



DEMANDING RIGHTS, CREATING OPPORTUNITIES: THE NEXT STEPS

OXFAM INDIA'S STRATEGIC PLAN FOR 2016-2020



ऑक्सफैम इंडिया
OXFAM
India

OXFAM INDIA'S MISSION

By 2020, Oxfam India will work towards reducing inequality and injustice in India by working with alliances of poor and marginalized people, especially women, so that they are able to realize their rights, influence decision making processes and transform power structures. In this journey, Oxfam India will also engage with the public to promote active citizenship, and with the private sector to encourage responsible business.



Change Goal 1: Right to be Heard

Sub Goal 1: By 2020, more members of socially excluded groups (Dalits, Tribals and Muslims) especially women in Oxfam India focus states will exercise their rights of citizenship and live a life of dignity, free from discrimination.

Sub Goal 2: By 2020, Indian private sector will adopt responsible and inclusive policies and practices to end inequality.



Change Goal 2: Advancing Gender Justice

By 2020, more poor and marginalized women will claim and advance their rights, and violence against women will be less prevalent.



Change Goal 3: Saving Lives Now and in the Future

By 2020, fewer women, men and children will die or suffer from injustice and deprivation from increasingly frequent natural disasters and conflict. At-risk communities will realise their rights to have clean water, food, sanitation and other fundamental needs. The communities will be free from violence during a crisis and take control of their own lives in dignity.



Change Goal 4: Fair Sharing of Natural Resources

By 2020, marginalised communities in our focus states will have improved livelihoods through rights over natural resources specifically land, minerals and energy.



Change Goal 5: Financing for development and universal essential services

By 2020, Inequality issues will take center stage in the development discourse in India, leading to increased public financing and people's access to universal, free and quality health care and education.



Change Goal 6: India and the World

By 2020, Indian Government will institutionalize civil society engagement in global multilateral development processes, and will formulate a transparent and accountable aid policy.

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Glossary

AIIB	Asian Infrastructure Investment Bank
ATMA	Agricultural Technology Management Agency
BAMETI	Bihar Agriculture Management & Extension Training Institute
BIAG	Bihar Inter Agency Group
BRICS	Brazil, Russia, India, China and South Africa
CBMP	Community Based Monitoring and Planning
CBOs	Community Based Organisations
CFR	Community Forest Rights
CFR-LA	Community Forest Rights Learning and Advocacy
CLO	Community Led Organisation
CRW	Corporate Responsibility Watch
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DfID	Department for International Development
DRR	Disaster Risk Reduction
EFSL	Emergency, Food Security and Livelihoods
EFSVL	Emergency Food Security and Vulnerable Livelihoods
EWS	Economically Weaker Section
FIDC	Forum for Indian Development Cooperation
FPIC	Free Prior and Informed Consent
GB	Great Britain
GDP	Gross Domestic Product
GO	Government Order
GPAF	Global Poverty Action Fund
HDI	Human Development Index
IATW	India and the World
ICT	Information and Communication Technology (Technologies)
IRBF	India Responsible Business Forum
JSA	Jan Swasthya Abhiyan
MDB	Multilateral Development Bank
MDGs	Millennium Development Goals
MLE	Multilingual Education
MMDR	Mines and Minerals (Development and Regulation) Act
NAMHHR	National Alliance for Maternal Health and Human Rights
NDB	New Development Bank
NDMA	National Disaster Management Authority
NEG	New Education Group
NGO	Non-Governmental Organisation
NTFP	Non-Timber Forest Produce
NVG	National Voluntary Guidelines

OECD	Organisation for Economic Co-operation and Development
OIN	Oxfam India
PiC	Partners in Change
PIP	Programme Implementation Plan
PPP	Purchasing Power Parity
PRIA	Participatory Research in Asia
PSE	Private Sector Engagement
PWDVA	Protection of Women from Domestic Violence Act
RFCLARR	Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act
RTE	Right To Education
SDGs	Sustainable Development Goals
SDMA	State Disaster Management Authority
SMCs	School Management Committees
SOPs	Standard Operating Procedures
TOC	Theory of Change
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Emergency Fund
UP	Uttar Pradesh
UTs	Union Territories
VANI	Voluntary Action Network of India
WaSH	Water, Sanitation and Hygiene
WIN	Worldwide Influencing Network
WNTA	Wada Na Todo Abhiyan



INTRODUCTION

Oxfam India was formed in 2008 as an Indian NGO with Indian staff and an Indian Board by integrating six Oxfams working in India: Oxfam Australia; Oxfam GB, Oxfam Hong Kong, Oxfam Intermon (Spain), Oxfam Novib (Netherlands), and Oxfam Trust (India). It became a full member of Oxfam International¹ in March 2011 with the same rights and responsibilities as any other Oxfam. Oxfam India has emerged as a credible and strong Southern voice in the confederation over the past seven years.

Oxfam has had a legacy in India since the Bihar famine in 1951. In the first two years of its formation, Oxfam India took stock of this legacy with an idea to build on it and make itself relevant to the current country context. It took two years to formulate a new strategy for 2010-2015 entitled “Demanding Rights and Creating Opportunities”.

The Oxfams are rights-based organisations that fight poverty and injustice by linking grassroots programs implemented by partner NGOs to local, national and global advocacy and policy making.

Oxfam India adopted this approach and decided to focus its first strategy on four critical themes of Economic Justice, Gender Justice, Essential Services and Humanitarian Response and Disaster Risk Reduction. The overarching goal was to ensure the right to life with dignity for all.

Oxfam India successfully implemented its first country strategy from 2010 to 2015. During this period, it established four regional teams. These four regional teams managed the programmes across seven focus states- Bihar, Jharkhand, Odisha, Chhattisgarh, Uttar Pradesh, Uttarakhand and Assam. It also established a Humanitarian Hub in Kolkata that has responded to several emergencies. Between 2009 and 2015, Oxfam India has delivered 21 humanitarian responses across the country, through which it has reached over 970,000 people, directly, as well as affected communities of many times greater that size.

During this strategy period, Oxfam India reinforced the legacy of the Oxfams and emerged as a credible and respected voice among Indian civil society. It has got a particular recognition for doing exemplary work in the field of Humanitarian response. It has emerged as a leader in WaSH (Water, Sanitation and Hygiene) and EFSVL (Emergency Food Security and Vulnerable Livelihoods) during emergencies- a position that it aims to build on further in the second strategy period.

Oxfam India also successfully amplified the voice of Civil Society Organisations (CSOs) in the global negotiations for the Sustainable Development Goals (SDGs), influencing the platforms such as BRICS and G 20 through its niche work on India and the World (IATW). This was an emerging theme in the first strategy period but is now seen as a separate standalone change goal in the second country strategy period.

Similarly, Private Sector Engagement (PSE) was introduced as an emerging theme in the first strategy period. The significance of engaging with private sector has become more relevant with the SDGs now. Oxfam India has successfully positioned itself in the responsible business narrative in India which is likely to grow significantly in the next few years.

Oxfam India has played a significant role in the creation and nurturing of both small and large grassroots organisations working towards community empowerment. This continues to give Oxfam India a fairly wide outreach and influence. Its policy influencing role has been well recognised by the National and State Governments and Oxfam India continues to have a seat at the table at key policy forums in the country.

This strategy aims to consolidate and build upon the work initiated in the first strategy period of 2010-15.

“BETWEEN 2009 AND 2015, OXFAM INDIA HAS DELIVERED 21 HUMANITARIAN RESPONSES ACROSS THE COUNTRY, THROUGH WHICH IT HAS REACHED OVER 970,000 PEOPLE, DIRECTLY, AS WELL AS AFFECTED COMMUNITIES OF MANY TIMES GREATER THAT SIZE.”

¹ Oxfams are a Global confederation of 17 affiliates and 3 Observers that are working collectively in 90 countries in Africa, the Middle East, Latin America, across Asia and in parts of Eastern Europe.

BOX 1: OUR VISION, MISSION AND VALUES

Vision: Oxfam India's vision is to create a more equal, just, and sustainable world. The overarching vision of Oxfam India is "Right to Life with Dignity for All".

Mission: Oxfam India will fulfill its vision by partnering with others to become a more influencing organisation. It will continue to work with community-based organisations and their networks and mobilise the power of people through them. It will also seek to engage a broader public in its work to convert them into active citizens that support and fund our causes.

Values: Organisational values and competencies define acceptable standards which govern the behavior of individuals within the organisation. They set common norms of dealing with each other while working to achieve the organisational goals and objectives. Oxfam India believes that five values are core to its vision and would seek to promote them through its work.

I. Commitment

- a. To social justice and poverty
- b. Demonstrate passion
- c. Walking that extra mile
- d. Flexible and adaptable
- e. Demonstrate openness to learning, innovation, change and growth

II. Honesty and integrity

- a. Consistency and predictability
- b. Adhering to organisational values
- c. Being fair, objective and impartial in decision making
- d. Self-awareness

III. Inclusiveness, secularism, pluralism

- a. Respect difference and welcome alternative viewpoints
- b. Value team work
- c. Creating a diverse workforce and creating an environment to retain that workforce.

- d. Treat people equitably
- e. Diversity – gender, religious, ethnic, caste

IV. Value and respect people's rights

- a. Active listening
- b. Engaging with and respecting different points of view
- c. Respecting differences
- d. Giving critical/constructive feedback - in a sensitive way
- e. Giving support in setting priorities
- f. Enabling space for being heard

V. Delivering high quality results in a manner accountable to stakeholders

- a. Clarity on roles and responsibilities and objectives to achieve - monitoring, evaluating, learning
- b. Perseverance
- c. Aligning team objectives with organisational mission
- d. Use time and resources efficiently
- e. Building synergies among stakeholders
- f. Taking risks, being realistic with opportunities (links to innovation, creativity etc.)
- g. Delegation



COUNTRY CONTEXT

India is now the sixth largest economy in the world on current GDP basis and the third largest economy in the world (in PPP terms) after the US and China, overtaking Japan in 2011. It is also a middle income country, and its GDP per capita in 2014 at normal exchange rate and PPP is \$1627 and \$5855, respectively. However, despite its middle income country status, its lagging development indicators put India in an unenviable situation. **Table 1** reveals that among the South Asian countries, at almost 70%, India has the second largest proportion of population living below \$2 a day (second only to Bangladesh). What is even more disconcerting, is that over a 16-year period (from 1994 to 2010) –the post liberalisation period where the economy has grown by leaps and bounds –this proportion has dropped only by about 12 percentage points.

This post-liberalisation period has also seen inequality emerge in a number of dimensions. Today, 53 billionaires in India own as much wealth as the bottom 50% of the population. Why does inequality matter? Because the consequences are corrosive for everyone. Extreme inequality corrupts politics, hinders economic growth and stifles social mobility. It fuels crime and even violent

conflict. It squanders talent, thwarts potential and undermines the foundations of society.

