

# COLLECTIVE ACTION FOR WOMEN'S RIGHTS

OUR VISION FOR A JUST AND  
SUSTAINABLE WORLD



OXFAM CANADA STRATEGIC FRAMEWORK

2021-2025



**OXFAM**  
Canada

# FOREWORD

As we release Oxfam Canada's new Strategic Framework (2021-2025) we find ourselves twelve months into a global pandemic that has shaken the world and laid bare the deep fault lines that underpin our global economy.

COVID-19 has revealed a most uncomfortable truth: our collective wellbeing and the health of our loved ones is intricately dependent on the unseen and underpaid labor of women, immigrants and communities of colour. People who care for our elderly parents, work in meatpacking plants and stock our supermarket aisles, nurse the sick and care for our children – all are essential workers, yet their work is undervalued and they have been among the hardest hit by the virus. Our global economy is experiencing a "shecession" with women exiting the workforce in droves to assume care responsibilities within the home, reversing decades of progress on gender equality. And a small group of rich nations has bought more than half the future supply of COVID-19 vaccines, leaving 9 out of 10 people in poor countries set to miss out on the vaccine in the coming year.

Yet, in the midst of this maddening inequality, there is reason for hope. Over the past year social justice movements have taken centre stage, from the growing momentum of Black Lives Matter to the Wet'suwet'en Nation standing up to defend their land. The rising

up of people around the world to challenge systemic sexism and racism has energized a new generation of activists.

At Oxfam Canada, our mission – to fight inequality and patriarchy to end poverty and injustice – has never felt more vital. In this new Strategic Framework we recommit to our vision of a just and sustainable world and renew our conviction that ending poverty begins with women's rights. When responding to emergencies, supporting long-term development projects and advocating to change laws and practices that perpetuate inequality, we will continue to put women and their organizations at the centre of our work, ensuring they have more power to claim their rights.

Over the next five years, we will deepen our work to end gender-based violence, fight for economic justice, and secure sexual health and rights. In response to increasing humanitarian emergencies and the threat of climate change, we will ramp up our efforts to ensure women's perspectives inform humanitarian responses and we will work with women- and youth-led organizations to build a just and inclusive transition to a carbon-free future.

As we speak truth to power, we must also look inward with a critical eye. We commit to living our values and growing as a feminist, anti-

racist and inclusive organization. We will act with integrity and continually seek to earn the trust and respect of the communities we aim to serve and those who support and believe in our work. We commit to acting in solidarity with First Nations, Inuit and Métis peoples in their struggles for self-determination and decolonization, and, as a member of the global Oxfam confederation, we will make critical changes to shift power, influence and resources from North to South.

As ever, we rely on the compassion, indignation and generosity of people and organisations in Canada who share our vision of a kinder, fairer world – a world less divided by borders, money, race or gender. We emerge from a turbulent 2020 with hope for the future and the conviction that the time for change has come.



Lauren Ravon  
Executive Director, Oxfam Canada



Melba, Indigenous local community facilitator, sits down with the Sexual Health and Empowerment team in Bukidnon, Philippines. Photo: Caroline Leal/Oxfam

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Oxfam Canada acknowledges the historical and ongoing oppression and colonization of all Indigenous Peoples, cultures and lands in what we now know as Canada. We commit to acting in solidarity with First Nations, Inuit and Métis peoples in their struggles for self-determination and decolonization, and in support of the Calls to Action of the Truth and Reconciliation Commission (2015) and the Calls for Justice of the National Inquiry on Missing and Murdered Indigenous Women and Girls (2019). Oxfam Canada's offices are located on the unceded, unsundered traditional territories of the Algonquin Anishinabe, Musqueam, Squamish, and Tsleil-Waututh peoples. We recognize the privilege of operating on lands that these peoples have nurtured since time immemorial. As guests on these lands, we commit to walking in solidarity with our host nations and according to Oxfam's values of equality, empowerment, solidarity, inclusiveness, accountability and courage.



A community meeting with Oxfam and local partner group PARED. Photo: Nana Kofi Acquah/Oxfam

# WHO WE ARE

Oxfam Canada is one of 21 members of the global Oxfam confederation working in 90 countries to end poverty and injustice. Oxfam Canada directly supports programs in over a dozen of these countries, across Latin America, Asia and Africa. Together, we are a movement for social justice.

Over the last 15 years, Oxfam Canada has taken deliberate action to put women's rights at the heart of everything we do. Over the next five years, we will deepen this commitment, guided by feminist principles and a belief that supporting women, their movements and their organizations is the most effective and powerful way to drive change.

This work builds on strong foundations. Oxfam Canada has been an active and committed part of the Canadian and global social justice movement for over 50 years. We helped harness the power of Canadians to fight against apartheid. We have stood in solidarity with those fighting for environmental justice. We have sounded the alarm on growing and excessive economic inequality in Canada and around the world. We have advocated alongside allies to show that in crises – pandemics, conflicts and natural disasters – women are hardest hit.

We continue to believe that another future is possible: a future that is equal.

We believe in the power of people to drive change. Join us.

