THE FUTURE IS EQUAL

OXFAM INTERNATIONAL ANNUAL REPORT 2021/2022
This report covers activities of the Oxfam Confederation during the Financial Year 2021–22, from 1 April 2021 to 31 March 2022. Where this report mentions that Oxfam works in 90 countries, this reflects the situation on 31 March 2022, at the end of our reporting period.

The impact figures used in this report are drawn largely from our Output Reporting, compiled from data provided by Oxfam affiliates, regional and country offices, and campaigns and advocacy teams. This year we achieved an 89% report submission rate across the confederation. While every attempt has been made to ensure data quality, we acknowledge that there may be some limitations in this information.

‘People we work with’ means all project participants that are engaged in project activities and have direct access to (benefit from) 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.
Kenya is experiencing its worst drought in 40 years. As I write, we are heading into what promises to be the fifth failed rainy season in a row, and already more than four million people in the arid and semi-arid lands (ASAL) have been affected. People are dying, and many of those who survive will not only carry the scars of malnutrition for the rest of their lives but suffer the loss of a way of life. In the face of disasters like this, we have to ask ourselves how we can do this work better.

One way is for the international community to shift power and resources to the local and national organizations that are on the front lines of this emergency, and who will be on those same front lines on into the future.

Oxfam’s team in Kenya has undertaken this work in a serious way.

In the 2011 drought, Oxfam had around 300 staff working on the response and was operating in two counties; now, Oxfam has only 15 staff working on the emergency. But by throwing its weight behind local organizations through the ASAL Humanitarian Network and choosing a mobile money approach over direct distribution of food, Oxfam is supporting a response in eight counties and reaching two-to-three times as many people as before.

We are pleased with the efforts of Oxfam’s Kenya team to help us cover our overhead expenses — the indirect costs of running an organization. Without what is known as indirect cost recovery (ICR), local organizations struggle to retain staff and purchase the minimum of goods and services we need. Oxfam in Kenya shares ICR from grants when its funders allow it, retaining only the portion that reflects the work it manages directly. Oxfam has also funded strategic staff positions within our network, which has strengthened our capacity.

But promoting the leadership of Kenyan organizations isn’t just about funding. With Oxfam’s support and collaboration, we have been able to lead assessments, choose our focus areas, and design our programs — as well as take part in the working groups, steering groups, and global initiatives that ensure we have a say in decision making and in charting the path forward.

Our partnership with Oxfam has worked well in this emergency. We were able to take action months before most international NGOs were engaged, and together we have assisted more than 35,000 people.

All that said, there is work to be done.

Across the Oxfam confederation, there are champions of local leadership, but not everyone is fully on board. Not every country team shares the perspective and dedication of the Kenya team, for example. So, the organization is like a ship that’s moving forward but with an anchor dragging along behind. Oxfam is still the frontrunner on promoting local humanitarian leadership, but the path to getting Oxfam resources to and through local organizations doesn’t always reflect the urgency of the moment.

In the bigger picture, Oxfam needs to use its might and global reach to bring about fundamental change in the humanitarian system. The climate crisis is intensifying funding driven by media headlines and based on short-term goals and projects will leave local communities and aid providers staggering from one disaster to the next. Donors and international NGOs need to work harder to help local and national organizations survive and thrive.

Oxfam stands with us shoulder to shoulder. Yet together we are watching a tragedy unfold, and our resources are swiftly running out. We can take a moment to appreciate what we have accomplished together, but only a moment. Then it’s back to work.

Ahmed Ibrahim
Convener of the ASAL Humanitarian Network (AHLN) and CEO of the Aid Lands Development Focus (ALDEF)

Our world is on fire. This is very visible when wars, wildfires, floods and searing droughts devastate our communities and flash across our screens. But it is also smoldering in the shadows — in rising hunger, attacks on democracy and human rights, and the countless ways that the Covid pandemic and climate crisis have deepened inequality around the globe.

Oxfam is responding with everything we’ve got. And I have hope. Hope rooted in what is possible to achieve together with our partners in movements and communities.

With teams and partners all over the world — from countries experiencing hunger and war to global centers of power and influence — we are addressing urgent local needs while tackling longer-term solutions.

In drought-ravaged East Africa, where one person is dying of hunger every 36 seconds, Oxfam is working with local partners to provide life-saving support to hundreds of thousands of people. We are sounding the alarm as loudly as we can, but we are also calling attention to the policies that have fueled inequality and that set the stage for this preventable disaster.

In countries across the Global South, our response to the pandemic has been front and center. Meanwhile in Geneva, home of the World Trade Organization, our advocacy team is pushing for relaxation of the intellectual property rules blocking the manufacture of generic versions of Covid-19 vaccines and treatments for low- and middle-income countries. And while we are working with partners to respond to severe storms like Super Typhoon Rai and Noru in the Philippines, we are also advocating for wealthy nations to deliver the promised $100 billion a year in climate finance and additional resources for loss and damage to help the Philippines and other vulnerable countries protect their people from the worst impacts.

We are also drawing attention to the role of inequality in global crises. To how, through their investments, 125 billionaires are each responsible for a million times more CO2 equivalent than the average person. And how a host of new ‘food billionaires’ have made huge profits from soaring commodity prices triggered by the pandemic and the war in Ukraine.

We continue to prioritize inclusion and gender justice and to challenge racism. When people and communities are under pressure, women, girls and transgender and disabled people suffer disproportionately, and discrimination thrives, so we are helping disadvantaged groups join forces and raise their voices as advocates, while tackling structures that enable oppressive policies and practices.

In all we do, we must pay attention not only to the ‘what’ but the ‘how’. Are we challenging the racist and colonial attitudes that still plague the aid and development sectors? Are we listening well to the people we aim to help, and ‘walking the talk’ on promoting local humanitarian leadership? Partners like Ahmed Ibrahim of Kenya (see opposite) have a lot to tell us about how we’re doing and where we need to go from here. In this Annual Report, we also aim to share with readers our own sense of how we are succeeding in each of our program areas — and what we are learning from our mistakes and shortcomings.

As we close out one year’s work and launch the next, I take heart in reflecting on who is with us in the fight for equality and the future of the planet. There are our colleagues and the partners we work with, whose dedication is profound. There are the defenders of the natural world. And there are the countless people who have experienced injustice and have made it their mission to create a better life for the next generation. You, our supporters, are marching with us on this journey. We are so glad to have you by our side.

In solidarity,

Gabriela Bucher
Executive Director, Oxfam International
We believe that everyone has the right to be treated fairly and to have the same rights and opportunities.

We acknowledge and seek to expand people’s agency over their lives and the decisions that impact them.

We join hands, support and collaborate across boundaries in working towards a just and sustainable world.

We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.

We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.

We speak truth to power and act with conviction on the justice of our causes.

Oxfam works in 90 countries across the world, and 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. 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 a confederation of 21 affiliates, each an independent organization with its own areas of activity and contributing its strengths and expertise to the confederation under an agreed Global Strategic Framework. As part of its commitment to global balance and to developing Oxfam as a diversified network, the number of Oxfam affiliates is expected to grow across regions in the Global South over the coming years, with several affiliation processes already in process.

The confederation is supported by three public engagement offices, in Argentina, South Korea and Sweden, which help to raise awareness and funds for Oxfam’s work.

The Oxfam International Secretariat (OIS) is the coordination and management office of the Oxfam confederation, OIS leads, facilitates and supports collaboration between all parts of the confederation to increase their impact in the fight against inequality to end poverty and injustice. The Secretariat also manages Oxfam’s global influencing and campaigning agenda, country and regional development programs, and the Global Humanitarian Team (GHT).

Oxfam International is headquartered in Nairobi, Kenya and registered as a foundation (Stichting Oxfam International) in The Hague, the Netherlands and as an overseas company in the United Kingdom. It has Advocacy offices in Brussels, Geneva, New York and Washington DC, and an African Union Liaison (OIAU) office in Addis Ababa.

A full list of Oxfam offices and affiliates can be found on pp 50–51.

In July 2021 Oxfam International transitioned to a new global governance architecture. This has three components: an International Board, which meets quarterly; a multi-stakeholder Assembly, meeting every two years; and Affiliate Business Meetings (ABMs) that are convened by the OI Board at least once a year, or whenever an issue arises that requires an ABM decision.

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

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Our values

**Equality**
We believe that 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.
Oxfam’s presence continues to evolve in a rapidly changing world. Our phase out from 18 countries, agreed in 2020, has made significant progress. Accelerated by acute Covid pandemic-related pressures on our public fundraising ability and income, both the decision and its implementation were challenging. However, phase out has been completed in five countries.

We remain committed to ensuring deeper and sustained impact, including through stronger local partnerships, in countries in which we retain a direct presence. Additional resources were made available to our staff and partners to ensure responsible transitions, and we celebrated together all that we were able to achieve.

The closure of some of our programs – and scaling down the major programs we implemented in response to the Covid pandemic – explains why globally Oxfam reached fewer people this year.

Our country presence decisions also reinforced our commitment to further developing Oxfam as a globally balanced network, including by inviting more country programs and/or local partner organizations (e.g., in the Pacific and the Philippines) to join the confederation as affiliates. In the Mekong, Central America, North Africa, and Southern Africa we are now working in sub-regional clusters. Our country presence also considers contexts that are fragile, though contexts such as Ethiopia have shown that categorizations of fragility are fluid.

With the onset of the Ukraine crisis in February 2022, Oxfam decided to respond, despite not having a presence in this region, with clear agreements around duration, resource mobilization, and partner-led approaches. We also worked to spotlight other crises, to ensure that global attention on the Ukraine response did not eclipse our response to other large-scale humanitarian crises such as those in the Horn of Africa.
Our Strategy

By April 2021 – within a year of launching our Oxfam Global Strategic Framework – the Covid pandemic had caused nearly three million deaths globally. The enormous impact it had on people’s lives everywhere only strengthened our resolve to work towards transforming the systems of inequality that keep people poor and vulnerable. It underlined the need for intersectional approaches that acknowledge how multiple expressions of inequality reinforce each other. And it confirmed the power of feminist leadership and solidarity in fighting inequality to end poverty and injustice.

A ‘global horizon planning process’ in early 2021 helped us discuss the choices we had to make in planning our work and resources in the near term, while building a bridge to our long-term strategic ambition. Through a series of exchanges across the confederation, we agreed a set of core global priorities to guide our work in the period to March 2023 – outlining a clear and direct contribution to our system change ambition across countries and regions. Guided by these priorities, all parts of the confederation – including the OI Secretariat – developed their own context-specific operational plans.

