

FIGHTING FOR A FEMINIST AND GENDER JUST WORLD



OXFAM STRATEGY
2024-29

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WHO WE ARE

Oxfam is a 21-member confederation working with thousands of partners and allies across regions in 81 countries to end the injustice of poverty. Together, we are a movement for social justice, taking action to be feminist in everything we do. Through this strategy we deepen our commitment to center decolonial and feminist practice, because supporting women, girls, and people of diverse SOGIESC, their movements and their organizations is the most effective and powerful way to drive change.

OUR VISION

We envision a feminist future of lasting gender justice and long-term transformation of all systems of power, where all women, girls, trans, non-binary people enjoy their rights and autonomy; living a life of dignity, safety, and joy in a just and sustainable world.

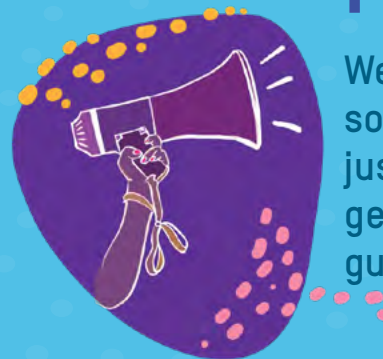
OUR MISSION

We fight patriarchy and inequalities to end poverty and injustices. We actively stand with and support intersectional feminist activism, leadership and movements in their struggles for the realization of rights, equality and justice for all. Recognizing the interconnected systems of oppression, we commit to also challenge racism, colonialism, white supremacy, economic and ecological collapse and all other forms of injustice and discrimination.

OUR VALUES

FEMINISM:

We recognize that there is no economic, social, racial, and environmental justice or decolonization without gender justice. Feminist principles guide all our actions and interactions.



COURAGE:

We speak truth to power and act with conviction for justice in our causes.



EMPOWERMENT:

We put people power at the heart of everything we do. We build 'power with' by engaging in collective action and seek to expand people's agency over their lives and the decisions that impact them.



EQUALITY:

We believe everyone has the right to be treated fairly and to have the same rights and opportunities.



SOLIDARITY:

We support and collaborate with feminist and LGBTQIA+ movements, partners and allies across boundaries in working towards an intersectional feminist future.



ACCOUNTABILITY:

We examine our power and privilege critically and we take responsibility for our actions and inactions and hold ourselves accountable to the people we work with and for.



INCLUSIVENESS:

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



THE WORLD AROUND US

As we enter 2024, the world grapples with unprecedented levels of inequality, woven by deeply ingrained systems of neoliberal, colonial, racist, and heteronormative patriarchy. Despite progress in advancing women's rights and LGBTQIA+ inclusivity, well-funded global movements under anti-"gender ideology" banners are striving to restore patriarchal norms, infiltrate human rights institutions and exacerbate polarization, fundamentalism, xenophobia, and anti-democratic politics.

A resurgence of right-wing and fundamentalist movements on a transnational scale has triggered waves of anti-abortion and anti-LGBTQIA+ legislation. Systemic gendered violence persists across societal layers. While feminists leading movements like [#NiUnaMenos](#) and [#MeToo](#) fight to end gender-based violence (GBV), economic systems perpetuate GBV, contributing to deepening economic injustice, poverty, and gender inequality. Right-wing regimes pose severe threats to civil and political rights, impacting feminist and LGBTQIA+ movements' ability to operate freely.

Bodily autonomy is central to gender equality, yet recent attacks on gender justice target sexual and reproductive rights, seeking to restrict access to safe abortion, contraceptives, and LGBTQIA+ rights. Feminists recognize the interconnected root causes of conflict and GBV, highlighting how militarization, driven by capitalist interests and religious, sectarian and political power struggles, diverts resources from social justice, promotes patriarchal violence, and contributes to armed conflicts and territorial militarization.

The global economy, rooted in colonial legacies, patriarchal structures, and racial inequalities, concentrates wealth among transnational corporations and religious and political elites at the expense of

the Global South. A privileged few benefit, exacerbating vulnerability and risk for those who experience intersecting oppressions and inequalities. Women's paid and unpaid labour - and the exploited labour of racialized minorities - are a cornerstone of this global economy. This unjust economic model accelerates ecological and climate breakdown. There is an urgent need for a feminist, just transition toward sustainable, equitable alternatives.

Intersectional feminist activism leads the way to a more equitable world, challenging harmful binaries and unsustainable relationships with natural environments. Oxfam commits to embracing urgent transformations, supporting intersectional feminist movements for socially just and inclusive futures.



THEORY OF CHANGE

GOAL 1

AMPLIFY, SUPPORT AND
ENABLE FEMINIST MOVEMENTS
AND LEADERSHIP



GOAL 2

ADVANCE FEMINIST TRANSFORMATION
AND SYSTEM CHANGE



GOAL 3

CENTER DECOLONIAL AND
FEMINIST PRACTICE IN OUR
ORGANIZATION



Freedom from Gender Based
Violence and Discrimination



Sexual and Reproductive
Health, Rights, and Justice



Feminist Civic Spaces



Feminist Economic and
Climate Just Transformations



A Feminist Humanitarian
System

OUR THREE STRATEGIC GOALS

GOAL 1

AMPLIFY, SUPPORT AND ENABLE FEMINIST MOVEMENTS AND LEADERSHIP

WE BELIEVE THAT

Everywhere we work, intersectional feminist and LGBTQIA+ movements guide us towards a just and equal future for everyone. These movements and their members hold solutions to our human and planetary crises. Yet they remain chronically underfunded; their priorities sidelined in mainstream governance, policy and development agendas. Sustainably-resourced, locally-led and intersectional feminist movements are indispensable for achieving gender justice and dismantling patriarchy and its interconnected forms of structural oppression.

WE WILL

Respond to and be led by the priorities of women's rights, feminist, and LGBTQIA+ activists, organizations and movements. We will collaborate with partners and allies in context-specific ways to enhance the effectiveness, leadership and power of all they do. We will work in close collaboration with them, to support them in advocating for more and higher-quality, flexible resources. We commit to use a decolonial feminist lens for a just distribution of Oxfam's resources to prioritize Global South feminist movements; build intersectional and transnational solidarity across struggles; amplify and elevate Global South partners; and champion transformative feminist leadership.



OUR COLLECTIVE STRATEGIES

1. TRANSFORMATIVE PARTNERSHIPS WITH FEMINIST MOVEMENTS

We acknowledge Oxfam's INGO privilege, power and colonial legacy. We will address our historic and enduring forms of oppression and coloniality within the organisation, transform our partnerships with diverse feminist movements, and learn from experiences to inform how we partner across Oxfam's work. We will adopt decolonial feminist approaches to partnerships and funding, including being intentional in who we partner with, and how we support intersectional feminist and LGBTQIA+ movements. We will strengthen our transparency and feminist accountability.

