

Oxfam in Africa (OiA) strategy 2025 - 2030

### AN AFRICA WITHOUT INEQUALITY

ANCHORED IN UBUNTU
('I AM BECAUSE WE ARE')



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#### **FOREWORD**

We present the Oxfam in Africa strategic vision for 2025-2030, 'An Africa Without Inequality', with a deep sense of responsibility. This strategy, developed collectively and firmly rooted in the ideals of Ubuntu ('I am because we are'), is a radical commitment to tackling the underlying causes of inequality on the continent.

Despite its youthful vitality and potential, our continent faces many obstacles. These include events of extreme weather, marginalization of women and youth, persistent inequities and inadequate governance - and are all worsened by historical legacies as well as contemporary dynamics. The fact that the richest six African billionaires possess more wealth than half of the continent's population<sup>1</sup> highlights how urgent our mission is.

The world and the continent are at a crossroads, with countless opportunities and challenges at the time this strategy is published. Oxfam in Africa is committed to fulfilling its legitimate role in bringing about transformative change during these crucial years. We continue to challenge power dynamics, to promote just economies, to call for accountable and inclusive governance, to champion gender and climate justice, and to work with partners to deliver efficient, localized humanitarian action. Our approach is in line with the Oxfam Global Strategic Framework 2020-2030 and the African Union Agenda 2063, which both promote social progress, inclusivity and sustainability in the continent's development trajectory.

Afro-Caribbean political philosopher Franz Fanon once wrote, 'Each generation must, out of relative obscurity, discover its mission, fulfill it, or betray it.'2 Our strategy is an attempt to identify and address the challenges we face, and to do it as a group, while ensuring that Oxfam in Africa's staff, our partners, allies and the Oxfam Confederation use their capabilities to facilitate transformative solutions.

Our comprehensive approach aims for systemic change, and as such, will see us advocating for fair fiscal systems, championing natural resource justice, defending civic spaces, promoting gender equality and bridging climate change knowledge gaps. This is how we will live and work by the principle of Ubuntu, the collective effort approach.

We emphasize the necessity for our strategy to be radical — a term that comes from the Latin 'radix', or 'root'. To be radical is to go beyond treating symptoms; it is tackling the heart, or the actual root, of the problem rather than just its symptoms. Surface-level solutions will not address the challenges faced by African citizens. For a continent dealing with both the legacy of historical exploitation and current inequalitygenerating dynamics, we need to find solutions that dismantle the well-established barriers to progress. This radical approach is essential for fair and long-lasting change; it is also key to reshaping the social and economic structures that will prevent future injustices of this kind. This, in my opinion, is the only way to guarantee shared prosperity and equitable development in Africa.

As we start this journey, we devote our efforts to making Africa a just and equitable continent. This strategy is a testimony to our dedication – it is a shared agreement guiding our collective journey towards a continent where inequality is history. Let's unite to take on our share of this monumental task, as our collective actions have the potential to contribute to a future of equality for all. May we rise to the challenges we face.

Fati N'Zi-Hassane

Director, Oxfam in Africa

#### **SUMMARY**

The strategy for Oxfam in Africa (OiA) is rooted in collaboration among all stakeholders on the continent, facilitated by the Africa Platform. Africa, endowed with vast potential and a youthful population, faces persistent challenges including inequality, gender and youth marginalization, climate change and weak governance. These are exacerbated by historical legacies and external influences.

Economic growth in Africa is uneven, with agriculture playing a crucial role despite vulnerabilities to climate change and commercialization. Rising debt burdens intensify economic challenges, necessitating sustainable solutions. Gender injustice remains pervasive, entrenched in patriarchal structures and neoliberal economic models. Despite legal frameworks, gender-based violence persists, hindering women's equal rights and socio-economic progress. And despite economic growth, Africa remains the world's second most unequal region, with significant poverty and vulnerability.

Addressing these challenges requires transformative change across power dynamics. OiA pledges to lead efforts in challenging inequalities, promoting inclusive growth and empowering African communities for a prosperous and equitable future. The African Union's Agenda 2063 serves as the continent's roadmap for transformation, focusing on inclusive and sustainable development. OiA will collaborate with partners to promote multilateralism, achieve and strengthen constitutional democracy, economic rights protection, dignity for women and girls, climate resilience and conflict resolution by 2030.

OiA embraces the principle of *Ubuntu* ('I am because we are') and fosters collaboration among diverse stakeholders, including Country Offices, Regional Clusters and African Affiliates. The COVID-19 pandemic and digital transformation have prompted OiA to rethink traditional boundaries and innovate approaches. OiA's strategic plan outlines a bold vision to combat inequality and promote justice across the continent over the next six years. With a focus on collaborative partnerships and systemic change, we aim to address the key pillars of just economies, accountable and inclusive governance, climate justice, gender justice and humanitarian action, to apply the crosscutting lenses of decolonization, feminism, digital rights and power dynamics, while ensuring equitable partnerships, challenging patriarchal structures, advocating for digital access and empowering marginalized communities.

Under the just economies pillar, we will advocate for fair fiscal systems, food sovereignty and natural resource justice, aiming for reduced debt burdens, inclusive agricultural value chains and equitable revenue sharing. Accountable and inclusive governance efforts will target defending civic spaces, promoting public services, and empowering youth and social movements for greater transparency and citizen engagement. Under the climate justice pillar, OiA seeks to bridge knowledge gaps, influence policy change, foster local resilience and advocate for climate finance and equity. Initiatives under the gender justice pillar prioritize combating gender-based violence and promoting feminist leadership, economic justice, and sexual and reproductive health and rights. Humanitarian action takes a 'triple nexus' approach that integrates humanitarian, development and peacebuilding efforts while emphasizing effective response and preparedness, and linking short-term interventions with long-term impact.

Success by 2030 is envisioned in terms of concrete indicators such as international tax reform, reduced debt burden, increased investment in public services, policy shifts on climate justice, advancements in gender equality, and transformative humanitarian action. These goals require systemic change, inclusive partnerships and a commitment to challenging entrenched power structures. Implementing this strategy and delivering on its ambitious goals will necessitate organizational adjustments and shifts, building upon existing work while amplifying, streamlining and solidifying efforts across all areas of operation. OiA is poised to be a leading force for justice and equality, fostering sustainable change and empowerment across the continent.

## 1.0 INTRODUCTION

The strategy for Oxfam in Africa (OiA) involves collaboration among all Oxfam stakeholders on the continent, facilitated by the Africa Platform. OiA's effectiveness in implementing this strategy lies in our diverse approach, leveraging the strengths and advantages of various entities across Africa for maximum. impact. Despite being the world's second-largest continent both in terms of size and population, Africa's potential remains largely untapped. With 40% of its people aged under 15,3 it also hosts the world's youngest population. However, despite this vast potential, Africa is still home to a significant portion of the world's most impoverished individuals.

Despite two decades of economic growth, the issue of inequalities remains profoundly unresolved, as highlighted by the fact that 'The six richest African billionaires are now wealthier than the poorest 50% of Africans combined."4 The progress of Africa hinges on its ability to address various negative trends impeding its development, including political instability, mounting debt, gender and youth marginalization, climate change, challenges and costs associated with energy transition, growing inequality and weak governance.

Nevertheless, an Africa without inequality is attainable; it also represents a deliberate choice. The African Union (AU) positions its Agenda 2063 as a roadmap for transforming Africa into a global powerhouse. Agenda 2063 is the strategic framework for the continent, aimed at achieving inclusive and sustainable development, as well as unity and wellbeing. It embodies the Pan-African vision of 'a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, and with freedom from fear, disease and want'. The realization of change in Africa relies on achieving accountable and inclusive governance, climate-smart growth, political and social stability, and ensuring freedom and dignity for women and girls. OiA firmly believes that the people of Africa are key agents of change, and is committed to supporting their endeavours and providing platforms for their voices to resonate globally.

Through this strategy, OiA pledges to collaborate with partners and uphold our commitments to calls for accountable governance, economic justice, racial justice, gender justice, climate justice and decolonization, thus leading the way in Africa. By 2030, OiA, in collaboration with our partners and the people of Africa, is committed to:

- Promoting and supporting multilateralism and constitutional democracy across Africa.
- Protecting citizens' rights, including economic rights and rights to accountability from their institutions and public officials.
- Ensuring dignity for women and girls.
- Addressing and mitigating climate risks faced by Africa.
- Adopting an approach to crisis, conflict sensitivity and conflict resolution that tackles root causes and empowers affected people and communities to lead.

# 2.0 WHO WE ARE AND WHAT WE ARE CALLED TO BE

Oxfam in Africa embraces the African principle of Ubuntu ('I am because we are') with enthusiasm and purpose. This principle emphasizes community over individual perspectives and prioritizes the wellbeing of future generations alongside that of present-day citizens. Recognizing that collective action yields greater and more significant impact, we are fully committed to the idea of OiA.

Our embrace extends to all Oxfam stakeholders on the continent, including Country Offices in various forms, Regional Clusters such as Southern Africa and North Africa,6 the Addis AU Liaison Office, and Affiliates like Oxfam South Africa and future African Affiliates.7 The Africa Platform serves as a regional management and coordination structure, supporting collaboration among these entities and aligning with Oxfam's operations in Africa.

By engaging more intentionally and closely with a diverse range of partners, OiA aims to enhance our legitimacy, credibility and trustworthiness as a partner and ally. We are committed to embedding feminist principles in our approach and decolonizing our practices and ways of working.

The challenges posed by the COVID-19 pandemic have prompted us to rethink and co-create beyond traditional geopolitical and linguistic boundaries. The digital transformation revolution also presents opportunities for innovation. Aligned with Oxfam's ambitious Global Strategic Framework and Oxfam

2030 model decisions, OiA is empowered to make bold propositions on how we operate at the country level. We believe that the time is now for Oxfam to honour its commitments to the calls for racial justice, gender justice, economic justice, accountable and inclusive governance, climate justice and decolonization, by leading the way in Africa. We are and will continue to be very aware of the need to deconstruct and disrupt colonial and patriarchal attitudes and practices, as much in how we organize ourselves and how we work with others as in what we

Organizing Oxfam's work under one voice in Africa, albeit with appropriate engagement framework to support our work with African governments. Regional Economic Communities (RECs) and the AU, following the principle of subsidiarity,8 is an imperative. It is also an ask from African civil society, and aligns with the way Africa requires international non-governmental organizations (INGOs) such as Oxfam to remain relevant.