Aiming to be feminist in everything we do, and supporting a shift in power from North to South, remains at the heart of our commitment to developing Oxfam as a diverse and locally rooted network that is relevant, resilient and impactful. Individually and collectively, as One Oxfam, we are committed to greater diversity of voice and to sharing agency and power as part of a global movement.

Aguiratou Ouedraogo, a farmer and mother of seven, fetches water from a well in Soubo, Burkina Faso. The NGO A2E and Oxfam provided training for Aguiratou and others to learn new agricultural techniques, to adapt to the effects of climate crisis.

PHOTO © Samuel Turpin/OXFAM

Out of the 15.6M people we reached over the year, 72% were supported through our humanitarian responses. This is significantly lower than the previous two years, but it remains a key area of work in terms of direct reach.

Oxfam’s campaign to address inequality mobilized 325,000 people to take action online. Added to the 2.8M people engaged on our petitions in support of a ‘people’s vaccine’ last year, this brings the total engagement on the campaign to over 3M.

Even more of our influencing efforts this year (43% as compared to 37% last year) have been focused on direct changes in policy and/or decision-making – as opposed to, for example, raising awareness or supporting people to claim their rights.

33% of our partner organizations worked to combat gender-based violence. That is an important increase from the 19% and 8% in the two previous years.

We are steadily increasing our collaboration with both private sector and youth-led organizations. Young people are now leading in 71 of the organizations that we work with.
Something that hurts us deeply, is that these deaths could have been avoided, if we had a government that truly cared about the health of the people... How is it possible that this pandemic has made millionaires out of the pharmaceutical companies and clinics?

JANET FUENTES
Health activist

When Covid-19 tore through her community in Peru and the government did not intervene, Janet stepped in, founding an anti-Covid Committee. With support from Oxfam and partners, the Committee collected and distributed medicine, food, oxygen and masks, and took care of children whose parents were ill.

Now, Janet and the Committee are on a mission as they demand that the Peruvian government provide proper healthcare to all. The Committee is also speaking up and denouncing ‘the pandemic profiteers’, the transnational companies profiting from vaccines, medicines and treatments.

In January 2022 Oxfam, with allies and partners in over 40 countries, launched the Inequality Kills report and a campaign ahead of the World Economic Forum (Davos), in support of the concerns of Janet and millions of others around the world. Our campaign denounced unprecedented inequality in the wake of the Covid pandemic and received massive attention across the media.

The campaign introduced the term ‘economic violence’, which spread across social media. We supported the publication of an open letter from over 100 millionaires, calling for wealth taxes on the richest, which received huge media coverage. And we saw hundreds of representatives across the globe sharing and quoting our research and ideas.

32,000
DOWNLOADS OF OXFAM’S ‘INEQUALITY KILLS’ REPORT IN THE FIRST WEEK

101,000
ASSOCIATED MENTIONS OF OXFAM ON TWITTER

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.
The pandemic continued to deepen the inequality crisis. The overwhelming majority of the world population suffered job losses, reduced income and indebtedness as the pandemic continued. Vaccines were invented in record time, but they are still not available to the majority of the world’s population. Oxfam worked in the People’s Vaccine Alliance to address this stark inequality (see p.13).

Oxfam joined thousands of activists from all over the world connected on 13 and 14 August 2021 at the ‘End to End, Fight Inequality: The online festival created the opportunity for collective actions, calling for action on wealth taxes, unequal access and distribution of vaccines, key demands from the People’s Recovery Plan.

Land is a significant driver of several forms of inequality. Oxfam has been working with organizations and alliances across the world fighting for people’s land rights. For example, Oxfam supported the struggle of more than 30,000 families on approximately 9,500 acres in Kyandongo District in Uganda after eviction from their land in November 2017 by three multinational companies. Campaigning resulted in a big win, with the President of Uganda declaring the evictions illegal and issuing a directive to stop illegal evictions in the country on March 2022. Following the presidential order, the Ministry of Lands and Uganda Land Commission asked Oxfam in Uganda to help map out people affected.

Oxfam highlighted the brutal working conditions of millions of people who produce our food and who to strengthen women’s rights and improved working conditions for women across their global supply chains. In 2020 the barrier to beating Covid-19 was science. While we have a long way to go, our efforts to improve workers’ conditions in food supply chains resulted in some significant wins this year. Between June and July 2021, the three largest supermarket chains in the Netherlands, Albert Heijn, Jumbo and Lidl, published statements to say that they will ensure the respect for workers’ rights in their supply chains: this is an outcome of our behind the Barcodes/Price campaign. In October 2021, UK supermarket chain Tesco publicly committed to contributing more towards delivering living wages to all the workers who produce bananas in its supply chain, an outcome of our engagement with Tesco under the Be the Bigger Person campaign. In November 2021, German supermarket giant Aldi published its first International Gender Equality Action Plan, which sets their ambition to strengthen women’s rights and improved working conditions for women across their global supply chains.

A PEOPLE’S VACCINE

‘Oxfam’s early and committed support was key for the Alliance and helped us to get on our feet… With others, Oxfam contributed to supporting our early media and campaigning work and provided some of the early seed funding, while supporting our initial administrative and communication systems, including hosting our website…’

VALentina Montanaro
Global Campaign Head
People’s Vaccine Alliance

In 2020 the barrier to beating Covid-19 was science. Today it is inequality. While we have the means to vaccinate the world, rich countries hoard vaccines and protect the profits of their pharmaceutical corporations.

Oxfam, as part of the PVA (see below), produced powerful research, revealing, for example in November 2021, that some of the most successful Covid-19 vaccine companies were making combined profits of $1,000 every second, while the world’s poorest countries remained largely unvaccinated.

Part of our work has focused on the Trade-Related Aspects of Intellectual Property (TRIPs) waiver to waive temporarily intellectual property rules and thereby improve global access to affordable Covid-19 vaccines. In a historic move in May 2021, the United States announced support for waiving patent protections for Covid-19 vaccines, a version of the proposal represented a step forward. The fight at the WTO continues to remove intellectual property barriers to the production of therapeutics and diagnostics.


In June 2021, the European parliament held a vote on its position on the TRIPS waiver, and Oxfam, along with Amnesty International, Médecins Sans Frontières and Health Action International, lobbied for the waiver. The motion to support the waiver passed by one vote; however, the EU put forward its own counter proposal for increasing access to Covid-19 medical tools, ignoring the fact that big changes are needed to make existing rules on compulsory licensing effective. We kept up the fight and took on pharma companies directly. For example, in 2022 the WHG Director-General, presented an Oxfam resolution at Moderna’s annual shareholder meeting to urge them to share vaccine technology globally.

Amid huge pressure for the waiver, by the campaign and millions of people globally, a compromise text was agreed at the WTO in June 2022. Despite its flaws, this outcome represented a step forward. The fight at the WTO continues to remove intellectual property barriers to the production of therapeutics and diagnostics.

Opposite:
(Oxfam Big Heads) Joe Biden and Emmanuel Macron face off against G7 leaders with a joint effort in a stunt by campaigner for the PVA at the G7 summit in June 2021. President Joe Biden was the only G7 leader to back a waiver on Covid-19 vaccines to the Medicines Patent Pool.

PHOTO © Andrew Atkinson

WORKING WITH THE PEOPLE’S VACCINE ALLIANCE

The People’s Vaccine Alliance (PVA) is a coalition of over 300 organizations, including Oxfam, working for ‘a people’s vaccine’, available free of charge to everyone, everywhere. The PVA urges that when safe and effective vaccines are developed, they are produced rapidly at scale and made available for all people, in all countries. The PVA calls on governments and pharmaceutical corporations to take five steps to turn the situation around, agreeing and implementing a global roadmap to deliver the WHO goal of fully vaccinating 70% of people globally.

2.8M
PEOPLE SUPPORTED OXFAM’S PETITIONS FOR A PEOPLE’S VACCINE IN 2021

13M+
PEOPLE AROUND THE WORLD HAVE TAKEN ACTION TO DEMAND A #PEOPLE’S VACCINE

PHOTO © Andrew Atkinson

1.3M
PEOPLE WE WORK WITH

258
PROJECTS / INITIATIVES
**IMF: CRITICAL SUPPORT FOR LOWER-INCOME COUNTRIES**

When the Covid pandemic hit, it was clear that countries would need emergency economic resources to help fight the pandemic and support their populations. Oxfam was one of the first organizations to call for a major new issuance of Special Drawing Rights (SDRs) – a ‘no-strings attached’ form of global currency created by the IMF and distributed to its 180 members to supplement their reserves in times of global shock. Crucially, SDRs are not issued as loans so countries do not need to pay them back.

Oxfam, in coordination with allies, employed a dynamic and global strategy involving advocacy on the IMF, government engagement across Europe and the US, timely analysis, and strategic media work to shape key stories.

The outcome was historic; Oxfam and allies secured the IMF approval of a SDR issuance equivalent to US $650 billion in August 2021. We also played a leading role in civil society on developing SDR channeling principles, endorsed by over 280 organizations and academics, to push for the terms of the redistribution to be fair.

Although not nearly enough, the SDRs provided countries with some critical breathing space at a moment of economic crisis. Many countries used their SDRs to procure vaccines and for other pandemic relief, including for welfare payments and wages.

### $100BN

**COMMITMENT MADE BY RICH COUNTRIES TO TRANSFER SDRS TO LOWER-INCOME COUNTRIES**

### 98

**LOW- AND MIDDLE-INCOME COUNTRIES HAVE USED THEIR SDRS**

### 55

**COUNTRIES TO HAVE THEIR SDRS TO PAY DOWN $7.8BN OF IMF DEBT**

**SPAIN: FAIR TRADE ICE CREAM**

In 2021 Grupo Alacant and Oxfam Intermón partnered to produce the first Spanish ice creams made with Fair Trade sugar, coffee and cocoa butter. Two new flavors were developed. ‘National coffee’, inspired by the Nacional (sold in Levante ice cream shops, an organic Arabica coffee grown in the mountains of Papua New Guinea, white with orange sauce’, is made with 100% natural cocoa butter from the Dominican Republic. They can now be found in the Levante ice cream shops throughout Spain.

The marketing of these two ice creams will help to improve the quality of life for the families producing sugar, coffee and cocoa in Papua New Guinea, Mauritius Island and the Dominican Republic. Working under the principles of Fair Trade means that the families receive decent wages, and that men and women are treated equally in the workplace as well as sharing a commitment to the environment. And some income is allocated to projects that benefit the community such as schools and public healthcare.