KEY ACTIONS

1. **Develop an organizational-wide framework to guide and support our work with feminist movements, activism and movement-building across all areas of our work** – focusing on expanding feminist partnerships, decolonizing approaches and redistributing power and resources.
2. **Act in solidarity with women's rights, feminist and LGBTQIA+ movements and leaders and practice consistency and accountability to our commitments.** Act with respect, trust and care in our collaboration with feminist activists and movements. We will increase attention to - and fund - more holistic approaches to collective care and wellbeing practices and we commit to strengthening efforts to minimize safety and security risks for activists, leaders and their organisations and movements.
3. **Be accountable, transparent and responsive to women's rights, feminist and LGBTQIA+ movements with mutual collaboration and dialogue,** so that Oxfam's programme, campaign and humanitarian priorities, actions and investments are guided by their analysis, visions and demands.
4. **Foster shared learning, reflections, and collaboration** to redefine our understanding, role and practice of partnerships, collaborations, and research with feminist movements.



2. RESOURCING FEMINIST MOVEMENTS AND REDISTRIBUTE POWER AND RESOURCES BACK TO THEM

The underfunding of feminist organizations and movements is a deliberate political choice. We recommit to advancing better-quality, flexible, unrestricted and direct funding towards women's rights, feminist, and LGBTQIA+ movements. We will demand that confederation-wide resource allocation and decision-making is transformed; and support Oxfam leadership and teams to operationalize this shift. We will leverage confederation learning from existing feminist funding models to adapt current mechanisms to the needs and realities of feminist resistance and organizing. We will redistribute Oxfam's power and resources – technical, organizational development, knowledge-based, and access to decision-making spaces and finances – to Global South feminist movements, in ways they design and shape. We will integrate global reparations critique and concepts into a new decolonial feminist funding approach.

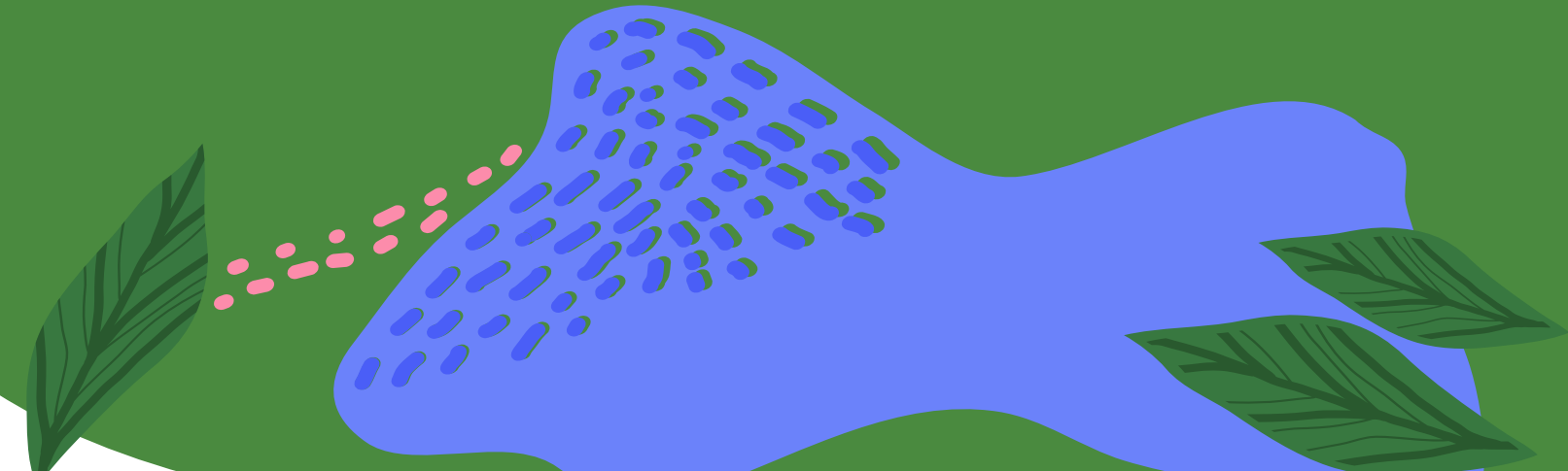
KEY ACTIONS

1. **Significantly increase unrestricted and direct funds for intersectional women's rights, feminist and LGBTQIA+ movements and organizations** to grow and develop their transformative change agendas.
 2. **Advocate with and influence donors** - and set up internal capacity to shift power in the feminist funding ecosystem and provide fit-for-purpose funding to strengthen feminist movements.
 3. **Put our money where our mouth is.** We will ensure that our strategic commitments are matched by new budgetary support with clear targets guiding the Confederation Gender Justice program growth in the next 5 years. We will ensure transparency by distinguishing and tracking Oxfam's program, campaign and humanitarian expenditure to feminist movements and transformative feminist work, and levels of expenditure that go direct to women's rights, feminist and LGBTQIA+ organizing.
 4. **Collective learning and reflection** on decolonizing, adapting and improving funding mechanisms and grantmaking systems, and sustained flexible feminist funding towards women's rights, feminist and LGBTQIA+ organizations and movements.
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3. TRANSFORMATIVE FEMINIST LEADERSHIP

We will support intersectional feminist activists, organisations and their movements to strengthen their transformative feminist leadership in challenging power structures. This includes ongoing support to nurture and mature the development of technical expertise and political influencing skills where women and LGBTQIA+ activists are organizing. We will promote intersectional, explicitly feminist leadership, focusing on supporting collective forms of activism, leadership and organizing across our work. Internally we will continue Oxfam's cross-confederation work to deepen our own staff's understanding of and commitment to active practices of transformative feminist leadership.

KEY ACTIONS

1. **Ensuring intersectional feminist and power analysis in all Oxfam programmes, influencing, research, campaign and humanitarian work.** We will work with Oxfam's senior international leadership to secure cross-organisational commitment and resourcing.
 2. **Integrate transformative feminist leadership, as a key organizing pillar for feminist and LGBTQIA+ activists, leadership and organizing, in all Oxfam's programming, campaigning and humanitarian work** and where appropriate, we will use our technical skills, convening and learning spaces and resources to support collaboration and bridge-building between diverse feminist activists, organizations and movements.
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4. INTERSECTIONAL FEMINIST INFLUENCING

Taking the lead always from feminist and LGBTQIA+ movements, we will support, accompany, amplify and, where relevant, make our own contribution to intersectional feminist influencing agendas for structural change. We will maximize local, regional and global relationships and resources to actively engage in advocacy efforts aligning with feminist movements in the Global South and support convening movements around national and international influencing priorities. We will leverage Oxfam's power and privilege to gain greater access for feminist actors and movements in global and regional advocacy spaces, with donors and decision-makers.