## OUR VISION

A just and sustainable world

## OUR MISSION

We fight inequality and patriarchy to end poverty and injustice

## OUR FIVE-YEAR IMPACT

Women and their organizations will have more power to claim and defend their rights

## OUR VALUES

Equality, empowerment, solidarity, inclusiveness, accountability, courage

# WHAT WE STAND FOR



**WE ARE RIGHTS-BASED:** We ground our work in the Universal Declaration of Human Rights and fight to uphold the rights and freedoms of all people.



**WE ARE FEMINIST:** We recognize that there is no economic, social or environmental justice without gender justice. Feminist principles guide all our actions and interactions.



**WE FIGHT INEQUALITY AND PATRIARCHY:** We tackle poverty and injustice everywhere, working with people, communities, partners and allies for just and sustainable solutions. We promote women's rights and challenge toxic patriarchal norms that limit the full potential of men, women and people of diverse gender identities alike.



**WE ARE HUMANITARIAN:** We work with communities before, during and after crises to build their resilience, save lives and address the root causes of conflict and disaster.



**WE ARE BOTH LOCAL AND GLOBAL:** We are a global network of locally rooted organizations, communities and people. We build solidarity and connect people and groups across borders.



**WE ARE DRIVEN BY DIVERSITY AND GROUNDED BY INTERSECTIONALITY:** We are inspired by people of different socio-cultural backgrounds, genders, ages and abilities. We are committed to an intersectional feminist approach that recognizes gender diversity and is deliberately anti-racist.



**WE BELIEVE IN SYSTEMIC CHANGE:** We mobilize to transform the economic, social, political and cultural systems that perpetuate poverty and injustice.



**WE HARNESS KNOWLEDGE:** We consistently seek to learn and generate new insights to find solutions to complex problems. We ground our programs, advocacy and campaigns in evidence and experience.

## Feminism

is diverse, dynamic and multifaceted in its content and its historical manifestations across the world. It asks questions and searches for answers to end all forms of discrimination, injustice and violations of rights suffered by women and gender non-conforming people. At its most basic, feminism seeks to ensure that women and men are equal in law and in practice. A feminist approach offers an inclusive way to help understand how diverse systems of hierarchy, power and subordination interact across social contexts. Its objective is to create positive futures that uphold the dignity and rights of all.

# WHAT WE DO

At Oxfam Canada, we contribute to change on three fronts: we provide life-saving humanitarian aid during emergencies; support long-term development projects in partnership with communities; and advocate and campaign to change the laws and practices that keep people trapped in poverty and perpetuate inequality.

Working on these three fronts in tandem is what makes Oxfam unique. Our systemic approach yields powerful and lasting results.

## HUMANITARIAN RESPONSE

**WE PROVIDE** emergency aid when disaster strikes or conflict breaks out. Together with affected communities, we save and rebuild lives and support the needs of refugees around the world.



Oxfam Canada's humanitarian work supports communities to protect and rebuild their lives in times of crisis. Our specific expertise is in water, sanitation, hygiene, livelihoods and protection. We deliberately work to ensure that women and their organizations are able to take the driver's seat in humanitarian responses. Over the coming five years, we will intensify our focus on strengthening locally led humanitarian responses. We aim to help transform the global humanitarian system into one that is led by those on the front lines of emergencies. We recognize the interconnection between climate change and humanitarian crises, and will advance solutions that consider both. We will continue to advocate for women in conflict- and disaster-affected communities to have a seat at the table where decisions on humanitarian responses and peacebuilding are being made.

## LONG-TERM DEVELOPMENT

**WE SUPPORT** projects that help people assert their rights and build better lives for themselves and their communities.



Oxfam Canada's development programs prioritize building the power of women's rights organizations and movements to tackle poverty and injustice. Our programs are implemented in partnership with local organizations with a focus on respect, mutual growth, organizational development and — above all — sustainable impact. Across the world, we partner with activists, communities, social movements and civil society with whom we share common vision and values. Over the coming five years, we will focus on collaborating with women's rights and feminist organizations and movements. In Canada specifically, we will build more and deeper relationships with Indigenous and Black women's organizations. We commit to ensuring that our partnerships reflect our commitment to diversity.

## ADVOCACY AND CAMPAIGNING

**WE WORK** to change the laws and practices that perpetuate inequality and keep people trapped in poverty. We harness the power of people to change systems for the better.



Oxfam Canada knows that people are at the heart of change. We campaign with allies to get local and national governments, corporate actors and institutions to advance — rather than set back — social justice. Our advocacy is independent from any religious or partisan affiliations. Where there are allies in governments, global institutions and the corporate sector who, like us, want the world to be more just, we collaborate. When governments, institutions or companies stand in the way of change, we call them out. Our authoritative and influential advocacy is grounded in our experiences working with communities around the world. Over the coming five years, we will strive to amplify the voices of women in those communities and connect them directly to decision makers. We will work with champions in other sectors, including media and the arts, to mobilize their support.



Our most important stakeholders are the people and communities who experience poverty, injustice, exclusion and crisis — in Canada and around the world. Our supporters make it possible for us to make a difference in their lives.

We commit to being transparent with our community, sharing updates on our progress and setbacks, seeking feedback, and identifying tangible ways for our supporters to make a difference.