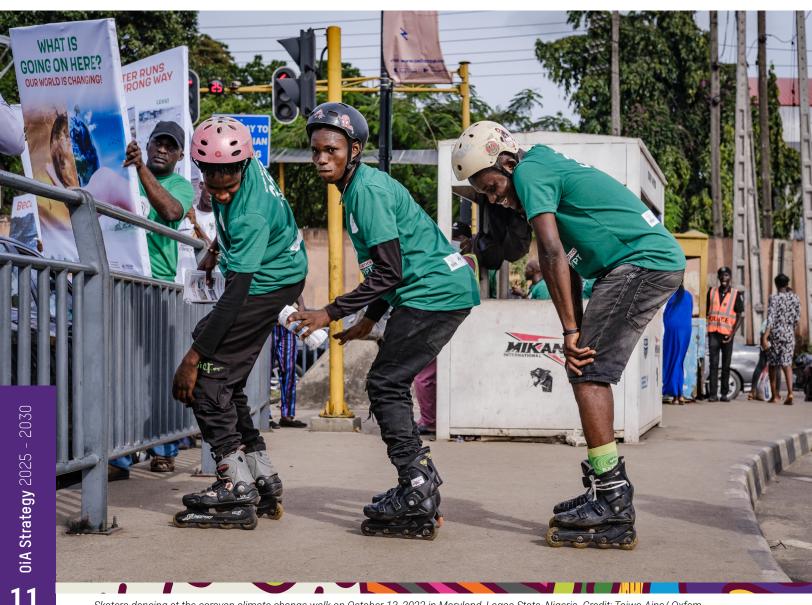


Ibado on her daily round to visit the Internal Displaced people in a camp near Oog. Ibado (purple dress, glasses) lives in the village of Oog, near Burao in Somaliland. She is assisting IDP's that are victim of the ongoing drought in the Horn of Africa. Credit: Petterik Wiggers/Oxfam

# 3.0 AFRICA – THE STATE OF OUR CONTINENT

With the world's youngest and most rapidly expanding population, projected to reach 2.5 billion individuals by 2050,9 Africa holds abundant opportunities for robust and inclusive growth. However, despite this vast potential, a significant portion of the global population living in poverty resides in Africa; this is accompanied by rising inequality and marginalization.

As of 2020, 571 million Africans lived in multidimensional poverty,10 with projections indicating that by 2030, Africa will account for 88% of the world's impoverished individuals<sup>11</sup> and 19.8% of the global youth population.<sup>12</sup> Data from the United Nations Economic Commission for Africa (UNECA) reveals that the COVID-19 pandemic exacerbated these challenges, pushing nearly 55 million Africans into extreme poverty in 2020.13 This setback reversed over 20 years of progress in poverty alleviation across the continent. It is crucial to recognize poverty as a complex issue influenced by various social, political and historical factors. Approaches to address poverty on the continent should thus include African states as well as grassroots and international partners.



Skaters dancing at the caravan climate change walk on October 13, 2022 in Maryland, Lagos State, Nigeria. Credit: Taiwo Aina/ Oxfam

### 3.1 ECONOMIC GROWTH THAT HAS LEFT ITS PEOPLE BEHIND

Income inequality and poverty dynamics in Africa are significantly shaped by the nature of economic growth. While economic expansion has the potential to alleviate poverty, its impact on income distribution varies. Rapid urbanization is a notable trend, with the urban population growing faster than the overall population; this requires a nuanced analysis of poverty and vulnerability. Despite this urbanization trend, half of Africa's people, and particularly those living in poverty, are still engaged in the agriculture sector. Therefore, enhancing the agriculture sector remains crucial for both economic growth and poverty reduction. Additionally, Africa's substantial informal sector, which according to the International Labour Organization represents 85.8% of employment, 14 presents opportunities for economic development and employment, particularly for marginalized groups such as Indigenous communities, women and youth.

Of the 54 countries in Africa, 28 are dependent on extractive industries, with oil, gas, coal and mining products accounting for between 60% and 99.9% of their total merchandise export. <sup>15</sup> Extractive industries therefore play a central role in economic justice in Africa, as they have the potential to generate revenue for reducing inequality, funding social services, creating employment and supporting livelihoods. However, the abundance of natural resources in Africa has also led to concerns about weak governance, illicit financial flows and conflicts over resource allocation. Unfortunately, these challenges have contributed to the breakdown of democratic mechanisms and structures, resulting in conflicts across the continent. In addressing economic inequality, OiA recognizes the importance of integrating conflict sensitivity into its strategy. Conflict-sensitive approaches ensure that humanitarian and development interventions minimize harm, contribute to addressing the root causes of instability, and help promote peace.

Furthermore, African economies have been impacted by legacies of colonial rule and an international financial system influenced by neoliberal ideas. This has led to deregulation of African economies, exposure of markets to unequal competition, and the downsizing of states' social infrastructure through austerity measures and privatization. Addressing these systemic issues is essential for promoting economic justice and inclusive growth in Africa.

African economies and societies continue to rely heavily on agriculture; the continent's estimated 33 million smallholder farms are key not just to food production but also to the livelihoods of the many Africans whose work is linked to agriculture. The sector has shown promising signs of progress in recent years, with agricultural productivity increasing 13% on average every year between 2015 and 2020. Agriculture in the majority of African nations faces many difficulties, such as outdated low-technology methods and reliance on rainfed farming, making it particularly sensitive to climate change impacts. Moreover, the excessive commercialization of food systems undermines the food sovereignty of many countries. This situation renders smallholder farmers and food production systems exceptionally vulnerable. Africa's aspiration of becoming an integrated, prosperous and peaceful continent cannot be realized if smallholder farmers are neglected and food systems are excessively commercialized.

Africa faces significant challenges due to its low levels of industrialization and value creation. The continent suffers from a low literacy rate, inadequate infrastructure and limited access to energy, which hinder its participation in the global economy and its ability to capitalize on the advancements of the 'Fourth Industrial Revolution'. While other regions are benefiting from the surge in artificial intelligence and digital technologies, Africa risks being left further behind. The gap in technology adoption and innovation exacerbates the economic disparities between the continent and other regions, as it struggles to integrate into the knowledge-driven global economy. Without substantial investment in education, infrastructure and technology, Africa will continue to face difficulties in achieving sustainable economic growth and

development. According to the International Monetary Fund (IMF), 'the average debt ratio in sub-Saharan Africa has almost doubled in just a decade—from 30% of GDP at the end of 2013 to almost 60% of GDP by end-2022', and 'the region's ratio of interest payments to revenue has more than doubled since the early 2010s and is now close to four times the ratio in advanced economies'.18 Rising interest rates are elevating expenses, consuming larger portions of government budgets that could have been allocated to vital social services such as healthcare, education, social protection, water and infrastructure. These patterns are not viable in the long term, sparking concerns about an imminent debt crisis looming over numerous countries on the continent.



Amadou Maina, 50 years old, is from the Lake Province in Chad. This natron farmer has been watching helplessly as the desert has been eating away at his natron mining site over the years. Credit: Liga Nassandou/ Oxfam

### 3.2 GOVERNANCE IN AFRICA – WORRYING TRENDS

Accountable and inclusive governance is fundamental to addressing the multitude of social, political and economic challenges confronting the African continent. These include coup attempts, restrictions on civic spaces and press freedoms, human rights violations, neglect of public social services, suppression of public protests, official opposition to labour unions and humanitarian organizations, and pervasive corruption. The historical relationship between the state and society in many African countries has been characterized by weakness stemming from the legacy of colonialism. During the colonial era and the subsequent Cold War period, African states were largely defined by Global North powers, which prioritized diplomatic relations over meaningful engagement with citizens.

The dissolution of the Soviet Bloc in 1991 created new opportunities for African citizens and civil society movements to interact with their governments. Over the past three decades, there has been a proliferation of civil society organizations, with the women's movement emerging as particularly influential. Despite this progress, numerous challenges persist and instances of regression are evident. These challenges include a burgeoning youth population that faces widespread marginalization and persistent inequalities, all of which hinder efforts to enhance governance.

#### The African Union Agenda 2063 - hope for Africa

Over the last few years, African countries have sought to strengthen their collective agency as the African Union (AU), with their aspirations currently set out in the AU Agenda 2063. This is the strategic blueprint for the continent, targeting inclusive and sustainable growth along with unity and prosperity. It represents the Pan-African dream of a continent where citizens live freely, opportunities are broadened and the capabilities of women and youth are fully harnessed, in a society devoid of fear, illness and poverty. Agenda 2063 represents a significant change in direction for the continent and a robust cornerstone for interacting with African stakeholders both internally and externally. Regional Economic Communities (RECs) continue to serve as vital components of the AU in terms of connecting with its citizenry. Africa's regional integration is key to advancing the continent's developmental objectives, as it facilitates the design and implementation of regional solutions to national challenges by overcoming the constraints of limited resources and capacities at the national level. The Pan-African project is meant to build on sub-regional integration through RECs, which act as essential building blocks in this process. The engagement of African civil society organizations is crucial in reinforcing the RECs, as they guarantee the significant participation and endorsement of citizens in their strategic undertakings, ensuring that these strategies are both representative and effective in meeting the aspirations of the African people.

#### Democracy and civic space - dangerous setbacks

There are complex challenges in establishing genuine democracy in Africa.

Most sub-Saharan African nations were established on the foundations of a colonial, exploitative system, leading to fragile structures for supporting liberal democracy. The political landscape has been further complicated by the manipulation of religious and ethnic divisions, sometimes artificially created, to benefit a narrow group of political leaders.

In an effort to appear democratic and gain international legitimacy, many authoritarian and semiauthoritarian regimes in Africa have adopted democratic facades. They hold elections, which are frequently manipulated, and profess adherence to the separation of powers and presidential term limits, although they often engineer 'constitutional coups' to bypass these limits.

Amidst a global deterioration of civic space, Africa is no exception. Human rights defenders and civil society activists face significant risks, including imprisonment or even loss of life. Civicus Monitor data indicates that 28% of the world's population experience extreme levels of repression, with journalists also encountering harassment and physical attacks, especially when covering protests.<sup>19</sup> Despite these challenges, public support for democracy remains robust in Africa, as evidenced by Afrobarometer surveys: in a comprehensive study across 34 African countries, the institution reveals that a significant majority, 68%, express a preference for democracy over any other form of governance.<sup>20</sup>

#### Migration – pressure mixed with opportunities

Political instability, economic disparities and environmental issues in Africa have intensified a migration and refugee crisis, making it a central humanitarian concern. However, the AU says Africa accounts for 14% of the global migrant population, compared, for example, to 41% from Asia and 24% from Europe.<sup>21</sup> While recognizing the serious humanitarian implications of certain migration influxes, there is also a positive side to migration both within and from Africa. This focuses on skills transfer within Africa that supports growth, and remittances that promote investment in Africa as well as aid for humanitarian action and development. Remittance flows to Africa doubled over the last decade, reaching \$100bn in 2022, surpassing the funds received through Official Development Assistance (ODA) and Foreign Direct Investment (FDI).<sup>22</sup>

The guestion of migration is deeply rooted in human rights and connected to the AU Protocol on the Free Movement of Persons in Africa. This protocol advocates for the right of individuals to move freely across the continent, underscoring the importance of legal and safe migration pathways in upholding human dignity and rights. By facilitating these pathways, the protocol aims not only to mitigate the risks of irregular migration but also to amplify the positive contributions of migration to the socio-economic development of both origin and host countries on the continent.

#### **Digital rights**

The digital landscape in Africa is growing. The number of unique mobile subscribers is expected to surge from 489 million (43%) in 2022 to a projected 692 million (50%) by 2030.<sup>23</sup> Africa has the youngest population in the world, with 70% of the population of sub-Saharan Africa under 30 years of age. 24 This holds enormous potential for Africa to bridge inequalities and facilitate access to key services. The continent's economic potential can expand significantly, provided that the burgeoning youthful demographic is equipped with the necessary tools and opportunities.

