

A photograph of a man and a woman standing outdoors. The man on the left is smiling and wearing a dark blue polo shirt with a patterned collar. The woman on the right is also smiling and wearing a pink patterned short-sleeved shirt. They are standing in front of a wooden structure, possibly a porch or a building. The text 'A JUST AND SUSTAINABLE WORLD' is overlaid in large white letters.

# A JUST AND SUSTAINABLE WORLD

**WITHOUT THE INEQUALITIES  
THAT KEEP PEOPLE IN POVERTY**

OXFAM AUSTRALIA  
2020–2025 STRATEGIC FRAMEWORK



**OXFAM**  
Australia





**A just and sustainable world without the inequalities that keep people in poverty  
2020–2025 STRATEGIC FRAMEWORK**

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Cover: East Sepik, Papua New Guinea: Oxfam has recently installed a rain water tank in Brenda and Desmond Moliwara's home. Desmond is now a WASH leader in his community, managing water use and hygiene practices, while Brenda no longer has to walk long distances each day to collect unsafe water from a river. Photo: Patrick Moran/OxfamAUS.

Photo (above): Hyderabad, Pakistan: Samreen shares her experiences of Oxfam's She Can Lead project with her community. Samreen plans to stand for Council election when she turns 18. Photo: Khaula Jamil/OxfamAUS.

Oxfam Australia respectfully acknowledges the Traditional Owners of Country throughout Australia and pays respect to the ongoing living cultures of Australia's First Peoples. We acknowledge that the First Peoples of Australia have never ceded their sovereignty.

Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have since passed away.





## CONTENTS

ABOUT US	2
UNPRECEDENTED TIMES NEED UNPRECEDENTED CHANGE	3
STRATEGIC FRAMEWORK	7
FOCUS AREAS	8
HOW WE CREATE CHANGE	13
OUR APPROACH	14
CRITICAL MILESTONES	15



A portrait of a middle-aged Black man with a friendly smile, wearing a red long-sleeved shirt and a yellow and black baseball cap. He is standing outdoors in a lush green garden. The background is filled with various green plants and trees, slightly out of focus.

# **A JUST AND SUSTAINABLE WORLD**

**WITHOUT THE INEQUALITIES  
THAT KEEP PEOPLE IN POVERTY**

Malekula, Vanuatu: Morsen stands in his garden, where he raises poultry and grows vegetables with support from Oxfam partner Farm Support Association (FSA).  
Photo: Artur Francisco/OxfamNZ.



## ABOUT US

At Oxfam Australia, we believe all lives are equal and no-one should live in poverty. We believe that in a wealthy world, poverty is unjustifiable and preventable, that the present state of inequality and injustice must be challenged, and that with the right support, people can change their lives for the better.

By helping people claim their basic human rights, we've been tackling poverty and empowering communities to build better lives for themselves for more than 67 years.

Yet the world around us is changing and so are we. Our understanding of poverty and its causes has evolved. We believe that inequality holds people back from taking control of their lives and escaping poverty.<sup>1</sup> From unequal income, economic opportunities and access to basic services, to the unequal impacts of climate damage internationally, inequality causes poverty.

We tackle inequality because poverty in the 21st century is less a problem of scarcity, rather the result of how resources, opportunities, and protections are distributed and wielded.

That's why we are part of a global movement of people working together to eliminate poverty by tackling inequality.

We do this on three fronts:

1. We provide support and relief to communities in developing countries to protect and rebuild their lives in times of crisis;
2. We work with people and communities experiencing poverty and disadvantage to find sustainable ways to build fair and independent lives; and
3. We mobilise people to stand up and speak out, to influence those in power to ensure that people living in poverty have a say in the critical decisions that affect them, their families and communities.

Oxfam Australia is one of 20 members of the global Oxfam confederation with a presence in 90 countries around the world. Working with partners, allies, communities and our supporters, we are changing the world for the better at every level, at scale, here and now, and for the long term.

Together, we can create a more equal world where everyone can live in dignity and free from poverty. Join us.



# UNPRECEDENTED TIMES NEED UNPRECEDENTED CHANGE

Most days when you read or listen to the news, it's grim. A cyclone in Bangladesh has killed hundreds and displaced far more. Hundreds of thousands of people have died from the coronavirus and millions of confirmed cases continue to spread the disease. Globally, violent street clashes between right-wing nationalist and anti-racist forces erupt. The civil war in Syria seems to have no end.