It is only by drawing on our collective power that our ambition to build a just and sustainable world is possible.

## People Facing Poverty, Injustice, Exclusion and Crisis

These are the people we strive to serve and who are best placed to identify effective and lasting ways to tackle the injustices that they face.

## Donors

Without the trust and generosity of the people and institutions who financially support Oxfam's work, our efforts to fight inequality and advance women's rights would not be possible.

## Volunteers and Advocates

Our amazing volunteers and local organizers are central to our communities in Canada, raising vital funds for our work around the world and campaigning for change. Together, we speak up and speak out.

## Allies and Partners

We conduct virtually all of our work hand-in-hand with partners and allies. This makes us stronger and our fight for social

justice more effective. It is local women's rights organizations and feminist activists around the world who have the knowledge and expertise to set our agenda for change. Together, we work to enhance their impact through shared resources and influencing.

## Groups and Institutions Who Offer Support

We collaborate with artists, companies, unions and foundations to use influence and resources to push for a better world.

## Other Oxfam Affiliates

As Oxfam Canada, we are one of 21 organizations worldwide that make up Oxfam International. We work together across over 90 countries to fight inequality and patriarchy and support people in claiming their rights.

## Oxfam Canada Staff, Members and Board of Directors

These are the dedicated people that work hard to drive our organization and make positive change happen.



# INEQUALITY IN 2021

While the road is complex, the destination is clear: by fighting inequality we can beat poverty for good and build a world where women have equal rights.

Today's economic models have failed the world. Flawed and sexist, they have concentrated power in the hands of a few, at the expense of the world's poorest and most marginalized. They have exacerbated a climate crisis that is destroying millions of lives and livelihoods. Entrenched systems of patriarchy, sexism and racism sustain multiple forms of inequality that are the root causes of poverty and injustice.

No matter where you are on the planet, gender remains one of the biggest predictors of who has power and who does not. In our unfair economic system, the rich get richer while women's labour is exploited. Around the world, women's hard-won rights to control their bodies are being rolled back. When disaster strikes, women bear the brunt of it. The global COVID-19 pandemic has hurt racialized, immigrant, Indigenous and refugee women the most, reminding us that we must redouble our efforts to fight

inequality to ensure a just, safe and sustainable future for all.

Patriarchal policies lead to exclusion and exploitation. They marginalize women, girls and LGBTQI2S and gender non-binary people. In many countries, these groups are denied their full potential, living and working in the shadows and unable to claim their human rights.

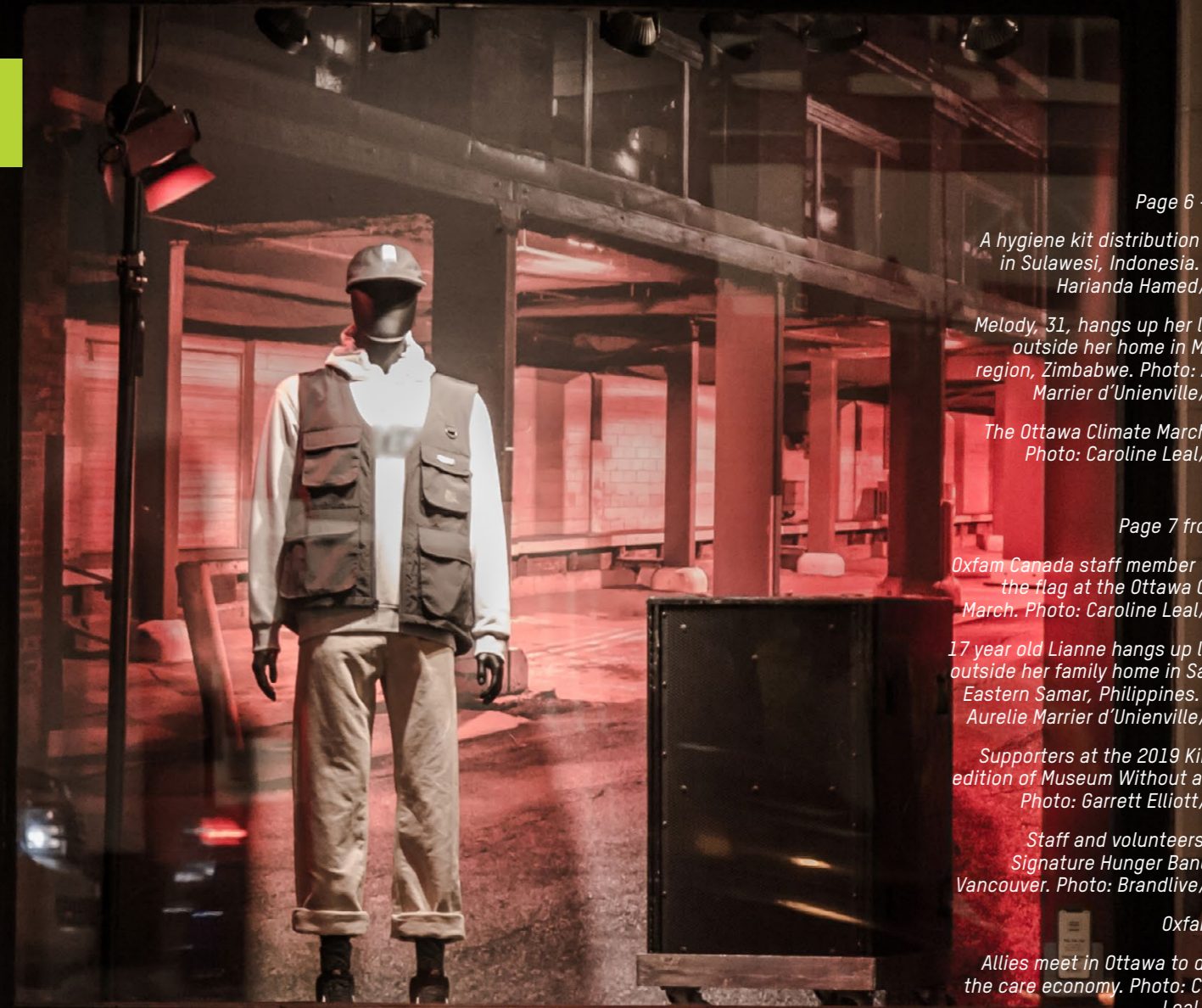
Thankfully, inequality is not inevitable. A better world is within our grasp: a just and sustainable world where everyone can safely speak truth to power, claim their human rights and build a better future for themselves.

