

OXFAM
AUSTRALIA
STRATEGY
2026-2030



OXFAM
Australia

OXFAM AUSTRALIA STRATEGY 2026-2030

Right now, inequality is trapping billions of people in poverty. It is causing a record number of people to lose their livelihoods, struggle for essentials and face extreme hunger, all while a handful of people hold inconceivable wealth.

It is unfair, unjust and unacceptable. But it doesn't have to be this way. At Oxfam Australia, we challenge the systems and structures that lead to inequality and poverty.

To end poverty, Oxfam disrupts inequality by partnering with communities to create a just, safe and thriving world.

We do this by working alongside local partners and communities to deliver life-saving humanitarian relief, long-term anti-poverty projects and powerful campaigns for change.

A world without poverty is possible. This strategy provides the signposts to get us there.



Partnering: Our commitment to collaborative relationships, where decisions and plans are guided by the people most directly impacted.

Disrupt: Our commitment to actively interrupt and dismantle unequal systems, transforming the structures that perpetuate inequality.

TO END POVERTY, OXFAM DISRUPTS INEQUALITY BY PARTNERING WITH COMMUNITIES TO CREATE A JUST, SAFE AND THRIVING WORLD.

Communities: The individuals, groups of people, alliances and organisations united with Oxfam Australia in the shared interest of advancing poverty alleviation and equality.

Just, safe and thriving world: An outcome that reflects our approach: justice advanced by advocacy and campaigning, safety strengthened through humanitarian aid, and thriving communities supported through long-term development.



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Acknowledgement of Country

Oxfam Australia acknowledges the distinct relationship that First Nations communities have with their traditional lands and waters, as well as their unique histories and diverse cultures, customs and circumstances.

Oxfam Australia respectfully acknowledges the Traditional Owners of Country throughout Australia. We pay respect to all First Peoples and acknowledge that First Peoples have never ceded their sovereignty.

As an organisation working internationally, we extend these same respects to First Peoples around the world, who continue to uphold their rights and sovereignty.

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Melbourne, Australia: Oxfam Australia Chief Executive Jennifer Tierney. Photo: Heidi Demond/Oxfam.

A MESSAGE FROM OUR CHIEF EXECUTIVE

The world can feel unrelentingly hard these days. Every day we wake up to stories about the world order shifting; stories that challenge the principles, goals and achievements for which Oxfam has fought for 80 years.

We see free speech being curtailed as protesters are silenced by governments and armed forces at home and abroad. We see people’s identities being suppressed and weaponised by those in power. We see our planet being destroyed by corporations and governments who choose profits over the present and our future. We see billionaires with agendas to grow their wealth at the expense of everyone else siding with authoritarians, who now occupy seats of power we never thought they could access. And we see humanitarianism, which is meant to support people forced into the most vulnerable positions in the world, being exploited by governments.

For anyone with a collective spirit, who believes we should live in a world that supports people to live with dignity and freedom, this can be overwhelming and at times even paralysing.

But we don’t have the luxury of standing still, because it is Oxfam’s job to challenge the inequalities that drive poverty. Over the next five years, Oxfam Australia will stand up and fight the best way we know how — accelerating justice, equality and lasting change.

Across Australia and our region, we are strengthening a broad and diverse movement, one that elevates local community voices, amplifies First Nations’ leadership, and mobilises Australians to challenge the systems that entrench poverty and inequality. Our commitment to locally led action is central to this strategy. Whether through bold advocacy, community collaboration across the Pacific

and beyond, or direct support to people caught in humanitarian crises, we will work alongside the people most negatively impacted by the injustices we see. To make lasting change and stop poverty at its roots, we will work to influence policies, transform narratives, and ensure that humanitarian and development responses are relevant, rights-based and truly transformative.

We will strengthen humanitarian responses by centring the communities most affected by crises, advocate for and mobilise improved and more flexible funding, and support long-term resilience through our development programming. We will broaden our engagement with First Nations communities, partnering to elevate their leadership on national and global platforms, and co-create pathways to self-determined futures. We will mobilise communities throughout Australia to support our advocacy initiatives and fundraising efforts. Through inclusive, sustainable, long-term development programs, we will shift resources and decision-making to local, in-country partner organisations, enabling them to lead meaningful, lasting change. This strategy reflects our belief in what is possible when solidarity, courage and community power come together and it charts a path towards a more just and equal world for everyone.

I am proud of the direction we have set together, and I invite you to join us in our fight against poverty and the inequalities that fuel it. Together, we can create an equal future.

WHY WE EXIST

Oxfam Australia disrupts inequality by partnering with communities to create a just, safe and thriving world.