KEY ACTIONS

1. **Amplify and undertake joint influencing and action with women's rights, feminist and LGBTQIA+ organisations and movements** and facilitate access to decision-making spaces.
 2. **When requested, support feminist actors and organisations to increase their convening and decision-making power and influence across thematic areas;** particularly in mainstream political, economic and development sectors.
 3. **Co-create positive narratives** on the power of intersectional movements to gather public and political support for feminist leadership; challenge deeply-rooted gender norms; and shift anti-gender, anti-rights rhetoric and actions.
 4. **Monitor and support** the defense of feminist actors and movements, Women Human Rights Defenders (WHRDs) and LGBTQIA+ activists when under attack, and influence policies and laws to ensure their rights and protection.
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GOAL 2

ADVANCE FEMINIST TRANSFORMATION AND SYSTEM CHANGE

WE BELIEVE THAT

Achieving gender justice requires a radical, long-term, and bottom-up feminist transformation, emphasizing systemic change. It requires dismantling interconnected systems of inequality and oppression and profoundly restructuring socio-economic, political, and cultural institutions. A systems thinking approach requires a greater focus on collective, intersectional feminist and LGBTQIA+ organizing and actions to transform political, economic and social justice systems and institutions. We commit to supporting, resourcing and accompanying feminist leadership, organising and alternatives that center care for people and the planet as a goal - as well as a pathway towards justice and equality for all.

WE WILL

Adopt a holistic, interconnected and multidimensional approach to dismantle patriarchy and end ecological collapse, climate breakdown, inequality, and poverty. We will decolonise our partnerships and approaches and collaborate with intersectional feminist movements to advance radical agendas and alternatives to interlocking systems of oppression and inequalities. We will support the collective power of intersectional struggles and facilitate cross-movement solidarity; using Oxfam's voice, access, platforms, skills and resources where these contribute to local feminist agendas.



OUR COLLECTIVE STRATEGIES

1. TRANSFORM PATRIARCHAL NORMS, NARRATIVES, POLICIES, LAWS AND SYSTEMS

We will push for gender-transformative changes in informal beliefs and social norms; in gendered power dynamics in both public and private spheres; and in formal laws, policies, and resource allocation. We will work with feminist movements, LGBTQIA+ movements and groups representing those who are structurally excluded from decision-making to hold governments, policy-makers and power holders accountable to their binding national and international gender-justice commitments. We will demonstrate the interdependence of women's rights and LGBTQIA+ struggles and challenge harmful gender narratives, false binaries and hetero-normative forms of discrimination and control.

KEY ACTIONS

We will collaborate with intersectional women's rights, feminist and LGBTQIA+ activists, their organisations and movements to:

1. **Transform patriarchal norms and attitudes and counter anti-gender and anti-rights narratives** by fostering societal, economical, and political shifts in support of intersectional feminist values in all the contexts where Oxfam works, working through positive narrative changes .
2. **Influence governance structures and budgets from the local to global levels** to increase investments in gender responsive public services, infrastructure, social protection and care systems, including SRHRJ and GBV services.
3. **Support transformative feminist leadership and promote women's and gender-diverse individuals' participation in politics and decision-making processes** and collaborate with feminist and LGBTQIA+ movements from the local to global levels to transform restrictive laws, policies and patriarchal norms across our key thematic areas.
4. **Transform restrictive laws and policies**, prioritizing themes like feminist economic and climate transformations, reproductive justice, comprehensive sexuality education, bodily autonomy, expansion of civic space and feminist movement building.

2. FEMINIST SYSTEMS ANALYSIS AND TRANSFORMATIVE AGENDAS

We aim to address the multifaceted, complex realities and root causes of gender inequality and deepen our systemic analysis of systems and structures of oppression, power and control. We will focus on how these are shaped by economic and political injustices; and how State, religious and social forms of control and structural violence are reproduced on the bodies of women, people of diverse SOGIESC and other structurally excluded groups. We will ensure a decolonial, intersectional feminist systems analysis that considers the interrelations between different structural oppressions and the specific needs and priorities of different groups of people who are oppressed.

KEY ACTIONS

1. **Incorporate as standard an intersectional feminist analysis in all thematic focus areas of Oxfam's Global Strategy^{vi}**. We will document learning and impacts to add to feminist evidence and case-making globally and in support narrative shifts, social norms change work, and gender justice influencing and communications.
2. **Develop decolonial feminist programmatic and influencing frameworks informed by Southern feminist analysis and partnerships to guide our work in all thematic areas**. We will prioritize reflection, learning, sharing, and collaboration on decolonial, intersectional feminist and LGBTQIA+ visions, policies and alternatives; and improve our track record in decolonial feminist knowledge, research and communications.
3. **Proactively dismantle internal silos** by creating and building on strong leadership and accountability mechanisms and organizational technical skill sets to support systems-analysis and approaches.
4. **Cultivate understanding, enhance internal capacity, and secure buy-in throughout the organization** for decolonial and intersectional feminist transformation across our work.

GOAL 3

CENTER DECOLONIAL AND FEMINIST PRACTICE IN OUR ORGANIZATION

WE BELIEVE THAT

Decolonization is intrinsic to achieving gender justice for all. Our sector comes from an extractive colonial history – hetero-patriar-
chal and racist in nature. Neocolonial development and aid policies imposed by the Global North on the Global South, institutional and structural racism that upholds
whiteness as the ‘norm’, patriarchal organizational cultures, disregard for Indigenous knowledge, and co-opting of feminist
and social struggles. We have an urgent responsibility to address and repair harms caused by our actions and inactions.

WE WILL

Evolve into an organization that centers decolonial and feminist practice.
We will build on our feminist principles and decolonization initiatives to
deeply integrate these practices into every aspect of our operations.
Our efforts will focus on making visible, understanding, and actively
disrupting power dynamics and structures that sustain oppressive practices
affecting our work and the communities we seek to serve. With decolonial
feminist approaches we are committed to an internal transformation,
necessary for advancing gender justice and equality for all.

