



# A JUST, INCLUSIVE AND SUSTAINABLE WORLD

2020-2030



## Now and for future generations

OXFAM AOTEAROA STRATEGY

Last Updated June 2024





# WHAKATAUKI

Manaaki moana,

| Care for the oceans,

Manaaki whenua,

| Care for the land,

Manaaki tangata,

| Care for the people,

Haere whakamua.

| Moving into the future.

Photo by: Shifaaz Shimon

## HOPE IN THE FACE OF CRISIS

The global Covid-19 pandemic has highlighted the inequalities we have been fighting for years – such as those based on gender, race, ethnicity, sexuality, age and physical ability – that drive systems that keep people trapped in poverty. The pandemic has further intensified these problems and shed a harsher light on the gap between the world's richest and poorest people. Furthermore, with the increasing urgency to combat climate destruction on a global scale, you can clearly see that these cumulative threats cross borders, adding crisis on top of crisis, affecting us all.

**THESE GLOBAL PROBLEMS NEED COLLECTIVE SOLUTIONS.**

In these times of uncertainty and doubt, **THERE IS HOPE.**

Much has been achieved in recent years, with extreme poverty cut in half in just 15 years.\* This is the result of a significant, collective global movement of people, both here in Aotearoa New Zealand, and around the world. Today's compounded crises motivate us to reconstruct the way we live, to eradicate poverty and injustice for good, and flourish on a thriving planet. We believe that reshaping a **world that works for all of us means tackling the systems**, not the symptoms, that hold people back from joining with others to fight for a better world.

\*From 2000–2015, based on figures taken from the UN Millennium Development Goal report [www.un.org/en/development/desa/publications/mdg-report-2015](http://www.un.org/en/development/desa/publications/mdg-report-2015)

# REIMAGINING OXFAM

## THE WORLD IS CHANGING... AND SO IS OXFAM

We've always stayed true to Oxfam's founding principles of challenging the underlying causes of poverty and injustice while supporting people to prepare and respond when disaster strikes. We know we offer something different in a crowded field of international organisations.

### OXFAM AOTEAROA IS:

#### INCLUSIVE



We pride ourselves on walking alongside communities and intentionally including diverse voices, viewpoints, and life experiences, such as LGBTQ people, migrants, young people, and those living with disabilities.

#### GROUNDING IN RESEARCH



Our solutions are evidence-based and build on a strong foundation of research and best practices developed by trusted experts and led by the communities themselves.

#### SECULAR



Part of inclusivity is recognising the value people all over the world find in religion and spirituality without allowing any one faith or belief system to determine our decision-making.

#### COMMUNITY-DRIVEN



We are proud to stand alongside local communities, supporting and collaborating on community led solutions that address the issues affecting families the most.

#### VALUES-BASED



Our decisions are guided by our values. Our programmes and policy positions boldly and clearly uphold our values of māia, tika and manaaki and underpinned by respect for te ao Māori, self-determination and feminist principles.

#### INNOVATIVE



Oxfam uses knowledge sharing and analysis to speed the uptake of innovative practices. We consistently seek to learn and test new insights that can drive solutions to complex problems.



Photo: Belinda Bradley/Oxfam

Throughout our history we've also adapted and evolved, and it's time to do that again – to reflect the challenges and opportunities of today's world.

## WE WILL:

- Fight the injustices that keep families trapped in poverty for generations.
- Challenge governments and corporations to change how we do business, so that people and the planet come first, and all people can live a life of sustainable well-being on a flourishing planet.
- Transform the underlying systems and economies that exclude too many and benefit too few.

# WHAT WE BELIEVE

## TE PAE TAWHITI, OUR VISION:

We believe in a just, inclusive, sustainable world for everyone, now and for future generations.

## TE WHĀINGA, OUR MISSION:

Together with you, we challenge and transform the systems that drive injustice: climate breakdown, women's inequality, and unfair economies.

## TE TIKANGA, HOW WE BEHAVE AND APPLY TE KAUPAPA:

We understand that how we behave is as important as the issues we work on.



