution with a robust institutional base. The early phase passed, and Equidev received formal approval in February 2021 to operate across Central Asia and Afghanistan. Then the pandemic hit, derailing the timeline of implementation. The early phase passed, and Equidev received formal approval in February 2021 to operate across Central Asia and Afghanistan. There have been and will be challenges along the way, but we have to stand on our own feet by 2022 and yet deliver the same capacity, skills, and more importantly, standards of performance, policies and practices that Oxfam upheld.
In the past year, much of the People and Culture (P&C) work continued to focus on how we developed and adapted our policies and procedures to support our people during the pandemic. Key guidelines were formulated around travel, rest and recovery, as well as vaccinations. We supported our staff by offering sessions around well-being and resilience, guidance on working from home and subsequently, return to work, and information on receiving support around domestic violence.

The year was a time of significant change for Oxfam International Secretariat, as we implemented a restructure to ensure that we remain relevant, sustainable, legitimate and impactful. The Secretariat was organized into four newly formed departments: Advocacy, Campaigns and Public Engagement; Global Programs; Strategy and Feminist Futures; and Operations.

We worked to ensure that the information we provide to our staff was transparent and enabled them to make informed decisions about their future. By providing a series of HR drop-in sessions we opened conversations with staff, instituted an internal selection process for the majority of new roles, and supported redeployment and new opportunities for our employees. The change process was completed by March 2021.

Strengthening safe recruitment practices
We are strengthening our practice around safer recruitment by integrating the assessment of feminist leadership behavioral competencies in the interview process. We have continued to strengthen our referencing processes, and are an active member of the Inter-agency Misconduct Disclosure Scheme.

Improving diversity and inclusion
In October 2020, the Oxfam Executive Board made several commitments relating to Diversity and Inclusion (D&I). We designed and delivered the first Diversity Survey for the Oxfam International Secretariat, which helped us understand the current diversity make-up of our workforce and is helping to make our recruitment process more inclusive. Our HR team undertook training in unconscious bias in recruitment, which is improving job descriptions to remove potential barriers to diversity. We also started the Baraza, a forum that will support and challenge us internally to create a safe work environment that embraces diversity, inclusion and equity.

Promoting learning and development
We promote and run several learning and development opportunities among our staff. With the potential impact of multiple changes and the pandemic, we incorporated guidance on how to have meaningful and quality conversations in times of uncertainty into these initiatives. We held a series of webinars and offered and supported the development of skills needed for working from home, including utilizing online communication and well-being tools. As part of supporting our staff during the change process, we offered a range of online professional development opportunities in partnership with LinkedIn Learning.

Building a safe and inclusive work culture
We opened several culture dialogues across the organization, working to build safe spaces where our people can critique or appreciate practices within Oxfam. The recently launched global staff survey will be a key foundational piece in our culture work next year.

The most satisfying part of my job is hearing from refugees what a difference Oxfam’s support has made to them. We run regular listening groups where the community can give us constructive feedback. Recently a grandfather told me: “We are happy that you come and you listen to us. Thank you for the work you do.” That made me feel very happy. That is my reward.’

Iffat Tahimid Fatema
Oxfam humanitarian public health promoter
Rohingya refugee camps Cox’s Bazar, Bangladesh

Iffat Tahimid Fatema (Senior Innovation Officer in Public Health Promotion & Community Engagement) talks to the Oxfam team about community consultation tools for WASH infrastructure. Using the expertise of architects and collaborating with refugees, Oxfam and its partners are creating facilities and spaces that meet the needs of users, particularly women and girls.

PHOTO CREDIT: Salahuddin Ahmed
Our Response to Institutional Racism in the Aid Sector

Tackling institutional racism and de-colonizing aid while embedding feminist principles, is an ongoing journey. Building a transformative and future-focused system requires working on effective implementation of policies and practices as well as supporting people through change.

We continue to have roles at leadership levels focusing on culture, gender and racial diversity, integrity and safeguarding. Feminist principles were affirmed with a Directorate to lead the work on building feminist futures. Formal and informal working groups are actively engaging in racial justice and gender diversity issues. We are working with partners to de-colonize our own knowledge production practices.

We are focusing on our relationships more—our our staff through engagement surveys and with our partners through partnership surveys. We have changed our focus in which we partner, and the quantity and quality of resources we dedicate to partners, including increasing investment in Southern knowledge institutions, women’s rights and youth organizations and those of other under-represented groups.