Oxfam maintains direct trading relationships with producer organizations and social enterprises across the world. Volunteers distribute Fair Trade products, manage shops and promote Fair Trade to the public.

### 903

**FAIR TRADE SHOPS RUN BY VOLUNTEERS**

### 31,683

**VOLUNTEERS WORK WITH OXFAM TO PROMOTE FAIR TRADE PRODUCTS**

The methodology of the research included a literature review, focus-group discussions, key-informant interviews, and a household survey in which family members of all ages took part. The study found the cash pilot succeeded in targeting a large group of vulnerable people in the project area, in part because of its primary focus on people with disabilities.

In 2019, the ILO, WFP and UNICEF started distributing cash support as part of a wider program on social protection for people with disabilities and older people in OPT. In emergencies, distributing cash can often meet people’s immediate needs more quickly and appropriately than the direct distribution of commodities. This project focused on 2,600 households on the West Bank, providing a one-time transfer of funds via e-voucher cards. It targeted poor and vulnerable households — people with disabilities in particular — to address issues that resulted from the Covid crisis and the economic deterioration they were experiencing.

In 2022, Oxfam set up an evaluation of the pilot, to determine its effectiveness in meeting the needs of the most vulnerable populations and in strengthening their resilience to shocks. Our purpose was to absorb the learnings into Oxfam’s own cash projects and to produce recommendations for government policies.

The cash pilot is promising as its funding and distribution mechanisms are geared for speed and scale-up. However, the effects were temporary.

In terms of resilience to shocks and supporting longer-term efforts in building shock-responsive systems in OPT, the model is promising, as its funding and distribution mechanisms are geared for speed and scale-up. The impact of the project was clear and positive: participating people with disabilities were able to cover their basic needs, including health services. However, the effects were temporary. The cash pilot provides a good model for emergencies, but people with disabilities require longer-term programs.

Learnings from the review will contribute to an improved project design that will include practical ways to bridge the gap between short-term assistance and longer-term social-protection programs in the challenging context of the OPT.
AnglAdesh: CenTers Of hopE

For INGOs and other funders...it is important to engage with whoever is as local as possible. They can help build a strong foundation for the entire response: the trust of the women.

Razia SulTana
Founder of RWWS

The Rohingya are one of the most violently oppressed minorities in the world. Many have taken refuge in the camps of Cox’s Bazar, Bangladesh, but the women there spend their days in tiny, dark, sweltering shelters. They have practically no say in the rules that govern their lives. Bangladeshi women who live on the outskirts of the camps also dwell in an environment that discourages women from speaking up and from taking on roles outside the home.

Oxfam is supporting partner RW Welfare Society (Rights for Women), known as RWWS, which has established two women’s centers – one inside a camp, funded by the Korean International Cooperation Agency, and one in a neighboring community, funded by Oxfam and UN Women. Here, the women can take literacy classes, learn livelihood skills, receive trauma counseling and learn about their rights. And they can be together with other women, sharing their stories, tears and laughter.

At the heart of RWWS is its founder, Razia Sultana, who is herself Rohingya, though a Bangladeshi citizen. She is also a lawyer, activist, investigator and tireless international advocate for her people. ‘Crying is normal; these women lost everything,’ she says. ‘But laughter and joy – these are big achievements.’

CHALLENGING HARMFUL SOCIAL NORMS

We fight to ensure that people of all genders 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 and marginalized groups from realizing their rights.
Feminist movements are growing in strength across the world, and women are expanding their influence as leaders. Their message is clear: current structures and systems designed to exclude, discriminate and harm have failed women and girls, LGBTQIA+ people and racialized groups. There can be no economic, social, and environmental justice without gender justice – and for recovery from the Covid pandemic to be just, it must be feminist.

Through our campaigns, we shifted narratives on Valentine’s Day by calling for expressions of love to go beyond flowers, to demand equal pay, equal rights and representation, respect to bodily autonomy and sharing of unpaid care work. On International Women’s Day in March 2022, Oxfam, along with feminist and women’s rights organizations, held webinars and side-events; lobbying Member States, and calling for feminist leadership in climate action, the nexus between care and related policies. And the Care Policy Scorecard helps civil society organizations and academics to measure national level public policies on care.

We developed a suite of tools to help center care within institutions and national policies. The Care Principles Guide aims to influence institutional policies towards recognizing, planning, adopting and monitoring strategies that reduce and redistribute care work. In addition, the Care-Responsiveness Barometer provides an accountability framework for institutions for greater integration of care related policies. And the Gender Issues Gateway helps civil society organizations and academics to measure national level public policies on care.

Oxfam, in partnership with local organizations, such as NAFEZA, is putting sexual and reproductive health decision-making back in the hands of young women and adolescent girls.

The project is working to ensure young women have access to the health information and services through education, empowering women and young people, and advocacy. Its activities include training health and community workers to help transform discriminatory social norms, particularly sexual and gender-based violence facing adolescent girls and young women; strengthening health systems to deliver comprehensive SRH services, including family planning, contraceptives; and capacity shifting with local and Canadian women’s rights and youth-led organizations to advocate for change in SRHR policy and practice.

Corporate greed in Mexico, an alliance of girl defenders who contributed to a ban on child and early marriage in the Philippines, and feminist activists and women’s rights organizations in Guatemala passing and surviving attempts to pass a law criminalizing same-sex unions.

We raised the alarm on the consequences of gender-based violence and Covid-19, and called for immediate action to address it as part of a gender- and racially-just Covid recovery. We started our campaigning with dramatized scenes we heard where violence was not the norm.

We called for more commitments and actions by governments to tackle gender-based violence. Politicians, artists and others joined hands with Oxfam in talk shows, rallies, podcasts, and awareness-raising activities, allowing our messages to reach more than 21 million people.

In 2020, Oxfam in partnership with local organizations, such as NAFEZA, is putting sexual and reproductive health decision-making back in the hands of young women and adolescent girls.

On our radio show we have the opportunity to talk about sexual health, and the forced marriages that are happening in the community.... I enjoy being an activist. I want my daughter to be a fighter – a woman with autonomy. I don’t want her to live what I lived, to feel what I felt.”

GILDA JACINTO
Activist with NAFEZA

SOUTH AFRICA: HER FUTURE, HER CHOICE

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SOUTH AFRICA: HER FUTURE, HER CHOICE

‘On our radio show we have the opportunity to talk about sexual health, and the forced marriages that are happening in the community.... I enjoy being an activist. I want my daughter to be a fighter – a woman with autonomy. I don’t want her to live what I lived, to feel what I felt.’

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PHILIPPINES: VALUING UNPAID CARE

In 2021–22, Oxfam worked with the Philippine Commission on Women (PCW) on the Building Constituency for the Recognition and Valuing of Women’s Work for the Care Economy (BRAVE) project. This a joint undertaking by Oxfam and Pambansang Kongreso ng Kababaihan sa Karunungan and srh (PATAMABA). The project advocates the need for a policy on unpaid care and domestic work in the Philippines, sharing evidence of best practice and looking at how these can inform national policy. BRAVE also supports the achievement of the Sustainable Development Goals in the Philippines and in Asia-Pacific through gender-responsive budgeting and strengthening social protection for pandemic responses, building resilience to future shocks, with an emphasis on women’s and vulnerable groups.

Oxfam engaged organizations, including NGIs and the private sector, in a series of webinars to publicize research and the development of the care economy policy agenda. With partners from the labor sector, Partido Manggagawa (PM) and Pambansang Kalipunan ng mga Manggagawang Pinoy (PAMALAKA), we were able to gain support to develop a national policy on the care economy, calling for the recognition of free, quality and accessible childcare for women in the Philippines.

3,700
PEOPLE SIGNED UP TO SUPPORT A NATIONAL POLICY ON THE CARE ECONOMY

BURKINA FASO: ENDING VIOLENCE, INSTALLING HOPE

In Burkina Faso, social norms and cultural practices still impede women’s rights. The law prohibits all forms of violence against women and girls; but it is not, in practice, enforced. Women’s access to sexual and reproductive health services (SRHS) is also compromised by overcrowded health services, long waiting hours, a shortage of medicines and lack of financial resources.

Representing Oxfam’s partner, Action Communautaire Pour le Bien-être de L’enfant et de la Femme au Burkina Faso (ABEFAB), Marceline Tou Soalla works tirelessly to advance social justice for women and girls. With her team and the support of Oxfam, she is aiming to end gender-based violence (GBV), training 40 women leaders on GBV and SRH, identifying victims and survivors and offering psychological and legal support, home visits and discussion groups. Alongside this, the project also offers training in practical skills such as weaving and knitting, in a center set up with the support of Oxfam.

Marceline’s commitment has earned her recognition in her country and has enabled her to participate in high-level meetings with the goal of improving the situation for women nationally.

40
WOMEN LEADERS TRAINED ON ISSUES OF GBV AND SRH

1,900+
WOMEN AND GIRLS REACHED BY THE PROJECT

Over the past five years, Oxfam worked with 25 partners in Bangladesh, India, Indonesia, Nepal, Pakistan and the Philippines, to deliver Creating Spaces, as part of our work to end gender-based violence (GBV) and child, early and forced marriage (CEFM). The participating countries count with some of the highest rates of GBV and CEFM in the world. The Creating Spaces project took a three-pronged approach, focused on prevention, response and sustainable change.

In 2021, Oxfam worked with an international team of consultants, led by Miller Jones Consulting, to carry out a full evaluation of the Creating Spaces project, based on the OECD–DAC criteria of relevance, coherence, effectiveness, impact, and sustainability. The evaluation used both quantitative methods, including a community survey of women and girls, an influence survey, and community perception index, and qualitative methods, including focus group discussions, key informant interviews and a comprehensive review of project documents and resources.

We learned that identifying and targeting influencers within the target group of women and girls could have been helpful.

The evaluation report showed that the Creating Spaces project made tremendous progress in promoting gender-equitable social norms, reaching 630,328 people directly, galvanizing women and youth champions and stronger alliances for women’s and girls’ rights, and influencing structural and legislative changes to prevent and respond to GBV and CEFM. The project’s multi-touched approach has been at the heart of its success, intervening at the individual, household, community and institutional levels and engaging a myriad of stakeholders who each play a vital role in effecting change.

Some of the key outcomes:

**Effectiveness:**

The project’s Community Perception Index (CPI) score, increased from 0.85 at baseline to 1.32 at end line, illustrating an improvement in the perspective of people we work with on VAWG and CEFM and women’s rights.

