

# Strategic Learning and Organizational Change: Oxfam and Policy Campaigns

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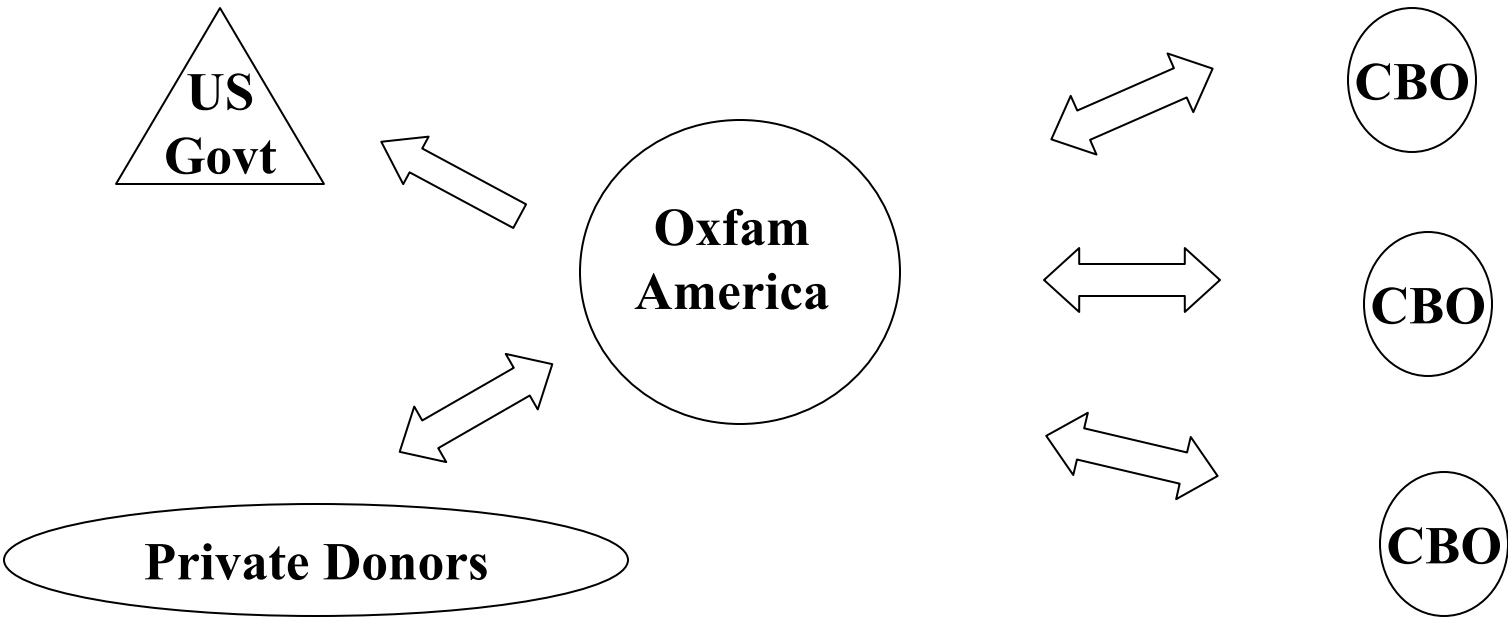
2005 PVC Conference

1/13/2005

# Oxfam-America 1997

- Assessing Impact: Sustainable poverty change from grassroots projects?
- History of innovations, partnerships with CBOs, committed staff, loyal donors
- Possible alternative strategies
  - Organizational renewal for effectiveness
  - Partnerships for learning
  - Advocacy for global equity