As a founding member of the Oxfam Confederation, a global movement working in 77 countries, Oxfam Australia brings a distinctly Australian perspective to the fight against poverty and inequality. Our physical presence in the Asia-Pacific region means Oxfam Australia is close to many of the communities we support. Our work with partners in the Asia-Pacific sits alongside our own reckoning with colonisation and its ongoing impacts on the rights of the First Peoples of Australia. This unique position means Oxfam Australia acts as an ally at home and abroad. We work in more than 14 countries to advance human rights, challenge injustice and create lasting change.

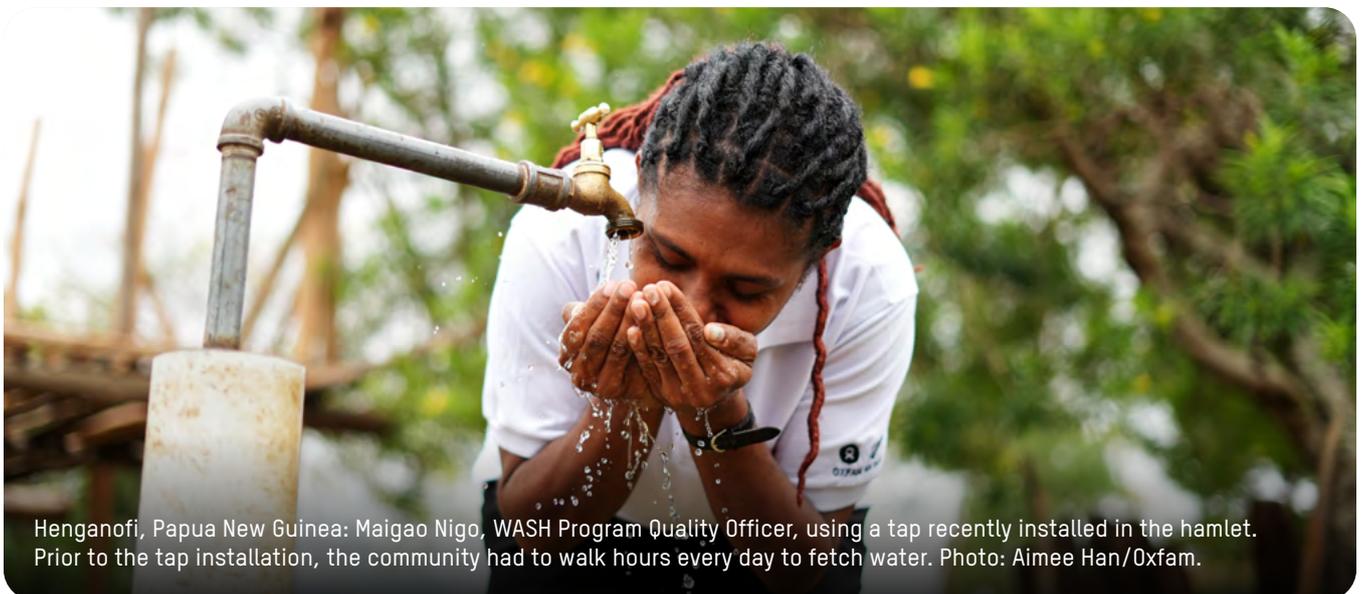
For more than 70 years, we have partnered with First Peoples, local communities, civil society organisations and social movements to deliver impactful humanitarian and development programs and influence public policy. By influencing policy and public debate, our advocacy has strengthened our role as a First Peoples' ally, our humanitarian crisis efforts, and the long-term opportunities of the communities we support.

We work at the intersection of frontline practice and systemic advocacy, guided by feminist principles, ensuring that the lived realities of communities inform locally led solutions to erase poverty and drive

long-term structural change. We challenge the political, economic and social systems that concentrate power and wealth in the hands of a few, while billions of people are denied their basic rights and opportunities. Together with our partners, we work to transform the systems that sustain inequality and we stand in solidarity with the people most impacted by them.

Oxfam's approach makes us uniquely positioned to end the human cost of a world in crisis and mitigate the impacts of a global world order.

We are living through a historic convergence of crises, with the climate emergency accelerating faster than political systems can respond and food and water insecurity increasing, driven by environmental collapse. Armed conflicts are displacing record numbers of people, governance is weakening, civic space is shrinking and human rights are increasingly under threat. At the same time, wealth and power are concentrating, as millions of people fall deeper into poverty, humanitarian needs rise while aid declines, and inequality erodes trust in global systems. Yet, these crises remain the result of human choices, and they can be changed. In partnership with local communities, we can not only prevent the worst impacts of this global crisis, we can alter its course.