The world around us is marked by political, social, economic, and environmental disruption defined by deepening inequality, climate crises, systemic racism, technological disruption, rising nationalism and large-scale displacement. You'd be forgiven for thinking the world is falling apart.

At Oxfam Australia, we have a different view. We think the world is far from falling apart. In fact, it has never been more peaceful, prosperous, safe or just. We have much to be proud of. Together, the global community has achieved remarkable reductions in poverty and made good progress towards equality, stability and prosperity. The Millennium Development

Goals were hailed as the most successful anti-poverty movement in history. Through the 15-year effort, more than one billion people emerged from extreme poverty, child mortality rates more than halved and today, more girls attend school than ever before. This progress has taught us how governments, business, and civil society can work together to achieve transformational breakthroughs.

Yet for all the remarkable gains, poverty remains, inequalities persist, progress has been uneven, and flashpoints of extreme vulnerability continue to impede the realisation of a just and sustainable world without the inequalities that keep people in poverty.



Cox's Bazar, Bangladesh: Oxfam team member Iffat Tahmid Fatema is working to support those in the camp and contain spread of the coronavirus. Photo: Fabeha Monir/Oxfam.

Billions of people still live in poverty and are denied a life of dignity. Gender inequality remains a key challenge. Climate damage impacts are seriously affecting communities in coastal and low-lying areas, including many in the least developed countries. Achieving the Sustainable Development Goals by 2030 requires a shift in approach and increased investments and collaboration to protect the development gains already realised.

Against this backdrop, Oxfam Australia has reaffirmed its commitment to the Sustainable Development Goals, interrogated its context and critically analysed how it can best help ensure no-one is left behind. Our 2020–2025 Strategic Framework has been developed in recognition of the following future trends that will shape our world over the next five years.

## COVID-19

The coronavirus crisis is currently threatening the lives of millions and the livelihoods of billions of people. The economic fallout from the pandemic could push half a billion more people — or 8% of the global population — into poverty unless urgent action is taken to support and provide relief to disadvantaged communities in developing countries. Projections

suggest that many of the communities pushed into poverty will be in the Pacific and East Asia regions. Gender inequality is and will be further deepened by the crisis, as women bear the greater brunt of unpaid care work and unemployment.

We are also seeing the pandemic have an impact on crisis response as international teams are held back from reaching and supporting communities following disaster (as seen in the aftermath of Tropical Cyclone Harold). This makes it more crucial than ever to ensure communities are equipped to mitigate risk and respond locally to crises.

## AGGRESSIVE NATIONALISM IS ON THE RISE

A wave of right-wing nationalism is sweeping the world, challenging progressive achievements of the post-WWII era, exacerbating social polarisation, restricting civil space, and undermining the global system of multilateralism and cooperation.<sup>2</sup> Domestically, the trend towards nationalism has contributed to a political environment where it is increasingly difficult to broker broadly-accepted bipartisan solutions to pressing domestic and global issues such as aid, migration and climate damage.

## RESTRICTIONS ON CIVIL SPACE

Civil society groups worldwide are increasingly facing legal and political constraints on their ability to operate freely and independently. During the last few years, governments have adopted strategies to restrict the registration, operation, and funding of organisations. In Australia, there are worrying trends to limit the ability of civil society to advocate on important issues.<sup>3</sup>

## CLIMATE CRISES

The climate crisis is the defining issue of our time. Global warming is increasing the frequency and ferocity of disasters and reducing the health of ecosystems on which we depend, affecting us all, with an outsized impact on the those living in poverty. It is also fuelling conflict and fragility.<sup>4</sup>

## CUTS TO AID BUDGETS

There is more doubt than usual about Australia's commitment to development. Australia has stagnated in global aid rankings. Continuing cuts to the budget mean aid will continue its downward trajectory to historically low levels. A similar mood of retrenchment has taken hold in other countries.





## DIGITAL TECHNOLOGY

Technology already has, and will continue to have, profound impacts on employment, civil and human rights, opportunities for political action and social inclusion. The impact will be pervasive but also uneven and contradictory. On one hand, technology enables activists to connect and mobilise, and for economies to advance. It also enables greater access to information, increased transparency and accountability, and creates new employment opportunities and solutions to environmental, health and social problems. On the other hand, new technologies could also open up new avenues for governments and businesses to control and exploit citizens, to violate their rights, reduce the value of human labour and further widen the gap between those with wealth and power and those without.