At Oxfam Canada, we believe women, their organizations and their movements are the key to building a just and sustainable future. That is why we recommit ourselves to help shift power, resources and influence to them. We want to stand with the women who are fighting for justice, acting in solidarity with them and championing their causes.

We believe that ending global poverty and injustice begins with women's rights.

## Inequality

refers to the uneven distribution of power, resources and opportunities among people and groups based on divides such as class, caste, age, disability, race, ethnicity, religion, education, geography, gender and sexual orientation. It means abundance for the few, and injustice for the many. Inequality locks people into poverty and powerlessness, and denies millions their rights. An inequality lens acknowledges the inter-connection between the multiple dimensions of inequality and consistently asks who does and does not have access to power, resources and opportunities, and why.



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A hygiene kit distribution centre in Sulawesi, Indonesia. Photo: Harianda Hamed/Oxfam

Melody, 31, hangs up her laundry outside her home in Misvago region, Zimbabwe. Photo: Aurelie Marrier d'Unienville/Oxfam

The Ottawa Climate March 2019. Photo: Caroline Leal/Oxfam

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Oxfam Canada staff member waving the flag at the Ottawa Climate March. Photo: Caroline Leal/Oxfam

17 year old Lianne hangs up laundry outside her family home in Salcedo, Eastern Samar, Philippines. Photo: Aurelie Marrier d'Unienville/Oxfam

Supporters at the 2019 Kingston edition of Museum Without a Home. Photo: Garrett Elliott/Oxfam

Staff and volunteers at the Signature Hunger Banquet in Vancouver. Photo: Brandlive/Oxfam

Oxfam staff

Allies meet in Ottawa to discuss the care economy. Photo: Caroline Leal/Oxfam

Missing caption

Oxfam staff and supporters at the 2019 Climate March. Photo: Luna Allison/Oxfam

A person sleeps outside a luxury goods store. Photo: Shutterstock

# OUR AMBITION

Through over 50 years of experience in fighting poverty and injustice, we have identified how Oxfam Canada can make the most profound impact on the world. This strategic framework will guide our approach for the next five years. It sets the direction for how we will contribute to a just and sustainable future.

## OUR STRATEGIC PRIORITIES

Oxfam Canada has made huge strides in recent years to align all of our work in support of women's rights. This strategic framework is about deepening our impact: putting more power in the hands of women, their movements and their organizations to lead change and end poverty and injustice for good.

Over the next five years, we will channel our efforts into six strategic priorities to ensure the most meaningful changes for the women most impacted by inequality around the globe. We will work with others to:

- Put Women at the Centre of Humanitarian Action
- Secure Sexual and Reproductive Health and Rights
- Build Gender-Just Economies
- Support Women's Fight for Climate Justice
- End Gender-Based Violence
- Promote Women's Transformative Leadership

*Project partner Daryl Leyesa, Sexual Health and Empowerment Program Manager in the Philippines. Photo: Caroline Leal/Oxfam*

# 2021-2025

## OUR ORGANIZATIONAL SHIFTS

As we strive to change the world, we must also change ourselves. We must look inwards with a critical eye. To truly meet our goals and act in line with our values, we must embark on organizational shifts to ensure that we are credible, relevant and supportive of women who are facing disasters, living through conflict and experiencing poverty around the world. We must be transparent and accountable to the communities we aim to serve and to those who support and believe in our work. We commit to living our values and being guided by our feminist principles. We strive to be an organization that is authentic, respectful and that acts with integrity.

Over the next five years, we will prioritize organizational shifts that will see us:

- Grow as a feminist, anti-racist and inclusive organization
- Deepen trust and transparency
- Strengthen support for social justice movements in Canada
- Increase our resilience

While these are not new areas of work for Oxfam Canada, we will devote renewed energy to them in the coming five years. These shifts will require us to change our structures and support a culture of continuous learning and reflection.