## MANAAKI/ CONNECTED

We link up, between, across and most importantly, with.  
We reach out respectfully, authentically, and with reciprocity.  
We engage, we care, and we use knowledge drawn from diverse thinking.  
We strengthen solidarity through inclusion.

## OUR KAUPAPA VALUES

## MĀIA/ COURAGE

We choose courage over comfort.  
We challenge ourselves and others.  
We hold ourselves and others to account.  
We ask brave questions and make bold decisions.



## TIKA/ JUSTICE

We recognise everyone's equal value and fight for their rights.  
We promote what's fair and right.  
We challenge those in power alongside those who feel they are powerless.  
We strive for power-sharing in all we do.

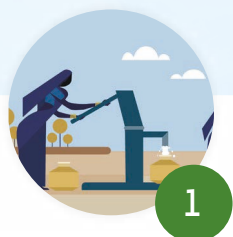


2020-2030

# TE PAE TAWHITI OUR VISION

We believe in a just, inclusive, sustainable world for everyone, now and for future generations.

We recognise this is big and so at the outset we committed to regularly review of the strategic goals to ensure we are on the right track. In parallel with a significant reduction in our cost base in FY23/24, we completed a strategy refresh. The goals for FY24/25 are below and sit under an overarching commitment to ensure the year is a focus on resetting for short-term viability and long-term sustainability.



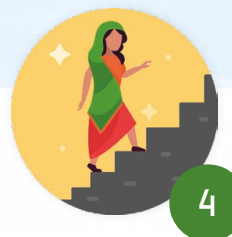
1  
Address the gendered impacts of climate breakdown and strengthen gender-inclusive access to resources



2  
Advocate for climate justice, alongside our Pacific partners and their communities



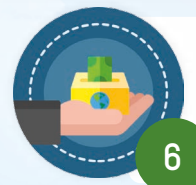
3  
Working with and through our partners, prepare and respond in times of crisis and disaster



4  
Communicate impactful stories of working towards climate and gender justice



5  
Strengthen the operational effectiveness of OAO



6  
Raise sufficient resources and engage supporters through public and institutional fundraising



7  
Act collectively to strengthen relationships and self-determination in Aotearoa, with Oxfam in the Pacific, and across the confederation

We also recognise that change doesn't happen in a silo, or in a straight line. As we work towards these goals, we will also be driving progress on these U.N Sustainable Development Goals:

1 NO POVERTY



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



16 PEACE, JUSTICE AND STRONG INSTITUTIONS





Loid, Vanuatu. Photo: Arlene Bay/Oxfam

### ...PEOPLE FACING INJUSTICE

These are the people in the Pacific and around the world that will lead us all in finding effective and lasting ways to tackle the injustices that they face

### ...VOLUNTEERS ACROSS AOTEAROA

Our amazing volunteers and event participants are central to our mission, supporting our work around the world



Oxfam Trailwalker, New Zealand. Photo: Arthur Francisco/Oxfam

### ...PEOPLE WHO DONATE OR RAISE MONEY

Without the trust and generosity of people who help Oxfam raise funds, our work to tackle the injustice of poverty would not be possible



Nick & Renay, Wellington, NZ. Photo: Renay Duncafe & Nick Potter

### ...INDIVIDUALS AND GROUPS WHO OFFER SUPPORT

These are artists, companies, donors, foundations and trusts who partner with us, using influence and resources to advocate for a better world

# WHO WE ARE

## OUR WAIRUA

Our people are at the heart of Oxfam Aotearoa. They are our current and past volunteers, Board members, supporters, campaigners, staff members, event participants – they are our Oxwhānau!

