



THE POWER OF PEOPLE AGAINST POVERTY

Oxfam New Zealand Strategic Plan 2013-2019



OXFAM
New Zealand

OXFAM HAS A VISION: A WORLD WITHOUT POVERTY WHERE PEOPLE ARE VALUED AND TREATED EQUALLY, ON A PLANET THAT HAS THE NATURAL RESOURCES TO SUSTAIN THEM.



WORKING FOR A BETTER FUTURE

The role of Oxfam New Zealand's Strategic Plan 2013-2019 is to look forward, build on key strengths and bring focus to our work, so that we can make a major contribution to the transformative changes that are needed to achieve our vision of a just world without poverty.

Oxfam New Zealand is a member of Oxfam International, a global network of 17 organisations. At the core of the Oxfam Confederation are the principles of a human rights-based approach to development and the belief that each and every one of us can play a role in ending poverty and injustice.

We start this Strategic Plan period from a good position. We have strong relationships with our partners and allies across the Pacific and internationally, capable and committed staff and volunteers, and generous supporters and donors who make our work possible.

Our aim is to mobilise all parts of society to achieve a more just and sustainable world. We focus in particular on our neighbourhood – supporting marginalised and vulnerable people in the Pacific to improve their wellbeing, realise their human rights and determine their future. To achieve this, we use three key strategies for change in all our work:

Action against poverty

We work with local partners and communities to promote basic human rights for people in the Pacific, Timor Leste, Papua and the islands of eastern Indonesia. We help people to access safe water and sanitation, to build a sustainable livelihood, to provide education for their children, to live free from violence, and to have a voice so they can hold the powerful to account.

Challenging the causes of poverty and injustice

We listen to the people we work with and use our experience and research to carry out powerful advocacy and campaign work for practices and policies that benefit poor and marginalised people. We encourage members of the New Zealand public to speak out against poverty and injustice.

Saving lives and livelihoods when disaster strikes

We provide immediate and effective emergency relief to save lives and reduce suffering after disasters or conflict. We support recovery for affected communities over the long term and help communities rebuild their lives, their communities and their resilience against future disasters.

OUR AIMS

What we will achieve by 2019

Better lives

- More marginalised and vulnerable people in the wider Pacific will have realised their rights and improved their well-being, including food security, decent livelihoods and access to safe water and sanitation
- More communities will be living in peace and security, more women and girls will have benefited from respect for their rights and will be living free from violence
- More communities will have strengthened their resilience to external shocks, including climate change, and have been supported to survive and recover from disasters in the Pacific and major disasters globally

Stronger people's voice

- More citizens will have held governments and companies to account to ensure respect for sustainability, peace and human rights
- A new generation of skilled civil society actors in the wider Pacific, especially women and girls, will have taken on leadership roles

Improved policies and practices

- More and better policies in support of eliminating poverty and injustice will be in place in New Zealand, the Pacific and globally
- More positive impacts from the actions of a large number of New Zealanders will benefit those living in poverty and suffering injustice

Higher levels of giving and action

- Many more regular donors will have contributed to Oxfam's work
- More people will have contributed to combating poverty and injustice and used multiple pathways to take action
- A wider range of institutional donors will have formed partnerships with Oxfam and provided support for our work

Upheld our principles and values

- We will have been responsive and accountable to the people and communities we aim to support
- We will have been courageous in speaking out to those in power
- We will have worked effectively and lived our values



SIX GOALS TO CHANGE OUR WORLD

Change Goal 1: Right to be heard

Poor and marginalised people can gain control over their own lives and claim their right to a better life.

In the Pacific and Southeast Asia, we will support civil society, in particular women and young people, in demanding decent livelihoods, access to essential services, and cultural expression.

We will encourage the New Zealand public to use their power, such as their consumer power to buy Fairtrade, and to use their voices to challenge unjust practices and to speak out for an end to injustice and poverty.

Change Goal 2: Advancing gender justice

Discrimination against women and girls is both a cause and a result of the inequality that drives poverty. Gender justice is a crucial issue in the Pacific and Southeast Asia, where women suffer some of the highest incidences of gender violence and have a very low rate of participation in public office.

We will work with allies in the Pacific to bring about sustained and widespread changes in attitudes and beliefs about gender to further

women's rights and contribute to human security, peace and conflict reduction. We will campaign in New Zealand and globally for the elimination of violence against women.

Change Goal 3: Saving lives

People living in poverty are disproportionately affected by disasters. Our Pacific neighbours living in some of the world's lowest-lying countries are particularly vulnerable to the damaging impacts of climate change. This extreme vulnerability is compounded by conflict and insecurity, often resulting from poor governance and corruption.

We will improve our capacity to respond effectively to natural and man-made disasters in the Pacific. In particular, to work collaboratively with local organisations and governments to provide clean water and sanitation, and to restore food production and livelihoods following an emergency.

We will help communities and governments identify and manage disaster risks, particularly risks to poor and marginalised people, and to build community resilience.

We have a strong track record in preventing conflict and restoring peace through our work in Bougainville and the Highlands of Papua New Guinea. We will extend our work building peace and security and ending violence against women as a way to tackle the root causes of violence and conflict.