African youth have taken advantage of the internet and social media to become politically active. However, there are still major concerns regarding the replication of offline inequalities online through regressive laws and regulations; there are persistent barriers to mobile internet adoption in countries such as Benin, Chad and the Democratic Republic of Congo, where mobile internet penetration levels are below 15%. Issues such as data protection, privacy, safety, security, cyberbullying, online harassment, cyber-attacks, governmentsponsored internet shutdowns and the widening digital gender divide require immediate attention. The prevalence of online violence, particularly against women and girls, mirrors and magnifies societal issues, with 38% of women globally reporting personal experience of online violence.<sup>25</sup> This highlights the urgent need to address these digital safety and security concerns to create a more inclusive and secure online environment.

#### Public services at the centre of inequality

In 2022, sub-Saharan African governments spent an average of 3.22% of their GDP on education, a decline from the 2013 level (3.69%).26 This trend has contributed to a deterioration in education outcomes, as evidenced by the rising percentage of youth not engaged in education, employment or training. In Mali, this figure escalated from 13.47% of young people in 2010 to 30.86% in 2020, while in Zimbabwe, it increased from 17.26% in 2011 to 30.43% in 2021, indicating a significant setback in youth development and engagement.<sup>27</sup> The shortcomings in African education systems, together with challenges in healthcare access and clean water provision, underscore a broader failure to address inequalities and deliver promised democratic dividends. This shortfall, evident six decades after many African countries returned to constitutional rule, includes gaps in social protection, employment, fair distribution of the benefits of economic growth, and the rule of law, thereby undermining public confidence in the democratic process. It is imperative to tackle these governance deficiencies comprehensively, spanning the breadth of politics, economics and society. Doing so is essential for realizing the UN Sustainable Development Goals (SDGs), the vision outlined in the AU Agenda 2063, and the objectives of the Africa Continental Free Trade Area. By addressing these challenges, Africa can emerge at the forefront of global advancement.



Patience (36) contemplates changing track to wade the cost-of-living crisis. Patience is a nurse at Ghana's Korle Bu Teaching Hospital and she can barely cater for her dependents on her monthly salary. Credit: Ernest Ankomah / Oxfam

#### 3.3 VULNERABILITY AND CONFLICT **UNDERMINING PROGRESS**

According to the 2020 Global Report on Food Crises, Africa is home to some of the world's hunger hotspots, hosting 54% of the global total number of people in crisis or worse. 28 The root causes of this severe hunger include climate change, conflict and a lack of public investment in agriculture, which exacerbate food insecurity across the continent.

#### **Conflicts**

At the start of 2023, 13% of African countries had suffered coups in the previous two years – a sixfold surge from just four years earlier.

Research shows that since 1950, there has been at least one coup attempt in 45 of the 54 countries in Africa.<sup>29</sup> Specifically, the Sahel, Central Africa and the Horn of Africa have experienced significant challenges stemming from political conflicts, fragile governance and the presence of non-state actors. The persistent political tensions, wars and conflicts in Africa have inflicted enduring adverse effects on the socio-economic progress of the continent, resulting in the displacement of millions of people. In response, the AU has implemented various norms and standards aimed at promoting multilateralism, governance, democracy and human rights across the region. A fundamental element of this framework is the African Governance Architecture, established in 2011 to enhance coordination among continental and sub-regional entities and institutions, focusing on governance, democracy and human rights issues.

Effectively addressing the challenge of conflicts in Africa and combatting the associated impunity will necessitate coordinated efforts at national, regional and international levels. In response to the growing political instability and conflict across Africa, especially in regions like the Sahel, Central Africa and the Horn of Africa, OiA emphasizes the need for conflict-sensitive approaches in its interventions. Given the complex interplay between political tensions, weak governance and the influence of non-state actors, conflict sensitivity must be integrated into humanitarian and programme design and implementation. This approach ensures that initiatives do not inadvertently exacerbate conflicts but rather contribute to peaceful and sustainable development.

#### Climate vulnerability

Africa is the most climate-vulnerable continent and bears systemic risks, despite contributing least to the human-made climate crisis. The climate crisis is a multidimensional phenomenon, with increasing vulnerability, exposure and impacts on populations, especially women.

At the time of publication, it appears increasingly likely that the Paris Agreement target of limiting global warming to 1.5 degrees Celsius will be missed. Global transformation of the energy sector is therefore essential to minimize the increase in temperatures and control the associated damages as much as possible. Energy transition on one hand, and resource utilization on the other, present a complex landscape of implications for Africa's sustainable development. As the continent grapples with its growing energy demands, the shift towards cleaner and more renewable energy sources is vital to reduce environmental impact and address climate change. This transition presents both opportunities and challenges. Africa possesses abundant renewable energy sources, including solar, hydroelectric and wind. It is also home to extensive reserves of the minerals necessary for a range of clean energy solutions; Africa possesses more than 40% of the world's reserves of cobalt, manganese and platinum, which are vital for the production of batteries and hydrogen energy technologies. This presents a significant opportunity to enhance energy security and mitigate greenhouse gas emissions. However, realizing this transition will require substantial investments in infrastructure and technology. It is imperative to strike a balance in this energy transformation to optimize resource utilization. This is essential for Africa to realize its climate-smart growth agenda, ensuring fair access to clean energy and preventing energy poverty among marginalized communities.

#### Lack of investment in agriculture

Despite the critical role agriculture plays in the economic and social fabric of Africa, chronic underinvestment has persisted, severely hindering efforts to alleviate hunger and promote sustainable development. In the aftermath of global economic disruptions and in the midst of an escalating climate crisis, the need for increased agricultural investment has never been more evident. Recent data reveals an alarming trend: the majority of African governments (48 out of 54) reportedly allocated a meagre average of 3.8% of their total budgets to the agriculture sector in 2021,30 and nearly three-quarters of African governments have reduced their agricultural budgets. This not only falls short of the Malabo Declaration's stipulated 10% investment target but also contrasts sharply with the disproportionately higher spending on military arms, which stands at 6.4%.31

The implications of this underinvestment are profound, particularly in a continent where a fifth of the population suffers from undernourishment and 30% of children are stunted due to malnutrition.<sup>32</sup>



Ouahigouya commune - Burkina Faso. Aguiratou Ouedraogo is a farmer. She is 39 years old, mother of 7 children. She fetches water from a well to water her market gardening crops, with the help of a female farmer with whom she shares the agricultural plot. Credit: Samuel Turpin/ Oxfam

## 3.4 WOMEN'S RIGHTS VIOLATIONS AND GENDER INJUSTICE CONTINUE TO BLOCK PROGRESS

Conservative norms entrench power within patriarchal structures that privilege men over women. Current economic models, which are patriarchal, neoliberal and extractive in nature, rely on care for sustenance, while at the same time undervaluing it, undermining it and refusing to even recognize care as work. They also prioritize short-term profits at the expense of long-term losses (environment, care, wellbeing), as highlighted by the COVID-19 pandemic. Most employed women in Africa work in the informal sector, which is not counted as part of GDP and is characterized by insecurity, wage inequalities and poor recognition of the financial contribution it makes to the economy.

Addressing these structural inequities is essential to ensuring women's equal rights and full participation in society. Realizing women's rights requires not only legal protections but also the transformation of economic and social systems that currently exclude or marginalize women. Through deliberate policy shifts and gender-responsive frameworks, the realization of women's equal rights will become a cornerstone of broader efforts toward social and economic justice.

Despite some African nations having progressive gender rights by law, the reality on the ground is often one of pervasive gender-based violence and harmful traditional practices. Too many African women are deprived of the ability to manage their own lives and participate in government, as they lack access to fundamental necessities such as decent education and health services, and have low social status. Girls' and young women's access to, retention in and completion of school is still of huge concern in Africa. Figures from UNESCO (2019) show that 52 million girls are not in school in Africa, and four million girls never even step into a classroom, compared to two million boys.<sup>33</sup> This is a major challenge for Africa and is likely to stand in the way of achieving the ambitions of Agenda 2063 as well as the SDGs. There is an urgent need to close the gap. The 2023 Afrobarometer findings highlight the complex nature of gender-based violence in Africa and the multifaceted challenge of addressing it. The study indicates that 'while a significant portion of the population acknowledges the problem, deeply ingrained attitudes enable its continuation, and creating a safe environment for girls and women will require education and awareness campaigns along with strong legal frameworks and well-trained law enforcement'.<sup>34</sup> This acknowledgement by the population offers a great opportunity for partnering with the African people, including men and boys, to end gender-based violence.

Women have not suffered in silence. They have been working hard to gain better mechanisms to protect themselves, including successfully pushing for international treaties and the domestication of the same on the continent. Organized regional and continent-wide civil society groups yield considerable and increasing power over political actors and individuals. At the political, continent-wide level, the AU is a positive driver of shifting gender norms, and the Maputo Protocol to the African Charter on Human and People's Rights, adopted by African Heads of State and Governments in 2003 and entered into force in 2005, is an important policy document.

# 4.0 POWER FOR CHANGE (POWER ANALYSIS)

Sustainable change will happen in Africa when the institutions and people that hold power transform in favour of inclusiveness. This section describes how OiA will interact with the key power holders in the global system, and with power holders at various levels in relation to each of the five pillars of the strategy.

#### Global players

Donor governments, bilateral donors, INGOs and UN agencies are the dominant power holders in the global system, and they are also the largest official providers of capital and development assistance to the Global South. They promote and maintain the global status quo in trade, aid and development. Agencies and governments of the Global North, alternative donors and multinational corporations control the agenda, determine where funds and trade flow, and shape the conversation on the future of the Global South. OiA with its partners will hold global players to account on the use of this massive power, and will challenge their policies, actions and non-actions that propagate inequality and underdevelopment in Africa.

#### **Just economies**

Lender governments and international financial institutions (IFIs) - Lender governments and IFIs, many of which are remnants of the colonial era, exercise significant influence over the global financial architecture, shaping the international development agenda and controlling aid and loan financing from the Global North. Their actions and policies have substantial implications for the economies of Majority World<sup>35</sup> countries. To rectify the historical imbalances and ensure equitable treatment, one of OiA's priorities will be to advocate for substantial reforms of IFIs. These reforms will aim to ensure that these institutions serve Majority World countries as effectively as they do Global North countries. Lender governments and IFIs will be important targets for OiA and its allies.

Regional Economic Communities<sup>36</sup> and the African Union - The Regional Economic Communities (RECs) and the AU play a key role in Africa's socio-economic development through their strategic frameworks and decisions. These entities shape policies and initiatives that affect the continent's economic trajectory, with a stated objective of regional integration and sustainable development. OiA will continue engaging with the RECs and the AU, bringing research findings and the perspectives of affected communities into their processes. This involvement is vital to ensure that the voices of the people are heard and their needs are addressed in these organizations' strategic frameworks and initiatives. OiA also has a critical role in holding these regional bodies to account on their commitments, ensuring that decisions are implemented effectively and truly benefit the populations they are meant to serve. Collaborating with and influencing the RECs and the AU to prioritize and act upon equitable economic development and sustainable growth are essential. The RECs and the AU will be important partners and targets for OiA and its allies, necessitating continuous engagement to influence policy and hold leadership accountable for their decisions.