OUR COLLECTIVE STRATEGIES

1. STRENGTHEN POLITICAL COMMITMENT, RESOURCING AND ACCOUNTABILITY

We will leverage political commitment at all levels of the confederation – particularly from leadership – and parts of the
organization not yet integrating gender justice and decolonial feminist approaches. We will secure buy-in for substantial
investments to achieve meaningful progress and shifts in centering decolonial and feminist practice in everything we do. This
includes transforming the politics of resourcing within Oxfam to drive more and better funding to gender justice and decolonial
feminist approaches, placing the interest and needs of Southern actors at the center. We will work towards implementing
approaches that ensure accountability to feminist movements, allies and those most impacted by the injustice of racism,
sexism and other forms of discrimination.

KEY ACTIONS

1. **Garner unwavering political commitment and buy-in at all levels of the confederation** – especially leadership –
to embed Gender Justice and decolonial feminist principles in everything we do.
2. **Significantly increase dedicated, prioritized, and unrestricted funding, along with critical resources** (human,
knowledge, time), to develop a strong Gender Justice architecture that centers Country, Cluster, Regional and
Southern Affiliates’ priorities. More resources and decision-making power held directly by feminist colleagues
and partners in the Global South.
3. **Establish a feminist accountability framework on transparency, inclusiveness, resourcing and continuous learning.**
This framework will aim to shift power dynamics in our organization and ensure we are walking the talk on our
decolonial feminist commitments.





2. UPHOLD AN ANTI-RACIST, DECOLONIAL AND FEMINIST CULTURE

We will foster an organizational culture anchored in interdependence, decolonial, feminist, and anti-racist values. Our foundation will be a 'power with', not 'power over'. We aim to nurture an environment of equality, care, and mutual solidarity, with decolonial feminist leadership approaches guiding us. We will seek to dismantle existing hierarchies that sustain discrimination, exclusion, and oppression, focusing on promoting workplace justice and dignity for all, especially women, people of diverse SOGIESC, racialized groups, people with disabilities and others affected by structural discrimination.

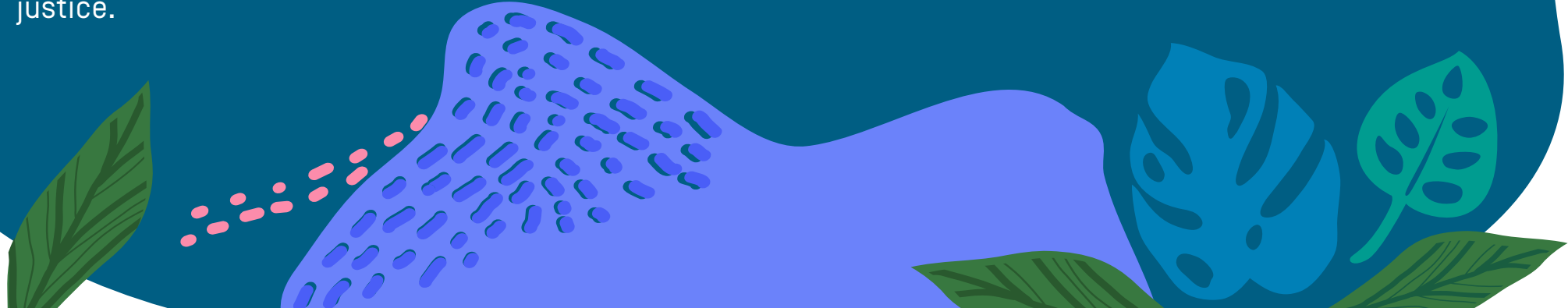
KEY ACTIONS

1. **Create relationships of collaboration, systems and process based on 'power with' to enable a culture of equality, care and mutual solidarity where everyone is able to thrive.** Move beyond mainstream (often de-politicised) Diversity, Equality and Inclusion approaches by taking an unequivocal anti-racist, feminist, trans and LGBTQIA+ affirming and disability-focused stance, ensuring that our efforts are intersectional.
 2. **Develop a Decolonial Feminist Leadership framework underpinned by anti-racist, feminist and decolonial approaches and implemented across all levels of the organization.** Support Oxfam staff to understand, reflect on and adopt these approaches in their work and actions.
 3. **Strengthen our existing Safeguarding framework, ensuring it is grounded on decolonial feminist approaches, understanding it as intrinsic to gender Justice.** This approach will assist us in preventing and confronting sexual and racist harassment, exploitation and abuse, damaging norms and power dynamics to ensure that Oxfam's actions, workplace environments, and procedures neither intentionally nor unintentionally inflict harm.
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3. LEARNING AND CAPACITY

We will develop and implement a decolonial feminist learning framework; centering voices and analysis from the Global South and from historically marginalized communities. We will celebrate and engage diverse forms of knowledge and collectively produce insights that challenge colonial and patriarchal modes of knowledge production. With horizontal dialogue and shared knowledge cultivation, we will deepen our understanding of decolonial feminist approaches, raise critical consciousness, and mobilize collective action to dismantle systemic inequalities by addressing biases, attitudes and oppressive structures.

KEY ACTIONS

1. **Invest in organizational development to cultivate our staff's capacities on decolonial feminist approaches,** so they feel supported and confident to understand and implement them across all organizational areas, including Oxfam's own advocacy, partnerships, funding and communications across all Oxfam's thematic focus areas.
 2. **Develop an action learning program rooted in decolonial feminist popular education;** centering views and analysis from the Global South to challenge biases and systemic inequalities, and blending reflection and practice.
 3. **Create access for dialogue and horizontal exchange of knowledge.** Critically examine biases and integrate discussions on sexism, racism, homophobia, transphobia and discrimination into organizational practices and deep-culture change work, thereby enhancing critical consciousness and collective action for social justice.
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OUR FOCUS AREAS

FOCUS AREA 1

FREEDOM FROM GENDER BASED VIOLENCE AND DISCRIMINATION

OUR VISION

A world where all individuals and communities are safe: free from the structural violence of gender-based bias, discrimination, unjust laws and systems and the harmful practices, abuse and violence that are designed to restrict the rights and freedoms of women, girls and people of diverse SOGIESC.

We are committed to strengthening strategies for preventing and ending patriarchal and structural GBV. Its normalization is a form of patriarchal control - and impunity for perpetrators is structural violence. These are embedded and enabled by weak or non-existent State and corporate laws and protections, a lack of services or justice for survivors, and harmful social norms.

Feminist and LGBTQIA+ activism are potent catalysts for transformations to prevent and eradicate GBV and discrimination. We will join women's rights, feminist and LGBTQIA+ activists, organisations and their movements to safely challenge and change social norms and institutional policy and practice which perpetuate GBV and discrimination. We will lend Oxfam's support to Global South-led feminist and LGBTQIA+ community and activists' work to counter anti-rights and anti-gender forces.