## INCREASED SCRUTINY AND COMPLIANCE

In recent years, the international aid sector has faced increasing scrutiny linked to how aid is delivered. Larger institutional donors have placed far greater emphasis on non-profits such as Oxfam and its partners demonstrating accountability and measuring impact. Revelations of sexual exploitation and abuse within Oxfam Great Britain and across the sector has furthered this demand for accountability. This has led to some much-needed scrutiny of how aid organisations take steps to both prevent and respond to abuses of power, including fraud, corruption, sexual exploitation, abuse and harassment.

## SOCIAL MOVEMENTS

As trust in big institutions — including International Non-Government Organisations (INGOs) — and the power that they wield by their size, status and historical legacy declines, new forms of power and influence are on the rise. There are many new forms of activism and social investment. This new power, often harnessed by social movements, is open, participatory and peer driven. It drives collective action and can achieve quick and dramatic results that can secure major policy and practice change and improve people's lives.

## CORPORATE POWER

The private sector wields enormous power. Corporate control of resources and influence over public institutions and decision-makers is intensifying and the private sector is increasingly driving development, human rights and environmental outcomes. At the same time, the private sector is facing pressure to act responsibly and in accordance

with international standards. In response, many large companies are paying greater attention to sustainability and human rights in their operations and supply chains.

## DECLINING DONATIONS

A steady decline in public donations to charities is an Australian and global trend on the back of increasing market saturation. The historically relatively high rates of individual giving in Australia to INGOs continue to decline. A confluence of factors such as the recent bushfires across the country and the coronavirus pandemic and related economic recession will place traditional funding models under significant pressure. Against this backdrop, organisations continue to explore other sources of funding from corporate, philanthropic and impact investment sectors.



Taiz Governorate, Yemen: Samiha Ali\* collects water in a jerry can at a distribution point built by Oxfam. Samiha Ali fled with her children when the conflict reached Taiz Governorate. They were unable to take anything from their home and sought refuge at Al Bearrayer displaced persons camp. Photo: Pablo Tosco/Oxfam.

\*Name changed to protect identity.





## LOOKING AHEAD

This changing environment presents a host of new opportunities, but also challenges, for our work. Poverty and the humanitarian and aid systems have changed, and we have moved to an era of collective global responsibility for generating a just and sustainable world without the inequalities that keep people in poverty. Oxfam Australia has a role to play in this new model. We will harness our expertise and resources and interrogate power and privilege to contribute to this change.

However, our traditional ways of working are too static and narrow for this new context. Oxfam Australia must refine the issues we take up and evolve how we work if we are to continue to effectively tackle poverty and inequality.

Oxfam Australia has a unique capacity, insight

and a proud history as a leading international aid organisation, and we don't want to squander that. We want to build on what we've achieved during 67 years of operation.

We want to build on our success and our culture of challenging the status quo, of innovating and leading the way. It is clear our supporters, partners and allies want that too. We are committed to being part of new ways of organising and sharing power.

We've got big ambitions to be better. But first we must ensure our sustainability. To do that we need to transform and focus. We can't rely on what we've always been and done. We can't afford to stand still. Now, more than ever, the success and impact of our work is dependent on us being clear about who we are as an organisation, what we stand for, the value we bring, what we focus on and how we work to achieve impact.



# 2020–2025 STRATEGIC FRAMEWORK

Oxfam Australia is ready for the next phase. Our 2020–2025 Strategic Framework seeks to build on our success and strengthen our efforts to deliver a just and sustainable world without the inequalities that keep people in poverty.

This document is a critical point-in-time response to the external and internal situation we find ourselves in. We are operating in a globally interconnected, fragile and volatile world, and our work is more relevant than ever. However, our operating environment is more constrained, so we need to do better, and we need to contribute to and leverage the global movements and local actions that we are a part of.