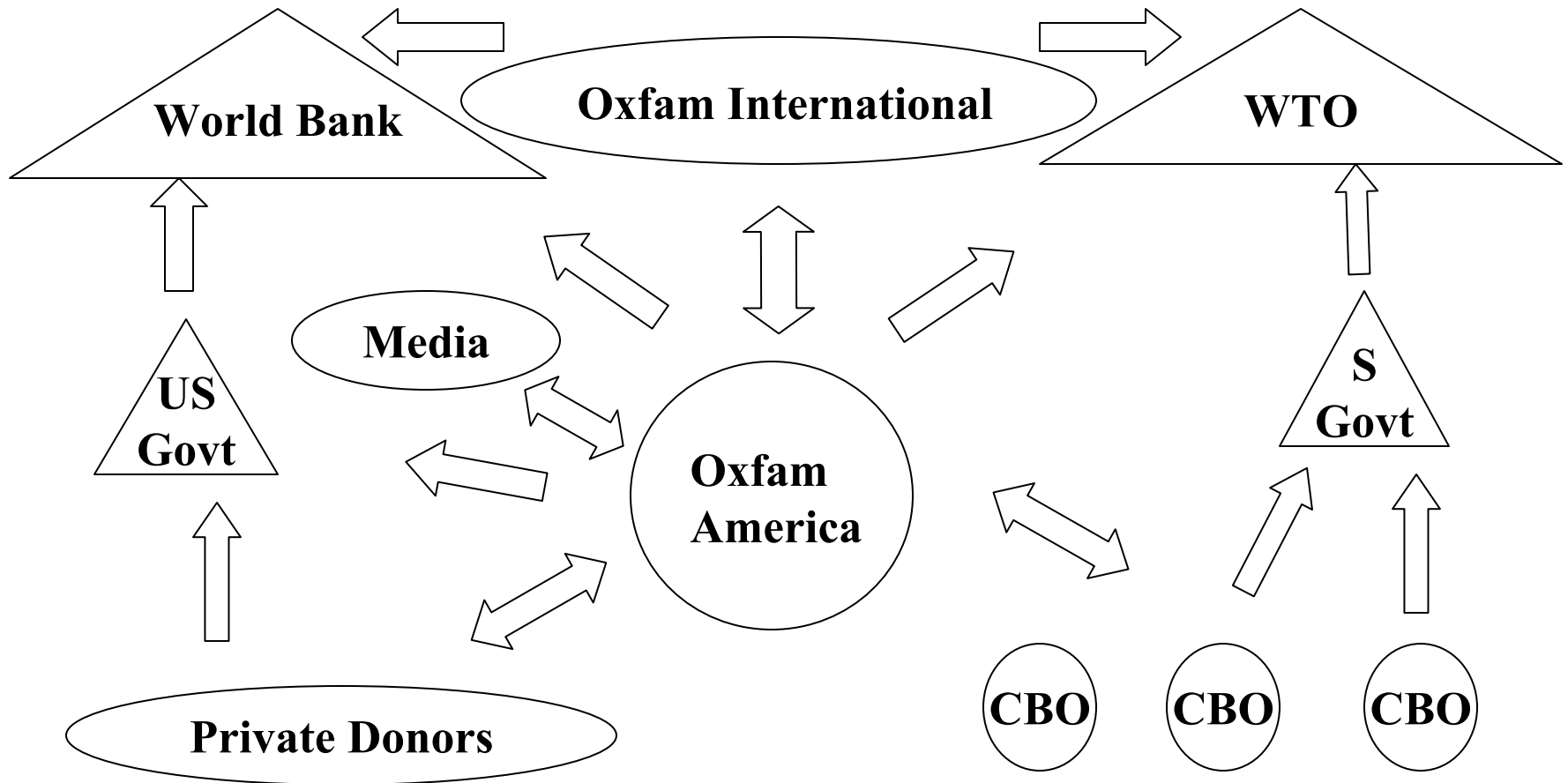
# Oxfam America: Funding Local Projects



# Oxfam America 2005

- Strategy: Reduce systemic reproduction of poverty by:
  - Continued support to grassroots projects
  - Global campaigns for pro-poor policies
- Integrate grassroots and global initiatives to strengthen both:
  - Coffee farmers and trade campaign
  - CBOs and extractive industries campaign

# Oxfam America: Campaign Organization



# Some Organizational Implications

- OA strategy constrained by OI strategy
- OI members create brand risks for OA
- Large demand for OA campaign participation
- Attacks on OA legitimacy and accountability by campaign targets, ideological antagonists
- Campaign coordination across departments
- More priority/difficulty in assessing impacts

# Emerging State

- Developing systems and norms in OI to manage differences and use resources
- Evidence of increasing program impact on ground (e.g., women rights advocacy)
- Evidence of impact on global policies and actors (e.g., coffee, trade, extractives)
- Staff still struggling to do it all – but most now agree about importance of advocacy