OUR ROLE



Inspired by Global South feminists, our definition of GBV includes interpersonal violence and state violence, and the structural violence of socio-political and economic actors and institutions to extract wealth and exploit people and planet. We give equal attention to the intersecting discrimination and harms experienced because of gender, ethnicity, sexual orientation, race, disability, income, and occupation.

To create an equal world, we must address root causes of gendered discrimination and violence that threaten women, girls and people of diverse SOGIESC, and which are shaped and reproduced by patriarchal control, white supremacy, colonialism and neoliberal capitalism. We will focus on these underlying factors and work with activists and their movements to transform harmful social and gender norms, advocate for robust local, national and international institutional protections, and demand justice and accountability when these fail.

FOCUS AREA 2

SEXUAL AND REPRODUCTIVE HEALTH, RIGHTS, AND JUSTICE

OUR VISION

Sexual and reproductive health, rights, and justice (SRHRJ), including the right to safe abortion services, are guaranteed for all women, girls and persons of diverse SOGIESC. All people – regardless of their SOGIESC – have the right to reproductive justice, bodily autonomy and agency, and sexual and reproductive experiences free from fear, violence, coercion or control. Positive new norms and respectful approaches to sexuality, including sexual relationships are adopted.

We envision a world where women, girls, and persons of diverse SOGIESC have full autonomy and agency over their lives, bodies and reproduction. This includes rights to bodily integrity, privacy, confidentiality, respect and informed consent as well the realisation of economic and social rights, and the power to self-determine expression of sexuality, sexual orientation and gender identity. Free from coercion, discrimination, stigma and violence they decide if, when, with whom and how to be sexually active; if, when and with whom to marry; and if, when and how many children to have. All people regardless of their SOGIESC have access to information, services, resources and support to achieve these rights.



OUR ROLE



We champion a comprehensive SRHRJ approach, with bodily autonomy at its core^{viii}. This requires a multi-level approach at the individual, community and societal levels and across health and legal systems so that all women, girls, and people of diverse SOGIESC can make informed decisions about their bodies and lives, have access to inclusive, comprehensive sexuality education and SRHR information, and can realise their economic and social rights.

As Oxfam we center and support diverse movements led by women, girls, and people of diverse SOGIESC which are instrumental in dismantling harmful social norms and stereotypes, and celebrating positive attitudes to sexuality, gender, positive, respectful relationships, well-being, pleasure and care.

Our approach is rooted in the feminist principles of reproductive justice; asserting the human right to bodily autonomy, and to parent children in safe and sustainable communities. To achieve reproductive justice, we must analyze power systems, address intersecting oppressions, and center racialized people. We emphasize the need for collective access to well-resourced systems and structures of SRHRJ care, support and safety, and the importance of representation for historically marginalized communities.

FOCUS AREA 3

FEMINIST CIVIC SPACES

OUR VISION

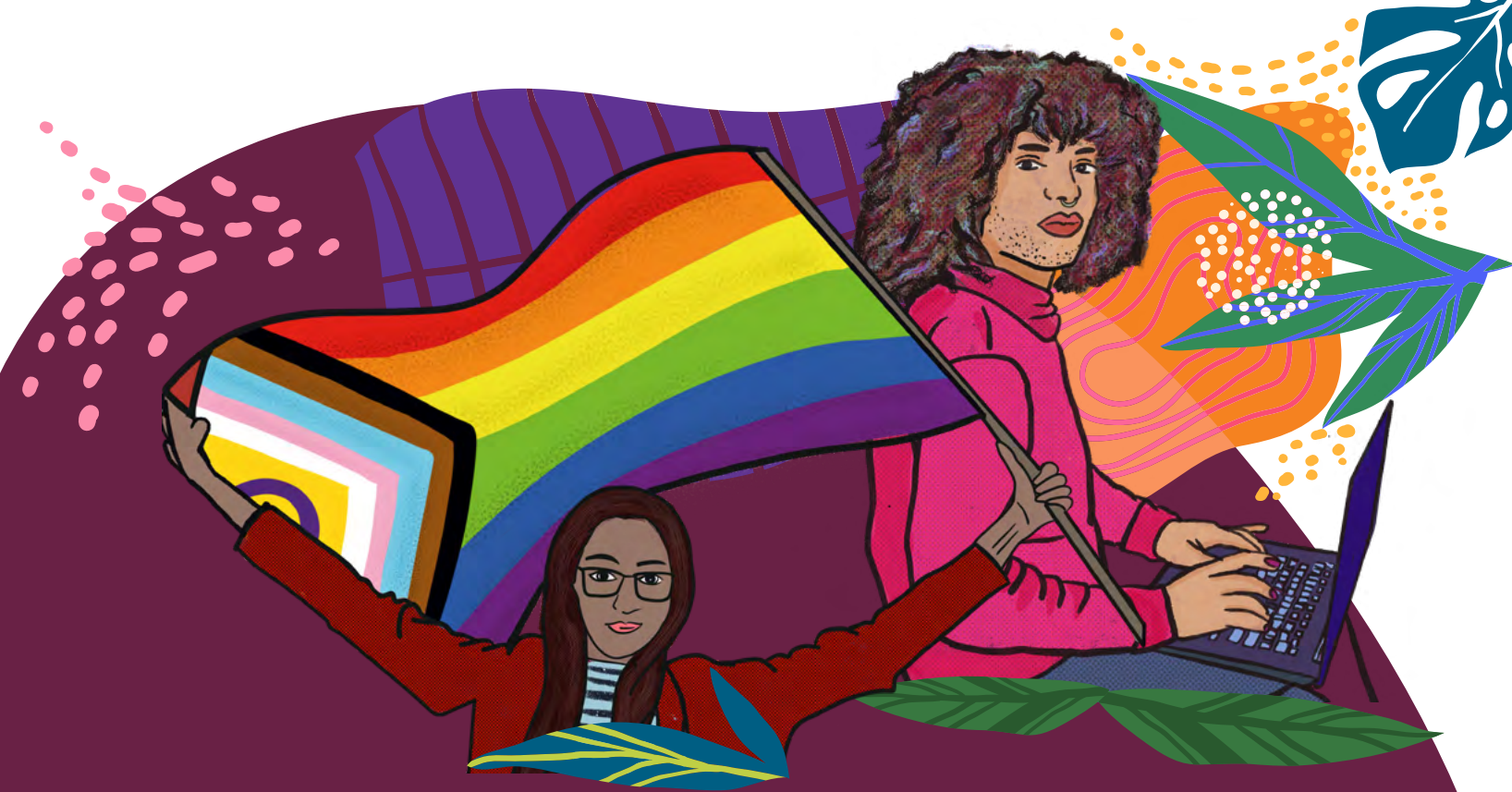
An inclusive, safe, vibrant and resourced civic space that supports and sustains women's rights, feminist and LGBTQIA+ human rights defenders and peacebuilders. An enabling environment where Women's Human Rights Defender (WHRDs)' rights are respected and barriers to feminist action, organizing, and mobilization - including online - are eliminated.