*A Sexual Health and Empowerment workshop taking place in Sumilao Bukidnon, Philippines. Photo: Caroline Leal/Oxfam*



## SHIFTING POWER IN A GLOBAL MOVEMENT

Oxfam Canada will work with the whole Oxfam confederation to make critical changes that ensure we are a relevant, legitimate and impactful actor in the global fight for social justice. Our global Oxfam confederation needs to become smaller, more nimble and closer to the activists driving real change. We will shift power, influence and resources from North to South. As a global confederation, we will become collective, streamlined and efficient in our advocacy, our humanitarian response and the delivery of our programs. We have been privileged to welcome Oxfam Brazil, Oxfam India, Oxfam Mexico, KDEV (Oxfam in Turkey), Oxfam Colombia and Oxfam South Africa into our confederation as full affiliates in recent years. We are supporting five other countries and regions — Colombia, Indonesia, Kenya, the Pacific region, the Philippines and Senegal — to become affiliates, and will continue to support efforts to shift power closer to where the world's most acute poverty and inequality exists. We have made significant changes to our global governance to ensure it is more diverse, representative and independent, and commit to fully embracing this transformation. We stand ready to relinquish power to those who will make the biggest difference.

# STRATEGIC FRAMEWORK



**VISION**  
A JUST AND SUSTAINABLE  
WORLD

**MISSION**  
WE FIGHT INEQUALITY AND  
PATRIARCHY TO END POVERTY  
AND INJUSTICE.

**WHAT WE DO**  
HUMANITARIAN RESPONSE,  
LONG-TERM DEVELOPMENT,  
ADVOCACY AND  
CAMPAIGNING

**OUR 5-YEAR IMPACT**  
WOMEN AND THEIR ORGANIZATIONS  
WILL HAVE MORE POWER TO  
CLAIM THEIR RIGHTS TO END  
POVERTY AND INJUSTICE.

## OUR STRATEGIC PRIORITIES

**PUT WOMEN AT  
THE CENTRE OF  
HUMANITARIAN ACTION**



**SECURE SEXUAL  
AND REPRODUCTIVE  
HEALTH AND RIGHTS**



**BUILD GENDER-  
JUST ECONOMIES**



**SUPPORT WOMEN'S  
FIGHT FOR  
CLIMATE JUSTICE**



**END GENDER-BASED  
VIOLENCE**



**PROMOTE WOMEN'S  
TRANSFORMATIVE  
LEADERSHIP**



## OUR ORGANIZATIONAL SHIFTS

**GROW AS A FEMINIST,  
ANTI-RACIST AND  
INCLUSIVE ORGANIZATION**

**DEEPEN TRUST  
AND TRANSPARENCY**

**STRENGTHEN SUPPORT  
FOR SOCIAL JUSTICE  
MOVEMENTS IN CANADA**

**INCREASE  
OUR RESILIENCE**

*Oxfam staff member Julia walks into a settlement with her team of 'activistas' in Beira, Mozambique. Photo: Peter Caton/Oxfam  
Young mother Adia and her son photographed in her hometown of Mocuba, Mozambique. Photo: Caroline Leal/Oxfam  
Garment worker Shima photographed on her home sewing machine in Dhaka. Photo: Fabeha Monir/Oxfam*

*Zarina, farmer and activist, in her vegetable fields in Nihal Charan village, Pakistan. Photo: Khaula Jamil/Oxfam  
Creating Spaces partners in Bangladesh. Photo: Abir Abdullah/Oxfam  
A group of women take part in the Power Up project in Indonesia. Photo: Shamminaz Polen/Oxfam*

*Julia, humanitarian Oxfam staff, demonstrates good hygiene practice at Victoria's home in Beira, Mozambique, three months after Cyclone Idai. Photo: Peter Caton/Oxfam*



# STRATEGIC

## PUT WOMEN AT THE CENTRE OF HUMANITARIAN ACTION

We will meet urgent needs to save lives and ensure women's perspectives inform humanitarian responses from the start.

Our vision is a world with fewer humanitarian emergencies, which can be achieved by containing the climate crisis and advancing an agenda of peace informed by the experiences of women. Where support continues to be needed, we will advocate for a humanitarian system that ensures the voices of all people affected by fragility, conflict and disaster – including refugees, displaced people and the communities hosting them – are heard and able to hold those responsible to account.

As Oxfam we will work to deliver live-saving support and assistance to communities affected by conflict and

disaster, including people on the move. We will respect people's agency when offering relief, ensuring the rights of all, including women and girls, are protected. We commit to strengthening women's meaningful participation and leadership in humanitarian action and keeping the prevention of sexual exploitation and abuse a top priority for our own organization and the humanitarian aid sector as a whole.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Provide life safe humanitarian support when called on
- Support crisis response efforts led by women and local communities
- Advocate for women to have a seat at the table in deliberations on peace and security



*Oxfam Volunteer Julia is doing hygiene promotion and cholera prevention household visits in Tica village. Photo: Micas Mondlane/Oxfam*

*Fatima poses in front of a newly constructed latrine built by Oxfam at the Educaid high school in Port Loko, Sierra Leone. Photo: Tommy Trenchard/Oxfam*