Crucially, the rapid rise of extreme economic inequality is standing in the way of eliminating poverty. Today, hundreds of millions of people are living without access to clean drinking water and without enough food to feed their families. We can only improve life for the majority if we tackle the extreme concentration of wealth and power in the hands of the elites. If India stops inequality from rising, it could end extreme poverty for 90 million people by 2019. If it goes further and reduces inequality by 36%, it could lift a further 83 million people out of poverty and virtually eliminate extreme poverty.

The potential benefits of curbing runaway wealth by even a tiny amount also tells a compelling story. Oxfam has calculated that a tax of just 1.5% on the wealth of the world's billionaires, if implemented directly after the financial crisis, could have saved 23 million lives in the poorest 49 countries by providing them with money to invest in healthcare. The number of billionaires and their combined wealth has increased so rapidly that in 2014,

TABLE 1: INCOME POVERTY AND INEQUALITY IN SOUTH ASIA

South Asia	Proportion of Population Living below \$2 a Day at 2005 PPP\$ (%)		Income or Consumption Share (%)					
			Earlier Year			Latest Year		
	Earlier Year	Latest Year	Lowest Quintile	Highest Quintile	Ratio of Highest to Lowest Quintile	Lowest Quintile	Highest Quintile	Ratio of Highest to Lowest Quintile
Bangladesh	93 (1992)	76.5 (2010)	9.6	37.3	3.9 (1992)	8.9	41.4	4.7 (2010)
Bhutan	49.5 (2003)	12.6 (2012)	5.4	53	9.9 (2003)	6.8	45	5.8 (2012)
India	81.7 (1994)	68.8 (2010)	9.1	40.1	4.4 (1994)	8.5	42.8	5.0 (2010)
India (Rural)	85.1 (1994)	73.5 (2010)	9.6	38.4	4.0 (1994)	9.4	39.7	4.2 (2010)
India (Urban)	72.1 (1994)	57.6 (2010)	8	42.8	5.3 (1994)	7	46.8	6.7 (2010)
Maldives	37 (1998)	12.2 (2004)	1.4	65.7	46.6 (1998)	6.5	44.2	6.8 (2004)
Nepal	89 (1996)	57.3 (2010)	7.9	43.5	5.5 (1996)	8.3	41.5	5.0 (2010)
Sri Lanka	49.5 (1991)	23.9 (2010)	8.7	41.5	4.8 (1991)	7.7	44.6	5.8 (2010)

Source: Framework of Inclusive Growth Indicators 2014, Asian Development Bank, 2014

a tax of just 1.5% could fill the annual gaps in funding needed to get every child into school and deliver health services in those poorest countries. While these exact numbers have not been calculated for India, it is clear that India needs to address increasing inequality by increasing its tax to GDP ratio, which at 11%, is well below that of the OECD and most emerging market economies. The increase in taxes should also come from direct taxes which are more progressive but account for only 50% of our total taxes. This should go up to above 80%. The tax net needs to be cast wider. India needs to tax capital at higher rates instead of contemplating extending capital gains tax exemption. And increased public spending on basic education and basic healthcare is needed to create a more equal opportunity country.

Growing inequality in many dimensions characterises India's development template across the 29 states and 7 Union Territories. In 2015, India ranked 130th in Human Development Index (HDI) among 188 countries in the world in the Human Development Report released by UNDP. India has consistently failed to achieve intended health and education outcomes, including the MDGs.

As per the latest India MDG Report, India had the highest number of under-five deaths in the world in 2012, with 1.4 million children dying before reaching their fifth birthday. This is compounded further when we find that India contributes 17% of all maternal deaths globally and

continues to house the vast majority of people practicing open defecation. Quality of education is poor with only 48% of Grade 5 students able to read a Grade 2 textbook. India's child sex ratio is one of the worst in the world and is deteriorating further.

People residing in rural areas, and those who belong to marginalised castes, religious minorities, women and the poor lack access to good quality healthcare because of social, geographic and economic barriers. While on the one hand, the average daily wage of a male worker is about two and a half times that of his female counterpart; on the other, from just two billionaires in mid-1990s in the country, there are now over 100 billionaires in 2015.

Table 2 presents the scenario in terms of changes in absolute poverty and inequality. It shows that while there is a decline in the absolute numbers of poor in India, the gap between the richest and poorest has widened in the last 18 years. Nobel Laureate Economist, Amartya Sen has suggested that if the current trends continue, India will soon be "part California and part Sub-Saharan Africa".

A key driver for multidimensional poverty and growing inequality in the Indian context is continued exclusion and marginalisation of groups of population based on their caste, religion, class, ethnicity along with cross-cutting gender inequality. Some of the related consequences of exclusion are dominance of capital, sense of alienation, commodification of human relations, and tenuous labour

TABLE 2: POVERTY AND INEQUALITY TRENDS IN INDIA

Indices		1993	2004	2009	2011
Extreme Poverty	Number of poor at national poverty line (in millions)	418.8	419	361.8	273.2
	Poverty headcount ratio at national poverty lines (% of population)	45.3	37.2	29.8	21.9
	Number of poor at \$1.90 a day (2011 PPP) (in millions)	424.2	432.1	378.3	259.5
	Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population)	46.1	38.4	31.4	21.3
Poverty	Number of poor at \$3.10 a day (2011 PPP) (in millions)	734	826	817.8	708.3
	Poverty headcount ratio at \$3.10 a day (2011 PPP) (% of population)	79.7	73.4	67.9	58
Inequality	Income share held by highest 20%	40.1	42.4	42.8	44.2
	Income share held by fourth 20%	21.5	21	20.8	20.5
	Income share held by third 20%	16.5	15.8	15.7	15.2
	Income share held by second 20%	12.8	12.2	12.1	11.8
	Income share held by lowest 20%	9.1	8.6	8.5	8.2

Source: World Development Indicators & Poverty and Equity Database, World Bank Accessed on 29/12/2015

relations (India Exclusion Report 2014). Social change is not accompanying economic growth. Last year, 60% of Indian men admitted acting violently against their wife or partner at some point in their lives, while 52% of women admitted having faced some form of violence during their lifetime (UN Report, November 2014). In some states such as Odisha and UP, it was as high as 70 %; 38% of women said they had been subject to physical abuse such as being kicked, slapped, choked and burned.

The above-mentioned scenario is daunting by any measure. Before we analyse what Oxfam India can do to address some, if not all, of these challenges, it is important to spell out the key players who wield the influence to bring about a positive change.

“**LAST YEAR, 60% OF INDIAN MEN ADMITTED ACTING VIOLENTLY AGAINST THEIR WIFE OR PARTNER AT SOME POINT IN THEIR LIVES, WHILE 52% OF WOMEN ADMITTED HAVING FACED SOME FORM OF VIOLENCE DURING THEIR LIFETIME**”

State: State comprises of a broad set of actors including the political class, legislature, bureaucracy, and judiciary. The state functionaries and systems derive their relevance and purpose from serving the interests of the people (who participate in the political process through elections at the state and national levels). All state actors wield immense power and influence as they frame the policies, enact the laws, create a well-functioning government apparatus that is responsive to the needs of the citizens and ensures that everyone has equal access to justice.

Since the early 90s, there has been a significant withdrawal of the state owing to adoption of economic policies that pushed back the state's central role in ensuring citizens' right to basic essential services and rights. This has also coincided with a gradual strengthening of the bureaucracy where the executive is responsible not only for policy implementation but provides policy directions

and determines the development trajectory for the state. One of the key aspects has been greater functional decentralisation of the bureaucracy at the lower levels.

With the implementation of the 73rd and 74th Constitutional amendments providing for greater devolution to the lowest tier of government, we now see second generation challenges in states like Kerala where first generation problems have been overcome through active policy of devolution of funds from the State Budgets, sharing of revenue resources and having put in place an administrative set up for each level of Panchayats. The problems in functioning of Panchayats in Kerala are mostly related to procedural issues, lack of perspective planning, disjunction between the planning and budgeting cycles, appropriate areas of intervention and matters of jurisdiction. However, most states are yet to overcome even the first generation challenges.

The state actors are critical in tilting the balance in favour of the most marginalised given their legitimacy (as per the Social Contract) and thus become critical agents of change.

Civil Society: Indian civil society movement has a long history – be it the anti-Sati movement, Chipko movement, Dalit movement or the more recent women's rights movements. Civil society comprises of a variety of actors that fall within several points of a continuum – from the more policy research-based think tanks that are close to the policy making arena advocating policy change, to the NGOs that work to realise social change, to the networks of organisations that come together on a common concern, to the movements that campaign for realising rights of specific marginalised groups (such as Dalits, Adivasis, women) or critical basic entitlements (such as social protection, environmental justice and governance accountability). Many movements also engage with policy makers directly, for instance the head of the National Campaign for People's Right to Information was a part of a high-level policy advisory body of the previous government, the National Advisory Council.

An emerging actor in the civil society movement in India is the ubiquitous middle class which has in the past few years been a huge rallying voice against critical problems such as corruption and violence against women. Its immense influence can be gauged from the fact that a newfound political party (Aam Aadmi Party in Delhi) obliterated as longstanding a political party as the Indian National Congress Party in the National (Lok Sabha) elections in 2014 and again in the Delhi state elections in 2015. Viewed as a key stakeholder in ascertaining political

choices, there is a need to engage more proactively with the people directly and create awareness on political and socio-economic challenges that merit concerted action.

With over 356 million young people in the age group of 10-24 years, India has the world's largest young population. With growing interconnectedness and shrinking global spaces, the youth today are more aware about the global challenges and better able to connect these to the Indian milieu. The young people have also shown their ability to collectivise and convey their message – be it the anti-rape protests or the more innovative 'Kiss of Love' campaign protesting moral policing. A crucial ally for any mass mobilisation or awareness creation initiative, the young in India can, with the right set of tools, be the drivers of change.

PRIVATE SECTOR

While the civil society is usually seen as "contesting" for spaces for policy engagement, private sector occupies the cherished "closed" and "claimed" spaces in policy engagement. For long seen more as an adversary in the process of fostering social engagement and change, it is time to find new means to engage with the private sector given that there is simply no other choice.

The private sector comprises of the private business sector (including small and large companies owned privately, publicly and/ or by the Government), Chambers of Commerce, the manifold public-private partnerships dotting the service delivery scape of government schemes and other initiatives. Increased awareness of business responsibility across all business functions and to all stakeholders stemming from initiatives like UN Guiding Principles for Business and Human Rights and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business is a silver lining. With a new legislation mandating the private companies to set aside 2% of their profits towards corporate social responsibility (CSR), there are potential opportunities to channel these resources to address both strategic and practical needs of the community.

The increasing role of the private sector is a reality not just in the national arena; there is a global agreement around the need to leverage the strengths and capacities of the private sector to realise the developmental shortfalls critical to ensuring equal opportunities for all. Two global agreements reached in 2015– the Sustainable Development Goals (SDGs) and the Climate Change agreement– are pushing for greater private sector engagement and collaboration to bring in more resources

to finance the development needs of many of the Low Income Countries (LICs) and the Middle Income Countries (MICs). What would remain critical is to ensure these partnerships are not at the cost of disempowering the state and the community and that there are adequate in-built monitoring and accountability safeguards.