National and local governments – While national and local governments yield some power to higher authorities in terms of policymaking, they are responsible for guaranteeing the economic rights of citizens. To ensure the equitable distribution of wealth and reduce inequalities, there is a critical need to advocate for progressive tax systems which ensure that wealthy individuals and large corporations contribute a fair share to the nation's revenue. OiA will work to ensure that the voices of the people are taken into account in shaping national policy, promoting collaboration and enhancing accountability in policy implementation.

Corporations - Large enterprises hold considerable power to lift people out of poverty, but are also associated with abuse and environmental destruction. OiA will challenge corporations on ensuring sustainable growth and the fair sharing of benefits arising from it.

#### Accountable and inclusive governance

National and local governments - National governments remain the key power holders when it comes to governance. Significant democratic backsliding has taken place across Africa. OiA will focus on building democratic processes and strong movements that hold leaders to account.

Judiciary and local legislatures - Independent judiciaries are required to keep checks on executive powers and ensure fundamental rights of expression, opinion, participation and association, although their relative power in African countries varies greatly. OiA can support people's movements to fight for an independent judiciary.

Civil society and local and youth movements - Civil society and other movements have gained power through steady, sometimes antagonistic, engagement between state and citizen. Ensuring an open civic space for these groups is critical for achieving accountable governance and ensuring civic participation for youth, women and other vulnerable groups, and the media.

#### Climate justice

United Nations - At a global level, the UN holds significant influence in climate justice. If the UN fails to promote climate justice, then it collectively fails to protect human rights and the rights of future generations. For OiA and its partners, the UN and its convened spaces offer valuable opportunities for influencing and advocating for change.

The African Union and Regional Economic Communities - The AU and RECs are driving the continent's response to climate change. The adoption of the Nairobi Declaration on Climate Change and Call to Action<sup>37</sup> by African Leaders in September 2023 signifies a collective resolve to address the climate crisis. However, the regional and continental bodies must prioritize people-centred approaches over market-driven solutions, ensuring climate justice and sustainable development. For OiA, engaging with the AU and RECs is crucial to amplify its advocacy for climate justice, ensuring that the policies and actions endorsed at the continental and regional levels align with grassroots needs and contribute effectively to the SDGs.

**National governments** – National governments hold power to ensure that the transition to a greener economy is done in a manner that leaves no one behind. They also hold power to regulate corporations towards pro-environmental behaviour. National governments remain both an ally and a target in OiA influencing work.

Corporations - Corporations wield power over governments and populations and contribute to the climate crisis when they emit greenhouse gases. Corporations are an important target for OiA advocacy.

INGOs and NGOs - These organizations work to build political power and influence so they can pressure governments and the private sector and hold powerful actors to account. INGOs and NGOs are very important partners and allies for OiA.

#### **Gender justice**

Patriarchal structures - Power is commonly vested in male religious, societal or traditional leaders, and privileges men. Shifting this power cannot be achieved through laws alone; it is also crucial to change attitudes and social norms. OiA and partners need to focus on shifting these attitudes and norms. Men and boys can be important allies in this.

**The African Union** – AU entities and agencies are continent-wide key actors in the promotion and domestication of the Maputo Protocol in African countries. By placing a Women, Gender and Youth Directorate directly under the leadership of the Deputy Chairperson, the AU Commission underscores the prioritization of gender issues within the organization's agenda. As the AU grows its influence, it is an important target as well as ally for OiA, and can create the right environment for engagement and for change to happen.

National governments - National governments hold substantial influence over their populations, institutional frameworks and the civic spaces within their territories. They are crucial in shaping the policies that govern gender relations and in dismantling the patriarchal structures that privilege men. This engagement is key for creating an enabling environment where women and girls are empowered to participate fully in all aspects of society. National governments also play a decisive role in allocating resources and developing programmes that support gender mainstreaming in various sectors, making them unavoidable partners in advancing gender equality and women's empowerment. By collaborating with national governments, OiA will facilitate the adoption and implementation of progressive gender policies, including the domestication of international agreements like the Maputo Protocol.

Civil society organizations - Regional and continent-wide African civil society organizations play an essential role in defending good governance, human rights and women's rights. These groups exercise significant influence on political actors and individuals, challenging patriarchal norms and advocating for systemic change. They are also instrumental in holding governments accountable and ensuring that gender justice is central to policymaking and implementation. Their grassroots connections and deep understanding of local contexts make them key actors in advocacy for gender-sensitive reforms and in mobilizing communities to demand equitable treatment and opportunities for women and girls. Through collaboration with civil society organizations, OiA aims to amplify the voices of African women and ensure their active participation in shaping a just and inclusive society.

#### **Humanitarian action**

International donor agencies and INGOs - Global North government donors, UN agencies and INGOs hold considerable power through the resources they control. The drive towards localization is vital to sharing power, and OiA must be determined to lead in this shift. By influencing these actors for more localized decision-making and resource allocation, OiA seeks to ensure that humanitarian responses are more responsive to the needs of affected communities, and that they align with principles of equity and justice as well as commitments made by Oxfam such as the Grand Bargain,<sup>38</sup> Charter For Change<sup>39</sup> and Pledge for Change.<sup>40</sup>

National and local governments - National and local governments hold ultimate responsibility for those affected by disaster; they have access to as well as control over the affected territory. OiA will need to demonstrate solidarity by facilitating access to resources as well as targeting these governments to ensure access to affected communities.

Communities and community leadership - Community elders and leaders, or those in charge in local contexts, hold power over local populations regarding the distribution of humanitarian assistance. By empowering local leadership and prioritizing the needs and voices of the most vulnerable people, particularly refugees, internally displaced persons, and women and girls, OiA aims to promote more equitable and sustainable humanitarian outcomes. This community-centred approach ensures that humanitarian action is guided by principles of fairness and local relevance, leading to more effective and impactful humanitarian interventions. Oxfam's feminist approach will become a key driver in shifting power towards local leadership.



Asha Sode, Masu Wache, Fatuma Adan of Uye women group in Marsabit County, Kenya, participants in a food production response project supported by NORAD, at Village Savings and Loan meeting, training from PACIDA, an OXFAM partner organization. Credit: Misheck Kamau/Oxfam

### 5.0 OXFAMIN AFRICA OBJECTIVES



An Africa without inequality.



To fight inequality and dismantle power structures by centring women, youth, Indigenous communities and other vulnerable groups, creating a more equal future for Africa as part of a more equal world.



#### ur values

We support and subscribe to the values of Oxfam globally, and embody the values of inter-relationality and interdependence.

- **Equality:** We believe everyone has the right to be treated fairly and to have equal rights and opportunities.
- **Empowerment:** We acknowledge and seek to expand people's agency over their lives and the decisions that impact them.
- Solidarity: We join hands, support and collaborate across boundaries in working towards a just and sustainable world.
- Inclusiveness: We embrace diversity and difference, and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.
- Accountability: We take responsibility for our actions and inaction, and hold ourselves accountable to the people we work with.
- **Courage:** We speak truth to power and act with conviction on the justice of our causes.
- Ubuntu ('I am because we are'): We depend on each other totally - we lose or win together.



#### **Our purpose**

A thought leader - we are a platform for learning and exchange, a leader in innovation, and a learning consolidator.

A **convener and facilitator** - we bring together divergent ideas and create synergy among those with the same goals.

A collaborator and amplifier - we foster partnerships and elevate local voices beyond their locality.

An **enabler** - we are a platform for movements, supporting activists and communities in bringing their ideas to the forefront.

A power broker - we are an influencer. We speak truth to power, and we share power to the advantage of all who suffer injustice and inequality on the African continent.

#### A provider and facilitator of humanitarian aid

- we provide emergency assistance and work with communities toward long-term resilience in fragile and disaster contexts in Africa.



#### Our approach

**Collaboration** – we collaborate within Oxfam in Africa, including Country Offices and Clusters, as well as with African Affiliates, the wider Oxfam Confederation, and partners, both local and regional.

Local to global - we engage at multiple levels with multiple partners, connecting local voices to global spaces.

**AU and REC engagements** – we maintain an insider/outsider relationship and support public actions and campaigns with our partners.

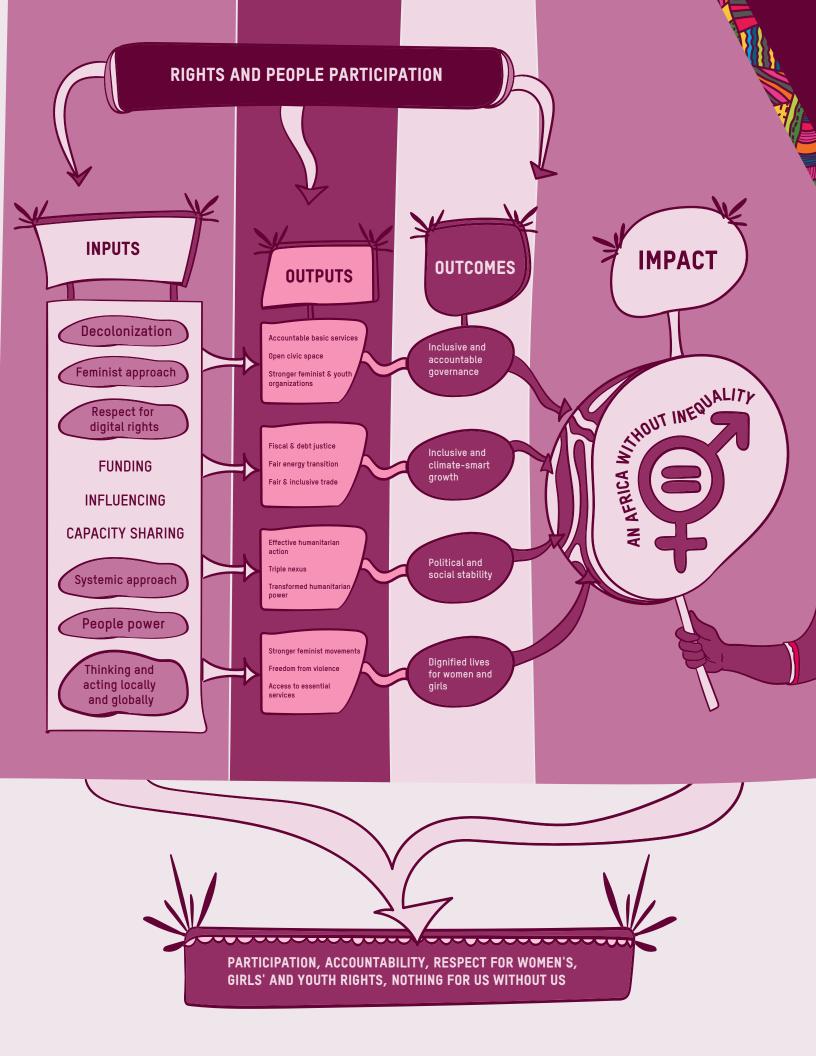
Capacity sharing - we are committed to contributing to a resilient African civil society, reciprocally sharing technical advice and resource support as well as our solidarity when required.