### ...LOCAL ORGANISATIONS WHO PARTNER WITH US

These are organisations in New Zealand and around the world, with whom we can share knowledge, resources and expertise, to strengthen our work as a collective



Cathy, community activist. Photo: Matt House/Oxfam

### ...OTHERS WE WORK WITH IN COALITION

These are other organisations and movements who also act against injustice. We're stronger when we join forces and work together for radical change



Daniel, Papua New Guinea. Photo: Belinda Bradley/Oxfam

### ...EMPLOYEES AROUND THE WORLD

From our friendly supporter relations team, to specialists in water engineering – these people help enable our global community to make positive change happen



Christine & Jacklyn, Oxfam staff & in-country partner. Photo: Belinda Bradley/Oxfam

### ...OTHER MEMBERS OF THE OXWHĀNAU

We're Oxfam Aotearoa – one of 21\* organisations worldwide that make up Oxfam International. We work together to fight the injustice of poverty

\*number of affiliates correct at time of publishing

Ko te toa i a tini i a mano o te tangata  
We possess the strength of the many. It is the bravery of a multitude, of thousands of people.

# WHAT WE'LL DO:

## CHALLENGE THE GLOBAL INEQUALITIES THAT PUSH PEOPLE INTO POVERTY

There are many injustices that cause poverty and inequality around the world. Our work is focused on the systems that keep people trapped in poverty, despite their incredible resilience and drive to change things. We'll offer support and resources that people need to survive and thrive, and ultimately to challenge the underlying cause of the injustices they face. To have the biggest impact with our resources, we'll focus on the global systems that are interconnected and compound the injustices that women and disadvantaged communities experience. And that will change over time. Right now, they are:

### ECONOMIC, CLIMATE, AND GENDER INEQUALITY

*Oxfam seeks a just, inclusive, and sustainable economy*

**PROBLEM:** Millions of people around the world face injustice and 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, the powerful, and corporations, while excluding others.

**SOLUTION:** **A just economy promotes equality, protects the planet, and ends poverty. It builds social cohesion, promotes the economic empowerment of women and marginalised groups, and supports the rights of all workers.**

We'll empower and amplify the voices of our Pacific neighbours and support communities and local organisations to:

- Stand up for people's rights – we'll work in solidarity with local activist and women's rights groups to hold governments and other powers to account, and push for women to have increased access to land, business training, and opportunities to lift themselves and their families out of poverty.
- Expose and change unjust systems – we'll work to transform the systems that determine who has access to money and power across the globe, reimagining a more sustainable, equitable and inclusive model of growth that protects the planet and benefits all.



Photo: Arlene Bax/Oxfam

#### **PRISCILLA** VANUATU

Priscilla, a vendor in the UnBlockedCash programme, works at WSS store in Luganville, Vanuatu. She processes her customer's orders in her market using Oxfam's blockchain technology programme UnBlocked Cash.

# WHAT WE'LL DO:

## PUT PEOPLE AND THE PLANET AT THE CENTRE

Climate breakdown is a human-made disaster that is destroying homes, wrecking lives, and reversing progress made in the fight against poverty and inequality. Our ambition is to work with our colleagues to alleviate the impact of these changes on our Pacific neighbours, by helping the most vulnerable communities mitigate risk, build resilience, and advocate for action.

### *Oxfam seeks climate justice*

**PROBLEM:** Rising global temperatures and seas, and increased extreme weather events such as floods and droughts are taking their toll on communities all over the world. And these changes are hitting the world's poorest communities the hardest – the people who have done the least to cause it. This is an injustice that can and must be stopped.

**SOLUTION:** **Climate justice challenges 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. To change the course of climate destruction, we will:**

- Put pressure on governments and corporations to stop harmful practices and instead invest in sustainable solutions.
- Support people to find ways to adapt and thrive despite extreme and unpredictable weather.
- Build resilience – we'll work with the most vulnerable communities to mitigate risk, invest in climate adaptation strategies, build economic resilience in the face of natural disasters, and advocate for action on climate destruction.



*"In my community, we blow the conch shell in emergencies, it means 'act now!' I would like to blow the conch shell so everyone in the world can hear it, because climate change is an emergency, and to stop it, we all need to act now."*



Photo: Elizabeth Stevens/Oxfam

### **CLERENCE** VANUATU

A leader in her island community on disaster preparedness and risk reduction, Clarence blows a conch shell – a warning signal.