MEDIA

Media continues to exert significant influence in terms of determining political choices and shaping opinion on critical aspects of governance and polity. With increased access through improved communication, most of India's population has access to mainstream media sources (through television, radio, internet, mobile phones and newspapers). In the recent past, mainstream print media has played a constructive role by way of highlighting serious social challenges and commented on the major governance failures of governments and determined the electoral results in a significant way. Reporting on the social dynamics has not only created greater awareness on problems such as violence against women, corruption, lack of access to basic entitlements such as healthcare, education and food, poor sanitation and unsafe water, it has also led to bringing about policy changes.

A newer space that has become increasingly significant in the changed times is the social media. With social media networks reaching out to places that are physically inaccessible, the scope and potential of this medium is immense. Social change initiatives have adopted the social media platform as a means to reach out to millions with a simple message and are able to garner support and, more importantly, create a wider network of networks. While presently still struggling with its largely urban, youth-centric identity, it is time to tap the enormous potential of this influencing space to synchronise community actions with planned wider outreach through strategic campaigning for social change.

Given such a scenario and the six-decade long legacy of the Oxfams in India, the role played by Oxfam India in the country as well as within the confederation is critical. It offers a challenging and, at the same time, a fertile ground to pursue the global vision of Oxfam – "nine billion people will live equitably and free from the injustice of poverty, on a planet that has the natural resources to sustain them". As noted by the Oxfam report on inequality, if India were to stop its rising inequality, and instead hold inequality levels static, by 2019, they could lift 90 million people out of extreme poverty. Further, reducing inequality by 10 points – the equivalent of a 36 percent reduction – could almost eliminate extreme poverty altogether, by lifting up a further 83 million people.



KEY ACHIEVEMENTS FOR 2010-15

The first strategy period from 2010-15 had a huge learning curve for Oxfam India. We were a newly formed organisation but were ambitious and, in a way, our ambition has helped us clarify and sharpen our focus in designing the second strategy. This sharpness in focus has also been prompted by various other trends in the development space that became very clear by 2015. Some of these are:

- Less space for rights based advocacy (especially at the national level) but growing space for contracted service delivery and technical support to government programmes;
- Entry of Government and corporate sector in the traditional civil society space;
- Inclusion of civil society in Government conversation on development policy but on issues the Government wants to discuss and also on its own terms;
- Donors demanding scalable and innovative ideas; and
- Increased role of Technology (especially ICT) in development.

Another shift is internal to Oxfam India. It does not view itself as just a 'donor', where its value add is perceived only in terms of providing financial resources to partners, but as an active member of the Indian civil society. The approach in the 2016-2020 strategy is informed by this view.

OUR APPROACH

Our programming approach will be guided by the objective of reducing inequality and vulnerability by closing the gaps between "the haves" and "the have-nots" based on geography, class, caste, religion and gender. Our interventions will be guided by the broader purpose we have committed ourselves to in our strategy. A learning

from the past strategy is that Oxfam India is recognised to have significant convening power both with CSOs as well as with the Government. It played a key role in creation of some very effective networks like the Right to Education Forum (National and State level networks) and the forest rights network. Given the current political environment as well as our commitment to rights and entitlements of the target social groups, we find creation and nurturing of networks as a very effective strategy for influencing. We will be creating influencing networks at the state and national levels and linking them to the Worldwide Influencing Network (WIN)² in our chosen themes.

SOCIAL GROUPS

Our programming focus in the first strategy had been on four of the most marginalised social / population groups: *Dalits* (also known as Scheduled Castes), *Adivasis* (Scheduled Tribes), Muslims and Women. This is validated by the fact that *Dalits*, *Adivasis* and Muslims are the worst-off in terms of all development indices when compared to other population groups. We will continue to focus on the same four marginalised groups that are on the fringes in terms of securing holistic socio economic and political development.

GEOGRAPHY

We will work in our focus states which lag in terms of poverty indicators with vast majority of social group footprints. The six states comprise the poorest states in India – Assam, Bihar, Chhattisgarh, Jharkhand, Odisha and Uttar Pradesh. We have decided to withdraw from Uttarakhand that used to be a focus state in the previous strategy period both for reasons of our shrinking resource base as well as the fact that it ranks much better on the poverty indicators in comparison to the other identified states (Table 3).

TABLE 3: POVERTY RATIO AND NUMBER OF POOR IN SELECTED INDIAN STATES

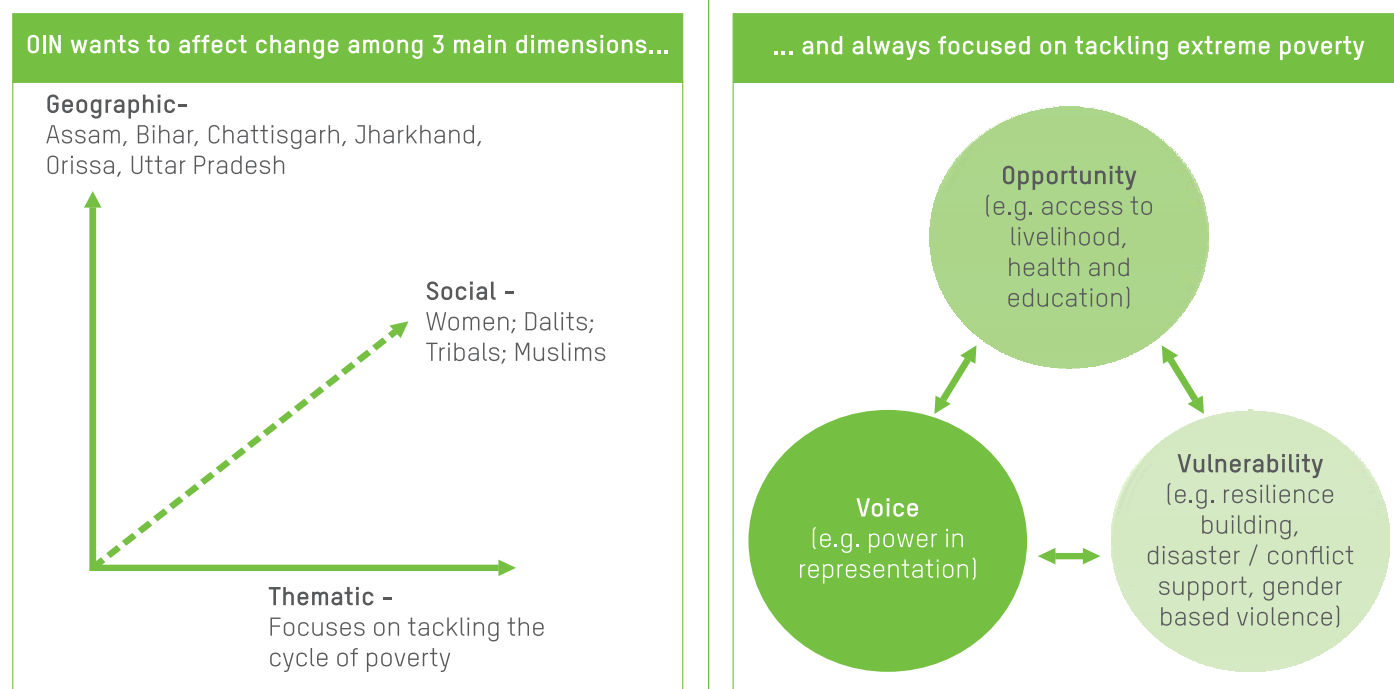
S. No.	States/UTs	RURAL		URBAN		TOTAL	
		% of Persons	Persons (in lakhs)	% of Persons	Persons (in lakhs)	% of Persons	Persons (in lakhs)
1	Assam	42.0	114.1	34.2	15.4	40.9	129.5
2	Bihar	40.1	376.8	50.8	61.4	41.3	438.1
3	Chhattisgarh	49.2	97.9	43.7	26.9	47.9	124.8
4	Jharkhand	45.9	117.0	31.3	25.5	42.4	142.5
5	Orissa	47.8	169.0	36.3	26.0	45.9	195.0
6	Uttar Pradesh	38.1	600.9	45.7	208.2	39.8	809.1
7	Uttarakhand	12.6	8.9	29.5	9.4	17.8	18.4
	All India	30.9	2605.2	26.4	1024.7	29.5	3629.9

Source: Government of India, Planning Commission, 2014

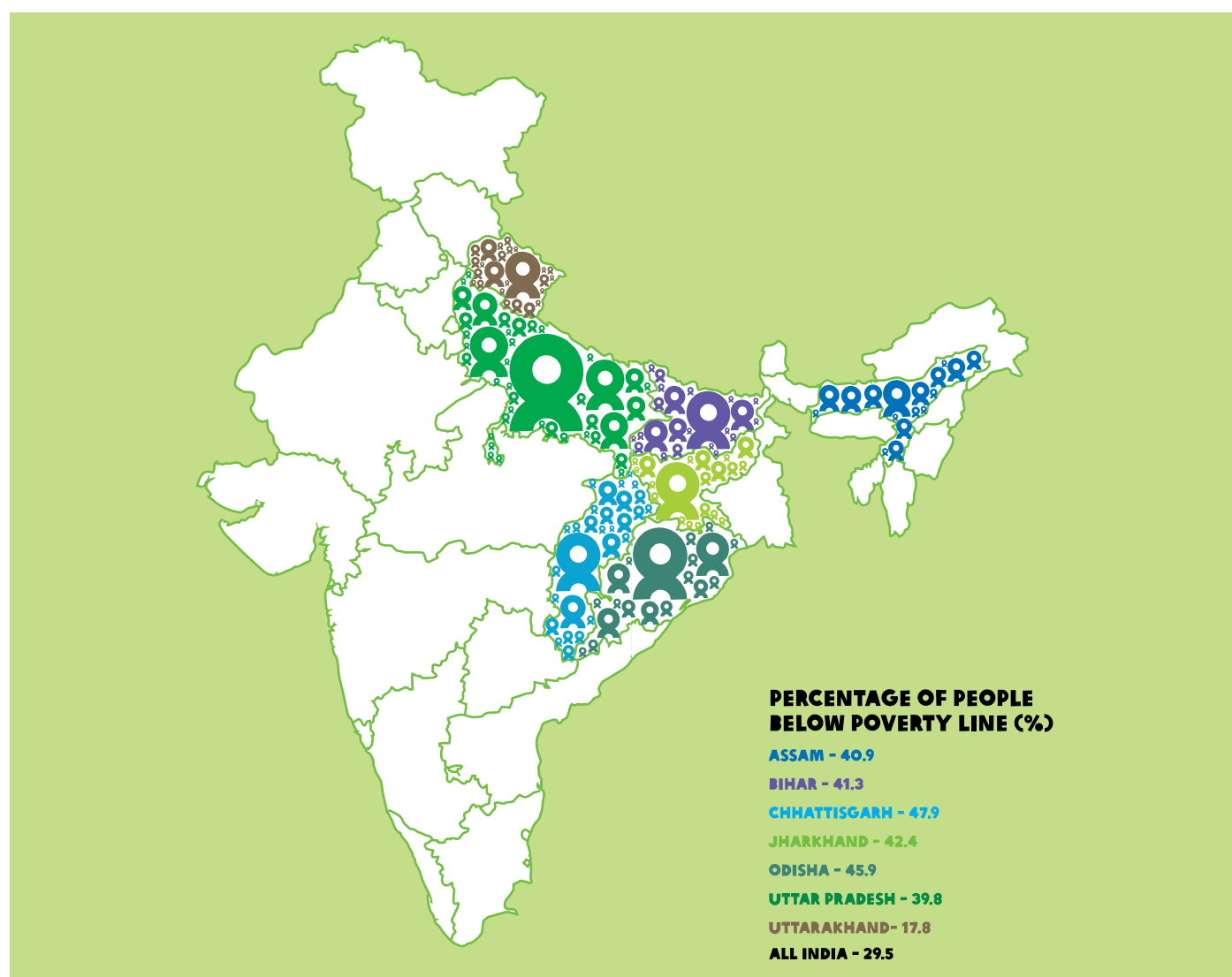
² The proposed 'worldwide influencing network' aims to drive our shared agenda more powerfully within the broader global movement for change. It is an expression of Oxfam's 'enabling' role. It marks a trend towards working more on influencing authorities and the powerful, and less on delivering the services for which duty-bearers are responsible. <https://www.oxfam.org/sites/www.oxfam.org/files/oxfam-strategic-plan-2013-2019.pdf>