**Influencing and advocacy** – we engage with people-powered campaigns, harnessing the power of the media and speaking truth to power.



Pascaline Namegabe , Oxfam Public Health Officer, demonstrating the new hand washing stand to the community in the displaced persons site of Mwaka, Democratic Republic of Congo. Credit: Arlette Bashizi/Oxfam

# 6.0 HOW CHANGE WILL HAPPEN (OUR CHANGE THEORY)



# 7.0 WHAT WE WILL DO (OUR FIVE PILLARS)

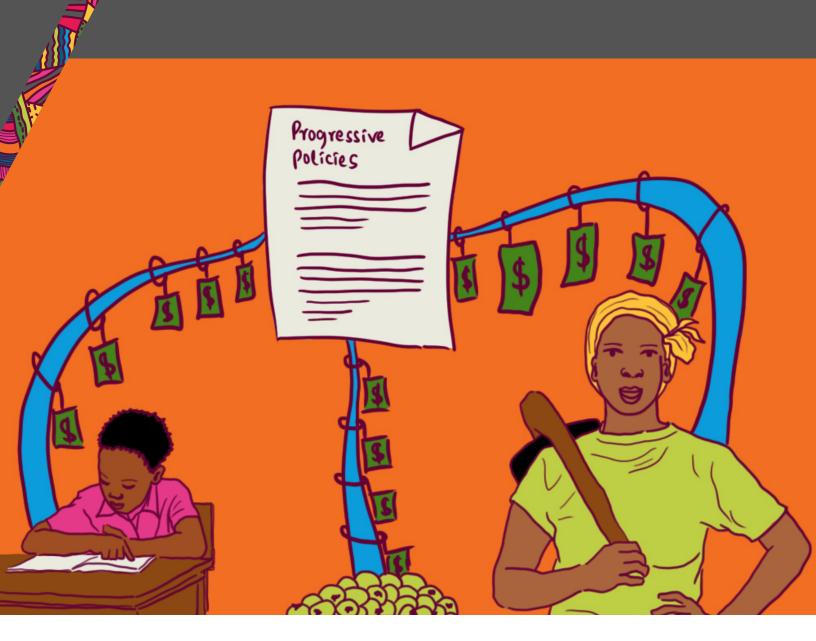
Envisioning an Africa free from inequality is a shared mission, where the catalyst for change lies within the continent's diverse and resilient communities. Over the next six years, OiA is positioned to be a dependable partner, collaborating closely with all key stakeholders both within and outside Africa to fight injustice and promote equality.

The pillars in OiA's strategy were carefully selected through a comprehensive process that considered the needs of African populations while leveraging the capacities, experience and lessons from Oxfam's previous regional platforms such as the Horn, East and Central Africa (HECA), West Africa (WAF) and the Pan-African Programme (PAP), as well as the experiences and expectations from the Southern Africa Cluster (SAF) and Country Offices. This approach was guided by triangulation between the realities on the ground, Oxfam's Global Strategic Framework 2020-2030 and insights from Oxfam's Horizon 2 Roadmap. By looking at the needs of marginalized and impoverished people across the continent, OiA recognized that addressing systemic issues like poverty, inequality and vulnerability required pillars that align with the strengths and expertise developed over years of engagement in Africa, but that also respond to the needs of African people.

This strategy will be implemented through activities that realize the strategic pillars and goals. At the activity level, each pillar and country within OiA may employ various non-traditional enablers to achieve strategic goals related to inequality and poverty reduction. These may include engagement with issues of urban poverty, migration, the private sector and social enterprises, and offer innovative solutions that align with specific contextual needs. These enablers may allow each pillar and country to adapt its interventions, making them more inclusive and impactful at the grassroots level.



Seadiya Mohamed from Tigray, Ethiopia, fetches water closer to her home after Oxfam supported the construction of water point. Credit: Zerubabel Tore/Oxfam



#### 7.1 JUST ECONOMIES



Ambition statement: An Africa where the economic rights of citizens - including smallholder farmers, workers and mining communities, with a focus on women, girls and youth - are fiercely protected and prioritized across the entire continent, and where corporations are held accountable for good governance.

Putting the people of Africa at the centre of accountable and sustainable economies is key to fighting inequality.

#### Focus areas

Food systems and food sovereignty, trade and value chains - making food systems and trade and industry work for the people of Africa.

OiA will press for food sovereignty, challenging multinationals that have captured food systems for super-profits; we will also shift the emphasis from food security to food sovereignty for Africa.

Working with our African entities and allies, we will campaign for adequate investment in agriculture in line with the Malabo Declaration, wherein African Heads of State and Governments committed to allocating a minimum of 10% of their national budgets to the agriculture sector. We will also advocate for better inclusion of smallholder farmers in strategic and profitable value chains. Oxfam will leverage the progress achieved and future developments under the African Continental Free Trade Agreement to boost more inclusive agricultural value chains to ensure that women and youth benefit. We will challenge multilateral and bilateral organizations on how they shape their investment to promote food sovereignty. We will support the people of Africa to challenge rampant land grabbing by foreign governments and companies, national elites and the private sector. We will support the development and strengthening of farmer movements and amplify their voices. We will boldly advocate for the rights of workers and a radical transformation of corporate practices towards fair, inclusive and progressive benefits.

Natural resource and just energy transition - promoting natural resource justice and ensuring fair revenue and benefits sharing.

Oxfam and its partners are unyielding in their fight against inequalities driven by extractives industries, demanding nothing less than policy and practice reform that promotes equitable sharing of natural resources revenue and benefits. OiA will support African think tanks to conduct sector analysis and research within the natural resources sector, which will be used to challenge government policy and promote participation of the masses in the sector. We will amplify the voices of our partners and allies, rallying for policy changes that prioritize the needs and rights of local communities and Indigenous populations in land and resource decisions within the context of the energy transition. We will also focus on empowering local people to defend their land, water and environment, and to advocate for fair compensation as well as free, prior and informed consent. OiA will use strategic gatherings such as the annual Alternative Mining Indaba, Africa Oil Week and other global, continental and national platforms to advocate for radical shifts towards inclusive and sustainable practices. We will empower local communities and Indigenous peoples to reclaim their rightful place at the forefront of decision-making processes.

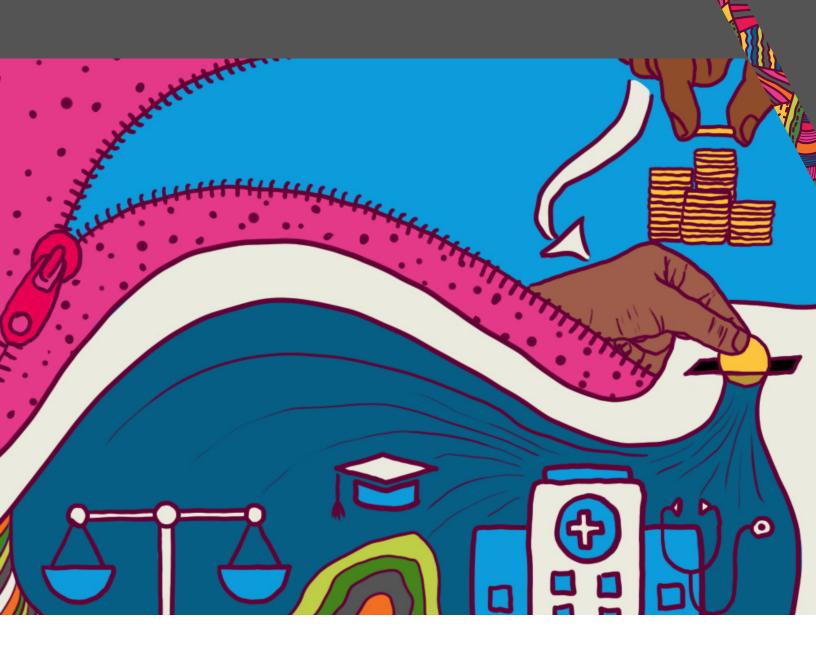


#### What will success look like by 2030?

- Adoption and implementation of fair and progressive agriculture and trade policies that favour smallholder farmers, women, youth, Indigenous communities and other vulnerable groups.
- Improved natural resource revenue and benefits sharing that targets investment in education, healthcare and social protection.
- Progressive policies governing natural resources, focusing on sustainable solutions that reflect energy, climate and gender justice, and hold corporations and governments accountable.



Leticia is drying her beans on traditional drying tables at her farm. She is a self-made power woman from Ghana who single-handedly manages her own chocolate value chain. Credit: Nana Kofi Acquah/Oxfam



### 7.2 ACCOUNTABLE AND INCLUSIVE GOVERNANCE



**Ambition statement:** An Africa where governance systems are inclusive, transparent, and accountable to the people, protecting and advancing human rights, democratic values, and environmental sustainability across the continent.

Accountable and inclusive governance systems that protect human rights, democratic values and our planet are essential.

#### Focus areas

Civic spaces - promoting accountable, just and inclusive democracies, governed by the rule of law, in which basic rights are protected and promoted.

OiA with our partners will aggressively defend and champion the fundamental right to freedom of speech and association. We will relentlessly fight against corruption, oppose any attempts to suppress civic spaces, and challenge the abuse of constitutional and political power, including the removal and reduction of women's rights and workers' rights, ensuring that those in positions of authority are held firmly accountable. To this end, OiA will support all Oxfam entities in Africa, labour unions, feminist and women's organizations and movements, and local partners, including the media, to campaign for freedom of expression, inclusion in decision-making spaces and efforts to hold governments accountable. Where necessary, OiA will advocate to governments, the AU and RECs to ensure that democratic rights are protecte

Accountable public services - campaigning for accessible, quality public services, including healthcare, social protection and education for all, to reduce inequality and promote inclusive development and society.

OiA in collaboration with our partners will advocate for greater investment in basic services with an emphasis on healthcare, social protection and quality education, in line with the Lagos Plan of Action. We will promote and support the integration of digital rights and use of technology in public education systems, and support initiatives that focus on the retention of girls in school. We will challenge the privatization of basic services and the macroeconomic initiatives that reduce investment in basic public services and social protection. Working together with all Oxfam entities in Africa and other allies including academia, labour movements and the media, we will advocate for implementation of the Abuja Declaration on health, which sets a target of 15% of national budgets to be invested in healthcare and 20% of national budgets to be invested in education. We will also support local civil society to engage with budget monitoring processes in order to hold governments to account.

Fiscal justice and debt sustainability - calling for fair fiscal systems that support progressive taxation and the sharing of natural resource revenue and benefits, and combat illicit financial flows and other actions that contribute to growing inequality.