Our 2020–2025 Strategic Framework is aligned to the global Oxfam 2030 Strategy Framework. It is based on evidence and feedback and incorporates many views from our team and stakeholders. It aims to provide the strategic direction for our organisation over the next five years and provides the parameters for what we will do. It will be supported by a new operating model, shorter-term operational plans, and work that scopes our role, future activity and the impact we want to achieve both as a member of the Oxfam confederation and as an influential INGO in the Australian sector in our four new focus areas. We look forward to sharing more of this work with our supporters and stakeholders when complete.



Melbourne, Australia: Oxfam team members participate in a School Strike for Climate rally at Treasury Gardens. An estimated 100,000–150,000 people took to the streets in Melbourne, while more than 300,000 protested nationally. Photo: Keith Parsons/OxfamAUS.

## VISION

A just and sustainable world without the inequalities that keep people in poverty

## PURPOSE

We relieve and eliminate poverty

## VALUES

- **Accountability:** Our purpose-driven, results-focused approach means we take responsibility for our actions and we believe in mutual accountability with those we work and partner with.
- **Empowerment:** Our approach means that everyone involved with Oxfam Australia, from our team and supporters to people and communities living in poverty, should feel they can participate and make change happen.
- **Equality:** We want to create a fairer, more equal world where the rights of all people are recognised. We achieve this through our work around the world and our own internal practice.
- **Inclusiveness:** We are open to everyone and embrace diversity. We believe everyone has a contribution to make, regardless of visible and invisible differences.
- **Sustainability:** Our focus is on long-term change to effectively challenge the structural causes of poverty. To ensure organisational longevity, as well as that of the environment, we believe in acting sustainably across all aspects of our work.



# FOCUS AREAS

**Towards a just and sustainable world without the inequalities that keep people in poverty.**

To bring about the kinds of changes that will help people experiencing poverty and disadvantage to build fair and independent lives for themselves, we seek to tackle the world's inequities. Drawing on our understanding of poverty, our track record for delivering impact and our capabilities and value add, we have chosen to focus on four dimensions of inequality. These share the characteristics of being deeply entrenched, dynamic, and complex. They are also areas we have much experience and expertise in and are best placed to contribute to.

None will be solved easily and quickly, none can be solved in isolation, and none will be solved through our efforts alone.

Together with our global network of allies, in the years to 2025, we will set about relieving poverty and the causes of systemic social and economic

disadvantage by transforming the systems that enable so much power and money to accumulate in the hands of so few.

We will provide relief and material support to communities that require it, through:

- Advocating for just and sustainable economies for people and planet.
- Empowering women, girls and non-binary people to shape the world they live in.
- Backing communities leading the way out of the climate crisis to a fairer future.
- Working in solidarity with Australia's First Peoples towards justice, equality and self-determination.

## OXFAM AUSTRALIA'S FOUR DIMENSIONS OF INEQUALITY

Through our experience and expertise in poverty reduction, humanitarian action and advocacy, we have identified the four dimensions of inequality where we can have impact. In 2020, through our Strategic Directions Project, we will commence work to develop a transformational agenda for the following four focus areas.

From June to October 2020, Oxfam Australia will fully scope our role, future activity and the impact we want to achieve both as a member of the Oxfam confederation and as an influential INGO in the Australian sector in these four dimensions of inequality. This work will build on the 2020–2025 Strategic Framework and will be publicly available when complete.

Economic justice, gender justice, climate justice and First Peoples justice are interrelated. Only by taking an intersectional approach and rooting out the deeply entrenched inequalities at the heart of these issues — with their common foundations in patriarchy, neo-liberalism, colonialism and environmental destruction — can we realise our vision of a just and sustainable world without the inequalities that keep people in poverty.





## FROM GENDER INEQUALITY TO GENDER JUSTICE

*You & Oxfam: empowering women and girls to shape the world they live in.*



Lombok, Indonesia: Survivors of intimate-partner violence, Siti Fatimah and Mariami now help other women in the same situation at the Oxfam-established Women's Association for Justice. Photo: Harjono Djoyobisono/OxfamAUS.

All people should have agency over their own lives and communities. Yet worldwide, women are held back from participating in decent work and political processes. You're more likely to be living in poverty if you're a woman. You're more likely to be doing most of the unpaid care and domestic work. And gender-based violence remains one of the world's most common abuses of human rights.

Gender justice is the transformation of these harmful gender norms and power relations. Gender justice seeks solutions to gender inequality — like ensuring equal participation in political processes, rejecting violence against women and gender non-binary

people, and creating opportunities to earn a living and become leaders.