# WHAT WE'LL DO:

## ELIMINATE DISCRIMINATION AGAINST WOMEN

### *Oxfam seeks gender justice*

**PROBLEM:** All people should have agency over their own lives and communities. Yet worldwide, women are prevented from participating in decent work and political processes. Women are more likely to carry unpaid care responsibilities that are routinely undervalued, more likely to be living in poverty, and more likely to endure gender-based violence, which remains one of the world's most common abuses of human rights.

**SOLUTION:** Gender justice is the transformation of harmful gender norms and power relations. It seeks solutions to gender inequality, such as ensuring equal participation in political processes, rejecting violence against women and gender non-binary people, creating opportunities for women to earn a dignified living and become leaders. A just society is not possible unless women and girls have agency over their lives. We'll empower and amplify the voices of our Pacific neighbours and support communities and local organisations to:

- Stand up for people's rights – we'll work in solidarity with local activist and women's rights groups to hold governments and other powers to account, and push for women to have increased access to land, business training, and opportunities to pull themselves and their families out of poverty.
- Expose and change unjust systems – we'll work to transform the systems that determine who has access to money and power across the globe, reimagining a more sustainable, equitable and inclusive model of growth that protects the planet and benefits all.



*"We don't have water close by so we have to walk one hour, two hours to fetch water. It's quite a hard task for us as workers, as well as the pregnant mothers and the mothers with the babies. So that's a big challenge for us... If Oxfam could bring water into our community, I think it would save many lives, especially unborn babies. We're losing them because of water-borne diseases."*



Photo: Belinda Bradley/Oxfam

#### **SHARON, ANNETTE & BIHANE** PAPUA NEW GUINEA

In the Eastern Highlands of Papua New Guinea, Oxfam supports rural communities with safe water infrastructure in schools and healthcare centres. But far more than this, Oxfam is working with women and men to change local policies on water systems and budgets. Our goals are to improve health, resilience, and quality of life for remote and vulnerable communities, particularly women and children, in rural PNG.

# TIKANGA, OUR WAYS OF WORKING:

## CHANGING THE WORLD IS NOT A SHORT TERM PROJECT.

Because we are inclusive, secular, values-based, innovative, community-driven, and grounded in research, this is the way we work.

*Sustainable change must be systemic change*

### LOCAL PARTNERSHIP

#### WE WILL:

- Continue the strong working relationships we have established with local partners, leaders, and community elders, following their lead on the solutions they seek.
- Develop new and diverse local partnerships, trusting their expertise to create lasting positive change.
- Amplify all voices, especially those that are usually silenced, enabling people to uphold their rights.
- Act in solidarity with feminist, anti-racist, climate action, and youth movements, supporting their voices and actions.
- Strengthen civil society groups so they can support long-term development and push for political change.

### GLOBAL NETWORK

We'll connect people and organisations together worldwide, actively shifting power, money, decision-making, and influence to our neighbours in the Pacific.

#### WE WILL:

- Use technology to connect people all over the world to help strengthen this global community.
- Draw on Oxfam's experience and networks to support local partners in creating solutions.
- Move more resources and decision-making to communities, partners and local staff.
- Work with local partners to pressure governments to address systemic injustices in meaningful ways.

### AOTEAROA COLLABORATION

#### WE WILL

- Work in coalition with like-minded others, highlighting and campaigning against unjust systems.
- Share learning from our work with local communities and groups fighting injustice across the Pacific.
- Connect people to achieve something together that would have been impossible alone.
- Ask Kiwis to keep donating their time and money to support our work worldwide.
- Together, explore new ways to take action and raise funds for the greatest impact possible.

[Left to right] George Leffy, School Inspector, Pastor Hopra Ken, and community leader Norman Kassa, discuss water access challenges and policy-based solutions, in the Eastern Highlands district of rural Papua New Guinea.



Photo: Belinda Bradley/Oxfam



Photo: Molly Doyle/Oxfam

Oxfam spoke out in coalition with activists and organisations around the world, pushing for a 'People's Vaccine' for Covid-19 – one that is based on shared knowledge and is freely available to everyone everywhere.