The following figure captures the afore-mentioned decisions.

Figure: Strategic Focus



Map: Oxfam India's Focus States



Key achievements in the first strategy period (2010–2015):

Oxfam India has emerged as a credible voice in the civil society space during the first strategy period. During this period, Oxfam India focused on four change goals:

1. Economic Justice
2. Gender Justice
3. Essential Services
4. Humanitarian Response and Disaster Risk Reduction (DRR).

Apart from the above-mentioned four goals, Oxfam India also initiated work on three themes in particular- India and the World (IATW), Private Sector Engagement (PSE) and Urban Poverty³.

A key achievement during this strategy period was to work with—and strengthen—many networks at the national and state levels so that our work could become more influential. A list of the key networks is provided in Annex 4.

Some of the key achievements with reference to the change goals are described as follows:

ECONOMIC JUSTICE

Community Forest Rights

Oxfam India gave impetus to Community Forest Rights (CFR) during its first strategy period. CFR empower communities to exercise a basket of rights including rights on grazing, non-timber forest produce (NTFP), water sources in the forest areas and rights to manage and improve forest areas. All our partners and communities were trained on the provisions of the law as well as on ways to exercise the rights. In this context, a national level platform on Community Forest Rights Learning and Advocacy (CFR-LA) was initiated and supported by Oxfam India to advocate and practice implementation of CFR in different parts of the country. It is a matter of pride for Oxfam India that the first-ever CFR in Chhattisgarh were claimed by the communities supported by Chaupal- Oxfam's partner in Sarguja District.

Toolkit on Free Prior and Informed Consent (FPIC)

Another innovative advocacy initiative has been our Toolkit on Free Prior and Informed Consent (FPIC) in Hindi and Odiya. This is useful as given the potential threat of land diversion in forest-rich areas, developing a cadre of trained CSOs and CBOs in Oxfam India focus states is critical for active citizen engagement.

Recognition of Women as farmers and campaign for land rights to women

During the first strategy period, Oxfam India had worked to strengthen the Aaroh Campaign in Uttar Pradesh that had been initiated in 2006 by Oxfam Great Britain. Some of the gains included women farmers getting visibility in state level conferences and in government programmes, and the State Women Commission lobbying for a waiver on stamp duty so that joint land titles can be registered. In Bihar, Oxfam was successful in getting the State level agencies viz. Bihar Agriculture Management & Extension Training Institute (BAMETI) and Agricultural Technology Management Agency (ATMA) to recognise the efforts of women farmers and their collectives and provide trainings and exposure towards increasing their capacity on sustainable agricultural practices. Oxfam India is a member of the core committee on land reforms in Bihar.

GENDER JUSTICE

Creation and strengthening State level networks addressing Gender Issues

Oxfam India was instrumental in the emergence and strengthening of state level networks focusing on gender equality like Sanjha Manch in Uttarakhand and Jumav Manch in Jharkhand respectively. It is worth noting here that initially, Sanjha Manch was a local network of Kumaon, which gradually became a state level network with strategic facilitation by Oxfam. In Bihar too Oxfam facilitated the formation of a state level network in 2014. This too is called Sanjha Manch. Interestingly this network of 14 organisations consists both CSOs as well as women wings of prominent political parties. It is the cause of women's rights that has helped to bring together such a diverse group. This gives credence to our claim that Oxfam has the convening power.

Implementation of Protection of Women from Domestic Violence Act (PWDVA), 2005

During 2009–2014, Oxfam India was instrumental in influencing 34 policy level changes for the implementation of PWDVA in the States of Gujarat, Andhra Pradesh, Odisha and Uttarakhand. This was done under a DFID supported programme. Further, Oxfam India's model of the police station based women support centre was accepted and replicated in the state of Gujarat where 26 such centres were opened in 2014. In Jharkhand, Jumav Manch with the active support of Oxfam India has succeeded in getting the Jharkhand Police to initiate setting up of two help desks to address the cases of domestic violence. Similarly,

³ We did a few successful projects on urban poverty during the first strategy period. However, we have decided to discontinue work on this theme to bring in greater focus to our work. We realised that we were spreading ourselves too thin to be effective.

“

DURING 2009-2014, OXFAM INDIA WAS INSTRUMENTAL IN INFLUENCING 34 POLICY LEVEL CHANGES FOR THE IMPLEMENTATION OF PROTECTION OF WOMEN FROM DOMESTIC VIOLENCE ACT IN THE STATES OF GUJARAT, ANDHRA PRADESH, ODISHA AND UTTARAKHAND.

”

in Chattisgarh as well, the Police department is keen to replicate this model.

Oxfam India was also successful in reaching out to several parliamentarians as an informal group whereby the maximum questions on PWDVA (7) were raised in the budget session of 2013- the most in one parliamentary session on PWDVA.

ESSENTIAL SERVICES

Education

Our work on education has seen many wins. Oxfam India co-founded the National RTE forum (together with Save the Children, CARE, PLAN, UNICEF, NEG and Action Aid) to monitor the implementation of RTE Act, 2009. This is the largest such platform in India with a membership of almost 10,000 civil society organisations. Oxfam has also been instrumental in formation and active functioning of State RTE forums in its focus states. Oxfam facilitated the State RTE forum in UP to establish the leadership of women in school management committees (SMCs) across UP. With regard to our focus on implementation of Economically Weaker Sections (EWS) quota as under RTE Act, a Government Order (GO) has been issued in Uttar Pradesh addressing transparency in EWS quota.

Another instance of our success is that over 3.2 lakh people filed applications with schools following our campaign on Grievance Redressal. Related to this was the success of *Haq Banta Hai* (It's Our Right) campaign that saw over 4.3 lakh signatures demanding full compliance of RTE norms and provisions. This was followed up by submission of petitions to respective state departments of education. Examples

abound of our engagement with education policy: be it the Multilingual Education (MLE) policy in Odisha, drafting of RTE rules in Delhi and Uttar Pradesh or being a member of the State Advisory Committee in Uttar Pradesh.

Health

Our score card on health too reflects our commitment to ensuring greater governance accountability mechanisms in healthcare. Oxfam India successfully upscaled community based monitoring and planning (CBMP) approach in 500 villages across six States of Bihar, Jharkhand, Odisha, Chattisgarh, Maharashtra, Rajasthan. This included work that was carried out under the DFID funded maternal health project as well as our independent work with the partners in these states. This project, "Initiative to improve maternal health with social determinants approach" was rated as one of the top five global projects supported by DfID under the Global Poverty Action Fund (GPAF).

Oxfam India has strengthened networks such as the Jan Swasthya Abhiyan (JSA), the National Alliance for Maternal Health and Human Rights (NAMHHR) at the national level, and jointly advocated on issues of healthcare for all, maternal health and health of tribal women. It has strengthened the State chapters of JSA in Bihar, Odisha and Chattisgarh.

Oxfam India's work on seeking regulation and accountability in private health care sector is one of its kind in the country. Through our partners and JSA network, we have been working at different levels to build the capacity of civil society organisations to work on private sector regulation. One of the members of our partner organisation was appointed as the chairperson of the sub-committee formed by the National Clinical Establishment Council, Government of India to evolve a methodology for rate standardisation in the private healthcare sector as per the Clinical Establishments (Registration and Regulation) Act, 2010. This opportunity has opened up space for advocacy on rate transparency and rate standardisation at national level.

Humanitarian Response and Disaster Risk Reduction (DRR)

The previous five-year strategy has seen us build our operational capacity in rapid emergency response and it shaped Oxfam India's core humanitarian competencies in water, sanitation and hygiene (WaSH) and in emergency food security and vulnerable livelihoods (EFSVL). Oxfam India has grown its work in EFSVL and now habitually integrates WaSH and EFSVL in one program plan. Cash transfers to affected people to rapidly restore their lives and livelihoods have become a key area for both parts of Oxfam's work.

Consequently, Oxfam India has become a resource agency for other (local and international) stakeholders in India, where we have been asked to support trainings in assessment and cash programming as well as in WaSH program design. It has engaged with state Governments towards development of Standard Operating Procedures (SOPs) on flood, earthquake, mass casualty management, drought, fire in hospital. Oxfam contributed in the review of Disaster Management Act, 2005. For example, in Bihar, Oxfam India supported the formation and strengthening of BIAG (Bihar Inter Agency Group). It was also an active partner and core member of the drafting committee on DRR Roadmap, Bihar. Oxfam India is a member of Advisory Committee of Bihar State Disaster Management Authority on Climate Change & Capacity Building.

Oxfam is recognised as WaSH lead in consortia and networks. The Oxfam India team has increased its focus on gendered programming and finding practical ways to ensure that minimum gender standards are mainstreamed into its work and to build on this aspect of Oxfam's brand recognition.

As Oxfam India builds its experience in urban and conflict contexts, as well as in consortium leadership, during 2016–2020, Oxfam India intends to be able to share its expertise with the Global Humanitarian Unit of Oxfam International, in addition to benefitting from the resources available to it from the rest of the system.