Shrinking civic space has severe implications for WHRD, feminist and LGBTQIA+ activists, organisations and their movements. Gendered power dynamics in civil society often means feminist analysis and perspectives are relegated to marginal concerns, resulting in depoliticization, instrumentalization, or coopting of their contributions in the politics of mainstream civil society organisations policy debates and decision-making.

Our vision is a world where civic space is open and inclusive of intersectional feminist analysis and leadership across sectors and policy-making. We seek a flourishing, safe and robustly-funded feminist civic space holding power-holders to account. In this enabling environment, Global South-led women's rights, feminist and LGBTQIA+ activists can organize and mobilize free from persecution, violence, harm, or reprisal; and actively participate in - and lead - the governance of the causes, communities and institutions that matter to them. Here representation is inclusive and meaningful, and feminist leadership is the norm.



OUR ROLE



Women, young women, LGBTQIA+ individuals, youth groups, grassroots organizations, labor unions, and those focused on gender justice issues are disproportionately affected by restrictions on civic space. We will continue our support for strengthening civil society and mobilizing public support for women's rights organisations, feminist and LGBTQIA+ movements. We will contribute towards protecting feminist and LGBTQIA+ movements and WHRDs both online and offline.

This includes strengthening our gender-sensitive risk management and protection strategies, and developing proactive civil-society strengthening strategies. We will continue funding in difficult contexts, supporting feminist activism and adapting funding approaches to better support marginalized sections of civil society.

Oxfam aims to actively work to challenge restrictive laws and practices that limit civic space, while amplifying voices and demands of feminist movements, and supporting feminist and LGBTQIA+ representation in policy making spaces. We will foster an enabling environment where diverse voices are valued, and civic space is a dynamic platform for meaningful social change and gender justice.

FOCUS AREA 4

FEMINIST ECONOMIC AND CLIMATE JUST TRANSFORMATIONS

OUR VISION

A future sustained by decolonial feminist alternatives, policies and practices that center care and wellbeing for people and planet.

Our vision is of a world which centers care, equity, redistribution, and regenerative practices for environmental sustainability. The global economic system is rooted in colonial legacies, patriarchy and structural racism – and based on the labor of women and racialized minorities. A privileged few benefit at the expense of the Global South due to unequal global governance institutions. Debt and austerity programs destroy Global South public services, increase care responsibilities for women and girls and drive the extraction of natural resources and fossil-fuels.

Women's paid and unpaid labour, and the exploitative labour of racialized minorities are the cornerstone of this global economy. Gender and racial inequalities are embedded in the non-recognition, unequal distribution and under-valuing of care work, even as it subsidizes economy, sustains life and safeguards the environment. The climate emergency is precipitated overwhelmingly by countries in the Global North, yet Global South countries and those already marginalized bear the costs of lives lost, ecosystem destruction, food insecurity, forced displacements and loss of livelihoods and ways of life for indigenous groups and rural communities. We urgently need a feminist economic and political transformation to sustain ourselves and our planet.



OUR ROLE



Feminist climate justice and feminist economic justice are mutually reinforcing – and critical for a just and sustainable future. We need radical reconfigurations of global economic systems and structural inequalities in order to put people and planet first.

We will integrate feminist, inclusive and transformative approaches to address the economic and climate crisis. Oxfam will advocate for the visibility of, investment in, provisioning of, redistribution and rewarding of care and transformative care economies; whilst always foregrounding the voices and rights of care workers. We will push for a just, equitable and feminist green transition that prioritizes women's ownership of resources and land; calls for immediate emissions cuts and energy transitions; gender-just climate finance; and global redress for climate loss and damage. We will recognize and promote the role of women and Indigenous peoples as environmental and ecosystem stewards; accompanying and supporting them to access power, resources and decision-making in support of a more equitable, climate-just future world for all.

FOCUS AREA 5

A FEMINIST HUMANITARIAN SYSTEM

OUR VISION

A principled and decolonial feminist humanitarian system that works with people and communities in crises, that challenge exclusion, discrimination and inequality contributing to dismantling systems of oppression. Feminist leadership with the voices of those most affected are central to decision-making and resource allocation across all levels of humanitarian responses, and in coordination with resilience and peace-building processes.

Colonialism, extractive capitalism, heteronormative patriarchy, and racism are interconnected systems of power and control fuel insecurity, conflict, food shortages, ecosystem failure and displacement. Our vision is a feminist humanitarian system that contributes to dismantling these oppressions and provides collaborative, inclusive, principled and effective, safe and locally-led humanitarian action.

Together with Oxfam's partners and allies, we will work to build a feminist humanitarian system informed by and responsive to those most affected by insecurity, conflict, and displacement in each context – ensuring integration of the unique needs and experiences of those historically disadvantaged in terms of social power and influence, control of resources, control of their bodies and participation in public life, such as women, girls and people of diverse SOGIESC.

We recognize the current humanitarian landscape is externally driven by Global North donors, actors and organisations. We are committed to advance towards a decolonized feminist humanitarianism. We recognize the complex nature of neutrality in humanitarian interventions, and take a rights-based approach to actively contribute to inclusive, gender-transformative change. We embrace an approach where the humanitarian aid we provide is complemented by the work of others (development, peace and influencing partners) to address the drivers and root causes of instability, conflict, natural and climate-related disasters and displacements. We raise the power of women's rights, feminist and LGBTQIA+-led organizations and movements, as core humanitarian, peacebuilding and climate-justice actors where feasible and within their expertise.



OUR ROLE

We are deeply committed to understanding the complex interplay of power dynamics and intersecting gendered inequalities during crises. We will leverage humanitarian efforts for proactive, gender-transformative action, challenging unequal power relations and transforming gender roles. We aim to support the leadership of women, people of diverse SOGIESC, and feminist collective organizing, inspiring transformative change. In line with this commitment, in our aim to support and center communities affected by crises we prioritize shifting power and resources to local actors in affected contexts, including feminist, LGBTQIA+, and women-led organizing and movements.

This includes supporting dedicated resourcing for standalone gender-specific and social inclusion programming as a core part of humanitarian responses, advocating and working towards providing substantial, longer-term, flexible support to local and national partners.