A just society is not possible unless women and girls have agency over their lives.

Together we can:

- Empower women and girls in developing countries who are experiencing gender-based discrimination, social and economic exclusion or injustice.
- Challenge harmful gender norms and expose patriarchal practices that prevent women and gender non-binary people from overcoming injustice, inequality or poverty.





## FIRST PEOPLES JUSTICE

*You & Oxfam: working in solidarity with First Nations Peoples to achieve equality and create the change they want to see.*



Canberra, Australia: Straight Talkin' Kimberly women Beverley Walley (L) from Kununurra, Jean O'Reeri (C) from Wyndham and Cylia Tait (R) from Halls Creek. Photo: Jillian Mundy/Oxfam AUS.

Oxfam Australia has been working to advance First Peoples' rights for more than 40 years. We are working towards a world where First Nations Peoples have achieved self-determination and their human and cultural rights are fully realised. We strive for a world where Aboriginal and Torres Strait Islander people are recognised as the original custodians of Australia. And where First Peoples' rights, history, contributions and diverse and unique identities are recognised, respected and celebrated by all Australians.

In Australia, Aboriginal and Torres Strait Islander people continue to face stark disadvantage and inequality. We cannot understand the socio-economic context of First Peoples' lives without understanding the impact of colonisation, including the disruption to their social order, the violence and plundering of lands and water, exclusion from political and economic power, systemic racism and discriminatory laws, policies and practices that continue to be enacted on Aboriginal and Torres Strait Islander peoples to this day.

In tandem with our programs directed at addressing Indigenous disadvantage in local

communities, Oxfam Australia promotes the rights and interests of Aboriginal and Torres Strait Islander Peoples to address the systemic causes of disadvantage, inequality and injustice. In doing so, Oxfam invokes the rights enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, including the rights to self-determination and free, prior and informed consent.

Together we can:

- Stand side by side with Aboriginal and Torres Strait Islander peoples and support them to defend their rights as First Nations Peoples.
- Support First Peoples to self-determine decisions that affect their lives, and call on duty bearers, institutions and political systems to be more responsive to the voices, rights and interests of First Peoples.
- Initiate linked-up action by Indigenous peoples around the world.
- Commit to truth telling as a key responsibility of all Australians.





## FROM ECONOMIC INEQUALITY TO ECONOMIC JUSTICE

*You & Oxfam: building just and sustainable economies for communities.*



Suai, Timor-Leste: Village chief, João Gusuão, stands on the newly constructed highway that has divided his community in two. Oxfam's Inclusive Development program has helped João to stand up for his community's rights. Photo: Kate Bensen/OxfamAUS.

Right now, millions of people living in developing countries remain trapped in extreme poverty, unable to access their rights, political power and economic opportunities. This injustice is a result of deliberate policy choices and systems that privilege the super-rich and corporations and exclude others.

Economic justice is the transformation of the systems that determine who has access to money and power across the globe. Economic justice reimagines a more sustainable, equitable and inclusive model of growth that protects the planet and benefits all.

Economic justice is critical to a just world without poverty.

Together we can:

- Empower and amplify the voices of people in developing countries experiencing poverty and economic injustice, particularly those most marginalised including women, people with a disability and young people.
- Expose and change the policies and systems that lead to disadvantage, poverty, economic injustice and exclusion.





## FROM CLIMATE CRISIS TO CLIMATE JUSTICE

*You & Oxfam: backing communities leading the way to a brighter, fairer future.*



Abaiang Island, Kiribati: Maria Tekaie stands on the beach by a palm tree, fallen due to rising sea levels, close to where her family used to live. Parts of her village now lie underneath the ocean. Photo: Ula Majewski/OxfamAUS.

For more than 67 years we've been empowering families to lift themselves out of poverty. But right now, the climate crisis is threatening to reverse the progress we've made together. The climate crisis hits hardest the people who are least responsible for the problem, and least resourced to protect themselves from the impacts.

Climate justice challenges both the dominant economic model and power structures and seeks smart solutions to the climate crisis — from investing in local renewable energy sources to supporting small-scale farmers. Climate justice holds to account governments and corporations that have caused the most

damage and amplifies the voice of communities most affected by the climate crisis, including women, young people and Indigenous people.