“THE PREVIOUS FIVE-YEAR STRATEGY HAS SEEN US BUILD OUR OPERATIONAL CAPACITY IN RAPID EMERGENCY RESPONSE AND IT SHAPED OXFAM INDIA'S CORE HUMANITARIAN COMPETENCIES IN WATER, SANITATION AND HYGIENE (WASH) AND IN EMERGENCY FOOD SECURITY AND VULNERABLE LIVELIHOODS (EFSVL).”

India and the World

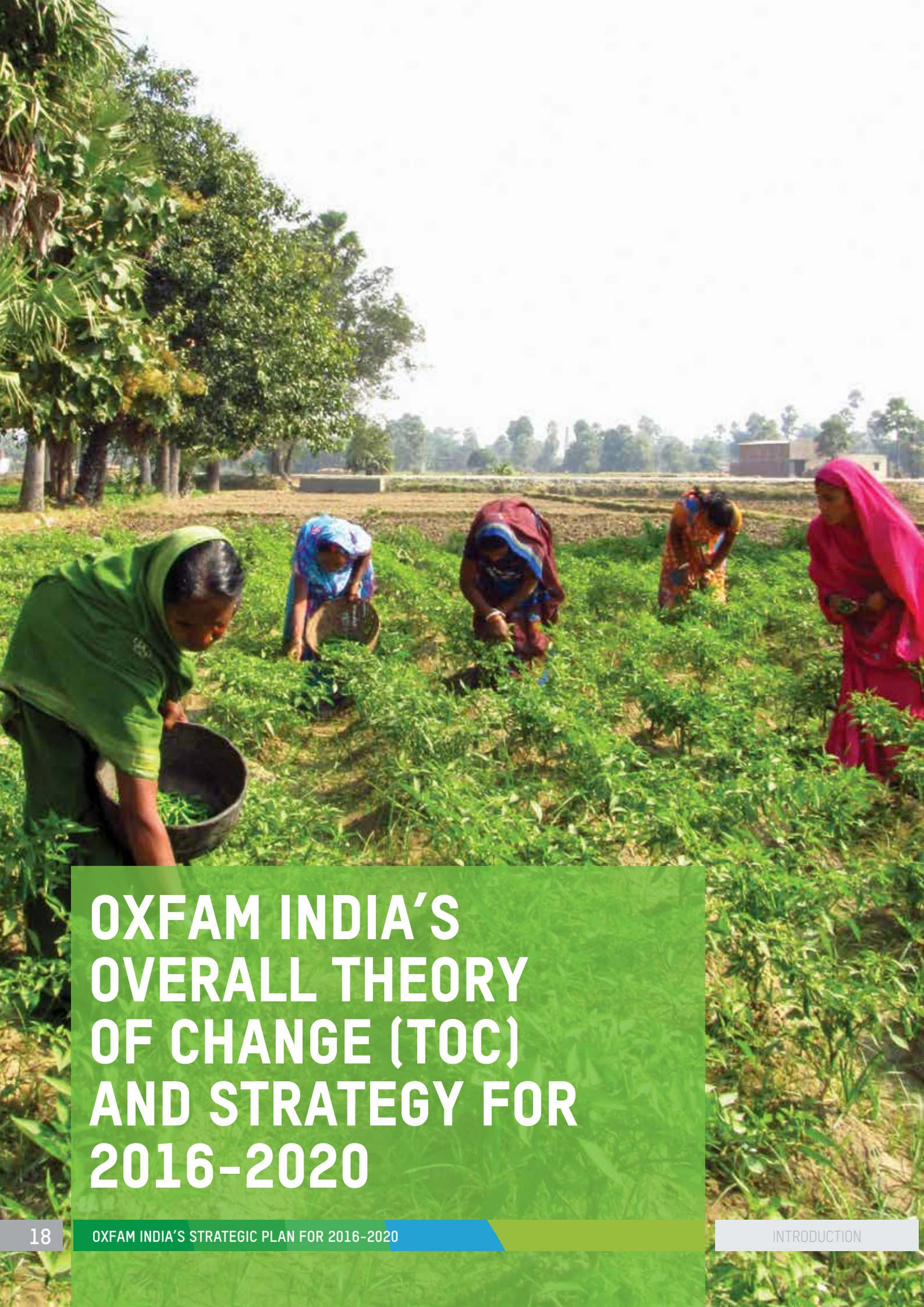
Oxfam India, along with networks like the Voluntary Action Network of India (VANI) and Wada Na Todo Abhiyan (WNTA) and Participatory Research in Asia (PRIA), played a critical role in the creation of the Forum for Indian Development Cooperation (FIDC) in January 2013. FIDC was set up to assess various facets of India's development cooperation. The Forum was envisaged as a link to the Ministry of External Affairs' Development Partnership Administration - II (the department that deals with grant assistance, capacity building schemes, Indian Technical and Economic Cooperation Programme among other things). The Forum is an independent body created to bring in civil society and other relevant voices in an attempt to better understand Indian government's aid commitments and institutionalise independent monitoring mechanisms.

In the past two years, the FIDC has emerged as a unique platform for civil society engagement with the Ministry of External Affairs on the need for transparency and accountability in development cooperation and advocated for putting in place a transparent aid policy. Given the shrinking civil society space for policy engagement in several other aspects of our work, the existence of such a Forum is particularly encouraging.

Private Sector Engagement (PSE)

PSE started as an emerging theme in 2014 and subsequently, a full time staff position was recruited in August, 2014. During this period, Oxfam conceived and launched India Responsible Business Forum (IRBF) and India's first index of top 100 companies ranking them on inclusive policies.

IRBF is a collaborative platform to foster dialogue between civil society and private sector on business responsibility. It has been developed as a strategic collaboration with civil society networks like Corporate Responsibility Watch (CRW) and organisations like Praxis and Partners in Change. This group has collectively developed the responsible business index based on Principle 8 of National Voluntary Guidelines (NVG) launched by the Government in 2011. The Index is seen as a strategic tool to push for transparent and responsible policies and practices in the Indian corporate sector. This initiative has been well appreciated by representatives of civil society, Indian Institute of Corporate Affairs, UN Global Compact, Global reporting Initiative, leading companies and media. Oxfam along with its strategic partners are committed to update the index every year and making it more nuanced. Oxfam plans to use the index and other knowledge products to engage with investors and regulators to make private sector more responsible.



OXFAM INDIA'S OVERALL THEORY OF CHANGE (TOC) AND STRATEGY FOR 2016-2020

At the outset, it is important to say that the term 'Theory of Change' is a misnomer at best and a misrepresentation at worst. Usually when people hear this term, they think that TOC is a single theory like the theory of relativity, or natural selection or even dialectical materialism. In reality, TOC is none of these. TOC actually implies a list of multiple assumptions that practitioners are making about 'How social changes take place' and the reasons why various interventions succeed or fail in effecting change. When elaborated, it helps practitioners to flesh out the factors (challenges and opportunities), the various actors or stakeholders in the change process and, the approaches that are likely to work in such a scenario. It is also important to remember that a TOC is not a static piece but a dynamic one as various assumptions get tested and revised over time.

The Oxfam India team has done fairly in-depth thinking on the overall TOC as well as the TOC for each change goal for the 2016-2020 strategy. These are included as annexures at the end of this document (Annexures 2 to Annexure 9). In addition, each theme has a detailed four-year Programme Implementation Plan (PIP) that will guide our work in the coming four years.

The Mission or the Ultimate Outcome (in TOC terminology) for Oxfam India is:

By 2020, Oxfam India will work towards reducing inequality and injustice in India by working with alliances of poor and marginalized people, especially women, so that they are able to realize their rights, influence decision making processes and transform power structures. In this journey, Oxfam India will also engage with the public to promote active citizenship, and with the private sector to encourage responsible business.

Oxfam India aims to achieve its mission by focusing on the following six change goals.



CHANGE GOAL 1: RIGHT TO BE HEARD

This change goal has two sub-goals- Social Inclusion and Private Sector Engagement⁴. We have developed standalone TOCs for each of the sub-goals.

Sub Goal 1: By 2020, more members of socially excluded groups (Dalits, Tribals and Muslims) especially women in Oxfam India focus states will exercise their rights of citizenship and live a life of dignity, free from discrimination.

Long term outcomes

1. Enhanced active participation in social and democratic spaces of organisations led by women and youth of socially excluded groups.
2. Community led organizations (CLO) and CSOs for collective voice to influence governance processes for inclusive development.

Sub Goal 2: By 2020, Indian private sector will adopt responsible and inclusive policies and practices to end inequality.

Long term outcomes

1. Investors and civil society hold private sector accountable for their policies & practices
2. IICA and SEBI accept recommendations on business responsibility reforms.



CHANGE GOAL 2: ADVANCING GENDER JUSTICE

By 2020, more poor and marginalised women will claim and advance their rights, and violence against women is less prevalent.

Long term outcomes

1. Enhanced realization of gender mainstreaming across Oxfam India's work
2. Reduced social acceptance of violence against women & girls within the private spaces at individual, community & institutional levels
3. Improved positioning of Oxfam India on VAWG within private spaces in South Asia

⁴ Under the OIN ToC, the 1st change goal refers to the people's right to be heard. Traditionally, Oxfam has been focusing on advocacy with the government and at public policy level to make the voices of marginalised heard. In the current context, the private sector has significant impact on the lives and livelihoods of the marginalised. It is also a sector which is opaque and has limited or no access for these communities to raise their concerns. Under the right to be heard goal, the private sector engagement programme will advocate for transparency in private sector policies. It will also create platforms where CSOs can represent the marginalised communities and make their voices heard.



CHANGE GOAL 3: SAVING LIVES NOW AND IN THE FUTURE

By 2020, fewer women, men and children will die or suffer from injustice and deprivation from increasingly frequent natural disasters and conflict. At risk communities realise their rights to have clean water, food, sanitation and other fundamental needs. The communities will be free from violence during a crisis and take control of their own lives in dignity.

Long term outcomes

1. Results of high quality, impartial and independent life-saving humanitarian assistance up-scaled successfully to deliver parallel CAT 2 emergencies in India.
2. Increased resilience of communities in the focus states to deal with shocks, stresses and uncertainties.
3. More accountable state governments, authorities will ensure effective and responsible disaster preparedness and response in four high risk states, and is able to deliver quality and un-biased assistance to those in need.
4. Oxfam India is a sectoral leader on WaSH and EFSVL (Emergency Food Security and Vulnerable Livelihoods) in India and key actor in responding to crises arising from conflict.



CHANGE GOAL 4: FAIR SHARING OF NATURAL RESOURCES

By 2020, marginalised communities in our focus states will have improved livelihoods through rights over natural resources specifically land, minerals and energy.

Long term outcomes

1. Tribal and other forest dependent communities have access to, control and management rights over forest land and its resources.
2. Improved implementation of MMDR and RFCTLARRA to secure rights of the Tribal and other forest dependent communities.
3. Increased access to appropriate renewable energy sources by Tribal and other forest dependent communities.



CHANGE GOAL 5: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES

By 2020, Inequality issues will take center stage in the development discourse in India, leading to increased public financing and people's access to universal, free and quality health care and education.