A key element of our mandate, aimed at supporting those most vulnerable to and affected by crises, is recognizing that women and individuals with diverse SOGIESC play a vital role in the humanitarian response. We emphasize their decision-making power and encourage feminist leadership whenever it is safe to do so. It recognizes the importance of forming and managing partnerships with women's rights and feminist actors, emphasizing equal partnerships with local actors in line with the localization agenda. Our approach takes an intersectional lens, recognizing the intersection of multiple forms of discrimination in humanitarian situations, and engaging beyond the gender binary, recognizing that people of diverse SOGIESC experience unequal gender power dynamics.

We will be guided by the Oxfam's Gender in Emergencies (GiE) Standards by which we set out to realize our gender specific humanitarian ambition in alignment with the GiE Strategy^{xi}, which puts forward key focus areas to enhance Oxfam's actions.



OUR WORDS

Bodily Autonomy:

is the right to make free and informed decisions about your body and life. It's about having power to control and decide about your own body. It involves the right to decide what to wear, who or how you choose partners, if you and how you want to reproduce, make decision about our health and gender identity without coercion or control by others, and having access to support and resources to meaningfully carry out these decisions.

Cis-Heteropatriarchy:

The term cis-heteropatriarchy was coined by the LGBTQIA+ community to identify and critique a system in which cisgender, heterosexual men hold most of the power and social privilege. It also highlights the societal expectation of heterosexuality and cisgender identities as the 'norm'. The concept points out that the discrimination and misogyny faced by women and girls and the homophobia and transphobia experienced by LGBTQIA+, non-binary and gender non-conforming people are all rooted in the same patriarchal oppression.

Cis-Normativity:

The practices and institutions that legitimize and privilege those who are comfortable in the gender associated with the sex assigned to them at birth.^{xiii}

Coloniality:

Decolonial theory distinguishes between coloniality and colonialism. It argues that colonial relations continue to shape and ground our present-day political, economic, social, and knowledge systems; this is termed "coloniality." Colonialism, in contrast refers to the historical process in which European and western powers exerted territorial, political, social, and cultural power over non-western territories between, roughly, the 15th and mid-20th centuries. Although non-western colonization exists, decolonial theory focuses on European and western expansion and its relations to the development of capitalism.^{xiv}

Decolonization:

Decolonization is the act of achieving independence from colonialism, both historical and modern, and undoing the harm caused. In the context of 'international development', it's an ongoing process of shifting decolonial power back to Black, Indigenous and People of Colour, who are calling for agency and self-determination over their political and economic structures – as well as their culture, society, education, language and voice.^{xvi}

Feminism:

There are multiple feminisms – but essentially, feminism is a theory and social political movement committed to dismantling patriarchal beliefs, systems, and institutions that oppress women, girls, and people of diverse SOGIESC. At its core, feminism is about questioning and addressing all forms of discrimination, injustice, and rights violations. Feminism seeks to achieve more than equality; it challenges and transforms of societal norms, unequal power relations and systems to ensure the dignity and rights of all, irrespective of gender or identity. It embodies a plurality of approaches, recognizing the diverse experiences, challenges and forms of resistance led by women, girls, trans, and non-binary people globally.

At Oxfam, we affirm that feminism is deliberately inclusive of trans people and intersectional in nature, advocating for positive futures free from patriarchal domination, racial injustice, colonialism, economic exploitation, ableism, and supremacy.^{xvii}

Gender Ideology:

term used by opponents (i.e., anti-gender, anti-rights groups) of gender justice, feminism and LGBTQIA+ rights to criticize what they perceive as efforts to undermine 'traditional' gender roles and the binary understanding of gender.

Gender Justice:

The full equality and equity between women, men, girls, boys, and people of diverse SOGIES in all spheres of life, resulting in everyone – irrespective of their gender identity – being able to define and shape the decisions, policies and structures that affect their lives and society as a whole.

Heteronormativity:

Cultural and social practices which support the notion that heterosexuality is the only 'legitimate' sexual orientation. It refers to the positioning of heterosexuality as the only way of being 'normal' and as a source of social reward.^{xviii}

OUR WORDS

Intersectionality:

Intersectionality recognizes how various parts of our identities – like race, sex, gender, sexuality, class, nationality and ability – overlap to create unique experiences of oppression and privilege. The term was created to reflect how Black women face both racism and sexism. Nowadays, it's applied more widely to other aspects of identity, and in the context of Oxfam and our sector's deep colonial history and legacies, it's vital that we start but do not stop with race^{xix}.

LGBTQIA+:

An acronym that indicates the spectrum of lesbian, gay, bisexual, transgender, queer, intersex, asexual + other people whose identities are not heterosexual and cisgender.

Patriarchy/Patriarchal systems:

Social systems built around male privilege and dominant masculinities that perpetuate sexist and hierarchical power relationships. They legitimize the discrimination against and exclusion of women, girls, and people of diverse SOGIESC through harmful social and gender norms,

policies and institutions.^{xx} Patriarchy operates across many places and spaces, from the intimate, to reproductive and domestic spheres to the global economy and politics.

Reproductive Justice:

is a theoretical framework and a movement founded in 1994 by Black feminists in the US in response to the narrowed individualist rights and choice framework within mainstream SRHR advocacy to highlight that there is no "choice" without safe and affordable access. Reproductive justice is when all people have the social, political and economic power to enjoy their right to bodily autonomy and sexual and reproductive self-determination. It is the realization of economic, social and cultural rights and freedoms, and the ability to make and exercise reproductive and sexual choices not limited by oppression, discrimination, stigma, coercion or violence. It aims to transform power imbalances and achieve systemic change^{xxi}.

Sexual Rights:

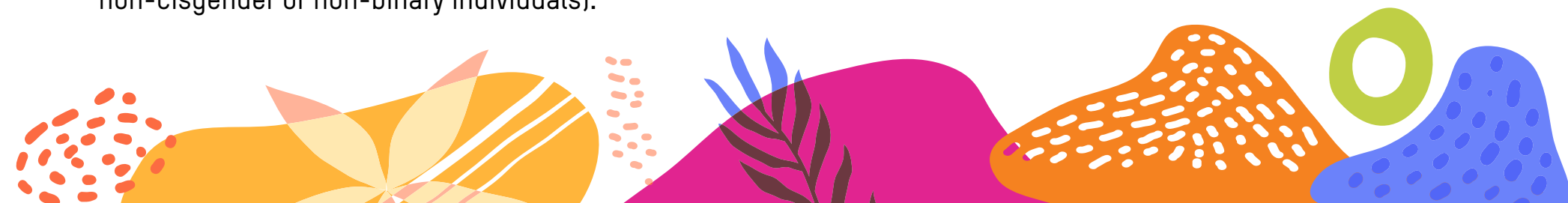
embrace human rights that are recognized in national laws, international human rights and other consensus statements. They include the right of all persons, free of coercion, discrimination and violence, to: the highest attainable standard of sexual health, including access to sexual and reproductive health care services; seek, receive and impart information related to sexuality; sexuality education; respect for bodily integrity; choose their partner; decide to be sexually active or not; consensual sexual relations; consensual marriage; decide whether or not, and when, to have children; and pursue a satisfying, safe and pleasurable sexual life.