*A group of women laughs during a Sexual Health and Empowerment workshop in the Philippines. Photo: Caroline Leal/Oxfam*

# PRIORITIES

## SECURE SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

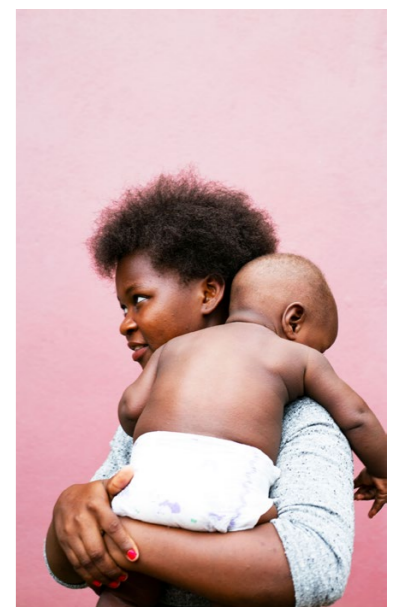
We will support organizations in providing essential sexual and reproductive health services, and advocate for changes in policy and social norms that enable everyone to make decisions about their own bodies.

Our vision is a world where we are all able to enjoy our sexual and reproductive rights, and where we can all make decisions about our own bodies in a way that is informed, fulfilling and empowered. Ensuring that everyone has full agency over their lives and bodies is key to better health and education outcomes. It is also critical to ensuring people have the freedom to participate in all aspects of economic life. Advancing sexual and reproductive health and rights is fundamental to realizing women's rights.

As Oxfam, we will promote a positive and consent-focused approach to sexuality and a social acceptance and celebration of non-conforming gender identities. We will support access to comprehensive sexual health education and sexual and reproductive health services, including contraceptives, safe abortion services, menstrual health products and resources.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Support expanded access to reproductive and sexual health services
- Promote comprehensive sexual health education
- Strengthen advocacy for sexual and reproductive health and rights



*Elizabeth is one of the many young women who found safety in NAFEZA's safe house, a shelter for women fleeing violence in Mozambique. Photo: Caroline Leal/Oxfam*



## BUILD GENDER-JUST ECONOMIES

We will work with communities to create and champion more just economic models, where all forms of women's work are recognized, fairly paid and equally valued.

Our vision is for a just economy that is inclusive: an economy that protects the planet and builds shared prosperity rather than further entrenching inequality and poverty. This more caring, feminist economy will build social cohesion and promote the economic empowerment of women in all their diversity. It will support the rights of all workers, offer social protection and ensure that livelihoods and planetary resources can be sustained. As a result, it will minimize the risk of conflict and crisis and contribute to sustainable peace and security.

As Oxfam, we will advocate for socially progressive economic solutions at the global and national level and support women's rights organizations to bring about policy change. We will support workers in precarious and undervalued sectors to organize, access services and speak out in defense of their rights. We will expose the policies and practices that lead to poverty, injustice and economic exclusion, and hold governments, financial institutions and the private sector to account for implementing sustainable, fair and responsible business models.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Speak out for and alongside care workers, domestic workers and workers in other socially undervalued sectors, and help them build their movements
- Seek to influence Canadian foreign and national policy positions in support of women's rights in the workplace
- Hold Canadian companies accountable for ensuring the wellbeing of women in their supply chains and addressing the impact of their operations on people and communities



Garment worker Shima in Dhaka, Bangladesh. Photo: Fabeha Monir/Oxfam



Smallholder farmers receive training on improved farming techniques from Oxfam partner Rachana. Photo: Kimlong Meng/Oxfam

## SUPPORT WOMEN'S STRUGGLES FOR CLIMATE JUSTICE

We will work with women's rights and youth-led organizations to adapt to the impacts of climate change now, and build a just and inclusive transition to a carbon-free future.

Our vision is a just transition to a carbon-free future. Governments and corporations will stop destructive practices and instead support sustainable solutions. Investments in low-carbon industries — such as the care economy — will be the norm, and will exist as part of broad strategies to promote greener economic models. Climate financing will be adequate and predictable, recognizing that many communities are already living in climate catastrophe. Climate-induced migration will be recognized, and the global community and multilateral organizations will have strong support systems in place to respond to this reality.

As Oxfam, we will amplify the voices of women's rights organizations, youth and Indigenous Peoples in climate negotiations, and promote their leadership in the transition towards more sustainable economic solutions. We will act alongside communities facing climate crises to build resilience and sustainable solutions. We will support people in the face of climate-induced disasters.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Connect national and global movements for climate justice, and advocate alongside them to achieve global cooperation on climate change
- Ensure the meaningful inclusion of women and youth in national and local climate adaptation, mitigation and transition strategies
- Provide humanitarian relief following climate-induced disasters and help build recovery strategies with adaptation and mitigation in mind

## END GENDER-BASED VIOLENCE

We will support organizations who are working to change the social norms and cultural practices that give men power over women, and empower women to prevent and overcome violence in their lives.

Our vision is a world where violence against women, girls, LGBTQI2S and non-binary people is eliminated and no one experiences violence based on who they are. We believe in a world where people affected by crises and conflict receive adequate protection when the risk of discrimination, exploitation and abuse is heightened. A world that has put an end to impunity for perpetrators and ensures that survivors, irrespective of their economic status, have access to quality services and support.