**Impact:**

The percentage of women reporting violence in project target areas is lower than that reported at baseline (30%) or in country level values, suggesting that Oxfam has played a role in decreasing this.

**Sustainability:**

Nearly 60% of women who have experienced violence who participated in the project expressed greater self-confidence and are expected to benefit from newly acquired knowledge and skills.

However, the evaluation also showed that more could have been done to target groups of women and girls at a more granular level, including adolescents, minority ethnic people and people with disabilities – with a more tailored approach and messages to meet their diverse needs. Also, we learned that identifying and targeting influencers within the target group of women and girls, could have been helpful.

The evaluation has been immensely helpful in understanding where and how our work can make impact through social change. These and other recommendations are currently being built into an improved project design, which will be rolled out across future GBV initiatives.
‘Graffiti is almost like a voice for the people. I really think art has an amazing ability to connect people and make them understand things in such different ways. I want to try and see how we can communicate with people and tell this story so that it’s not so far away from them.’

Njabulo Hlophe
Mural artist

Ahead of the conference on climate, COP26, in November 2021, the South African charity Greenpop collaborated with Baz-Art, a Cape Town-based street-art collective, to produce a series of murals to raise awareness of climate crisis. The artworks were painted in prominent locations throughout the city. Among those who took part was Njabulo Hlophe, a 25-year-old artist from Johannesburg.

Oxfam worked to raise the voices of Njabulo and countless others at COP26 in Glasgow, where 13 of our policy experts engaged with political leaders. Key objectives were to raise awareness of the impact of climate change on people experiencing extreme poverty, to keep a 1.5°C temperature rise within reach, and to increase support to climate-vulnerable countries and communities to respond to and recover from escalating climate impacts.

During the summit there were important wins, such as the request to strengthen 2030 reduction targets by COP27 in 2022, more than 100 world leaders agreeing to reverse deforestation by 2030, and the historic decision of the Scottish Government to become the first rich nation to commit explicitly to finance for Loss and Damage (L&D). However, rich countries blocked a push by developing countries for a L&D facility (see p.27).

100+
World leaders agreed to reverse deforestation by 2030

23
Countries have agreed to phase out coal power in the 2030s

Climate change is a human-induced disaster that is reversing progress made in the fight against poverty and inequality, and worsening conflicts and disasters worldwide. The voices of feminist organizations, young and indigenous people must be amplified in climate negotiations, and lead the transition to greener and fairer social and economic models.
EL SALVADOR: TACKLING DROUGHT WITH DRONES

\[2024\] / CLIMATE JUSTICE

In the Dry Corridor of Central America, persistent drought—interrupted by violent storms that do further damage to crops—is driving farmers from land they have cultivated for generations.

It is a sober topic, but on a clear day outside the town of San Antonio del Mosco in El Salvador, you wouldn’t know it. Here, seven women gather in an open field, joking and laughing, before a practice session with a new tool for predicting disasters: a drone.

Learning to fly drones will enable the women to monitor water levels in the rivers, crop growth in the fields, and areas badly affected by drought—without navigating all the rough terrain they would otherwise need to travel. And in emergencies like floods, it could help them locate people whose lives are in danger.

Ana Hernández coordinates her local civil protection commission and participates in women’s leadership initiatives and is one of 200 women in her community who have become active in disaster management through projects with Fundación Campo (see below). “Women have so much energy and capacity, and there are no limits to what we can learn,” she says. “My big dream is to see all the women in my community trained and empowered. I feel that we are achieving it.”

INMER ARGUENTA RAMOS
Drone trainer with Fundación Campo

The women overcome their fear of using the technology, and it strengthened their self-esteem.”

OPPOSITE:
Ana Hernández, coordinator of her community’s civil protection commission, practices flying a drone that will be used as part of an emergency early-warning system.

PHOTO © Tania Moreno / OXFAM

523K PEOPLE WE WORK WITH
59 PROJECTS / INITIATIVES

WORKING WITH FUNDACIÓN CAMPO

Fundación Campo (FC) is a rural-development organization that Oxfam works closely with, on programs to reduce disaster risks in the Dry Corridor, an ecological region on the Central American Pacific coast where prolonged drought has devastated farming communities. Their projects—which include social and economic development and disaster preparedness, response and risk reduction—emphasize gender equality and youth empowerment.

Oxfam has helped FC staff improve their technical and analytical skills to enable them to carry out effective and well-targeted humanitarian activities in communities heavily affected by drought and other emergencies.

Oxfam’s work on climate in 2021–22 highlighted again inequalities between North and South; countries in the Global South continue to contribute least towards climate crisis—and to bear most of the cost.

Oxfam warned of the proliferation of net zero commitments and their potential negative effects on land and food equity, especially in the Global South. In August 2021, our Tightening the Net report contributed to the debate on nature-based solutions to address the climate crisis. We outlined the risks of relying on land-based solutions to achieve net zero targets, instead of embarking on a path to deep decarbonization in the near term, to limit global warming to 1.5°C (see p. 48).

Just before COP26, in a joint agency briefing note, on carbon inequality, with the Institute for European Environmental Policy, Carbon Inequality 2030 underlined the fact that the world’s richest 1% are set to have per capita consumption emissions in 2030 that are six to nine times higher than the global per capita level compatible with the 1.5°C goal of the Paris Agreement, while the footprints of the poorest half of the world’s population are set to remain several times below that level. The report was instrumental for our work at COP26 advocating to keep ‘1.5°C commitment alive.’

Oxfam worked with many other civil society organizations to put Loss & Damage (L&D) back on the climate negotiation agenda, recognizing the need for finance to support countries and communities in the Global South incurring huge costs from extreme weather events (see p. 27). And we pushed hard for a L&D finance facility to be established at COP27.

We developed our own learning and strategic thinking, with the introduction of a Gender and Climate Justice working group (GJ/CJ WG) to lead our thinking on feminist approaches to climate justice and improve our own program and influencing practice, connecting colleagues with experience in feminist approaches to tackle the climate crisis. This group led on developing the Oxfam Policy on Gender and Climate Justice as well as on preparing policy demands for COP27.

Oxfam and CARE carried out a research and learning project within the regions HECA, SAF and WAC. With the goal of highlighting the perspectives of feminist organizations and women’s rights organizations (WROs) on their experiences of collaboration with Walls. This resulted in a paper, What Do Feminist and WROs Kent from Partnerships with INGOs?

We also developed a climate mitigation program and practice value propositions focused on Just Energy Transition (JET) in 13 Oxfam countries. This evolved into a JET Task Force group, developing competitive proposals and a set of topics to be developed over the next two years.

We introduced generation learning and strategic thinking on different climate justice themes through Communities of Practice groups for Oxfam staff on such issues as climate activism, business and climate, and food, land and climate.

We completed a Southern-led multilateral climate fundraising project, designed and implemented by a working group composed of country offices and Southern affiliates. Twelve Oxfam countries were internally selected, and finally five (Nepal, Pacific, South Africa, Uganda and Vietnam) were chosen by external consultants who are supporting them to explore and position themselves in the Green Funds market, in which investment portfolios are largely based on environmental, social and governance criteria.

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GHANA: A WALL TO KEEP THE SEA AT BAY

People in the coastal town of Axim in Ghana faced the challenge of climate crisis every day as rising sea levels eroded their land as well as their livelihoods. In 2021, the fishing crew were not able to land their boats, as the beach had been washed away.

Ten per cent of the 30.8 million population of Ghana are employed in the fishing sector, and 30% of the 94,621 people in the Axim municipality depend on fishing for their livelihoods.

Oxfam and partners supported communities to intensify their call to build a sea defense, and the Government committed to building a 5-km-long wall with associated infrastructure. The construction works were nearing completion in March 2022.

The advocacy support on the Axim sea defense is part of the Far Ban Bo Project (Protecting Fisheries’ Livelihoods) in Fante, which took four years and contributed to sustainable fishery resource management. It also improved food security, nutrition and livelihoods for smallholder fishers and others in Ghana. The project strengthened the capacity of fishery associations to engage in equitable governance; and it safeguarded livelihoods for those who depend on fishing for a living.

28,000

PEOPLE IN AXIM SAW THEIR INCOME PROTECTED BY THE CONSTRUCTION OF THE SEA WALL

CARBON EMISSIONS: TRANSPARENCY ON TARGETS

Many governments and companies are adopting ‘Net Zero’ climate targets as they recognize the urgency of the climate crisis. Without a clear definition, however, these targets risk being reliant on using vast swathes of land in low-income countries to capture carbon emissions, allowing the biggest emitters to avoid making significant cuts in their emissions.

Net Zero could end up being a dangerous distraction that could delay the rapid reductions in emissions that high-emitting countries and companies need to make if we are to avoid catastrophic climate breakdown. It could also lead to an explosion in demand for land which, if not subject to careful safeguards, might risk increasing hunger and fueling land inequality.

An Oxfam report, Tightening the Net: net zero climate targets: implications for land and food equity, launched in August 2021, calls for Net Zero to become a pathway to real and transformative climate action, not ‘greenwash’. What is needed is an immediate, dramatic and irreversible reduction in the billions of tonnes of carbon that countries and corporations are pumping into the atmosphere on a daily basis. Land-based climate solutions must center on ‘food-first’ approaches that help achieve both zero emissions and zero hunger.

120
COUNTRIES PLEDGED TO MEET NET ZERO BY MID-CENTURY

50%
WE NEED TO CUT CARBON EMISSIONS BY ALMOST 50% BY 2030 TO MEET PARIS AGREEMENT TARGETS

1%
THE REDUCTION THAT WE ARE ON TRACK FOR, COMPARED TO 2010 LEVELS

Oxfam is pushing for governments, corporations and individuals most responsible for causing the climate crisis, to scale up financial support to help cover losses and repair damages. At COP26, this included initiating a World Climate March and various public campaign stunts, as well as extensive advocacy with political figures and policymakers.

In view of the significance of this particular COP and climate justice commitments in Oxfam’s ten-year strategy, we carried out a full after-action review of our influencing work at COP26. This involved 22 interviews with key staff involved, as well as wider staff workshops, and focused on both what was (not) achieved and how this was done.

We should critically reflect on our role at COPs, using our power, privilege and access to global spaces to support and amplify the voices and messages of civil society, local movements and organizations.

The after-action review clearly pointed out that the public campaign stunts in particular drove strong media coverage, which in turn helped to firmly put the issue on the agenda with political leaders taking part in the summit. Oxfam experts in Glasgow were able to leverage that opportunity to secure key commitments from some of the leaders present, including the Scottish First Minister.