Improving Safeguarding and Culture Plan

Two years ago, we received the findings of investigations carried out by the Charity Commission of England and Wales and our own independent commission. We used these findings to launch our Improving Safeguarding and Culture Plan, which demanded change in four main areas: enhanced accountability and management of safeguarding investigations; safe and robust reporting; quality and accessible survivor assistance; and transforming our culture and ensuring that we live our values.

In February 2020, the Charity Commission noted that we have taken a more robust approach in dealing with subjects of concern and a more survivor-centered approach when addressing safeguarding concerns. Anyone who has experienced or witnessed anything they believe to be misconduct can use the independent reporting site, Speak Up.

Achievements

- An online, mandatory safeguarding training for all staff (two modules in four languages) has been rolled out. Monthly completion rates are tracked, shared, and acted on to ensure staff complete the training.
- Risk assessment templates and guidance have been developed and rolled out to support countries to mitigate risks relating to safeguarding during their change processes.
- Training webinars in different languages were organized for our staff across the confederation.
- One Oxfam PSEAH (Protection from Sexual Exploitation, Abuse and Harassment) Policy and One Oxfam Reporting Misconduct Standard Operating Procedure reviewed and improved.
- Oxfam International, Habitat for Humanity International, WaterAid and the Rooftop Design Agency, with funding from InterAction, created a community-based Safeguarding Visual Toolkit to assist humanitarian and development agencies in communicating key safeguarding messages.

Employee Statistics

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Number of US Employees as of 31 March 2021.

We encourage around 9,000 staff, 50,000 volunteers, over 4,000 partner organizations and millions of people that we work with in communities across 83 countries, to speak out and report concerns and incidents affecting them. We have adopted commonly used definitions, including safeguarding terminology used by the United Nations.
SUPPORTER STORIES

The generosity of our supporters around the world is vital for our life-saving programs. The continued restrictions during the pandemic made it hard for supporters to engage with us in the usual ways, as face to face fundraising stopped, and shops were closed. But supporters still found ways to help from home.

Before the pandemic, Akhillesh had started volunteering at his local Oxfam shop in the UK. While at home during the lockdown, he came up with the idea of a 24-hour live fundraising challenge, a ‘readathon’. Akhillesh read 10 books and raised over £300 for Oxfam.

During the COVID-19 lockdown in the UK, Jane and Hilary came together to make laundry bags for nurses and care workers, allowing them to bag up work clothes safely at the end of each shift; the whole bag went into the washing machine, ensuring no contamination.

I got to read lots of books as a child. Many children in the world aren’t as privileged, and I’d like to help change that.
For a while during the pandemic my school was closed, and it helped me understand how others less fortunate might feel.
With Oxfam, I wanted to raise money to help children get the chance they deserve.
The pandemic has affected the poor most, and many of them are missing out on the education they need.
Akhilesh, Volunteer

The project resonated with me because my son works in a hospital in intensive care. We also sent the laundry bags to care homes, one of which was where my father lived.
Jane, Volunteer

This was my first chance to help other people instead of asking for help myself. My neighbors contributed by donating sheets and duvet covers that they could spare. It became a little home industry!
Hilary, Volunteer

SIGNING UP AND STEPPING UP

‘All I knew was street fundraising. When COVID-19 came, everything changed, and we transitioned to fundraising by telephone. One young woman stands out. We were discussing inequality, a root cause of poverty, and she said, ‘Alexia, you’re going to make me cry. I see how my black family members are sometimes treated, and it breaks my heart.’ She signed up as a monthly supporter with Oxfam to help amplify the voices of the unheard and combat inequality.’
Alexia, Campaign Manager, Oxfam Canada

‘When the pandemic hit, we organized fundraisers to call supporters from the safety of their homes. One thing didn’t change – people stepped up, wanting to help others.
The year really brought out a sense of common ground – we were all going through the same thing. It was a long year for everyone but getting feedback from humanitarians across the USA definitely made things easier.’
Megan, Retention Associate, Oxfam America

MORE THAN MONEY

Our supporters also continued to help us in many more ways than sending us regular donations. Over a million people signed a petition by the People’s Vaccine Alliance – a group of campaigning organizations that includes Oxfam. We called for negotiations to stop protecting big pharma monopolies and stop prioritizing profits over people’s lives. On 11 March 2021, the first anniversary of the World Health Organization declaring COVID-19 a pandemic, supporters came together outside pharmaceutical companies as part of a Global Day of Action by activists across the world.