Henganofi, Papua New Guinea: Maigao Nigo, WASH Program Quality Officer, using a tap recently installed in the hamlet. Prior to the tap installation, the community had to walk hours every day to fetch water. Photo: Aimee Han/Oxfam.

In Australia, First Nations communities have been engaged in generations of advocacy, action and resistance, and the obstacles to justice and equity are clear. Australia's 2023 Voice Referendum was rejected by 60% of voters, reflecting ongoing national division and racism. Aboriginal and Torres Strait Islander people, while making up only 3.8% of Australia's population, accounted for 23% of all deaths in custody in 2023-2024, revealing deep issues within the justice system. The 2024 Closing the Gap report showed that only four of 19 targets were on track, with major inequalities persisting across justice, health, education and employment. A long-sought Treaty between the Australian Government and First Peoples is still seen as essential for recognising sovereignty and addressing historical injustices.

By standing in solidarity and working in partnership, we can ensure that the sovereignty and rights of Aboriginal and Torres Strait Islander people and all people we work alongside are respected, honoured and protected.

Over the course of this strategic plan, Oxfam Australia will tackle inequality globally and locally. To do this successfully, we will focus our efforts on three areas:

Economic equality: we seek changes to the systems that determine who has access to money and power across the globe. We advocate for a more sustainable, equitable and inclusive model of growth that protects the planet and benefits everyone.

Gender equality: we seek the transformation of harmful gender norms and power relations so that all people live free from gender-related persecution, discrimination, marginalisation and harm.

Climate change: we challenge the dominant economic model and power structures that exacerbate the climate crisis and seek locally led solutions that address the needs of the people most affected by the impacts of climate change.

We unaccept inequality in all its forms.



Yawuru, Australia: Amelia, Natashka, Olivia, Azarnia, and Daphne at the 2024 Kimberley Aboriginal Women's Council Roundtable. Photo: Aimee Han/Oxfam.



Cover Photo: Sambo, Cambodia: Chana with his rice irrigation system. Chana and his wife, Sare, are part of an aquaponics pilot project in their village. The pilot gives villagers the opportunity to grow vegetables in a climate-resilient way to support their income. Photo: Patrick Moran/Oxfam. Oxfam acknowledges the support of the Australian Government through the Department of Foreign Affairs and Trade (DFAT).

STRATEGIC PRIORITIES

Deepen local impact, shifting power and resources to where change happens through inclusive and sustainable development programs.

The change we seek

We seek lasting improvements for people living in poverty and experiencing inequality by transforming the systems that perpetuate and entrench these across climate change, economic equality and gender equality.

We seek changes that ensure people of diverse genders, abilities and identities have the agency to make their own choices and enjoy their rights, and where diverse voices can actively pursue and collectively shape social change to improve lives and livelihoods.

Our approach

To deepen impact on people’s lives at a local level, we are investing in the continued shift of power and resources to local partners and their communities, because these people are best placed to lead sustainable, community-driven change. This means embedding locally led program autonomy and long-term impact at the heart of our partnerships, while aligning our feminist values with a rigorous understanding of power dynamics.

We will prioritise engaging in and supporting meaningful partnerships that amplify local voices, decision-making and leadership. Our role is to support the transformative process of reimagining partnerships, listening deeply, relinquishing control, decolonising our ways of working, and trusting more deeply in the knowledge, vision and decisions of communities.

Our focus

- In collaboration with our global networks, we support safe, inclusive, quality programs focused on gender equality, economic equality and climate change. We build equitable partnerships where programs are designed, driven and led by local partners and communities, who are best placed to champion meaningful, sustained and positive change in their communities.
- We encourage traditionally dominant actors to step back where local actors are best placed to lead.
- We advocate for increased, more flexible, and better quality funding that reduces barriers and enables direct investment in local leadership and community-driven initiatives.

Through this approach, Oxfam-supported programs benefit communities directly, amplify the work of local change agents, strengthen local systems and serve as stepping stones for long-term, systemic transformation.

What we will deliver

- Advanced partner autonomy
- We will engage in meaningful partnerships and programs designed and led by local partners, and prioritise investment in the organisational growth of local actors.
- Advanced funding diversification and growth for local partners
- Through accompaniment, advocacy and investment, we will support partners and communities to access a more diverse range of, and more direct, funding suitable to their contexts, while maintaining quality programming.
- Be an effective partner in inclusive and sustainable development work

We will deliver impactful work while increasing internal efficiencies, reducing costs, simplifying processes and increasing partner autonomy within our global network of partners, to increase the time and resources available for partners' work.