Along with climate justice and climate finance, at COP26 in Glasgow (see p. 23) Oxfam focused on the theme of loss and damage (L&D). This refers to the enormous cost which climate change inflictson countries around the world – but most notably on the most vulnerable people. Loss & damage covers both financial and non-economic losses, including biodiversity, cultural monuments and traditions, as well as loss of life and health.

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We also identified key lessons learnt from the review:

• A research paper on L&D released at the start of the event would have been a good tool, to underpin engagement at the COP.
• Trainings ahead of COP to help people better understand L&D would have been useful; this could have led to more spokespeople on the topic, particularly those who have experienced L&D themselves.
• We could have engaged with negotiators more ahead of COP, to understand their positioning on our priority areas and to see where we can align and help.
• We should critically reflect on our role at COPs, using our power, privilege and access to global spaces to support and amplify the voices and messages of civil society, local movements and organizations.
• In alignment with our efforts to decolonize knowledge, we should acknowledge local expertise and accordingly, the limitations of policy experts; avoiding being extractive or tokenistic, when we are presenting stories from the Global South. The COP after-action review is a good example of our commitment to reflecting critically and to learning from experience, and we will build these learnings into our approach to COPs going forward.
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 hard-won gains achieved by the worldwide movement for women’s rights and the fight against poverty.

**TIMOR-LESTE: OPENING UP DISABILITY RIGHTS**

“My colleagues aren’t shy. When they meet ministers, they can talk directly about the issues they face… I want to become the voice for those people who are voiceless. Inclusivity means everyone walks together and no one is left behind. It means that everyone can enjoy their rights.”

ROSALIA TERESA PEREIRA
Member of Open the Books, at ADTL

The Association for the Disabled of Timor-Leste/ Associação Deficiência, Timor-Leste (ADTL), are key partners in Oxfam’s Open the Books program, which aims to strengthen the ability of civil society organizations to engage in and influence government policy processes and programs.

The three-year project (2018–21) is supported by the Australian Government through the Australian NGO Cooperation Program. Key to the project is the disability promoter group, consisting of seven disability advocates, funded by Oxfam, to monitor and influence the state budget and represent several partner organizations. The group also leads decision-making about project activities, advocacy and project direction.

Key milestones for Rosalia and the ADTL at national level so far include that the National Parliament ratified the Convention on Disability Rights and the Council of Ministries passed two international treaties to promote, protect and guarantee rights and freedoms of people with disabilities. The Government also made its office more accessible to those with physical and visual impairments.
In Uganda, Oxfam has been supporting partners running projects that aim to bring about lasting change. Below are just a few examples.

**Highlights**

This year, more than ever, we have seen the importance of both accountable governance and civic space – the freedom to assemble, freedom to speak and freedom to organize – as our societies face challenges from increasing exclusion, deepening inequality and reducing civic space. Despite the challenges, we are adding our voice and efforts to those of our allies across the globe and helping bring about lasting change. Below are just a few examples.

In the report *Trust Young People* (October 2021), Oxfam’s Youth as Active Citizens (YAC) network and Restless Development documented the impact of youth-led development. Through three cases in which young people were given the space and resources to take the lead, the Actúa.pe laboratories in Peru, the Not Too Young To Run Campaign in Nigeria, and the Get Up Speak Out program in Lebanon, Oxfam supported young people in their own right, and that giving young people decision-making power on what to do and how – is not a risky endeavor, but a highly fruitful approach.

In Uganda, Oxfam has been supporting partners running projects that aim to bring about lasting change. Below are just a few examples.

**Accountable Governance**

OECD is the leading group of development experts. It reaches a wide and diverse audience and allies, with an esteemed status in the field of development, addressing the causes of poverty.

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**Influencing How the EU Spends Aid Funds**

In the last year, the EU’s development budget (the so-called Neighborhood, Development and International Cooperation Instrument (NDICI)/Global Europe) was renegotiated and approved by the EU Member States. With €80 billion set aside for the period 2021–27, the European Union is one of the largest donors of development aid in the world. Influencing the way in which this money is spent therefore makes a real difference to the people we work with.

Oxfam, together with our NGO partners in Brussels like CONCORD, made sure that the EU’s budget will be spent on achieving an equal future for all. We secured a guarantee that 85% of all projects that are funded under the NDICI/Gl

**Working with CONCORD Europe**

CONCORD is the European confederation of NGOs working on sustainable development and international cooperation. It represents more than 2,800 NGOs and is supported by millions of citizens across Europe. CONCORD maintains dialogues with the EU institutions and works to ensure that European policies promote sustainable and economic development, addressing the causes of poverty.
DIGITAL INNOVATION: A GAME CHANGER?

Young people are often excluded from decision-making and remain unheard – particularly young women and those in minority groups, those living in rural climate-crisis-affected areas and those with disabilities. Finding an innovative way to tackle this, Oxfam worked with game developer companies to produce a digital tool that can help amplify the voices of young people – the Game of Change.

In the game, young people choose an avatar and then are guided step-by-step to learn about and carry out campaign activities needed to make positive changes. We used our experience in campaigns and influencing work, and feedback from young people in four countries – Bangladesh, Ethiopia, Indonesia and Pakistan – to inform the content.

The game is not Oxfam or project branded; it is free of charge and accessible for anyone who would like to use it to make changes happen. And it is available in five languages: Bengali, English, Somali, Oromo and Urdu.

The game has been further developed by Oxfam together with Greymen, Ellisinwonderland, and TinQwise into an advanced version with strengthened interactive user experience.

ZAMBIA: SHARING WEALTH IN THE COPPERBELT

Zambia has some of the most important copper mines on the African continent. However, the country is losing revenue from the sector through illicit financial flows and tax avoidance, and the environmental impacts continue to weigh heavily on communities in mining areas. The country is now facing severe challenges related to climate breakdown, affecting food security.

Local partners, alongside Oxfam, developed the Copper for Development campaign (Cu4D), to address the country’s inequalities. The campaign strengthened participation of citizens in political processes, enhanced transparency and accountability, and pushed for policy changes that favor the investment of mining revenues into essential services such as quality healthcare and education.

The main outreach was via radio, TV and social media. Influential artists, community and local politicians were brought together online to talk about mining resources. In November 2021, a well-known Zambian group produced a campaign song, Rich Country, Poor People.

Crucially, the campaign set up high-level meetings between traditional leaders and government authorities and debates with parliamentary candidates. President Hakainde Hichilema’s administration has committed to reintroduce the Mining Revenue Sharing Mechanism (MRSM) clause into the 2015 Mines and Mineral Development Act; this would mandate that subnational royalties from mining activities are transferred to the host mining communities.

320,000 +
LISTENERS TO LOCAL RADIO PROGRAMS
TARGETED BY THE CAMPAIGN

24.1M
ZAMBIAN KWACHA (OVER 1M EUROS) INCREASE IN GOVERNMENT RESOURCES FOR LOCAL COMMUNITIES

We are building solidarity between, and with, civil society organizations to adapt and remain agile despite challenges of the context.

While long-term thinking and systemic change are key parts of Oxfam’s DNA, sometimes the contexts in which we work demand rapid changes to long-standing strategies. Changing circumstances, such as in Myanmar over the past few years, require us to be agile – keeping a close eye on long-term goals while critically reflecting on the tactics at play.

Supporting civil society and enabling civic space has been the most important area of work for Oxfam in Myanmar since the 1990s. In 2011, Oxfam started a good governance program as a key pillar of Oxfam’s work in Myanmar, which has seen successes and good practices in social accountability – citizen-led action to hold public officials to account for the use of public resources and services.

Our governance work focuses on bringing local authorities, the public and civil society groups together to find solutions to problems faced by communities. The context for this work shifted dramatically in February 2021 (due to political crisis) but we have been able to continue to work closely with allies, women’s groups and civil society organizations (CSOs), despite increasing restrictions on civic space, to continue to look for spaces for dialogue at the local level.

32
ACCOUNTABLE GOVERNANCE
ACCOUNTABLE GOVERNANCE /
ACCOUNTABLE GOVERNANCE / 33

HOW TO ADAPT TO RAPIDLY SHIFTING CONTEXTS?

We invited partner organizations to share their perspectives with us on the context, on the changed working environment, and on what they needed most from us at this time. Together with allies beyond the country, we are building solidarity between, and with, CSOs, to adapt and remain agile, despite challenges of the context.

Strengthening civic space – freedom of association, assembly and speech – have become an even bigger priority for us. One of the ways we do this is by supporting partners and CSOs to share resources and capacities, and to collaborate and meet online.

Civic space stand-alone initiatives include providing flexible funds for local partners; producing analytical papers on civic space trends; and monitoring the narratives about civil society found on social media. We integrate attention for civic space issues in all programming and co-design projects, sharing resources and power with local partners; and influencing, particularly on humanitarian crises. We influence by bridging gaps and brokering relationships for communities and CSOs, especially women’s rights organizations, so that they can engage directly with key stakeholders, donors and UN leadership.
Yemen:
leaving everything behind

‘Winter came, and my children asked me for pyjamas and jackets. I told them I had borrowed a small amount of money for their mother’s medical care. I said, you’ll have to choose, either to buy clothes or to treat your mother. They all chose to treat their mother. I feel sad that I can’t provide what they need.’

Salem
(*names changed for security reasons)

Salem and his son Omar* were displaced four times before moving to a refugee camp north-east of the capital, Sana’a. Each time, they left behind everything and walked for days to reach their next safe location. At first, they lived in caves drinking pond water, then they had to move between three camps until they finally settled in a camp in Marib where they now live, with five other family members, in a tiny tent.

The people of Yemen are experiencing one of the world’s worst humanitarian crises. The conflict between a Saudi-led coalition of Gulf countries and the Government of Yemen against the Ansar-Allah movement (also known as the Houthis), which escalated in March 2015, has so far caused more than 12,000 civilian deaths. Nearly four million people have been forced to flee their homes due to the bombing and fighting. 24 million people – 80% of Yemen’s population – need emergency aid, the highest number in any country in the world.

Oxfam is working with partners in Marib and across Yemen to provide clean water, sanitation, latrines, hygiene facilities and cash vouchers for basic essentials.
THE WORLD ON FIRE

This map is a snapshot of our humanitarian work, but our programs and partners go well beyond what we can show here – like our work on the West Africa hunger crises, climate resilience in South Africa and water scarcity in Iraq. As the impacts of the climate crisis hit ever harder, Oxfam and partners are reaching ever further to meet the needs of the most vulnerable and advocate for a more equal world.