SOGIESC:

Acronym that stands for Sexual Orientation, Gender Identity and Expression, and Sex Characteristics. We all have SOGIESC no matter the gender identity or sexual orientation we identify with and the sex characteristics that we have (whether we identify as lesbian, gay, bisexual, transgender, queer, two-spirit, heterosexual or cisgender). The term 'people of diverse SOGIESC' refers to an umbrella term for all people whose SOGIESC place them outside of mainstream categories (i.e., non-heterosexual, non-cisgender or non-binary individuals).

SOGIESC Rights:

encompasses a broad range of human rights related to a person's Sexual Orientation (who they are sexually and/or romantically attracted to), Gender Identity (their personal sense of their own gender), Gender Expression (how they express their gender through appearance, dress and behavior), and Sex Characteristics (physical features including reproductive organs and chromosomes). SOGIESC rights are essentially human rights that seek to protect individuals from discrimination, violence, and other human rights violations based on their SOGIESC. These rights are a crucial part of ensuring equality and dignity for all, regardless of how they identify or whom they love. At Oxfam we affirm the right of all persons, free of coercion, discrimination and violence, to seek, receive and impart credible, evidence-based information related to sexuality; to choose their sexual orientation and sexual partner or partners; to decide to be sexually active or not; to participate in consensual sexual relations; and to pursue a satisfying, safe and pleasurable sexual life.





Transformative Feminist Leadership:

A process of people working together to transform systemic and intersecting oppressions against women, girls, and people of diverse SOGIESC. Transformative Feminist Leadership goes beyond including of women, gender-diverse people and other individuals facing structural inequalities in positions of power. It is fundamentally about disrupting traditional patriarchal, racist and colonial leadership models that continue to privilege 'straight cis-gender able-bodied white men'^{xxii}, with its ultimate goal being the realization of gender and social justice and women's rights. Oxfam's transformative feminist leadership programming works to support Southern feminist activists, leaders, their organizations and movements to have the skills, confidence and resources they need to access and influence decision-making processes safely and effectively. We see transformative feminist leadership as critical to the success of both informal feminist movements for political, socio-economic change and for the deep shifts required to the formal structures and institutions of power that govern our lives^{xxiii}.

White or Liberal Feminism:

refers to efforts or actions in the name of feminism that focus on advancing the rights and addressing the issues predominantly affecting white women - to the exclusion or marginalization of the broader spectrum of issues that intersect with patriarchal domination. This approach tends to overlook or inadequately address other systemic oppressions - such as racism, homo/trans/queerphobia, classism, casteism, colonialism, and ableism - that disproportionately impact women, girls and gender-non confirming people who are Black, Indigenous, people of color, queer or trans, people living with a disability, or are from the Global South^{xxiv}.



ⁱ As of January 2024, when this Global Gender Justice Strategy was written.

ⁱⁱ See [Oxfam's Global Strategic Framework 2020-2030](#).

ⁱⁱⁱ [Research](#) led by AWID in 2019 found that out of all gender-focused aid (USD 48.7 billion), only less than 1% (USD 198 million) out reached women's rights organizations in 2018.

^{iv} See for example the OGB's [Women's Rights Fund](#), [RootsLab Lebanon](#), the [AMAL MENA Women's Leadership Innovation Fund](#), and Oxfam's recent partnership as a subgrantee of FEMNET on their '[STITCH](#)' feminist movement building programme.

^v We will build on learning from our own and others work to shift narratives and norms on women's leadership e.g. Oxfam partnership initiatives like the MENA 'Time for Women to Lead' and Honduras 'Mas Mujeres al Poder' and MamaCash 'Feminist Activism Works' campaigns and ALIGN gendered social norms local leadership research programme findings to challenge and change public perceptions that women cannot lead, demonstrating the intrinsic value and legitimacy of women's brave and diverse activism and leadership

^{vi} [The Oxfam's Global Strategic Framework 2020-2030](#) focuses on four interconnected areas: just economies; gender justice and the rights of women in all their diversities; climate justice; and accountable governance.

^{vii} S.L. Weldon and M. Htun. (2013). Feminist mobilization and progressive policy change: why governments take action to combat violence against women. *Gender & Development* 21(2): 231-47. <http://dx.doi.org/10.1080/13552074.2013.802158>

^{viii} See Oxfam's Sexual and Reproductive Health Rights (SRHR) Policy (2022).

^{ix} Source: Oxfam (2018). '[A Feminist Approach to Localization: How Canada Can Support the Leadership of Women's Rights Actors in Humanitarian Action](#).'

^x [Oxfam \(2022\). Gender in Emergencies \(GiE\) Standards](#).

^{xi} See [Oxfam 2022-25 Gender in Emergencies \(GiE\) Strategy](#).

^{xii} Alonso Celorio (2019). '[Cisheteropatriarcado](#).' *Rebelión Feminista*.

^{xiii} Ibid.

^{xiv} Oxfam (2022). *Decolonize! What does it mean?*

^{xv} S. Tamale (2020). *Decolonization and Afro-Feminism*.

^{xvi} Oxfam (2023). *Racial Justice Framework*. (Forthcoming).

^{xvii} Adapted from [Oxfam Canada Feminist Principles](#) (2023).

^{xviii} [Oxfam \(2023\), Inclusive Language Guide](#).

^{xix} Oxfam (2023). *Racial Justice Framework*. (Fortcoming)

^{xx} Oxfam (2023), *Inclusive Language Guide*.

^{xxi} [Sistersong collective](#).

^{xxii} Helene Liu (31st January 2020) '[Dismantling the Imperialist WhiteSupremacist Capitalist Patriarchy](#)'.

^{xxiii} [Oxfam \(2021\). Women, Voice and Power. How transformative feminist leadership is challenging inequalities and the root causes of extreme vulnerability](#).

^{xxiv} Adapted from [Oxfam Canada Feminist Principles](#) (2023).