Save lives through locally led humanitarian action

The change we seek

People impacted by crises receive quality services and protection and can access secure and durable solutions. Their rights, humanitarian principles and humanitarian law are upheld, and resources for immediate and longer-term change are mobilised.

By uplifting and centring the decision-making power of crisis-affected communities, we will ensure humanitarian responses are relevant, rights-based and transformative, enabling people to shape solutions that strengthen resilience and deliver lasting change.

Our approach

As part of a global network, we support and advocate for the delivery of effective, inclusive, sustainable and locally led humanitarian programs that align with humanitarian principles, as well as humanitarian and international law.

We advocate for and mobilise increased and flexible funding for quality initiatives that place local people at the centre, and prioritise preparedness, resilience, risk reduction, crisis response and early recovery efforts.

Our focus

- Investing in local leadership so communities are at the centre of humanitarian programming and can drive efforts to build preparedness.
- Transforming humanitarian systems to improve accountability and quality and be responsive to community voices.
- Influencing donors to provide flexible, predictable, responsive, multi-year humanitarian funding.
- Strengthening the long-term impact of humanitarian programming by boosting resilience and capacity.

The safety and rights of people facing the most extreme crises will always remain our foremost humanitarian priority. We will serve the immediate needs of these communities while playing an active role in transforming the humanitarian system to deliver better outcomes for people affected by crises. We will implement initiatives that foster strength, dignity and self-determination.

What we will deliver

- **Locally led action:** Prioritised funding and engagement with humanitarian initiatives that are designed and led by local partners, with significant and inclusive community engagement.
- **Improved and sustained levels of humanitarian funding:** Engagement with key stakeholders such as donors and the Australian public to influence effective investment in resilience programming, protracted crises and humanitarian responses. Support advocacy to increase Australia’s humanitarian funding.
- **Effective humanitarian partnership:** Support for quality and effective humanitarian programs by ensuring Oxfam programming processes are efficient and appropriate, while also maintaining quality standards.
- **Advocacy for the upholding of humanitarian law and principles:** Engagement in and support of advocacy efforts targeting governments and the public, which aim to ensure humanitarian law is upheld and humanitarian principles are respected.

Advance First Nations’ justice through collaboration with First Peoples’ communities and organisations

The change we seek

We seek lasting structural change through the amplified leadership and vision of First Nations communities, supporting efforts to realise their aspirations for self-determined futures. This includes supporting self-determination, expanding our presence across Australia, and ensuring First Nations leadership is visible and influential on national and global platforms.

Our approach

We are deepening our commitment to advancing First Peoples’ equity by grounding our work in First Peoples-led collaboration and voice. We follow the leadership of Aboriginal and Torres Strait Islander peoples, investing in the strength of Oxfam’s First Peoples team and shifting resources, influence and decision-making to enable self-determined advocacy and systemic change.

Our focus

- Ensure that plans and processes towards outcomes are co-created with First Peoples communities by partnering with them to identify priorities, assess needs and determine where we can meaningfully contribute to community-defined pathways to justice.
- Support ongoing dialogue and accountability with First Nations partners to ensure our work remains responsive and guided by what matters to them.

Oxfam’s work with First Peoples aspires to be authentic, respectful and transformative, centring justice and leadership at every level as determined by community partners.

What we will deliver

- Broader geographic reach
- Deeper partnerships and programming across Australia.
- Amplified leadership, participation and voice globally
- Increased participation of First Nations leaders in global platforms, forums or campaigns by 15% year-on-year, ensuring their voices are visible and influential.

Accelerate local action into global action for equality and justice through advocacy, campaigns and public engagement

The change we seek

We seek to develop a groundswell of people power to take bold action at scale. A broad and diverse movement of engaged Australians, including First Nations communities, linked with regional changemakers can courageously dismantle the root causes of poverty and inequality.

Our approach

We will mobilise for impact, placing people with lived experience and grassroots changemakers at the centre of our work. We will expand and diversify our supporter base and engage more deeply with existing supporters to grow a movement that unites communities, builds power and demands lasting, systemic change.

Our advocacy work will continue to shape the systems and policies that influence both immediate humanitarian responses and long-term development outcomes.

Our focus

- By increasing and intensifying advocacy and harnessing people power, we will build collective momentum, amplify diverse voices and shift public narratives to make eradicating poverty and inequality a national and global priority.
- We will connect with changemakers across Australia, our region and the world using Oxfam's global platform to elevate the voices of people most affected by injustice.
- Through powerful advocacy, public engagement and alliance building, we will influence governments and the private sector, mobilise communities and inspire action for change.