As Oxfam, we will work with partners, allies and women's rights organizations to influence governments to provide funding and enact transformative policies to end gender-based violence. We will challenge harmful social norms and belief systems, particularly in places where they affect vulnerable and marginalized women the most.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Support women's and feminist organizations to provide survivor-centered services and resources
- Advocate for changes in policies and laws that intentionally or unintentionally perpetuate violence
- Work with men and women to change the social norms that enable violence against people based on their gender

*A young woman taking part in Oxfam's Creating Spaces program is photographed in her home near Tangail, Bangladesh. Photo: Caroline Leal/Oxfam*

## PROMOTE WOMEN'S TRANSFORMATIVE LEADERSHIP

We will work with organizations to challenge negative gender norms, build capacity for women's movements and support women to become leaders in their lives and communities.

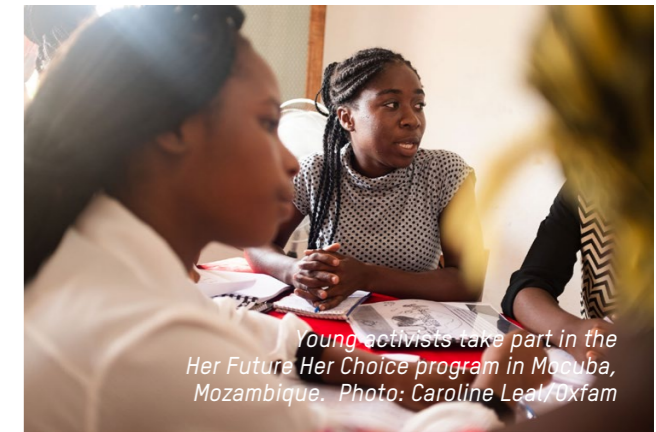
Our vision is a world where women and their organizations have power and resources, enabling them to advance the fight for gender equality. We seek to support women in becoming leaders that drive change in their communities — empowering themselves in the process. Women's transformative leadership is an approach that reshapes power dynamics and transforms entire communities.

As Oxfam, we will support collaborations designed to deliver new momentum for women's movements globally and commit to putting these actors at the centre of our work. We will not only run specific programs to advance women's

transformative leadership, but also embed this approach in each of our other strategic priorities. To support this, we will ensure that the majority of our program resources are allocated to women's rights actors.

Over the next five years, in conjunction with our partners, Oxfam Canada will:

- Provide support to strengthen women's rights organizations and women's movements
- Build, in partnership with others, networks to support women's rights advocacy nationally and internationally
- Expand and promote our feminist practice in monitoring, evaluation, learning and knowledge sharing



*Young activists take part in the Her Future Her Choice program in Mocuba, Mozambique. Photo: Caroline Leal/Oxfam*



*Power Up project partners and participants photographed in Lombok, Indonesia. Photo: Mostafa/Oxfam*

# ORGANIZATIONAL SHIFTS

*Takudzwa, an Oxfam WASH Engineer is photographed at a Oxfam funded solar piped water system in Somertone village, Masvingo District, Zimbabwe. Photo: Aurelie Marrier D'Unienville/Oxfam*

## GROW AS A FEMINIST, ANTI-RACIST AND INCLUSIVE ORGANIZATION

Building a diverse, inclusive and safe movement for change is essential to achieving our goals. We commit to keeping our feminist principles central to our work, building a stronger anti-racist culture within our organization and making steps forward in reconciliation with Indigenous Peoples living in Canada.

We will continue to ensure that our feminist principles underpin our culture. We will work to deepen staff's understanding of our principles and their real world applications. We will provide learning opportunities to our Board and staff to promote justice, equity, diversity and inclusion, and ensure that our policies and practices reflect our commitment to these principles.

We will deepen our race analysis as an organization and commit to

changing internal systems that risk perpetuating racism. While this work begins internally, we recognize the important role that allied organizations will play in helping us formulate these pathways forward and the impact these changes will have on our external activities in the world.

We will make significant progress on our own organizational journey of reconciliation with the Indigenous Peoples living in Canada, unpacking how to decolonize our work, supporting reflective learning by staff and creating space to identify and surface norms that need changing within our own structures.

In our efforts to support and empower all those who work for and with Oxfam, we will seek to broaden shared power and increase mutual accountability within our

organization. We will deliberately foster diversity of thought, viewpoint, experience and reflection. We want our staff and everyone who is connected to Oxfam to feel safe and valued.

Over the next five years, Oxfam Canada will:

- Publish regular updates on actions taken in support of our anti-racism strategy
- Strengthen our induction and performance management processes to ensure our feminist principles and anti-racist commitments drive our organizational culture and ways of working
- Establish mechanisms to ensure that Indigenous People's voices and communities meaningfully inform our reconciliation strategy

## DEEPEN TRUST AND TRANSPARENCY

To meet our goals, we require the trust of all those we work for and with. We believe in strong and accountable governance, and will prioritize robust governance at Oxfam Canada and across the Oxfam confederation. We believe that humanitarian, development and campaigning work must be undertaken with the highest ethical standards of integrity and accountability. Demonstrating action on these commitments and being transparent on where and how we make changes will be essential to maintaining the trust of our partners and supporters.

data. We will continue to invest in the training and resources necessary to conduct safe programming, with a strong focus on the prevention of sexual exploitation, harassment and abuse.