After eight years of armed conflict in the east of the country, the Russian Federation started a military offensive in Ukraine on 24 February 2022. The impact of this war has been devastating. Through partnership with local organizations, Oxfam is channeling technical support, expertise and funding both in Ukraine and in neighboring countries, for our partners to provide emergency food, water, sanitation and other essential items to those directly affected by the war. Oxfam is also advocating for the protection of civilians and the removal of barriers that prevent them from accessing humanitarian assistance. We are also working to ensure that women, girls and displaced persons have access to information and protection from gender-based violence. Oxfam has prioritized strengthening local humanitarian organizations who can reach the most vulnerable, protecting those most at risk through economic assistance, information about rights, risks and services, and sexual and reproductive services that help alleviate the impact of gender-based violence (GBV).

A decade on from the beginning of the Syria crisis, over 85% of the population is living below the poverty line. The conflict has caused the largest refugee crisis in the world, with six million people internally displaced in Syria and more than five million refugees living in neighboring countries. The impacts of extreme poverty are more than 11 million people are still dependent on humanitarian aid. Oxfam is working in Syria, Jordan, Lebanon and Turkey to support communities and camp populations with clean water, hygiene promotion and providing some of the most vulnerable families with cash, food and livelihood support to farmers. After six years of war, Yemen remains the world’s largest humanitarian crisis. Almost 4 million people have been displaced by the fighting and 24 million people – 80% of Yemen’s population – need emergency aid. Oxfam is delivering life-saving assistance: providing clean water, sanitation and hygiene services. We are the Water, sanitation and hygiene (WASH) leads for Oxfam’s humanitarian response in Yemen – delivering clean water, sewage facilities and water points, promoting hygiene and protecting human rights.

Closely linked to the Rohingya crisis, a mass exodus of people from Myanmar to Bangladesh has left 1.2 million people without adequate shelter or safe drinking water. Oxfam is providing WASH assistance, installing sewage facilities and water points, promoting hygiene and protecting human rights.

The Philippines have been hit by 15 typhoons in 2021, killing more than 400 people. Oxfam’s response in 2021 included providing pre-disaster cash assistance for typhoon survivors and helping them purchase essential items to prepare for typhoons. The partnership with UNICEF supported the rapid distribution of supplies to affected communities, focusing on the provision of clean water, hygiene promotion and providing some of the most vulnerable families with cash, food and livelihood support to farmers.

Enlisting the help of the government, Oxfam and partners are working to provide emergency food, water, sanitation and other essential items to thousands of people affected by the conflict.

Millions of people in Central America continue to suffer from widespread violence, poverty and food insecurity – problems exacerbated by climate crisis. In El Salvador, Guatemala and Honduras, Oxfam, with 25 partners, responds to humanitarian crises with interventions on food security and climate crisis mitigation.

People continue to leave Venezuela to escape violence, insecurity and threats. Oxfam prioritizes strengthening local humanitarian organizations who can reach the most vulnerable, protecting those most at risk through economic assistance, information about rights, risks and services, and sexual and reproductive services that help alleviate the impact of gender-based violence (GBV).

People are facing protracted hunger crises. More than 44 million people need humanitarian assistance as climate extremes have caused widespread food and water shortages. Oxfam and partners are providing emergency food, clean water, sanitation, shelter and rapid flexible cash assistance, and we are the Water, sanitation and hygiene (WASH) lead for camps in Uganda.

The increased violence in 2021, 3.3 million people – 63% of the population – need humanitarian assistance. The protracted nature of the crisis and the degradation of the access to basic services is deepening vulnerability of people across the country. Oxfam is responding with WASH, food security and protection programs, and supports strengthening capacities of local organizations.

Central Africa has been hit by droughts and floods. Oxfam and partners are providing emergency food, clean water, sanitation, shelter and rapid flexible cash assistance, and we are the Water, sanitation and hygiene (WASH) lead for camps in Ethiopia.

The protracted nature of the conflict and the degradation of the access to basic services is deepening vulnerability of people across the country. Oxfam is providing WASH, food security and protection programs, and supports strengthening capacities of local organizations.
The impacts of the Covid pandemic plunged millions into poverty and hunger. Humanitarian needs have continued to grow, from 235 million people in need of humanitarian assistance and protection in 2021, to 274 million in 2022 – a record-breaking increase.

Against this rising tide, Oxfam’s humanitarian work continues to bring life-saving aid to those in crisis, reaching 12.1 million this year with water and sanitation, public health (WASH), food and economic security protection and gender activities. Oxfam’s investments in local organizations and leadership enabled programs to prioritize locally led action and informed shifts across responses.

Our advocacy over the last year focused on promoting local humanitarian leadership, supporting the rights of women in crisis and their roles in building peace, working alongside refugee and migrant-led organizations to get access to Covid vaccines and calling for an early response to the growing hunger crisis across the world.

Oxfam’s expanded use of cash and voucher assistance is strengthening dignity, resilience and inclusion for marginalized populations. A growing number of programs work on financial and digital inclusion; others explored group cash transfers and women’s group modalities; and others focused on early and anticipatory action. This expansion allowed us to explore connections with social protection.

Oxfam’s advocacy seeks to be both local-to-global, and global-to-local. We have built partnerships with refugee-led organizations, including awareness-raising campaigns about Covid-19 vaccines in refugee camps in Uganda, and advocating at a global level on refugee rights in the Global Compact on Refugees, a framework for more predictable and equitable responsibility-sharing. Oxfam has also undertaken projects with local and national protection leaders across the world linking with the Global Protection Cluster to amplify community initiatives. This is part of our support to the shift to local humanitarian leadership, as shown in projects in Bambella, Ethiopia, where Oxfam works with refugee groups and where we are lead providers of water and sanitation in the region, hosting 357,000 South Sudanese refugees.

Building on earlier successes, the Community Reception Tracker for Covid-19 is now used in 41 countries across four regions. Oxfam’s SanITweaks initiative, focusing on ensuring equal voice for all community members in consultations, is resulting in better levels of adoption, inclusion and sustainable results in WASH programs.

We have supported community-led peace initiatives like that of Lilondo Awe in CAR, to advocate at the African Women’s conference in Kinshasa. Oxfam also co-organized a panel during the UN Security Council Open Debate on Women, Peace and Security week, highlighting the work of women activists from Iraq, Myanmar, UPI and Sudan, to influence the international community on the need to support women human rights defenders.

As the impacts of the climate crisis continue, and while responding to need, we advocate for governance for resilience and anticipatory action. Oxfam South Africa has given technical assistance to the governments of Malawi, Mozambique and South Africa. As a result of the work done by Oxfam and partners, the governments of Mozambique and South Africa have started training local officials on managing climate displacement, and Mozambique has approved a national strategy for internal displacement management.

12.1M
PEOPLE WE WORK WITH

357
PROJECTS / INITIATIVES

TONGA: PARTNERING IN THE FACE OF VOLCANIC ERUPTION

‘Tonga is struggling because of the volcanic ash and tsunami, but we try to cope with it. Water is still a critical issue here but we manage to survive with the water that we have... We work together to fight this challenge.’

MAUSA HALAHALA
Program Coordinator with TNYC

The partnership between Oxfam and the Tonga National Youth Congress (TNYC) started as a typical development cooperation between a local and international NGO. More than a decade later, it has shown that building a robust foundation from the beginning is the key to saving lives, especially in times of sudden-onset disasters like earthquakes, cyclones and volcanoes.

The Hunga Tonga-Hunga Ha’apai, an underwater volcano located 65km north of Tonga’s main island, Tongatapu, erupted on 15 January 2022. It caused tsunami waves that reached as far as the coasts of Japan and the Americas. 84% of the country’s population was directly affected, water sources were contaminated by the ashfall, and livelihoods and food security were at serious risk.

The eruption also left Tonga disconnected from the rest of the world when the cable that provides internet and cellular services to the country was damaged, rendering immediate external aid response impossible. However, Oxfam’s local partner immediately began providing the most basic but critical need to the community: safe drinking water.

The TNYC (see below) used water desalination units and other Oxfam equipment to purify, transport, store and distribute safe water to affected populations, particularly women, children, people living with disabilities and the elderly. This had a back-story, eight years earlier, in the aftermath of Cyclone Ian in 2014, Oxfam and Open Ocean, a marine desalination systems company based in New Zealand, developed a land-based portable desalination unit with the purification capacity of large yachts, compacted in two transportable boxes. In 2022, because TNYC already had this equipment and knew how to use it, our partners were able immediately to begin purifying salty water, seawater, and untreated water, turning it into drinking water for the community. By March 2022, TNYC was providing safe water to 37,457 people – one-third of the population in Tonga.

The partnership with TNYC has shown that when a local organization is equipped with the right tools and skills to help its own community, external intervention can be minimized. Humanitarian response initiatives are more effective and truly sustainable if local communities have access to the tools and knowledge that they need to respond to the challenges.

Oxfam continues to work alongside TNYC, not only during emergencies, but also in making systemic changes in their community that can boost their resilience to natural disasters and the looming impacts of climate breakdown.

18,980
LITERS OF SAFE WATER A DAY SUPPLIED
(BY MARCH 2022)

7,169
FAMILIES SUPPLIED WITH DRINKING WATER IN TONGA

WORKING WITH TONGA
NATIONAL YOUTH CONGRESS

Established in 1991, Tonga National Youth Congress (TNYC) is a civil society organization that works with young people to nurture talent and creativity. It is the national focal point for organic farming, promoting and developing income-generation opportunities through the Future Organic Farmers of Tonga (FOFT) program. It provides support and advice on local and international marketing strategies and coordinates a network of organic organizations. Collective action means that organic growers can be more effective in lobbying the Government for support.
PHILIPPINES: TACKLING A TYPHOON BEFORE IT HITS

Super Typhoon Rai (locally called Odette) hit the Philippines on 16 December 2021, killing at least 407 people and causing devastation in island and coastal communities and flooding across the country.

Three days before its landfall, Oxfam Filipinas, together with local partners, distributed cash digitally to 2,650 families in 40 barangays (districts) in Eastern Samar. The scheme is part of the Building Resilient, Adaptive, and Disaster Ready Communities (B-READY) program, which enables target households to access cash quickly and safely in the event of imminent disaster. They can use it to strengthen their houses, buy food, medicine or basic supplies, or to evacuate to a safer area.