Our mission is to expose Africa's crippling debt burdens, highlight their impacts and

demand a united front on debt relief. We will actively challenge the status quo in African financial markets, focusing on key creditors: G20 governments, IFIs such as the IMF and World Bank, and the growing commercial debt sector. Oxfam will join and partner with key civil society networks on the continent, such as the African Sovereign Debt Justice Network, Tax Justice Network Africa and the African Forum and Network on Debt and Development, to combat aggressive tax planning practices by large corporates and multinationals. OiA will, together with its entities, establish campaigns to highlight the national tax burdens of individual countries and the negative effects these have on public spending. OiA will support Country Offices, Clusters and local partners to advocate for transparent tax laws and accountable tax practices that combat tax evasion and promote fair fiscal policies.

**Youth and social movements** – promoting reciprocal sharing of the capacity of youth organizations and other social movements by supporting their fight to operate freely and engage in their own governance.

OiA will dedicate resources for building youth movements, labour movements and other movements across the continent, supporting the exchange of knowledge across regions and the strengthening of support networks. We will use our global connections to open spaces for the movements to engage at global and continental levels. Working together with African labour unions, Country Offices, Clusters and African Affiliates, we will focus on building a continental movement that is self-enhancing and self-supporting.





#### What will success look like by 2030?

- Adoption and progressive implementation of a new international tax convention spearheaded by African states and civil society organizations.
- Increase in national policies and tightening of laws concerning tax evasion and tax justice on the African continent.
- Reduction in the debt burden on various countries in Africa.
- All Oxfam entities in Africa and local partners equipped to campaign and become key players in debt justice matters at the national level. More citizens organizing into effective



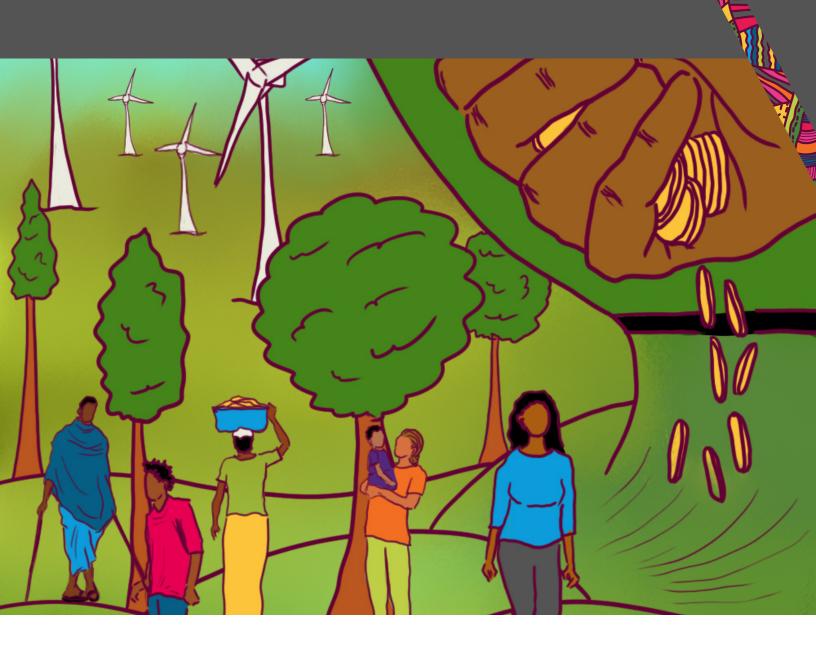
movements against autocracy, state capture by the elite and privatization of essential services - demanding rights, challenging injustice and calling for accountability.

- Improved transparency and accountability in governance, demonstrated by bolstering the independence and capacity of specific democratic, economic, social and human rights bodies and legal institutions.
- Stronger youth organizations, labour movements and other movements that are coordinated and self-supporting across the continent.
- Increased investment in essential services, particularly healthcare, social protection and education.
- More state delivery of public services, particularly education and healthcare.

Effective integration of recommendations made by civil society organizations during the Office of the United Nations High Commissioner for Human Rights' Universal Periodic Review.



In Dotche Malam, Niger, the daughters of Ramatou Adamou are smiling at each other while sitting outside in the shadow with their school books. Despite not being able to go to school, Ramatou encourages her children to study, acquire knowledge and succeed in their lives. Credit: Ibrahim Ousmane/Oxfam



# 7.3 CLIMATE JUSTICE



Ambition statement: An Africa that boldly confronts and conquers the climate risks it faces, harnessing the strength of its diverse population and the wealth of its resources to forge a sustainable future.

Climate justice is at the centre of sustainable and resilient solutions for lives and livelihoods.

#### Focus areas

**Africa-owned knowledge products** – bridging the climate knowledge gap.

OiA will address the data gap in climate studies by promoting locally owned knowledge products. Recognizing the dominance of studies authored in the Global North, the initiative aims to unlock African perspectives, influencing global climate decisions. This effort underscores a commitment to inclusivity and ensuring that the unique challenges of the African context are central in the global climate discourse.

**Policy change** – fostering inclusive climate action in Africa.

There is a notable disconnect between communities, civil society organizations and decision-makers. Oxfam and partners will advocate for a transformative approach, establishing a platform for direct communication between Indigenous communities and policymakers. This avenue allows for active participation in policy design and influencing strategies, challenging existing norms. OiA will engage with communities, governments, RECs and the AU to reinforce a rationale grounded in inclusivity and harmonization for effective climate justice.

Empowering local resilience and climate adaptation – assisting African communities in adapting to climate change.

OiA will strategically prioritize empowering local communities to develop their responses to the climate crisis, recognizing the intersecting challenges of weather-related incidents, agricultural market shifts and government-corporate interests. Through focused reforestation and climate education programmes, we will empower grassroots communities, championing resilience and adaptation. With a strong emphasis on local expertise and women's leadership, we will collaborate with diverse partners to implement solutions that encompass climate-resilient agriculture, sustainable water management and disaster risk reduction.

Amplifying African voices - advocating for climate finance, justice and global equity.

OiA with our partners will advocate for increased human-rights-centred and feminist climate finance for Africa, addressing the continent's disproportionate burden. We will shine a light on the politicization of climate finance, dominated by the Global North, and urge accountability for its consequences. We will nurture a robust climate movement in Africa, supporting engagement at various levels, including the global arena. We will promote Africa's global presence and voice, and advocate for equitable climate policies that tackle social and economic disparities, rooting our arguments in feminist thinking and decolonization. Acting as a convener, we will amplify messages from marginalized groups including women, youth and Indigenous peoples.

Building on the advocacy for feminist climate finance, it is crucial to acknowledge the historical responsibilities of the Global North in the context of climate change. The industrialization and economic growth of Northern countries were largely built on carbon-intensive activities that have disproportionately contributed to the climate crisis. Africa, despite contributing the least to global emissions, faces some of the most severe impacts of climate change. The principle of climate justice must address these historical imbalances, ensuring that the countries that are most responsible for climate change also bear the greatest responsibility for financing adaptation and mitigation efforts in the Global South. OiA will advocate for accountability from the Global North in meeting its climate finance commitments and addressing its historical role in perpetuating environmental injustices.



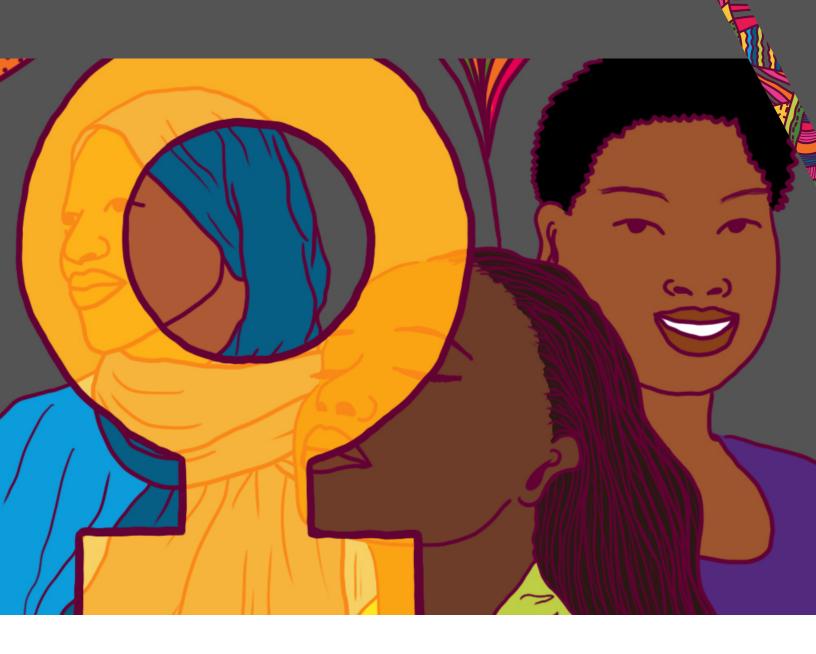


#### What will success look like by 2030?

- Policy debates and decisions by policymakers on climate change focus on just, equal and feminist transitions.
- More, accessible, people-centred, predictable climate financing.
- New research and data on African responses and impacts of climate change serve as a catalyst for scaling up equitable access to responsibly produced renewable energy and a fast, fair and funded phase-out of fossil fuels.
- Emergence and strengthening of intersectional movements that influence and advocate for climate justice on the continent. Enhancement of sustainable, climate-resilient agricultural productivity and income.



A group of herders and their livestock arrive in the community of Sincaro, Somalia, where Oxfam has built a water supply system for people and animals. Sincaro is a strategic point on the transhumance routes. Credit: Pablo Tosco / Oxfam Intermón



# 7.4 GENDER JUSTICE



Ambition statement: A continent where people live free from gender injustice, and women and girls reclaim their rights and live with dignity.

A dignified life free from gender-based discrimination and violence is a basic human right that underlies human progress and equality. The realization and protection of women's equal rights must be seen as fundamental to achieving all other goals of human development and social justice. Women's rights are not just an issue of fairness but a prerequisite for sustainable progress across economic, political and social domains. Thus, women's equal rights are the foundation upon which inclusive, resilient and just societies are built, and are a primary focus of this strategy.

#### Focus areas

Structural and systemic gender-based violence - ensuring communities in Africa are safer and free from patriarchal and structural violence, discrimination, bias, harmful laws and anti-rights movements targeting women and girls.

OiA will advocate for the formulation and implementation of gender-transformative policy and practice at national and regional levels, and this includes supporting Oxfam entities in Africa to advance policy advocacy at national level. We will engage the private sector and IFIs in shaping gender strategies and initiatives. OiA will also ensure that harmful attitudes, norms and belief systems that increase abuse and keep women unsafe, poor and marginalized are challenged and changed. Strategies will include engaging men and boys to shift patriarchal norms and counter the narratives from digital anti-rights movements that perpetuate violence against women.

Together with our partners we will contribute to, shape and influence the development and language of AU policies. We will engage the UN and AU human rights mechanism and special mechanism in monitoring member state implementation of legal frameworks like the Maputo Protocol. In our programmes, we will guarantee that perpetrators of gender-based violence are held accountable for their actions, and ensure that survivors have access to high-quality services and assistance.

Feminist transformative leadership - promoting more inclusive, safe, vibrant and resourced women's rights/feminist movements, and civic space for feminist action which guarantees meaningful engagement of all people.