# WHERE WE WORK



We believe that we can only bring about lasting solutions to the injustice of poverty by joining our efforts and expertise with others. For that reason, we work together with more than 4,100 partner organisations, as well as allies and communities

in 81 countries. Collectively, **we reached more than 25 million people worldwide in 2021 (54% of whom were women and girls)**, through our long-term development, advocacy and emergency programs.

# OXFAM AOTEAROA



At its December 2020 meeting, the Board of Oxfam New Zealand formally agreed to a name change from Oxfam New Zealand to Oxfam Aotearoa. Changing our name in 2020 was a recognition of the value that our organisation had placed on Te Ao Māori since its founding, and a public acknowledgement of our commitment to bicultural growth in a way that was transparent and accountable. Honouring this name change is part of a much broader ongoing organisational journey to deepen our knowledge and response to the history, impacts, and contemporary importance of Te Tiriti o Waitangi.

We see our name change as a clear expression of Oxfam's dedication to challenging racism wherever it exists, confronting our country's colonial roots and those of the international development sector, and honouring and upholding the distinct partnership and place of tangata whenua in this land.

---

## WE HAVE BEEN LED BY A POWERFUL COMMITMENT TO A KAUPAPA THAT HAS BEEN SHAPED BY OUR CORE VALUES:

- **TIKA JUSTICE**
- **MĀIA COURAGE AND**
- **MANAAKI CONNECTEDNESS.**

These values are not just outward-facing, they are lived by our staff and provide an important compass for our behaviours and actions individually and how we work as an organisation.

---



Photo: Peter Jennings/Oxfam



Photo: Peter Jennings/Oxfam



Photo: Peter Jennings/Oxfam

# TE KŌRERO

## OXFAM STORY - FIGHTING INJUSTICE SINCE 1942



**MAKE  
TRADE  
FAIR**

**2004-2011**

Oxfam initiated a campaign to take fair trade into the mainstream, joining with Trade Aid, the Fairtrade Association and partners to make New Zealand the fastest growing market in the world, benefiting thousands of growers of coffee, tea, sugar and other products.



**1999-2004**

Amalgamation of Water for Survival into ONZ, which kicked off a huge expansion in programmes to provide safe drinking water and better health to communities in the poorest parts of Asia and the Pacific islands.



**6 JULY 1998**

Incorporated as Oxfam New Zealand and Oxfam Aotearoa.



**1994**

Oxfam strongly advocated for New Zealand to use its influence as chair of the United Nations Security Council to stop the genocide in Rwanda.



**1 MARCH 1991**

A small group of dedicated New Zealanders set up Oxfam New Zealand. Their initial fundraising appeal for survivors of the drought and war in the Horn of Africa raised over \$25,000 in just a few months.



**1940s**

British activists called on the Allied War Cabinet to lift the Allies' blockade of Greece, which was causing a famine among the innocent victims of war and Oxfam was born!



**2005**

The government cited Oxfam's lobbying as a reason for supporting the United Nations Arms Trade Treaty to control the flood of weapons to the most miserable battlefields of the world. The Arms Trade Treaty came into force in 2014.



**2008- PRESENT**

Oxfam stands alongside communities to pressure governments to take action on climate change and injustice, including "Feel the Heat" and "Back the Plan" campaigns.



**2013- PRESENT**

Oxfam's annual reports shed light on the state of global inequality and shape the political conversation, even the use of the term "the 1%", at the annual meeting of the World Economic Forum.



**2020**

Oxfam Aotearoa led the conversation in New Zealand about Covid-19 vaccine inequality. Over 6,000 New Zealanders signed our petition for a People's Vaccine. We got our government to actively engage in the negotiations at the World Trade Organisation to suspend intellectual property rights on coronavirus products, which if passed would allow more and cheaper vaccine production.



**2021**

Formally changed name to Oxfam Aotearoa.