Long term outcomes

1. Government takes positive steps towards bringing fiscal policy reforms towards addressing the inequality & building a more equal opportunity country
2. Strengthened public health & education system through enhanced peoples' participation in planning & decision making in OIN focus states
3. Increased regulation & accountability of private sector in education & health care through effective legislations & its implementation



CHANGE GOAL 6: INDIA AND THE WORLD

By 2020, Indian Government will institutionalize civil society engagement in global multilateral development processes, and will formulate a transparent and accountable aid policy.

Long term outcome

1. The Indian Government will create a space for Indian civil society to influence global policy processes (including aid and development cooperation)

ASSUMPTIONS, APPROACHES, FACTORS AND ACTORS ACROSS THEMES

As mentioned earlier, while each theme has a Theory of Change and a Program Implementation Plan (PIP) for operationalising it, these are broadly guided by a set of assumptions that overlap. The approaches adopted by each theme have minor variations to accommodate the specificity of that sector. Similarly, the set of actors as well as the challenges and opportunities have a degree of commonality across the themes. In an attempt to avoid repetition, we are capturing the common assumptions, approaches and actors as follows. The specificities are covered in the TOCs presented in the annexures.

KEY ASSUMPTIONS

One of the key assumptions guiding this country strategy is that given the shrinking space for civil society and reduced funding for programme delivery on the ground, advocacy with the government especially at the state level – rather than at the national level – is a more effective way to bring about change. With increasing decentralisation of resources and decision making to the States, advocacy at State level has a better chance of success. Furthermore, networks and alliances – both at the national and state level – are a more effective way to amplify the voice of the marginalised. This is substantiated on the premise that Oxfam enjoys credibility and convening power at both national and state level.

We also assume that civil society in India has demonstrated the power of collaborative work in the past and will be willing to join hands for shared goals and objectives. In this context, the growing middle class seems willing to engage on social issues and support the goals and objectives of organisations like Oxfam. So in addition to mobilising members of the marginalised communities

“ONE OF THE KEY ASSUMPTIONS GUIDING THIS COUNTRY STRATEGY IS THAT GIVEN THE SHRINKING SPACE FOR CIVIL SOCIETY AND REDUCED FUNDING FOR PROGRAMME DELIVERY ON THE GROUND, ADVOCACY WITH THE GOVERNMENT ESPECIALLY AT THE STATE LEVEL – RATHER THAN AT THE NATIONAL LEVEL – IS A MORE EFFECTIVE WAY TO BRING ABOUT CHANGE.”

BOX 1: OXFAM INDIA'S APPROACHES

1. Support grassroots work through partners to raise awareness of rights in marginalised communities and to amplify their voices to policymakers;
2. Engage with other segments of the public to mobilise their support (and funding) for our causes; this includes the middle class, urban dwellers, youth;
3. Build networks and alliances of organizations of the poor and marginalised to amplify their influencing capacity;
4. Undertake evidence-based research for policy influencing;
5. Adopt a “One Programme Approach” that links grassroots, research, advocacy and campaign work to focus our work and maximise its impact;
6. Work through strategic partnerships to build a critical mass of strong community based organisations led by those from the marginalised communities themselves.

to demand their rights, in the coming strategy period, there is greater scope to also engage with and mobilise newer constituencies of the public such as the middle class, urban dwellers, and youth. Moreover, we envisage that the global presence of Oxfam adds weight to its credibility and visibility in the global and national media. In this regard, it is also assumed that Oxfam will be successful in mobilising⁵ resources from both traditional and non-traditional sources to finance the 2016-2020 strategy. Last but not the least is that our work is foregrounded on the premise that evidence-based research and advocacy is a powerful tool to push for change.

⁵ As explained in the earlier section that spelt out the country context, these are challenging times. Not only is the space for civil society action shrinking, the traditional source of funding civil society efforts for middle income countries like India have seen a sharp decrease. Apart from continuing its efforts at mobilizing resources from traditional sources like multilateral donors, trusts & Foundations, Oxfam India has developed a robust Public fund raising strategy to tap non-traditional sources- corporates, middle class- for funding its work. This strategy is being rolled out in the 2016-2020 strategy period.

KEY FACTORS

Challenges

Among the challenges, one of the most critical is that the economic policies governing Indian policy prescriptions have continued to increase inequality. Additionally, focusing on issues of social exclusion and marginalisation reveals that it is the underlying social norms that exacerbate and perpetuate discrimination on the basis of caste, class, gender and religion. A related and more globally-observed phenomenon is the shrinking space for civil society specially to do rights based work. Complementing this is the growing trend of privatisation in the social sector along with withdrawal of the state leading to denial of basic services to the poor.

There is also observed a dilution of pro-poor and progressive acts on the one hand and really slow implementation of most of these acts and laws on the other. Given this context, the role of media is critical and we notice limited coverage of socially-relevant

issues in the media. Another crucial factor that impedes developmental impact is that the conflict over control of natural resources has sharpened. Finally, any mapping of the underlying constraints would be incomplete if we do not factor in the increased vulnerability of people due to natural and human induced disasters and conflicts.

Opportunities

Mapping the key opportunities that are available with us, we find ourselves in a defining moment where globally the discourse on inequality is rapidly gaining ground. Alongside leveraging this growing awareness to examine inequality urgently is the opportunity of having progressive legislations such as the Right to Education Act and the Protection of Women from Domestic Violence Act, to name just two. These offer the necessary background for us to seek better implementation and greater accountability.

Even as we continue to confront the damaging impact of growing privatisation in social sectors, the opportunity identified in this context is the increased recognition of the role of private sector in development. This offers us the opportunity to position our private sector engagement more strategically.

A related policy development is the gradual progress towards decentralisation of public financing. While this is a welcome step, it is worth more scrutiny to understand the composition and nature of changes that are being proposed and their likely impact on the delivery of basis social services to poor and marginalised people. The coming few years would be critical in making this assessment.

In terms of our proposed public engagement plans for the coming four years, the opportunity to leverage the growing active and aware citizenship is immense, particularly among the youth and the middle class, in addition to our traditional constituency of the poor and marginalised. The need for adopting and integrating technology as an enabler can be addressed by making use of the increasing mobile phone penetration even in rural areas offering a cheap and quick way of dissemination and engagement.

BOX 2: KEY ACTORS

1. Civil society organisations (CSOs)
2. Issue or theme based Networks – both National and State level
3. Elected representatives
4. Ministries and Departments under National and State Governments
5. Various authorities created by Government (e.g. National Disaster Management Authority or NDMA, State Disaster Management Authority (SDMA)
6. Commissions e.g. National and State Commission on Women
7. Private Sector
8. Academic Institutions
9. Think Tanks
10. Media
11. Religious leaders
12. Celebrities and other influencers
13. Multilateral and Bilateral Donors; Trusts; Foundations

NEXT STEPS & WAY FORWARD

Upon its formation in September, 2005, Oxfam India embarked upon a highly consultative process that lasted almost two years to assess how to build on its legacy but also importantly, how to be most relevant and impactful for today's India. It decided to focus on the poorest and most marginalised social groups living in the poorest of India's states with the objective of closing the gaps between the two Indias. This involved a massive transformation in where it worked and what it did. The last five years have been one of uprooting ourselves from the South and West of India (where the bulk of our programs and resources were) to focus on the North and East of India where extreme poverty largely resides today. That transformation is now complete. But the goals of the strategy that we had adopted in 2010 are far from accomplished. Even back then it was envisaged that the first five-year strategy period will be a time slice of a much longer period – 10 years? 20 years? 30 years? – that will be needed to accomplish the goals of the strategy.

This Strategy therefore continues along the path laid out in the first strategy but with some important modifications. It hopes to build on our strengths such as in the humanitarian field, for example, and focus our efforts in others, for example by dropping a thematic area of work where we were able to get less policy traction (small holder agriculture) or a geography which was relatively more prosperous (Uttarakhand and urban areas). Based on the learnings from the first strategy, we are also modifying our approach by aiming to engage with a wider cross-section of the public so as to build a larger supporter and donor base. And we will also be aiming to build many more types of partnerships – both funded and non-funded – so that we can leverage our work and become more influential collectively in order to achieve the very ambitious goals and targets that we have set out for ourselves for the coming four years.



ANNEXURE 1: NETWORKS ENGAGED WITH DURING FIRST STRATEGY PERIOD

Networks and Alliances	Relevance
Wada Na Todo Abhiyan (WNTA) is a national campaign to hold the government accountable to its promise to end poverty, social exclusion & discrimination	National
Economic Justice	
Women's Power Connect (WPC) is a national level organization of women's groups and individuals working together for formalizing the process of legislative coordination. Our activities are aimed at influencing legislators and policy makers to frame gender-friendly policies, which impact women positively. WPC is registered under the Indian Societies Registration Act and has 1,400 individual and institutional members across the country. WPC works actively with members of Parliament to protect the interests of women in India. The core idea of WPC is to bring activists and social thinkers on a common platform so that we can collectively work towards better legislative coordination	National
Aaroh Mahila Kisan Manch: A state level 7000 member strong women farmers collective, working on technical skill enhancement and assertion of women farmers rights and entitlements in close collaboration with civil society, the Department of Agriculture, District Agriculture Technology and Management Agencies, Universities, and Panchayats since 2006	Sub national
Mines, minerals and People (mm&P)- mm&P (mines, minerals & PEOPLE) is a national level alliance of individuals, institutions and communities who are concerned and affected by mining. It consists of 160 grass roots organisations, 20 diverse support groups and is spread across 17 states. The purpose of the alliance is to support isolated struggles of different groups in combating the destructive nature of mining	National
Mine Labour Protection Campaign (MLPC) works towards promotion and strengthening of mine workers institutions with special focus on federations, unions, cooperatives and self help groups to ensure occupational health and safety of workers. MLPC works directly with 30,000 mine workers and is a sub-national network that works in 11 districts across the state of Rajasthan in India	Sub national
Community Forest Rights-Learning and Advocacy (CFR-LA)- is national level knowledge and advocacy platform supported by Oxfam India since 2011 involving civil society groups, people's networks, lawyers, ministries, and policy forums working on the implementation of the Forest Right's Act (FRA). The main objective of this process is capacity building of other civil society organisations to implement the Act, carry out evidence based research to influence policy makers, policy advocacy by holding public hearing and publishing yearly citizen's report and information dissemination through an information portal with a dedicated link on CFR and an e-list for sharing information on CFR issues	National
Working Group for Women and Land Ownership (WGWL0), a network of 35 NGOs and CBOs working on the issue of women land rights	Sub national
Right to Food, Odisha is a campaign network of 10 member organisations in 10 districts. It has been active in monitoring the benefits of food security schemes in favour of the marginal communities	Sub national
Gender Justice	
33Percent Now, an alliance of 33 women's organisations working towards ensuring the passage of the Women's Reservation Bill in the Parliament which provides for a quota for women's representation in the national parliament (where the current representation is at slightly more than 11 percent)	National
Protection of Women against Domestic Act (PWDVA) Action and Advocacy Group an informal network of more than 20 organisations working specifically on domestic violence to raise issues of budgetary allocation with the national parliament	National
Sajha Manch (meaning collective platform), a state level network in Uttarakhand comprising of 41 civil society organisations and individuals working on ending violence against women with a special focus on domestic violence. Its presence has helped bring about significant policy level changes at the state level, for example the budget allocation for each district in the state for the implementation of the Protection of Women against Domestic Violence Act (PWDVA) 2005, ensuring that female foeticide is reduced by highlighting illegal ultra-sonography centres for the determination of the sex of the foetus. It has also helped women get access to justice, particularly to deal with domestic violence	Sub national