Together we can:

- Alleviate the impact of climate change on the poorest and most susceptible communities.
- Advocate to end the climate crisis.
- Advocate for, and invest in, renewable energy.
- Help communities most vulnerable to climate impact mitigate risk, build resilience and advocate for action on climate change.



# HOW WE CREATE CHANGE

## HUMAN RIGHTS BASED APPROACH

At Oxfam, we believe that all human lives are of equal value, and that everyone has fundamental rights that must be recognised and upheld, always. We respect people as agents of their own development (not passive recipients of aid or objects of charity). We therefore take a rights-based approach<sup>5</sup> to our development, humanitarian and campaign work, guided by the legal standards found in the range of international human rights treaties and conventions, and the values and principles that inform them.

Working within a rights-based framework has long been central to Oxfam Australia's strategies and commitment and is based on the recognition that imbalances in power relations directly contribute to disadvantage, marginalisation and exploitation of the vulnerable by preventing people from exercising their rights. It also reflects our belief that with the right resources and opportunity, people can solve their own problems; and that development work needs to go beyond issues of material resources to consider and address the shift of power required for people living in poverty to realise human rights.

A rights-based approach goes hand in hand with international human rights standards including the rights relating to gender identity, sexual orientation, the rights of people with disabilities and of Indigenous peoples. This approach to development complements and reinforces our strategic commitments to the four interrelated dimensions of inequality.

## HOW WE WORK

- We work with and centre the voice and experience of the people and communities most impacted by poverty, inequality and injustice — particularly those most marginalised including women, people with a disability and young people — because they understand the issues and the solutions.
- We work in partnership with communities and local organisations to drive the greatest possible impact in addressing poverty and inequality.
- We inspire and invite individuals, movements and institutions to contribute their financial support, voices, ideas and resources to advance our shared purpose.
- We recognise that our team, volunteers and supporters are the greatest assets of our organisation and they are vital to how we affect change.

## OUR PRINCIPLES

At Oxfam Australia, we adopt feminist principles of equality, we recognise systems of power and privilege, and we recognise that the personal is political. We are committed to interrogating how the dynamics of inequality and privilege inform access to resources and opportunity for vulnerable and disadvantaged communities. We adopt an intersectional perspective and have a practical commitment to change and developing new ways of working.

We acknowledge that our organisation is part of an international development system that itself has and continues to reinforce inequalities, including the legacy of colonialism. To fulfil our mission today, and in the future, we need to face those inequalities head on.

Our commitments to transformative feminist leadership and practice are expressed in:

- Modelling feminist purpose and principles;
- Inspiring shared vision based on personal and collective reflexive learning (and unlearning);
- Empowering and enabling others to act;
- Challenging patriarchal norms and oppressive power; and
- Encouraging integration of heart, mind and body.



Suai, Timor-Leste: Mario Amara, a member of an Oxfam Savings for Change group, at his home near Suai. Mario has significantly increased his food production since working with local Oxfam partners. Photo: Kate Bensen/OxfamAUS.



# OUR APPROACH

## AID AND DEVELOPMENT

In line with our rights-based and feminist approach, Oxfam Australia will adopt an operational model that engages our partners and allies in an equitable and partner-centric approach. In our work to eliminate poverty, we will develop deep and equal partnerships with Oxfam country offices, which manage the relationships with partner organisations, ensuring our work is rooted in communities. To be truly transformational and transparent, we will not only invest in systems of accountability, we will invite our partners to hold us accountable for our internal and external commitments.

As we continue to have strategic input into the Oxfam confederation, we will have focus areas in the Asia and Pacific regions, and we will support and partner with these regions as they shift towards a true state of self-determination. This will require us to ensure country offices have access to funds and resources, and to truly listen to those we partner with to identify how we can best support their work towards local and systemic change. To align with this goal, we will need to be brave, as this will include a shift in our culture and ways of working with each other and with our partners.

Our aid and development agenda will prioritise gender, economic and climate justice in developing countries and vulnerable communities. We aim to shift power and resources to local and national groups, with a clear focus on supporting women and gender non-binary people in their communities to take their rightful place as decision-makers and leaders. Ensuring they can shape and participate in local and global economies and lift themselves, their families and communities out of poverty. This includes making every effort to address power imbalances and prevent grave abuses of authority, including fraud, corruption, coercion, gender-based violence, and sexual exploitation and abuse.