WHAT OUR SUPPORTERS TOLD US

‘My mum, who is 85 and an Oxfam supporter, was touched to have received a call from you. Thank you for caring about her during this time of uncertainty. I am so proud of the work you do.’

‘Things might be bad for us right now, but I think about how much worse it must be for those living in refugee camps where social distancing is simply not possible and where there is no access to clean water.’

‘Thank you for all that you do – we are grateful to you for helping us put our small contribution in to making a difference.’

‘It gives a lot of people hope to know that there are people and organizations out there who believe in doing the right thing.’

THANK YOU!

Our supporters and their zeal to help others are inspiring. While we saw inequality at an all-time high, we also felt an extraordinary solidarity, bravery and diversity of action among our supporters, partners, volunteers, and staff. We will continue to find ways with our partners to support the communities we work with and bring our supporters along with us.
Overall, the confederation reported a surplus of €2M for FY 2020-21, a significant improvement over earlier projections. Reduction of activity/spend during the year and Covid income support helped substantially scale down the forecast deficit. As a result, Oxfam ended FY 2020-21 in a stable financial position and is focusing on returning to growth in the new financial year.

**INCOME & EXPENDITURE**

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**INCOME**

- Institutional Fundraising
- Public Fundraising
- Other Income
- Requests
- Corporate, Trust & Foundation Donations
- Single Gifts
- Trading Revenue
- Regular Giving

**EXPENDITURE**

Of every 1 EUR donated to Oxfam, 70 cents are directly invested in our humanitarian work, development programs and influencing work. This is 3 cents more than last year. The remainder covers our operating expenses and is used to invest in our future fundraising.

**INCOME AND EXPENDITURE TREND**

The confederation and affiliates have worked together to stabilize Oxfam’s finances over the past 12 months following the impact of COVID-19 early last year. Reduced expenditure followed from a formal restructuring process and reduced programs/activity. Re-opening of shops also enabled increased income to offset fixed shop expenditure, which has been a critical part of the overall confederation recovery.

**PROGRAM EXPENDITURE-TOP 23 COUNTRIES**

<table>
<thead>
<tr>
<th>Country</th>
<th>Expenditure (in million Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Sudan</td>
<td>28</td>
</tr>
<tr>
<td>Egypt</td>
<td>26</td>
</tr>
<tr>
<td>Gaza</td>
<td>24</td>
</tr>
<tr>
<td>Yemen</td>
<td>18</td>
</tr>
<tr>
<td>Kenya</td>
<td>17</td>
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<tr>
<td>Bangladesh</td>
<td>16</td>
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<tr>
<td>Burundi</td>
<td>16</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>13</td>
</tr>
<tr>
<td>Somalia</td>
<td>13</td>
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<tr>
<td>Niger</td>
<td>12</td>
</tr>
<tr>
<td>Syrian Arab Rep.</td>
<td>11</td>
</tr>
<tr>
<td>Palestinian Ter.</td>
<td>10</td>
</tr>
<tr>
<td>Chad</td>
<td>9</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>8</td>
</tr>
<tr>
<td>Uganda</td>
<td>8</td>
</tr>
<tr>
<td>Myanmar</td>
<td>7</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>7</td>
</tr>
<tr>
<td>Lebanon</td>
<td>7</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>7</td>
</tr>
</tbody>
</table>

Figures represent CONSOLIDATED income across the confederation (19 affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated.
Oxfam's development programs, humanitarian responses and influencing work has consistently been made possible by the support of people worldwide – visiting our shops, making regular donations, leaving money in their wills and responding to crisis appeals. Our donors include individual philanthropists, trusts, foundations and private companies as well as larger national and international institutions. Those listed here are our largest donors during the year under review. However, big or small, every contribution makes a difference to our work and to the lives of those we seek to support.

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Throughout 2020-21 Oxfam worked together with 4,128 local partner organizations to save lives, support long term development and achieve policy change. We consider truly equitable partnerships a key condition for a more equitable, efficient and impactful aid and development ecosystem.