Gender Justice

Jumav Manch, a network of 19 organisations working in 15 districts in the state of Jharkhand to ensure that women's understanding of their rights and entitlements are accessed along with an active participation in the decision making processes at the local governance levels. This has led to the federation of elected women representatives at an intermediate level at the sub national level and the attempt is ongoing to federate them at the state level. These women have had only 3-4 years of experience of being part of governance processes at the sub national level. It has tried to integrate the issue of violence with the governance processes, where women elected representatives are raising the issue of violence during official meetings at the sub national levels	Sub national
Bihar Network, a network of 6 NGOs have taken initiative to promote violence free lives of women through grassroots mobilization of women and youth for bringing about change in mindsets and behaviour for ending violence against women and engaging with government for effective implementation of policies and laws pertaining to women. It has led to collectivization of women and youth to raise voice against VAW in the family and community and has geared the law enforcing agencies to address the cases of violence against women with gender lens	Sub national
Bihar Women's Network: It is a network of 25 women headed organisations which was instrumental in carrying out the Global campaign named as We Can End Violence campaign. Over the period of a decade 2.5 lakh youth joined the campaign as active change makers. Although the core organisations were 25 only however, the campaign was expanded in all 38 district through 36 organisations	Sub national
Civil Society Resource Facility (CSRf) a state level alliance in the state of Odisha, to raise awareness with the state government on policy issues related to violence against women. It has also attempted to bring together survivors of violence through a common platform to raise awareness with women, communities as well as with relevant state governments	Sub national
One Billion Rising (OBR) a worldwide network on ending violence against women, which raises awareness on the issue of one billion women facing violence across the world on Valentine's Day (February 14). Oxfam India provides support to some of the organisations to conduct activities	International
National Alliance for Women's Organisation (NAWO) the National Alliance of Women (NAWO) is a national network of women. It is an umbrella organization and affiliation or membership is open to all progressive minded women's groups and institutions, non-governmental organizations, women workers, women's unions, individuals and others who share the principles, objectives and values of NAWO	National
Chhattisgarh Mahila Adhikar Manch is an existing network of mainly women activists in Chhattisgarh working on the issue of violence against women	Sub national

Essential Services

Jan Swasthya Abhiyan is the Indian Circle of the People's Health Movement, a worldwide movement to establish health and equitable development as top priorities through comprehensive primary health care and action on the social determinants of health. JSA is a national network with over 20 networks, 1000 organisations and large number of individuals aimed at bringing larger policy reforms through a call for greater accountability, increased public investment through regular budget tracking, and advocating for the inclusion of the most marginalized in the delivery of quality health care services	National
Health Watch Forum: Health Watch Forum is a network comprising of 65 civil society organisations in the state of Uttar Pradesh working on health and gender issues since 1990. Oxfam India has been collaborating with Health Watch on a range of advocacy issues	Sub national
Uttar Pradesh Voluntary Health Association (UPVHA): A network of 200 health NGO's spread across 70 districts. Oxfam India has funded UPVHA previously for a number of health projects in the state of Uttar Pradesh and continues to engage on issues concerning public health	Sub national
Right to Education Forum (RTE Forum) is a platform of national education networks, teachers' unions, peoples' movements and prominent educationists with a combined strength of 10,000 NGOs from all over India	National
State Collective for the Right to Education (SCoRE): A state level collective founded and steered by Oxfam India with representation from over 500 INGOs, NGOs, teachers, networks and alliances working with the Department of Basic Education, Education for All Campaign, Uttar Pradesh Primary Teachers Union, and School Management Committees (SMCs) across 75 districts in Uttar Pradesh. Oxfam India has also mobilized and reached out to 5000 SMCs and has been organizing state level SMC conventions. It has been working with the Department of Basic Education and Sarva Shiksha Abhiyan with a focus on building their capacities	Sub national

Essential Services	
A state level forum of education networks, international organizations and organizations, teachers unions and individuals working in Odisha on the issues of education and more specifically on right to education. The Odisha RTE forum works in coordination and as a state chapter of national RTE forum. Oxfam is a key member of the coordination team of the forum at the state level and supported the forum's activities like state level stock taking workshops, district level stock taking workshops on RTEA as well as in the advocacy processes	Sub national
Humanitarian & DRR	
Inter Agency Group (IAG) Uttar Pradesh is a coalition of NGOs, UN Bodies, Govt. agencies and Humanitarian workers for establishing coordinated and effective disaster response and risk reduction strategies through capacity building, networking and advocacy. The Inter Agency process in the state of Uttar Pradesh has had a cascading effect on the risk reduction work of all agencies associated with the network. The IAG-UP has strengthened independent member agencies as well as regional networks through information dissemination, capacity building and strategic support. This group is an effort to provide platform of sharing of information, views and experiences of people working on developmental and humanitarian issues. This is an initiative of IAG UP to bring likeminded agencies and people to a common domain so that knowledge of diverse stakeholders on disaster and developmental issues can be accumulated and used in coordinated strategies	Sub national
Sahyog is a network of CSOs in eastern UP working on issues related to flood & water logging in the region. Oxfam's role has been instrumental in creating & nurturing this network	Sub national
Muzaffarnagar Adhikaar Jan Manch (MAJMA): is a network of CSOs joining hands together for the relief, rehabilitation & reconciliation in the communal riot affected Muzaffarnagar & Shamli districts in Western UP	Sub national

ANNEXURE 2: OXFAM INDIA – THEORY OF CHANGE

Approaches	Goal 1 Right to be Heard: People claiming their right to a better life	Goal 2 Advancing Gender Justice	Goal 3 Saving lives, now and in the future	Factors Challenges
	By 2020, Oxfam India will work towards reducing inequality and injustice in India by working with alliances of poor and marginalized people, especially women, so that they are able to realize their rights, influence decision making processes and transform power structures. In this journey, Oxfam India will also engage with the public to promote active citizenship, and with the private sector to encourage responsible business			<ul style="list-style-type: none"> Economic policies leading to extreme inequality and unsustainable development Privatization and PPP in social sectors Shrinking space for civil society Limited coverage of social issues in media Social exclusion (Gender/ Caste/ Religion/ tribe/ ethnicity) Poor implementation of progressive legislations Dilution of pro-poor acts Extreme climate change events Increased vulnerability due to natural and human-induced disasters
	Goal 4 Fair Sharing of Natural Resources	Goal 5 Financing for development and universal essential services	Goal 6 Advancing Southern Voice in Global Policy Processes	Opportunities
	Actors Communities, CSOs, Networks, elected representatives, national governments, state governments and departments, private sector, donors, academic institutions, think tanks, media, influencers			<ul style="list-style-type: none"> Greater decentralization of decision making Growing active and aware citizenship (youth and middle class) Recognition of the role of private sector in development Increased ownership to mobile phones and access to technology

ANNEXURE 3: GOAL 1: RIGHT TO BE HEARD: SOCIAL INCLUSION – THEORY OF CHANGE

<p>Approaches</p> <ul style="list-style-type: none"> • Rights based approach • Promotion of dialogue for social inclusion for changing power relations • Developing champions who work as agents of change • Strengthening community based monitoring and planning system • Strategic partnership with CSOs, technical agencies, academics, media etc. • Working with and strengthening networks, alliances & Consortia • Engaging with youths • Working with influencers (celebrities, mentors) • Engaging with ongoing campaigns such as Even It Up, National Campaign on Dalit Human Rights (NCDHR), Gender Campaign etc. • Using digital WIN and other digital platforms 	<p>Outcome 1 Enhanced active participation in social and democratic spaces of organisations led by women and youth of socially excluded groups</p> <p>By 2020, more members of socially excluded groups (Dalit, Tribal and Muslims) especially women in Oxfam India focus states will exercise their rights of citizenship and live a life of dignity, free from discrimination</p> <p>Outcome 2 Community led organisations (CLO) and CSOs for collective voice to influence governance processes for inclusive development</p> <p>Actors National Commissions, State Commissions & authority, Community members, Organisations led by Dalit, Tribal & Muslim, Women and Youth, CSO, Media, Networks, Elected representatives, National Government, State Government and departments, PRI members etc</p>	<p>Factors</p> <p>Challenges</p> <ul style="list-style-type: none"> • Economic policies leading to extreme inequality and unsustainable development • Privatisation and PPP in social sectors • Shrinking space for civil society • Limited coverage of social issues in media • Social exclusion (Gender/ Caste/ Religion/ tribe/ ethnicity) • Poor implementation of progressive legislations • Dilution of pro-poor acts • Extreme climate change events • Increased vulnerability due to natural and human-induced disasters <p>Opportunities</p> <ul style="list-style-type: none"> • Decentralisation of public expenditure • Increasing media attention • Growing digital space. • The SC and the ST (Prevention of Atrocities) Amendment Bill • Urbanisation • Aspiration of youths
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ANNEXURE 4: GOAL 1: RIGHT TO BE HEARD: PRIVATE SECTOR ENGAGEMENT – THEORY OF CHANGE

<p>Approaches</p> <ul style="list-style-type: none"> Working with and strengthening Networks, Alliances & Consortia like IRBF, Corporate Responsibility Watch Working through Strategic Partnerships Evidence based Research and Evaluation Lobbying and Advocacy with MCA and SEBI Engagement with influencers (media, investors and business icons) Engagement with PS/ Themes Communicating the Oxfam story in a consistent manner 	<p>Outcome 1</p> <p>Investors and civil society hold private sector accountable for their policies & practices</p>	<p>Factors</p> <p>Challenges</p> <ul style="list-style-type: none"> Economic policies leading to extreme inequality and unsustainable development Privatisation and PPP in social sectors Difficult to mobilise consumers Lack of transparency in PS supply chains Shrinking civil society space – extractive sector Limited coverage of broader business responsibility concept in media Social exclusion (Gender/ Caste/ Religion/ tribe/ ethnicity) Poor implementation of progressive legislations Increased vulnerability due to natural and human-induced disasters <p>Opportunities</p> <ul style="list-style-type: none"> Recognition of the role of private sector in development Davos – Oxfam’s engagement The 2% CSR mandate Good regulatory foundation NVG and SEBI guidelines and new Mining Act Increased investor awareness on responsible business
	<p>By 2020, Indian private sector adopts responsible and inclusive policies and practices to end inequality</p>	
	<p>Outcome 2</p> <p>IICA and SEBI accept recommendations on BR reforms</p> <p>Actors</p> <p>CSOs, Networks, Private Sector, SEBI, IICA, MCA, investors, media, donors, academic institutions, think tanks, influencers, Industry Associations, Multilateral, UNPRI</p>	