OiA will resource, support and galvanize women's equal rights and feminist organizations and movements to contribute to, shape and influence gender-transformative policies at national, regional and global levels. We will support them, learn from them and amplify their agency and voices across all the work we do in both online and offline spaces. We will also contribute to, shape and influence policy narratives in collaboration with diverse partners and movements in continental and global platforms. We will engage in feminist research and learning through production of policy briefs and expert analysis briefs, and support inclusion of the African context in Oxfam Confederation research.

OiA will also support feminist organizations to defend the civic space for them to operate and be protected from violent anti-rights backlash.

**Economic gender justice and care** – developing feminist alternative economic models that centre care, equity and wellbeing for all as an alternative to the current patriarchal, neoliberal and extractive models.

OiA will amplify feminist narratives and alternatives around key thematic areas, including care, fiscal justice and climate justice, through dialogues and expert panels. We will continue our engagement with the World Bank on care policy and gender justice, as well as other local platforms where dialogue is ongoing. We will use the opportunity presented by the African Development Bank's current interest in Oxfam's work on care, and we will promote the Care Barometer.

Sexual and reproductive health and rights (SRHR) – ensuring that SRHR are guaranteed, accessed and respected across the continent.

Working with feminist organizations across the continent, OiA will contribute to shifting social norms on SRHR aimed at increasing women and girls' bodily autonomy, agency and wellbeing. We will also strive to promote a positive and respectful attitude towards sexuality and sexual relationships, as well as making sufficient investments in sexual and reproductive health services.





#### What will success look like by 2030?

- Ratification, domestication and implementation of the Maputo Protocol taking centre stage in most African countries. Recognition, reduction and redistribution of unpaid care and domestic work promoted through continental and national campaigns. Oxfam joining well-resourced continental coalitions that actively campaign for the dismantling of patriarchal norms and practices.
- Key contributions by OiA and its allies to the 30-year review of the Beijing Platform for Action and other key gender policy processes. Rigorous application of a gender lens to all internal processes and policies.



# 7.5 HUMANITARIAN ACTION



Ambition statement: Humanitarian action that focuses on dealing with root causes and enables the affected people to take leadership to achieve lasting results and rebuild their lives.

A triple nexus approach that connects humanitarian, development and peacebuilding across all programming and influencing is fundamental for the achievement of sustainable solutions in crisis situations.

#### **Focus areas**

Effective, innovative and principled humanitarian response - ensuring well-resourced and timely response to crises.

At the core of Oxfam's response remains emergency food security (EFS), water, sanitation and hygiene (WASH), and protection. Oxfam will support its partners to mobilize resources for action while challenging decisions that may limit access to funding, diversifying sources of funding, advocating for multi-year funding, and ensuring that local actors are adequately funded. We will also encourage and improve knowledge sharing across regions and countries, promoting innovation, investing in peer learning, and monitoring our approaches using feminist principles. Innovation will be key, and we will explore the use of technology to support effective humanitarian responses. Important allies on the African continent (beyond the key INGOs) include the Africa START network and the newly established Africa Humanitarian Organisations Network (AHON), of which Oxfam already forms part of the leadership, as well as UN agencies, RECs and other regional bodies.

Preparedness - ensuring effective and well-resourced preparedness plans across all programmes.

OiA will ensure that Country/Cluster Offices and partners, as well as African Affiliates, have the resources they need to engage in preparedness work such as horizon scanning, risk analysis and contingency planning. We will collaborate with communities and local stakeholders in assessing climate-related risks for inclusion in preparedness plans, and influence donors to include preparedness in their funding. OiA will undertake a systemic review of the decision-making mechanisms, protocols, procedures and accountability, applying a decolonization lens and investing in areas that require improvement. We will also aim to increase investment in anticipatory action mechanisms, linking these with social protection mechanisms.

Linking humanitarian responses to longer-term impact - ensuring that the benefits of humanitarian responses are sustained and people's lives are rebuilt.

OiA will prioritize conducting more robust context analyses; these will incorporate perspectives on power dynamics and gender equality, with a central focus on community needs. Collaborating with local stakeholders such as NGOs, academic bodies and the private sector, we will aim to enhance the quality of our analyses to ensure the lasting effectiveness of our interventions. Embracing a systemic perspective, we will align our humanitarian efforts with complementary actions addressing the underlying causes of crises. Our emphasis will be on strengthening institutions, including local ones, as well as the systems and capacities necessary for sustainable solutions.

**Transforming systems of power** – ensuring the transformation of humanitarian systems and processes, both internal and external, to achieve fair, just and impactful humanitarian action.

OiA is committed to playing a lead role in transforming humanitarian systems to make them more efficient, creating spaces to explore and challenge our internal thinking and culture, and developing a shared vision and understanding of Oxfam's added value in decolonized humanitarian work, while ensuring that we do no harm. Internally, we will focus on transforming internal systems, particularly our business systems, to become more agile in supporting humanitarian work. We will champion locally led responses, challenge the shrinking humanitarian and civic space, and navigate the securitization of aid and double standards. Externally, we will challenge oppressive and unjust power dynamics, promote a feminist approach and centre gender equality. We will champion and invest in local leadership, and respect local knowledge and leadership for the value it brings.





#### What will success look like by 2030?

- Oxfam's humanitarian response contributes to the realization of equal rights for women.
- Oxfam responds quickly and at scale to the deterioration of humanitarian indicators based on international human rights as well as refugee and humanitarian law.
- Oxfam demonstrates a do-no-harm and safe programming approach in all its interventions.
- Oxfam's humanitarian, development and peacebuilding endeavours are aligned to women's empowerment, leadership and agency.
- All of Oxfam's direct interventions complement and support national and local systems in humanitarian action, rather than replacing existing capacity.
- Increased, flexible and readily available funding can be unlocked in a timely manner when needed to save lives.
- Bilateral and multilateral funding supports localization efforts, and triple nexus approaches have increased significantly.



Oxfam leads in building local humanitarian leadership through local partner-led implementation, supporting African humanitarian networks and organizations such as the AHON, and making rapid emergency response funds available to civil society organizations, thus establishing itself as a lead voice on localization in practice on the continent.



Refugee Asia\* washing her hand at an Oxfam supported WASH facility at their shelter at the transit center in Renk, South Sudan. Credit: Peter Caton/Oxfam \*Name has been changed in adherence to Oxfam's ethical content guidelines

# 7.6 CROSSCUTTING LENSES

We agree with the Oxfam Global Strategic Framework that how we work is as important as what we work on. Changing how we do what we do will make us more relevant and efficient in the African continent, in line with the expectations of African partners and allies. The following lenses cut across all our work, and we will apply them throughout to ensure that they inform everything we do.

#### **Decolonization**

Present-day economic, political, cultural and knowledge systems are legacies of colonial powers across the continent of Africa. Global systems, which are acutely present in Africa, reinforce power relations that are patriarchal, racist and exploitative, upholding and maintaining systemic inequalities. Power remains concentrated within the Global North and is maintained through commercial, political and aid relationships.

Application: Oxfam is systematically working to decolonize its work as part of a greater decolonial process that is necessary to tackle global and local inequalities. In line with these efforts, OiA will focus on equalizing partnerships and advancing the crucial task of reshaping funding practices. We will tackle the use of language, recruitment practices and transparency concerning financial information. Furthermore, we will continue to push the boundaries within Oxfam for equalized power in decision-making, and shift from exclusively emphasizing and appreciating Global North practices. This includes welcoming new forms of Indigenous methodologies, such as storytelling and oral traditions, and other knowledge products to play a leading role. Oxfam as an organization, and particularly in its role as an INGO, commits to tread carefully to avoid perpetuating existing power structures, and to use the decolonization lens in intersection with its other approaches to ensure that power structures are not reinforced. Oxfam will aim to become a strong continental voice on shifting power in terms of humanitarian aid and development cooperation. Particularly as an African voice, Oxfam will press for actions and real shifts within the decolonization movement, away from mere debate and inaction.

#### Feminist approach

Patriarchal structures oppress women and girls in various societal spaces. These structures, coupled with unequal power dynamics, lead to women and girls comprising the majority of people living in poverty. In patriarchies, men hold authority and define gender roles, often leading to women's subjugation.

**Application:** Oxfam's feminist approach counters this imbalance by using its core feminist principles. In Africa, Oxfam will centre the intricate nature of power dynamics and integrate this in its planning. Given the prevalence of oppressive masculinities, there is a need to engage boys and men to challenge and transform these harmful values that perpetuate gender inequality and violence. At the very least, our aim is to guarantee legal equality between women and men. In our work, we are committed to investigating and addressing all types of discrimination, injustice and rights violations experienced by women and girls. We will strive to implement a feminist perspective in our hiring practices and ensure that our programme procedures are gender sensitive.

#### Respect for digital rights

The digital landscape in Africa is growing. Africa is leading globally in terms of people who access the internet through their mobile. This holds huge potential for Africa to bridge inequalities and facilitate access to key services. However, unequal digital access and the misuse of digital technologies exacerbate inequality and discrimination.

Application: Oxfam's commitment to advocating for digital rights in Africa is within the context of information and communications technology for development (ICT4D), because we believe this promotes activism among citizens and facilitates and secures the delivery of social welfare and humanitarian aid. Our goal is to ensure equitable and affordable access to digital infrastructure, tools and online spaces, and to play a pivotal role in expanding and leveraging digital spaces, working with young and feminist digital activists.

#### People power

Economic and political structures can work to control power and stifle the voices of ordinary people. The same is true of development assistance and humanitarian aid, and the power of Global North actors outweighs the voices and needs of those who are most affected by inequality and poverty. Even though there are strong traditions of people power and participatory approaches on the African continent, these are often overshadowed and ignored by the dominant political and economic power systems.

Application: In Africa, Oxfam's role of working with and amplifying the voices of marginalized communities will be a key element of shifting power relations. Together with our partners, we will challenge political and economic elites that hold visible and invisible power in many countries on the continent, and Oxfam will use its power and privilege to open spaces for engagement with these elites. Supporting local initiatives and fostering grassroots networks are vital for empowering communities. We pledge to support and stand alongside those fighting against exclusion, exploitation, poverty and crises. We will provide direct assistance where necessary and collaborate with them to enact positive change, including advocating for their rights. Additionally, we will invest in the leadership, independence and empowerment of young people.

#### Thinking and acting locally and globally

Power structures and power holders are equally present at global, regional and local levels. These power structures are intertwined and mutually reinforcing. Challenging power structures that are complex, multilevel and multi-sectoral requires the systematic building of coalitions that draw equal strength from their respective levels – global, regional and local.

Application: OiA will become a stronger link to amplify the voices of local actors in continental and global campaigning and advocacy, as well as connecting their local knowledge with global debates. This is even more important when addressing the larger global challenges, such as gender equality, debt and climate change.

#### Systemic approach

Power that perpetuates poverty and injustice is held in systems – colonial, patriarchal, elite and others – and Africa is no exception. To enact meaningful, sustainable change and to transfer power from existing power holders, the systems themselves need to be transformed.