Change Goal 4: Sustainable food

Oxfam research has highlighted the deep inequity and unsustainability at the heart of the global food system. Existing problems continue to be exacerbated by the mounting impacts of climate change.

Most of the Pacific's people live in rural areas and depend heavily on agriculture and fisheries for their subsistence and the small amount of cash income they are able to generate. Poor nutrition and food insecurity continue to be growing problems.

We will continue our vital work with rural communities to strengthen their agricultural production through sustainable and productive farming practices.





We will push for equitable trade agreements, investment in smallholder agriculture and improved government policy towards small farmers. Above all, we will demand action on climate change. We will play a strong role in the global climate justice movement to demand a fair, ambitious and binding agreement on climate change.

Change Goal 5: Fair sharing of the world's natural resources

Increasing competition for access to, and control of natural resources is putting pressure on the livelihoods of already vulnerable small-scale producers and causing widespread environmental damage.

In the Pacific, the extractive sectors of mining, fisheries and logging cause environmental damage, fuel corruption and provide few local benefits. We will support Oxfam Australia and the Oxfam Pacific programmes to advocate for the fair sharing of natural resources in the Pacific.

Change Goal 6: Universal access to essential services

Access to services including health, education, clean water, sanitation and energy, are basic rights for all citizens and are key to alleviating poverty and inequality.

We will continue to provide water, sanitation and hygiene education programmes in the Pacific to tackle some of the major drivers of poor

health and disease that result in high levels of infant mortality and low life expectancy. During this Strategic Plan period, we will also focus on influencing aid donors and governments to include communities in decision-making and to be accountable to communities on water and sanitation delivery.

We will support Oxfam International's initiatives to mobilise additional national and international financial flows for poverty reduction and sustainable development, such as the Financial Transactions Tax, fair taxation, enhanced transparency and stronger accountability of governments, companies and international institutions to citizens.



SIX GOALS TO CHANGE THE WAY WE WORK

The need for global change has never been greater and there is tangible momentum for change. For Oxfam to play the most effective role possible in the global movement for change, we also need to change, by building on our experience and evolving rapidly.

We will need to prepare well to achieve our ambitious aims. We have, in this Strategic Plan, defined the building blocks for change – our 'Enabling Goals'.

Goal 1: Worldwide Influencing Network

Build a regional and global movement for change by strengthening the voices of poor people, our partners and allies, and the New Zealand public to speak out against the injustice of poverty.

Goal 2: Programme Quality, Monitoring, Evaluation and Learning

Improve the quality and impact of our work by applying innovation, learning and knowledge-sharing; listening and learning from our partners and the communities we work with; and investing in research to maximise the impact of our work.

Goal 3: Strengthening Accountability

Ensure good governance, transparency and honesty by striving for efficiency in all our work

and to be fully accountable to our supporters, partners and stakeholders.

Goal 4: Investing in People

Develop and inspire a passionate team. Oxfam is a people organisation: we depend on our staff, volunteers and partners to deliver our mission. We will attract, retain, develop and inspire capable people who are skilled and motivated to deliver our aims.

Goal 5: Organisational Effectiveness

Achieve maximum cost effectiveness and increase the impact of our work by streamlining and simplifying processes where possible, and harnessing knowledge and resources from across the global Oxfam affiliates.

Goal 6: Engagement

Inspire well-informed, motivated Kiwis to take action. A passionate, active base of New Zealanders, well-informed on development issues and ready to speak out against poverty is vital to achieving change. We will scale up our outreach to the public with relevant, accessible and exciting ways that people can learn more, do more, contribute more and feel good about helping to create a just world free from poverty.



OUR VALUES

At Oxfam New Zealand, we know that poverty is not inevitable, it is the result of unjust policies and the denial of basic rights and opportunities.

In all our work to end injustice and poverty, Oxfam New Zealand strives:

- for the highest standards of honesty and integrity
- to be open, transparent and fully accountable to our donors, our supporters, our partners and those with whom we work
- for credibility and trustworthiness, based on sound research, objective analysis and grassroots experience
- for strong and equitable relations with partners and allies
- for efficiency and effectiveness in all our work
- for innovation, learning and a drive for continuous improvement
- to 'practice what we preach' in terms of our internal policies and practices, including teamwork, accountability and sustainability
- above all, with passionate commitment, to end poverty and injustice

Oxfam recognises and respects our bicultural heritage as an Aotearoa New Zealand organisation. The principles of Te Tiriti o Waitangi are an important foundation of Oxfam New Zealand's work, particularly the rights-based approach to development, which we seek to embody throughout our programme and advocacy work.





Oxfam is a worldwide development organisation that mobilises the power of people against poverty. We give a hand up, not a hand out to create positive change that lasts. We work in three ways: we respond to emergencies, saving lives and helping survivors recover; we provide people with the skills and resources to lift themselves out of poverty; and we campaign to change the unjust policies that keep people in poverty.

Auckland head office PO Box 68357, Newton, Auckland 1145, New Zealand

Wellington office PO Box 24165, Manners Street, Wellington, New Zealand

Papua New Guinea office PO Box 284, Goroka, Eastern Highlands Province, Papua New Guinea



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0800 600 700
oxfam.org.nz



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