The system uses a smart data early warning system to forecast precisely the typhoon’s path. This data is used to trigger the cash transfer via Maya’s digital platform. The project is jointly implemented by Oxfam, the People’s Disaster Risk Reduction Network, PLAN International, Maya, Smart Padaida, Global Parametrics, and the local government of Salcedo in Eastern Samar.

In May 2021, Oxfam Filipinas conducted an Online Learning Event Forum, together with other humanitarian organizations, which concluded that pre-disaster cash transfers for communities work better than post-typhoon relief.

2,650 FAMILIES HELPPED BY B-READY CASH ASSISTANCE

LATIN AMERICA: MIGRATING FROM CRISIS

Despite the closure of borders due to the pandemic, migration has increased within the Latin American countries, exacerbated by inequality and political and climate crisis. Oxfam’s approach in the region focuses on strengthening local humanitarian leadership, with gender and protection programming, influencing policies and programs in host countries as well as countries of origin. We coordinate with local authorities, INGOs and UN agencies.

In Central America, Oxfam has provided humanitarian assistance to migrants searching for safer countries. Support includes providing food and materials, cash and legal assistance, and responding to cases of gender-based violence.

In Nicaragua, the political crises and the closing of civil society spaces – with more than 800 NGOs, including Oxfam, being closed. This resulted in the exit of human rights defenders, journalists, students and others (approximately 500,000 people), who have resettled mostly in Costa Rica. Oxfam is supporting the Nicaraguan civil society to stay safe and connected and respond to humanitarian needs.

In Venezuela, more than six million people have fled, and Oxfam has implemented a comprehensive strategy to respond at the border of Venezuela and Colombia. Oxfam and partners are providing life-saving support to people at risk of violence.

1M+ PEOPLE FLED CENTRAL AMERICA IN THE LAST FIVE YEARS

800+ NGOs HAVE CLOSED IN NICARAGUA

In 2021, Oxfam continued to rethink its humanitarian approach through a feminist lens, which strengthens our focus on partnering with more diverse local actors, including women’s rights organizations, community-based organizations and informal groups.

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INSIDE/INSIGHT LOCAL HUMANITARIAN LEADERSHIP

Oxfam envisions a humanitarian system in which a wide range of local, national and international actors recognize and complement one another’s strengths, with leadership and decision-making as close as possible to the people in crisis.

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MORE INCLUSIVE RESPONSES

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MORE INCLUSIVE RESPONSES

Building on learning from Oxfam’s work in Uganda, where we have invested in and collaborated with organizations led by South Sudanese refugees since 2018, Oxfam initiated a program in Ethiopia in 2021, which strengthens refugee leadership in Gambella. We supported refugee leaders to develop organizational policies and governance systems, and generated research and practical recommendations on local leadership in the Gambella response.

In East Timor, within hours of the devastating floods in April 2021, volunteers and staff of Ra’es Hadomi Timor-Öan, Timor-Leste’s leading national organization for disabled people engaged in evacuations, assessments and relief actions, and influenced other humanitarian agencies to prioritize disability inclusion in their responses.

STRONGER TOGETHER – LOCALLY LED NETWORKS

In Kenya, Oxfam continued to invest in the ASM Humanitarian Network (ASAL), a group of more than 30 local and national CSOs operating in Kenya’s arid and semi-arid counties. The ASAL and its members have responded early to the onset of the drought to protect households from the impact of two low rain seasons, the Covid pandemic and desert locust infestations. Early response action included cash transfers and complemented interventions by communities and county governments.
why i work for Oxfam

‘I have the opportunity to work directly with vulnerable people from war and disaster-torn contexts through Oxfam. I can feel their emotions just by being with them. The value of the smile on their faces and the gleam in their eyes after receiving humanitarian assistance is immeasurable. It makes me especially proud when women are aware of their rights and are motivated to do something new, thanks to Oxfam interventions.’

Khodeza Rume
Cash and Livelihoods Advisor,
Oxfam Global Humanitarian Team

Embodying the feminist principle of ‘nothing about us without us’, the focus for Oxfam’s People and Culture (P&C) team continues to encourage colleagues to make their voice heard through platforms such as the Global Staff Survey and regular ‘pulse checks’ – brief surveys on how staff are feeling about working at Oxfam. These initiatives further enhanced our ability to learn about staff experiences in Oxfam, track progress on Human Resources (HR) priorities and co-create the Culture framework.

During the year we also held various culture sessions in which we discussed the following themes: defining Oxfam’s culture vision, identifying patterns that unite us at Oxfam, defining overarching principles that resonate with Oxfam colleagues and that are based on our values and feminist principles, and assessment of our individual, team and organizational behaviors. This framework is critical to helping us achieve our goal of implementing Oxfam’s strategy.

In the Covid era, employee wellbeing and mental health remain top priorities at Oxfam. Representatives from across the confederation engaged to develop a Staff Wellbeing Implementation Plan. In addition to an existing Employee Assistance Program, the key focus is to support line managers to be wellbeing ambassadors and the first point of contact for their team and to tackle any wellbeing challenges that may arise. We are also committed to building a sustainable community of mental health/wellbeing focal points across the confederation, who are trained to offer guidance to colleagues, and developing a wellbeing knowledge bank that is easily accessible by colleagues for their own self-care.

OUR ORGANIZATION

The Oxfam International Secretariat employs fewer than 300 staff globally, while Oxfam affiliates have around 8,500 staff, working in 90 countries, to end poverty and injustice and to save lives. We share work space, objectives and values, collaborating over six continents, to build and benefit from each other’s strengths, and maximize efficiencies. We are as diverse as we are inclusive – people from all backgrounds and walks of life who share aims and values and work together to make a better world.
SAFEGUARDING

The previous year, 2020–21, was one of transforming our safeguarding systems and culture, to ensure that as an organization we do everything we can to prevent abuse and exploitation from taking place in our activities and within our workplaces. This year, 2021–22, has seen Oxfam build on, strengthen and consolidate its safeguarding work.

Oxfam is committed to providing survivor-centered support. To further improve our practices and safeguarding investigations, we developed a One Oxfam Survivor Support Guideline that outlines Oxfam’s survivor-centered approach. It provides operational advice for staff on how to engage and empower survivors to access sensitive and appropriate support that meets their needs. Other relevant policy and guidelines updates include new guidance on safeguarding budgeting, review of the One Oxfam Child and Youth Safeguarding policies, and a template format for Oxfam affiliate websites which enables consistent provision of safeguarding communication across the confederation.

In the first year following its roll out, over 4,750 staff across the Oxfam confederation completed the newly developed safeguarding training modules. While most staff had this online, face-to-face and virtually facilitated training sessions were held in remote locations that have limited internet access. In addition, a tailor-made and case-study based course for volunteers and administrative/support staff is being tested and is expected to be launched in 2023. Oxfam will continue to promote, support and create an enabling environment to ensure all staff receive safeguarding training.

Following Oxfam’s regular six-monthly publicly reported Integrity reports, 16 global online drop-in sessions for staff were held across the confederation. We presented progress in Oxfam’s safeguarding journey of change, responded to queries and discussed issues raised by participants.

To ensure that safeguarding is embedded in our day-to-day work and to strengthen reporting mechanism for concerns, we appointed Safeguarding Focal Points in every Oxfam office. Management of this network has been handed over to the Regional Safeguarding Advisors. The first in-person regional training for Safeguarding Focal Points was held in the UK, with training in other regions to follow.

We continue to engage in inter-agency mechanisms such as the Inter-Agency Standing Committee (IASC) and participate in efforts taken by the NGO sector, Oxfam Great Britain participated in the Charity Fraud Awareness Week in the UK, an award-winning campaign run by a partnership of charities, regulators and not-for-profit organizations.

We continue to make efforts towards improving our staff awareness by producing implementing training sessions and improving our staff guidelines. As part of our participation in efforts taken by the NGO sector, Oxfam Great Britain participated in the Charity Fraud Awareness Week in the UK, an award-winning campaign run by a partnership of charities, regulators and not-for-profit organizations.

With global income of around £800 million and a presence in 90 countries, we are fully aware that Oxfam’s challenges are both operational and strategic. In accordance with our Anti-Fraud & Corruption Strategy, we implement contextualized approaches to tackling the risk of fraud and corruption. Our strategic focus is geared to steering better fraud resilience of the confederation, while embracing the joint Oxfam values of inclusivity, empowerment and accountability.

Oxfam is committed to ensuring that its systems, procedures and practices reduce the risk of occurrences to an absolute minimum. We recognize that success in tackling fraud and corruption is contingent on more than one activity, at more than one level of the organization, and we are committed to the use of a holistic anti-fraud and corruption strategy, supported and embedded at every level, from projects, departments, countries, regions and affiliates. The Anti-Fraud & Corruption Strategy is also in line with our code of conduct and our values.

Oxfam includes a clause about non-tolerance of fraud and corruption in our contracts with partners, suppliers and other third parties. Additionally, in March 2022, we re-designed the all-staff mandatory Anti-Fraud and Corruption training (introduced in 2019) to apply to third parties, including partner staff members, consultants, service providers and beneficiaries. Third parties are encouraged by project teams to access the Learning at Oxfam digital platform.

With the changing civil society landscape and unpredictability of the decade before us, we must adapt faster than ever to shifting internal and external demands while working to stay relevant. To thrive, Oxfam must build an operating model fit for the future and invest in strategic levers that enable organizational transformation. The Transforming Business Support

THE BARAZA

The Baraza, launched in Oxfam in October 2021, is a forum to address racism and power dynamics within our organization and to hold conversations on discrimination and all types of prejudice, with the aim of creating a diverse and inclusive culture of belonging.

The term Baraza, Swahili for ‘public meeting place’, is a concept familiar to African societies: an area where members of the community come together to resolve conflict, collect views and address issues. It promotes peace, togetherness and healing.

At Oxfam, we want the Baraza to be a space for testimony, listening and acknowledgement in the first instance. We aim to create a safe and empowering space where each of us is supported to engage with each other and uphold Oxfam’s values, creating an anti-racist environment that is diverse, representative and inclusive.

Members are nominated and selected by staff across the confederation to represent them in the forum; the quarterly meetings are open to all staff. With a consultant, we devised a methodology and toolkit that the Baraza members have been using as training materials. Reflections during the training sessions show that Baraza members want to see a shift in how Oxfam treats all types of prejudice.

TACKLING FRAUD AND CORRUPTION

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We produced and distributed to Oxfam offices communication materials, such as posters, to increase awareness about risks of bribery, nepotism and fraud, and to communicate what staff should do if they suspect misconduct.