Application: Systemic problems require systemic solutions, and Oxfam will pursue systemic equality. This is true for Africa, where systems are entrenched and rooted in societies that are multifaceted, and where multipronged approaches are required to tackle systems of inequality, injustice and discrimination. OiA is committed to systems analysis and shifts that require long-term and consistent engagement. The power of collective learning and knowledge is a key driver to shift systems. In Africa, Oxfam will create platforms to enable collective learning beyond geographical boundaries and language barriers.

#### **Strategy implementation**

The OiA strategy will be operationalized through detailed pillar programme documents, country-specific strategies and the elaboration of key support functions. Each pillar will have dedicated programme documents outlining objectives, methodologies and desired outcomes. Country strategies will contextualize these pillars, ensuring alignment with local realities and needs. Additionally, critical support functions like Human Resources, Operations, and Monitoring and Evaluation will elaborate relevant approaches to provide the necessary infrastructure for effective programme delivery. A partnership approach will also be developed to ensure that collaborations with local organizations, government bodies and other stakeholders are aligned with the strategy's goals.

In addition to implementing the strategy through pillar programme documents, country strategies and support functions, OiA will collaborate closely with African Affiliates and the Middle East and North Africa (MENA) Cluster on Pan-African regional influencing. This partnership will focus on shared priorities, ensuring that regional advocacy efforts are cohesive and impactful. OiA will further engage with African Affiliates to leverage their expertise and networks to amplify efforts to address inequality and poverty. These collaborations will enhance cross-regional learning, strengthen Oxfam's collective advocacy work, and ensure that the strategy reflects a unified approach to influencing policy and structural change at both regional and continental levels.



Volunteers carrying printed infographics in front of the cars stopped by the traffic light at the caravan climate change walk on October 13, 2022 in Allen junction, Ikeja, Lagos State, Nigeria. Credit: Taiwo Aina / Oxfam



# 8.0 IMPLICATIONS OF THIS STRATEGY FOR OXFAM IN AFRICA

The approval of this strategy will have implications for OiA's operation and its internal relationships, and delivering against the strategy's ambition will require adjustments and shifts within the organization. At the same time, it is important to note that many parts of the strategy build upon existing work, which may need amplification, streamlining and solidification.

#### Reforming our ways of working

The power of OiA to deliver on this strategy lies in its diversity. For the different entities that make up OiA, it involves more than simply aligning strategies: it means delivering on specific aspects of the strategy, building on their own particular strengths for maximum impact.

Our ambition is an Oxfam in Africa that:

- Is influential, by connecting the national, regional and continental structures to the different parts of Oxfam International and the Confederation.
- Increases participation from Africa to inform Oxfam International processes.
- Effectively contributes to Oxfam's worldwide campaigns.
- Forges impactful and mutually beneficial relationships with Affiliates.

Is determined to forge new relationships with Africa partners and occupy its rightful place as an INGO. To achieve this ambition, OiA will have to be deliberate in identifying positions of advantage among its various entities – such as Oxfam South Africa's position with the BRICS and the G2O, and the Southern Africa Cluster's position with the Southern Africa Development Community (SADC) – and utilizing them for greater programme gain. For greater operational clarity, a responsibility matrix will be drawn and reviewed regularly as part of the annual operational plan or specific campaign strategies/plans.

#### **Systems and processes**

Oxfam has continued to evolve and reform its approach to programming, but business systems have lagged behind. The current Transforming Business System (TBS) initiative is critical for the efficient operation of OiA and the rest of the Confederation. OiA will support the transformation of business systems across Oxfam for operational excellence and decolonized feminist systems and partnerships, enabling greater external impact. We will share our experiences and lessons in working with the current business systems, analyse the implications of the current systems against the new OiA set up, and share recommendations with the Oxfam Confederation.

#### Oxfam people

Oxfam is committed to caring for its people and upholding an anti-racist, decolonial, feminist culture to respect and empower people, promote feminist leadership and maximize shared impact. OiA will be vigilant in monitoring the organization's commitment to reform its ways of working by shifting power to the Global South, decolonizing its HR processes and promoting Southern leadership. OiA is committed to having honest conversations with staff about the organization's commitment, and sharing feedback with the Oxfam Confederation. Given the greater ambition laid out in the strategy, OiA will consider conducting a skills audit to ensure alignment with this ambition, particularly the crosscutting issues, to enable it to play its desired leadership role.

#### **Fundraising**

OiA will invest in fundraising capacities and approaches to ensure adequate and multi-year funding for its programmes. The wide range and the multi-mandate nature of programmes in this strategy require a diverse range of funding sources, and an all-Africa donor mapping will be prioritized at the beginning of implementation. The growing number of philanthropies in Africa is an opportunity for OiA to explore, and some of such efforts might have to be led by local organizations, including African Affiliates. While this aligns with Oxfam's values around local leadership, decolonization and feminist principles, transforming funding systems and procedures will require a concerted effort. The current Oxfam Partnership Platform initiative is a great opportunity that OiA will use to push for transformation.

#### Campaign strategy

OiA has made commitments to work differently, ensuring that our approach is decolonized and that, as an Africa team made up of various entities, we make the best use of our capabilities, our various positions of advantage and our global connections. We will be deliberate in ensuring that our actions are in line with these commitments. We are therefore committed to developing a comprehensive campaign strategy that identifies our commitments at the global level, our ambitions in the OiA strategy, our capabilities as a team, our partnerships, and the resources we require to deliver the change we want to see. We will ensure a clear mapping of campaign leadership as it relates to the various activities and targets. This will ensure the efficient and effective operation of the Africa team and the presentation of one voice across the continent.



Djelika is a farmer in Bana, Mali. Before the beginning of the project, the land she exploited was completely bare and without any vegetation. The Regreening Africa project aims to reverse land degradation by encouraging smallholder farmers to grow trees on their farms and revive existing ones. Credit: Diafara Traoré/Oxfam

# 9.0 RISK MANAGEMENT

The primary risks associated with delivering OiA's strategy include funding constraints, as the ambitious goals across multiple pillars require consistent financial support. A heavy reliance on external funding poses a challenge, especially if donor priorities shift or access to diversified funding streams remains limited. Shifting donor priorities, particularly in the face of changing political and economic landscapes and the rise of right-wing governments in traditional donor countries, could deprioritize issues like gender justice or climate justice. Additionally, political instability and conflict, especially in regions like the Sahel, Central Africa and the Horn of Africa, present significant risks to programme implementation. Weak governance, corruption and shrinking civic space in several African countries could further undermine advocacy efforts. Finally, OiA faces an internal risk of being unable to attract and retain competent staff to drive its strategy forward.

In order to mitigate these risks, OiA will follow the methodology outlined in the CSA Review Process 2025 document (and potential subsequent documents), which focuses on a structured approach to risk identification, assessment and management. The approach leverages a Control Self-Assessment (CSA) framework, which encourages continuous evaluation of risk exposure and control effectiveness. The CSA approach involves assigning responsibility for risk identification and mitigation to technical pillars and service departments such as Operations, Human Resources, Communications and Programme Effectiveness. Additionally, it emphasizes the integration of CSA with existing tools, such as quality management review (QMR) meetings for countries, clusters, and regions, to streamline processes, ensure proper documentation and enhance connectivity between risk management systems.



Caroline Nyirenda, a Health worker from Chawama Clinic, seen educating the community on how to use the Oral Rehydration Solution sachets to the marginalized community during the cholera outbreak in Lusaka, Zambia on 12th January, 2025. Credit: Loliwe Phiri / 0xfam

# CONCLUSION

Guided by Ubuntu, the Oxfam in Africa Strategy 2025-2030 targets the root causes of inequality, with the ambition to contribute to the emergence of a fairer Africa.

Our blueprint is designed for action, and focuses on dismantling the power imbalances that fuel injustice. We acknowledge that in the span of the next six years, Africa's needs will evolve. To ensure it remains relevant and impactful, our strategy will adapt while maintaining alignment with our desired outcomes. We will collaborate closely with local communities, refining our approach and making it robust and effective.

Our renewed commitment is to actively contribute to an Africa without inequalities. We aim to sustain efforts across gender justice, climate action, humanitarian action, accountable and inclusive governance as well as economic justice. We will prioritize transparency, fairness and community engagement, and raising the voices of the underrepresented.

We look forward to seeing what lies ahead, and are inspired by Africa's potential and by the energy of her people. Despite the challenges, we are optimistic about creating lasting change and dedicated to the emergence of a continent where prosperity and justice prevail.

United across all entities of OiA, with the wider support of the Confederation, we face this challenge not just as a series of objectives but as a shift towards a more equitable Africa. Our strategy stands as a commitment to transforming Africa's narrative, confident that we have the right tools, people and allies to turn inequality into a thing of the past.

Asha Vicky is a South Sudanese refugee living in the Imvepi settlement in Northern Uganda. Vicky, single mother of two, is maybe the strongest mother in the world. Vicky manages to work the field at 6 o clock in the morning, before she goes to the market selling spices. She finds energy to play with her children and motivation to keep going and expand her small business. *Credit: Hans Bach / Oxfam* 

### **NOTES**

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- <sup>3</sup> Statista. https://www.statista.com/statistics/265759/world-population-by-age-and-region/
- <sup>4</sup> Oxfam (2022). The Commitment to Reducing Inequality Index: Africa Briefing.
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- <sup>6</sup> Oxfam in Africa will develop a strong relationship with the North Africa Cluster, even though it is formally a part of the Middle East and North Africa (MENA) region.
- <sup>7</sup> At the time of drafting this strategy, affiliation processes are ongoing for Kenya and Senegal.
- <sup>8</sup> Subsidiarity implies that decisions should be made as closely as possible to the implementation level, with the management line stepping in only when issues cannot be resolved at a more local level.
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- <sup>21</sup> African Union and International Organization for Migration (2019). <u>Africa Migration Report: Challenging the Narrative.</u>
- <sup>22</sup> Machnet (2023). Remittance Trends in Africa.
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- <sup>25</sup> The Economist Intelligence Unit. Measuring the prevalence of online violence against women. https://onlineviolencewomen.eiu.com/ (accessed 18 March 2025)
- <sup>26</sup> World Development Indicators. <a href="https://databank.worldbank.org/source/world-development-indicators">https://databank.worldbank.org/source/world-development-indicators</a> (accessed 18 March 2025)
- <sup>27</sup> Ibid.
- <sup>28</sup> Food Security Information Network and the Global Network Against Food Crises (2020). 2020 <u>Global Report on Food Crises</u>.
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- <sup>35</sup> The term 'Majority World', introduced by Shahidul Alam, a Bangladeshi photojournalist, activist and writer, draws attention to the imbalance between the densely populated, economically less developed nations and the powerful 'developed countries' minority. While often used interchangeably with 'Global South', its value lies in challenging the Global North centric narrative, and the recognition and appreciation of the unique assets of the Majority World, particularly in multilateral spaces.
- <sup>36</sup> OiA will prioritize engagement with the eight AU-recognized RECs: Arab Maghreb Union (UMA) (through the North Africa Cluster), Common Market for Eastern and Southern Africa (COMESA), Community of Sahel–Saharan States (CEN–SAD), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Community of West African States
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