ANNEXURE 5: GOAL 2: ADVANCING GENDER JUSTICE – THEORY OF CHANGE

Approaches <ul style="list-style-type: none">Implementing & communicating OIN’s policy on GMFacilitating staff & partners on gender mainstreamingMonitoring & evaluating the effectiveness of GM through MELMobilising community & alliance buildingWorking with men & boysWorking with WROs, networks & alliancesWorking with young people & their institutionsWorking with influencers (religious leaders, celebrities, traditional leaders etc.)Engaging with the public Undertaking evidence based researchEngaging with relevant state authorities at all levelsUsing ICT for development Working with mediaCampaigning on changing social normAdopting & communicating most gender sensitive policies for OINBuilding a product on violence in private spaces to bring visibility to Oxfam in India & South Asia	Outcome 1 Enhanced realization of gender mainstreaming across OINs work	Outcome 2 Reduced social acceptance of violence against women & girls within private spaces at individual, community & institutional levels	Factors Challenges <ul style="list-style-type: none">Poor implementation of PWDVAPatriarchal attitudes & behaviours in societyLack of reliable & timely data on relevant issuesLack of understanding of our target groups for public engagement
	By 2020, more poor and marginalized women will claim and advance their rights, and violence against women will be less prevalent		Opportunities <ul style="list-style-type: none">Safety of women has become a national issueOther organisations interested in social norm changeActive women’s organisationsGovt’s campaign on BetiBachao, BetiPadhao
	Outcome 3 Improved positioning of OIN’s on VAWG within private spaces in South Asia		
	Actors Individual men & women, young people & their institutions, community, WROs, CSO/Partners, state authorities, religious leaders, traditional bodies, network & alliances, influencers, celebrities, media, private sector		

ANNEXURE 6: GOAL 3: SAVING LIVES, NOW AND IN THE FUTURE – THEORY OF CHANGE

Approaches <ul style="list-style-type: none">• Play a leadership role in WaSH and EFSVL in India• Oxfam India will invest in quality by strengthening core skills and developing new ones• Working with consortia and OXFAM prepared to take a leadership role in proving humanitarian assistance support to South Asia• Pilot innovative partnerships with Government, CSOs, CBOs, private sector• One programme approach of humanitarian, DRR and advocacy. Lead on relief – development integration• Technical support/ humanitarian capacity building to partners and other stakeholders (line departments, volunteers, consortia, IAGs, network)• Oxfam will undertake analysis, research and understanding of vulnerability to inform programme design, advocacy and capitalise on learning to ensure more appropriate and accountable humanitarian programs and policies• Design programmes with exit strategies and Do No Harm approach• Promote and build OXFAM India profile to the wider Indian audience	Outcome 1 Results of high quality, impartial and independent life-saving humanitarian assistance up-scaled successfully to deliver parallel CAT 2 emergencies in India	Outcome 2 Increase resilience of communities in the focus states to deal with shocks, stresses and uncertainties	Factors Challenges <ul style="list-style-type: none">• Increase in the scale of systemic shocks and stresses leading to increase in vulnerability and risks, particularly for women, and exposure of populations to natural disasters, conflict and violence in India. Growing number of vulnerable people, the rise in disasters and conflicts• Insufficient or highly variable emergency preparedness systems in state and district level in the 6 states Oxfam India is working• Insufficient level of expertise/capacity in the states• Lack of awareness of humanitarian principles• Barriers to change are systemic and relate to prioritisation (preparedness, risk reduction)• Institutional donors are few in India• Institutional donors prefer consortia funding• Govt. has positioned itself as capable of managing crisis itself: gaps, unmet need and unmet area still need be addressed.• Disparity between level of need and level of response, leading to widening humanitarian assistance gap• Increasing unpredictability of seasons and there is already evidence of volatility of weather patterns. This is particularly true for climate change• Lack of investment on DRR by Government in states like Assam, Bihar and Odisha
	By 2020 fewer women, men and children will die or suffer from injustice and deprivation from increasingly frequent natural disasters and conflict. At risk communities realise their rights to have clean water, food, sanitation and other fundamental needs. The communities will be free from violence during a crisis and take control of their own lives in dignity		
	Outcome 3 More accountable state governments, authorities will ensure effective and responsible disaster preparedness and response in four high risk states, and able to deliver quality and unbiased assistance to those in need	Outcome 4 OXFAM India is a sectoral leader on WaSH and EFSVL (Emergency Food Security and Vulnerable Livelihoods) in India and key actor in responding to crises arising from conflict	
	Actors Vulnerable communities, Government officials and line departments, security forces, paramilitary forces, partners, CSO, CBOs, Oxfam Affiliates, IAGs, private sector actors, donors, bilateral donors		
			Opportunities <ul style="list-style-type: none">• Oxfam India is seen as one of the first responders to emergencies by Government and civil society in India• Oxfam India is seen as a neutral partner by Government agencies• Indian private sector has shown interest in funding and technical support in humanitarian sector with their own resources• With the GHT architecture in Oxfam India likely to play important role in RHT

ANNEXURE 7: GOAL 4: FAIR SHARING OF NATURAL RESOURCES – THEORY OF CHANGE

Approaches <ul style="list-style-type: none">Strengthening community and their institutionsWorking with partners at state & national levelStrengthening alliances & networkGender mainstreamingEngagement with policy makers, think tanks, academic institutionsEvidence based researchEngagement with mining companies and mediaUse of ICT	Outcome 1 Tribal and other forest dependent communities have access to, control and management rights over forest land and its resources	Outcome 2 Improved implementation of MMDR and RFCTLARRA to secure rights of the Tribal and other forest dependent communities	Factors Challenges <ul style="list-style-type: none">Tribal lag behind 20 years in developmentGovernment targets, dilution of subsidies, more private sector for renewablesSlow Implementation & delivery mechanisms;Dilution of FRA, nationalised MFPs, FD blocker, limited rightsLand records issues, Remote, less aware communities, LWE, migrationConflict for Natural Resources – community & private sectorTussle between MoTA and MoEF on FRA Opportunities <ul style="list-style-type: none">High percentage under forest - 41%, 28.8%,31% for Chhattisgarh, Jharkhand and Odissa respectivelyFRA 2006, MMDR 2015, PESA 1996, MSP prices of NTFPsTargets for FRA settlement have been set by states govt.70% coal reserves, 80% high grade iron ore, 60 % bauxite and all of chromite;
	By 2020, marginalised communities in our focus states will have improved livelihoods through rights over natural resources specifically land, minerals and energy		
	Outcome 3 Increased access to appropriate renewable energy sources by Tribal and other forest dependent communities		
	Actors CSOs, Communities, FRA state Institutions, Forest, Tribal & MNRE ministries, District mineral foundation, state department , Network & Alliances, Think Tanks, Private sector		

ANNEXURE 8: GOAL 5: FINANCING FOR DEVELOPMENT AND UNIVERSAL ESSENTIAL SERVICES – THEORY OF CHANGE

Approaches <ul style="list-style-type: none">• One programme• Strengthening community based monitoring & planning system• Strategic partnerships (CSOs, Govt. agencies, Resource Orgs, Academics, Media)• Promoting & showcasing effective models• Building & strengthening alliances and influencing networks• Engagement with Policymakers and Private Sector• Evidence based research & advocacy• Issue based campaigns- Even It Up, A2M	Outcome 1 Govt takes positive steps towards bringing fiscal policy reforms towards addressing the inequality & building a more equal opportunity country	Outcome 2 Strengthened public health & education system through enhanced peoples’ participation in planning & decision making in OIN focus states	Factors Challenges <ul style="list-style-type: none">• Regressive taxation system emphasis on indirect taxes• Poor Tax to GDP ratio (11%)• Regulation of private sector• Government inclination towards privatisation of education & health services• Lack of adequate number of skilled teachers & health service providers• Weak Grievance Redressal mechanisms
	By 2020, Inequality issues will take center stage in the development discourse in India, leading to increased public financing and people’s access to universal, free and quality health care and education		
	Outcome 3 Increased regulation & accountability of private sector in education & health care through effective legislations & its implementation	Opportunities <ul style="list-style-type: none">• Growing global debate around inequality• Legislations• Institutionalised community based groups• Presence of civil society in Education & Health sector• International commitments e.g. SDGs• Global Even It Up campaign• National Health Mission• Free medicines policies announced by states• Social exclusion and discrimination• Decentralised decision making	
	Actors Ministry of Finance, MHRD, MoHFW, WCD, State Medical Corporations, elected public representatives – National, State and PRIs, Research Institutions, Health Service providers, Communities, Private Sector, Media, WHO and CSOs & networks		

ANNEXURE 9: GOAL 6: INDIA AND THE WORLD – THEORY OF CHANGE

<p>Approaches</p> <ul style="list-style-type: none"> • Evidence-based research and advocacy • Strategic research dissemination to govt. agencies (MoF, DPA) and EXIM Bank • Multi-stakeholder partnerships like Forum for Indian Development Cooperation (FIDC) • Strategic engagement with centrally-funded think-tanks (RIS, ICRIER) • Issue-based campaigns around global influencing platforms (BRICS, G20) • Learning from experiences in BRICSAMIT, Southern Oxfams • Strengthen CSOs understanding of development cooperation, influencing platforms like G20 and BRICS via workshops, seminars • Engagement with academics, policy makers, research institutes and media • Effective social networking strategies to inform public about India's aid policies, CSOs engaging and influencing in global processes 	<p>Outcome 1</p> <p>The Indian Government creates a space for Indian civil society to influence global policy processes (including aid and development cooperation)</p> <p>By 2020, Indian Government will institutionalize civil society engagement in global multilateral development processes, and will formulate a transparent and accountable aid policy</p> <p>Actors</p> <p>Ministry of External Affairs (Development Partnership Administration), Ministry of Finance, EXIM Bank, CSOs, CSO networks, Centrally-funded think-tanks, academics, Media, Elected representatives (Standing Committees members, influential leaders)</p>	<p>Factors</p> <p>Challenges</p> <ul style="list-style-type: none"> • Lack of interest and awareness on development cooperation among CSOs • Lack of capacity (content and access) on issues related to development cooperation among CSOs • Need for putting in place a national aid policy • Need for transparency in India's aid policy • G20 agenda remains macro and financial policy centric • Government more open to national than international issues <p>Opportunities</p> <ul style="list-style-type: none"> • Data availability on Indian aid flows and its utilisation • India's presence in the global influencing processes, institutions • India's willingness to influence global policymaking • New players (MDBs)
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