Over the next five years, Oxfam Canada will:

- Actively participate in the successful implementation of Oxfam International's governance reform to ensure that the governance of our confederation is diverse, representative and independent
- Contribute to strengthening Oxfam policies, programming and practices in support of the prevention of sexual exploitation and abuse, and champion continued investment by the aid sector in this work
- Continue to invest in third party accreditation and accountability processes to ensure robust governance, financial management and transparency



*A group of health workers meet with Oxfam staff in Guatemala. Photo: Pablo Tosco/Oxfam*

Following the public awareness that was created through the #MeToo and #AidToo movements, Oxfam doubled down on our commitments to change our organizational culture and improve the safeguarding of our staff and the people with whom we work. We will continue this work and commit resources to play a leadership role within our sector in Canada on the prevention of sexual exploitation, harassment and abuse. We will continue to publish updates on Oxfam-wide action to improve safeguarding and protection practices, as well as whole-of-organization safeguarding



*Humanitarian Staff briefs her team in the Rohingya camps. Photo: Caroline Lebl/Oxfam*



Oxfam volunteers brainstorm during a workshop. Photo: Patrick Moran/Oxfam

## STRENGTHEN SUPPORT FOR SOCIAL JUSTICE MOVEMENTS IN CANADA

In line with the Sustainable Development Goals, we recognize that the fight for women's rights and gender justice takes place everywhere. Movements from Mississauga to Maputo can benefit from being connected, sharing strategies for change, learning from one another and building bigger and stronger bases of people in support of their issues across borders. As Oxfam, we will intentionally invest in supporting social justice actors here in Canada, and use our global reach, relationships and resources to strengthen their causes.

We will aim to strengthen our relationship with our volunteers, advocates, members, donors, allies and partners across Canada in support of women's rights. We will connect our public campaigning to our policy influencing; leverage people power to press for change; and have a strong feedback loop with people on the impact of their engagement.

Our outreach and campaigning will be rooted in the lived experiences of people in Canada and around the world. It will strive to build solidarity for the struggles of those experiencing poverty.

Over the next five years, Oxfam Canada will:

- Dedicate specific resources to supporting women's organizations, movements and campaigns across Canada
- Facilitate the connection between Oxfam partners in Canada and around the world, with the aim of supporting learning and bolstering their impact
- Build a larger, louder and more active base of people in Canada who can mobilize quickly to drive change at home and around the world

## INCREASE OUR RESILIENCE

Building our resilience means developing our ability to anticipate, prepare for, respond and adapt to change in order to continue to thrive. To do this, we must pay attention to our staff, our infrastructure and our funding model.

As Oxfam, we will be a compassionate organization that prioritizes staff well-being, striving to be a workplace of choice. We will create meaningful opportunities for professional development by supporting mobility, collaboration and joint learning. We will work to transfer knowledge between people, keeping institutional memory strong. We will champion building a new generation of social justice activists inside our own organization.

We know that our infrastructure — physical and digital — is a critical foundation of our work. We will adjust our practices and operations to lighten our carbon footprint, and we will create new policies and processes that are in line with our vision for a climate-just world. We will continue to build our compliance, financial reporting, information systems, and technology with a view to increasing program quality and strengthening accountability. We will invest in systems that enable an ever-improving collection and analysis of data to inform decision-making across our organization, with special attention to understanding how our partners and supporters experience our work.

Finally, we will expand our creative partnerships to better convey our social justice messages. We will capitalize on the Oxfam confederation's global resources and experience to bolster our



Hanod, youth leader, speaks to her peers through the Creating Spaces project in the Philippines. Photo: Vina Salazar/Oxfam.

digital capacity, moving squarely into a digital-first approach in our mass communications. We will honour the significance of Oxfam donors and their role in supporting our work around the world. We will strive to diversify our sources of revenue so that our support for the work of women's organizations and their allies around the world is flexible and predictable.

Over the next five years, Oxfam Canada will:

- Diversify our sources of institutional funding and grow our base of individual supporters
- Review our policies and procedures with the aim of reducing our carbon footprint
- Provide a flexible and compassionate workplace environment that empowers staff to do their work with energy and enthusiasm



A meeting between Oxfam Canada staff. Photo: Caroline Leal/Oxfam



*Front cover: Oxfam Pakistan's Girls Education Program participants smile for the camera. Photo: Insiya Syed/Oxfam*

*Sarah is the chairperson of a handicrafts group in Bidibidi Settlement. Photo: Kieran Doherty/Oxfam*



**Oxfam Canada**

39 McArthur Avenue  
Ottawa, ON K1L 8L7

☎ 1-800-466-9326

🌐 [www.oxfam.ca](http://www.oxfam.ca)

🐦 [Twitter.com/oxfamcanada](https://twitter.com/oxfamcanada)

📘 [Facebook.com/oxfamcanada](https://facebook.com/oxfamcanada)

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