We continue to make efforts towards improving our staff awareness by producing implementing training sessions and improving our staff guidelines. As part of our participation in efforts taken by the NGO sector, Oxfam Great Britain participated in the Charity Fraud Awareness Week in the UK, an award-winning campaign run by a partnership of charities, regulators and not-for-profit organizations.

As part of our due diligence and prevention efforts, we carried out compliance reviews and internal audits. For example, Oxfam Canada’s compliance unit reviewed all projects signed with donors, and in Oxfam Great Britain a full internal audit was carried out on the implementation of the Oxfam anti-terrorism financing policy. In Oxfam Hong Kong internal audits were introduced for operations in Oxfam shops, and in IR, document control and contract management.

AN OPERATING MODEL FIT FOR THE FUTURE

The Oxfam of today evolved from the decision in 1995 to come together as Oxfam International, to work more effectively towards a shared vision and mission through collective commitments, collaboration and cooperation.

With the changing civil society landscape and unpredictability of the decade before us, we must adapt faster than ever to shifting internal and external demands while working to stay relevant. To thrive, Oxfam must build an operating model fit for the future and invest in strategic levers that enable organizational transformation. The Transforming Business Support

Program will be a decisive shift in organizational culture and business – each one driving the other. It will be designed to create impact by harmonizing policies and procedures across the confederation, enabling us to deliver quality services among ourselves, and to our supporters and partners.

Transforming Business Support is an operational choice driven by our principles of providing the best support to countries, clusters and regions, by building decentralized teams and resources to enable and empower people close to where the work happens.
OUR SUPPORTERS

The generosity of our supporters around the world is vital to finance our life-saving programs, bringing clean water, food security and better healthcare to people facing extreme situations and extreme poverty. Despite the challenges of the Covid pandemic, our supporters continued to find many ways, in many places, to keep up the fight.

MAKING EVERY STEP COUNT IN INDIA

The Trailwalker Challenge is India’s biggest walkathon for a cause. Starting in 2012, Oxfam India have made this a huge annual fundraising event, taking it virtual during the first Covid-19 lockdown in 2020. Up to March 2022, over 10,000 participants completed the virtual events, and in FY2021-22 they raised over INR 63,04,000 (about €80,000). The funds have been used to contribute to Oxfam India’s local work, supporting the most marginalized communities struggling to secure a decent livelihood, food, education and shelter.

The theme for March 2021 and 2022 was International Women’s Day, and the call to action was to walk in solidarity with women belonging to the most marginalized communities who face discrimination because of their gender, caste, class or religion.

‘When I walk for the Oxfam Trailwalker Challenge, I find myself pushing past the feeling of “this is impossible” to arrive at “that was tough, but I did it!” It’s a fantastic high, and I can’t wait to do it again next year!’

NUPUR
Former banker and 2021 participant

‘Four consecutive years of Oxfam Trailwalker’s 100-km challenge has become a part of my life. It gives me a chance to challenge my limits, and what could be more satisfying than the chance to use my passion for a greater cause.’

KHUSHBOO
Senior Director and 2022 participant

LISTENING AND LEARNING AT FESTIVALS IN THE UK

Oxfam relies on volunteers in many settings to spread the word, and music festivals are a good opportunity to engage with supporters, not only through our pop-up shops selling second-hand clothing, but also through volunteer stewards who are the ‘eyes and ears’ of the festival, ensuring that it runs smoothly, and that the public are kept safe, while spreading awareness of Oxfam.

Rosie, from the north-west of England, saw an appeal on Facebook for volunteers. ‘As soon as I did my first festival, I was hooked’, she says. She volunteered at four festivals that year, including Glastonbury, attended by around 200,000 people. All the festivals were canceled the following year due to Covid-19. But in 2021 Rosie was back, volunteering at four festivals over the summer, this time as a supervisor in charge of the wellbeing of 16 stewards.

Rosie knew of Oxfam already and was keen to support us. She says, ‘I like the way that Oxfam does such a variety of work, and in so many countries. Stewarding makes you learn more about Oxfam, as people sometimes ask questions, chat and engage…. I’ve learned a lot from stewarding and supervising with Oxfam; and people of all ages volunteer – it is a tight-knit, welcoming community with volunteers from all walks of life.’

Each volunteer completes three eight-hour shifts, and for each hour they volunteer, the festival pays Oxfam for their time. Oxfam took 6,500 steward volunteers to 16 festivals in 2022, raising just over €1 million.

CAROLYN
Entrepreneur and 2021 participant

CYCLING FOR THE CLIMATE IN THE PHILIPPINES

On 30 October 2021, Oxfam Pilipinas, in partnership with Firefly Brigade Inc, launched two simultaneous bike rides in Metro Manila and Eastern Samar.

Held just before the opening of COP26 in November 2021, the campaign transformed the slogan ‘Ready, Set, Go!’ into ‘REady, SET, Go!’ As a play on the acronym JET, Go! refers to renewable energy, while JET refers to the Oxfam Pilipinas Just Energy Transition program, which assists community resilience in the use of modular, small-scale, community-oriented renewable energy systems.

Oxfam Pilipinas and partners urged the local and national government, as well as private corporations, to address the urgency of reducing carbon emissions and shifting towards the use of renewable energy.

EYES ON THE FUTURE IN ITALY

Volunteering, campaigning and fundraising are not the only ways to support Oxfam. Paolo, who lives close to Milan, Italy, founded and runs a metal construction and light metal carpentry company, where he is keen to promote energy saving, leading by example. This year he took the decision to leave Oxfam a legacy in his will.

‘I want to allocate to the causes in which I believe. I think it is important to be an example, and to do something for the benefit of the community in which we live…. I really hope that many others will do the same.’

Paolo
Construction company founder

THANK YOU!

Oxfam is deeply grateful for the support we have received from people around the world. As always, volunteers showed support with creativity, kindness, resilience and solidarity. Whether taking part in events or campaigns, donating regularly or to emergency appeals or leaving a legacy, our supporters join a world movement to fight inequality and end poverty.
Overall, the confederation reported a surplus of €99.1M for FY 2021–22, a strong financial result following the impact of the Covid pandemic during the past two years. Higher income, particularly related to our trading operations, enabled us to strengthen our financial position in order to create greater impact in the future.

**INCOME & EXPENDITURE (€)**

<table>
<thead>
<tr>
<th>TOTAL INCOME</th>
<th>TOTAL EXPENDITURE</th>
<th>EXCESS OF INCOME OVER EXPENDITURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>€1,057M</td>
<td>€958M</td>
<td>€99.1M</td>
</tr>
</tbody>
</table>

**INCOME AND EXPENDITURE TREND**

Oxfam International and all affiliates have worked together to strengthen Oxfam’s finances over the past 12 months following the impact of Covid-19. The focus during FY2021–22 has been to grow our income whilst ensuring strong financial management of our costs. Re-opening of shops enabled increased income to offset fixed shop expenditure, which has been a critical part of the overall confederation recovery.

**EXPENDITURE**

Of every 1 Euro donated to Oxfam, 68c are spent on our programs; 12c are spent on our trading operations; 11c are invested in future fundraising; and 9c are spent on our management and administration.

**INCOME**

Trading
Fundraising - Marketing
Management & Administration
Advocacy & Influencing

**PROGRAM EXPENDITURE**

Programs
Development
Humanitarian

**PROGRAM EXPENDITURE - TOP 20 COUNTRIES**

All amounts are in Euro millions.

**Figures represent CONSOLIDATED income across the confederation (21 affiliates plus the Oxfam International Secretariat). Inter-affiliate transfers have been eliminated.**
Oxfam’s humanitarian responses, development programs and influencing work has consistently been made possible by the support of people worldwide – making regular donations, organizing fundraising activities, buying goods at our Oxfam shops (in person and online), responding to crisis appeals and leaving us legacy money in their wills (see p.47). Our donors also include individual philanthropists, trusts, foundations and private companies as well as larger national and international institutions. Shown below are our largest institutional donors during the year under review. Large or small, every contribution makes a difference to our work and to the lives of those we seek to support.

**OUR DONORS**

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**ACRONYMS**

- **AGN**: African Group of Negotiators
- **BIB/P**: Behind the Barcodes / Price (Oxfam campaign)
- **CAR**: Central African Republic
- **CEFM**: child, early, and forced marriage
- **COP**: Conference of Parties (climate conference)
- **CRI**: commitment to reducing inequality
- **CSO**: civil society organizations
- **DAC**: Development Assistance Committee, part of OECD
- **DRC**: Democratic Republic of Congo
- **EU**: European Union
- **GBV**: gender-based violence
- **G3/C3 WG**: Gender and Climate Justice Working Group (internally to Oxfam)
- **HECA**: Horn, East and Central Africa (Oxfam region)
- **ILo**: International Labor Organization
- **IMF**: International Monetary Fund
- **INGO**: international non-governmental organization
- **L&D**: loss and damage
- **LAC**: Latin America and the Caribbean (Oxfam region)
- **LGBTQIA+**: lesbian, gay, bisexual, transgender, queer, intersex and asexual
- **LGU**: local government units
- **MENA**: Middle East and North Africa (Oxfam region)
- **NDIC**: Neighborhood, Development and International Cooperation Instrument
- **NGO**: non-governmental organization
- **OECD**: Organization for Economic Cooperation and Development
- **OPT**: Occupied Palestinian Territories
- **RAISD**: reshaping attention and inclusion strategies for distinctively vulnerable people among the forcibly displaced
- **SAF**: Southern Africa (Oxfam region)
- **SDRs**: special drawing rights
- **SRHR**: sexual and reproductive health and rights
- **UCDW**: unpaid care and domestic work
- **UN**: United Nations
- **UNFCCC**: United Nations Framework Convention on Climate Change
- **UNHCR**: United Nations High Commissioner for Refugees
- **VAWG**: violence against women and girls
- **WAF**: West Africa (Oxfam region)
- **WASH**: Water, Sanitation and Hygiene
- **WRO**: women’s rights organizations
- **WHO**: World Health Organization

**CERTIFICATION**

We were certified against the Core Humanitarian Standard (CHS) by HQAI for demonstrating quality and accountability. The certification acknowledges our efforts in ensuring that people and communities affected by crisis can rely on qualitative and accountable programs. The process to achieve this certification has been very helpful in building on our culture of learning and continuous improvement in the way we respond to humanitarian or development-related challenges.

**BACK COVER IMAGE:**

Throughout 2021-22 Oxfam worked together with 2,792 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.