We will demonstrate that lasting change is possible when action, solidarity and power converge.

What we will deliver

- **Growth in public engagement:** Each year, our community of action takers will grow so we reach 100,000 people annually participating in campaigns for change and building the public pressure needed to shift power and advance policies that serve the many.
- **Transformative policy shifts:** Changes that result in improved workers' rights, as well as increased public revenue and funding flows to communities to address climate change, poverty and inequality.



Satkhira, Bangladesh: Monira lives with her husband and children near the Sundarbans, the largest mangrove forest in the world. Without ready access to fresh water, people living here are often ill from the saltwater they are forced to use. Photo: Fabeha Monir/Oxfam. Oxfam acknowledges the support of the Australian Government through the Australian NGO Cooperation Program (ANCP).

ORGANISATIONAL LEVERS

The world is changing. We are purposefully evolving to amplify our impact. To sustain our work into the future, we must:

Build a culture of purpose and leadership

Our people are at the heart of this shift. Their courage, clarity and conviction breathe life into our purpose. To fully live our values, we must create conditions for sustained change. This means moving beyond goodwill into intentionality.

We will:

- Continue investing in our people to create courageous thinking, adaptability and integrity-led leadership.
- Embed shared leadership practices that make decision-making transparent, apply subsidiarity where appropriate, elevate lived experience, and strengthen collective agency.
- Foster a culture of innovation, encouraging bold ideas and creative solutions that challenge the status quo and harness collective capability.
- Transform how we learn, using information as a powerful tool for adaptation and radical accountability.
- Cultivate spaces where collaboration thrives, energy is renewed and people can be their best selves.

This focus is not just about doing better, it is about being true to who we aspire to be.

Optimise operations for greater impact

For too long our sector has rewarded complexity and measured success by the amount we manage, rather than the amount we shift. We must reject the instinct to tackle everything simultaneously; clarity of focus drives results.

We will:

- Become a leaner, more deliberate organisation.
- Resource our efforts by strategy, not habit.
- Redistribute power to make decisions closer to where the work happens.
- Dismantle processes that protect institutional comfort over community impact, and build systems that are agile, just and accountable.

This overhaul is not about doing more with less, it is about doing what matters most.

Grow and diversify our funding sources

The way money flows determines whose voices are heard, whose priorities are elevated and how quickly we respond. We are building partnerships with progressive philanthropists, values-aligned organisations and passionate supporters who believe in solidarity as a commitment to systemic change. These relationships are grounded in shared purpose and trust, not transactions.

We must:

- Implement a funding model that maximises financial sustainability and strategic alignment with our purpose, while prioritising the needs of partners and communities.
- Offer broad and accessible participation through engaging fundraising products aligned with how the Australian public chooses to demonstrate solidarity.
- In alignment with partners, grow our community, institutional, and philanthropic income through targeted investment to deepen solidarity, extend our reach and root our work in a shared call for transformation.
- Back partner-led resource generation by investing in visibility, capacity and connections that grow revenue in ways that are true to the culture and leadership of the community.
- Ensure a secure stream of predictable revenue that supports greater flows of unrestricted income to where it is needed most.

This shift is not just financial, it is political.



SCAN TO SEE
OUR IMPACT



Indonesia: Nurlaeli with her biogas installation at her home. The gas is powered by her livestock and organic waste and allows her to cook without foraging for firewood. Photo: Aimee Han/Oxfam. Oxfam acknowledges the support of the Australian Government through the Australian NGO Cooperation Program (ANCP).

PROOF OF CHANGE

We don't just imagine a fairer world; we help build it.

Through decades of tireless campaigning, frontline partnerships and policy reform, we have exposed how deepening inequality has allowed poverty to grow, even as we have fought to dismantle it. We have shifted public consciousness and driven real-world change.

Our success lies in a bold, principled approach powered by the voices of communities. Through our base of committed supporters, we have raised millions of dollars to fund our anti-poverty work across climate change, gender equality, First Peoples' justice and economic equality. These supporters have taken actions as we have walked alongside communities to successfully challenge the structures that keep them in poverty, and through those actions we have improved lives. We have influenced law reform across all our areas of work and stood alongside movements to dismantle systems that sustain inequality.

In a world overflowing with wealth but starving for justice, our track record shows what's possible when care, courage and the redistribution of power are more than ideals, when they are built into our strategy.



OXFAM

Australia

The future is equal



Oxfam Australia is supported by the Australian Government through the Australian NGO Cooperation Program (ANCP).