## INFLUENCE

Oxfam Australia recognises that our ability to relieve and eliminate poverty is dependent on joining with others in the fight for a just and sustainable world. We will continue to work with allies and supporters to challenge powerful decision-makers to transform the systems and practices that perpetuate the inequality that causes poverty. There are allies in governments, global institutions and the corporate sector who, like us, want the world to be different. They can help

create change at scale. We will also mobilise our supporters to bring their voices, financial support and ideas to influence change and tackle inequality.

Our authoritative and influential advocacy is grounded in the priorities of partners and communities and seeks to amplify the voices of those experiencing the injustice of poverty. By drawing on our experiences in development we are a credible voice in helping communities push for systemic change.

We will continue to campaign and work to influence policy, from the local to the global, in both the public and private sector, to transform the power structures that cause poverty and inequality, as well as proposing and working towards systemic change. We will do this independently from any religious or party-political affiliations.

## HUMANITARIAN WORK

Oxfam Australia will continue its humanitarian work, supporting communities to protect and rebuild their lives in times of crisis, but we will intensify our focus on strengthening locally-led responses, recovery and resilience.

Recognising the interconnections between climate crises and humanitarian crises, we will advance solutions that take both into account, supporting communities, especially women within those communities, to build resilience and have a seat at the table where decisions are being made. We aim to help transform the global humanitarian system into one that is innovative and led by those near the front lines of emergencies.

To do this, we will primarily work with Oxfam country offices to shift power and resources to local and national groups who are at the heart of large-scale humanitarian work. While having a clear focus on the Asia and Pacific region, we will continue to respond to global humanitarian crises by partnering with other Oxfam Affiliates and countries, as well as civil society organisations.

We will also listen to the lived experience and priorities of communities impacted by inequality and crises — and respond by bringing our capacities and expertise to bear, rather than setting the agenda.



# CRITICAL MILESTONES

Oxfam Australia's life-saving work is needed now more than ever to respond to the coronavirus — and multiple other crises that threaten to increase the number of people living in poverty and exacerbate disadvantage, injustice and inequality. At the same time, the economic downturn caused by the pandemic has pushed our organisation into a very challenging financial position. This has necessitated a significant rethink.

To support Oxfam Australia's new five-year strategic framework and to radically reduce costs we have undertaken a redesign. These changes were challenging but critical to ensuring Oxfam Australia can continue its work with communities tackling poverty around the world.

As we maintain and extend the response needed for this time, we have chosen to use this time of unparalleled volatility, severe contraction and the need for financial improvement to

embed our new approach. This will ensure Oxfam Australia emerges from this time stronger and more impactful than before.

The critical milestones below will steer Oxfam Australia to become resilient to future shocks and crises; to define our desired culture and behaviours; to stabilise and grow revenue; and to deliver improved ways of working and collaboration — all with the goal of transforming the organisation to achieve its change goals for the four dimensions of inequality.

2020	By December 2020, establish Oxfam Incubator as an innovation function to develop new initiatives spanning programs, influencing, income generation and organisational improvement.
	By December 2020, define and embed a desired organisational culture.
	By December 2020, have plans for required Oxfam confederation development activities.
2021	By June 2021, scope our role, future activity and the impact we want to achieve in the four dimensions of inequality and set our three-year change goals.
	By June 2021, establish a new model of partnership to advance our purpose while creating shared value for our partners.
	By June 2021, deploy a strategic and influencing agenda that challenges the systems and practices that drive gender, climate and economic injustice.
	By December 2021, develop a pipeline of income generation activities to increase revenue.
2022	By January 2022, through allyship with First Nations communities and organisations, develop a program of work to address poverty and injustice affecting First Nations Peoples.
	By January 2022, develop a robust and scalable way to articulate, measure and report on results and impact for our programs.
	By June 2022, be financially sustainable with increased and diversified income.
2023	By January 2023, refocus aid and development activities towards the Asia Pacific region and gender, climate and economic justice programming with a cross-cutting focus on civil society and local capabilities.
	By December 2023, have implemented knowledge and learning approaches that strengthen our understanding of how our work contributes to systems level change.
2024	By December 2024, achieve our three-year change goals.







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