**We will continue to stand up for the rights of others and work to create a more just and sustainable world, now and for future generations. We want to ensure THE FUTURE IS EQUAL**

Photos: **1991:** Oxfam NZ; **1994:** TBD; **1999-2004:** Belinda Bradley; **2005:** Andrew Kelly; **2008:** Vernon Rive; **2013:** Panos/GMB AKASH; **2020:** Molly Doyle

# OAO ON A PAGE

We believe in a just, inclusive and sustainable world, now and for future generations.



## WE ARE:



INCLUSIVE



GROUNDED  
IN RESEARCH



SECULAR



COMMUNITY-  
DRIVEN



VALUES-BASED



INNOVATIVE

## HOW WE DELIVER

ADVOCACY &  
CAMPAIGNS

LONG-TERM  
DEVELOPMENT

EMERGENCY  
RESPONSE

## WHAT WE DO: TE MAHI

### CHALLENGING GLOBAL INEQUALITIES

There are many injustices that cause poverty and inequality around the world. Our work is focused on the systems that keep people trapped in poverty, despite their incredible resilience and drive to change things.

We'll focus on the unjust global systems that trap people in poverty. Our priorities are climate justice, gender justice and economic justice – ensuring that those on the frontlines of climate destruction have the resources they need to adapt, that women and girls have equal rights and opportunities, and that economies work for all, not some.

## HOW WE DO IT: TE TIKANGA

### LOCAL PARTNERSHIPS

We work in partnership with communities and organisations throughout the Pacific who are driving change, sharing our resources so we are all stronger as a result

### COLLABORATION IN AOTEAROA

We'll bring together people and groups in New Zealand who share a sense of international solidarity – exploring new ways to fight poverty and inequality, speak out, and raise funds for a fairer world.

### GLOBAL NETWORK

We connect people, organisations, funding, decision-making, and influence across borders. We make the most of all our power, wherever it is, to maximise our collective power and build a world where we all thrive.



#### FRONT PAGE PHOTOS:

Clockwise from top left: Kate Bensen/Oxfam, Artur Francisco/Oxfam, Kate Bensen/Oxfam, Peter Jennings/Oxfam, Vernon Rive/Oxfam, Arlene Bax/Oxfam, Belinda Bradley/Oxfam, Peter Jennings/Oxfam, Arlene Bax/Oxfam, Belinda Bradley/Oxfam, Arlene Bax/Oxfam, Artur Francisco/Oxfam, Kate Bensen/Oxfam, Sarah Heeringa/Oxfam.

#### BACK PAGE PHOTOS:

Clockwise from top left: Belinda Bradley/Oxfam, Kate Bensen/Oxfam, Belinda Bradley/Oxfam, Belinda Bradley/Oxfam, Artur Francisco/Oxfam, Collin Leafasia/Oxfam, Belinda Bradley/Oxfam, Arlene Bax/Oxfam, Kate Bensen/Oxfam, Artur Francisco/Oxfam, Peter Jennings/Oxfam, Alex Johnston/Oxfam. Oxfam Aotearoa is a registered charity in New Zealand [No. CC24641].



In a world where Covid-19, the climate crisis, conflict, and entrenched inequalities are threatening the fight against poverty and injustice, we must all take action with urgency. Oxfam believes that by standing together with communities in the Pacific and around the world to speak out against injustice, a more just, inclusive and sustainable world-one where everyone thrives on a healthy planet – is possible.

Our work is aligned with the UN Sustainable Development Goals and the pledge to leave no one behind. In particular, we have focused on where we believe Oxfam, its partners and the communities we work with can make the biggest difference in people's lives: SDG 1: No Poverty; SDG 5: Gender Equality; SDG 6: Clean Water and Sanitation; SDG 8: Decent Work and Economic Growth; SDG 10: Reduce Inequalities; SDG 13: Climate Action; SDG 16: Peace, Justice and Strong Institutions; SDG 17: Partnerships for the Goals.



CONTACT US: PO Box 68357, Victoria St West, Auckland 1142  
Freecall 0800 600 700, 9am - 5pm | [oxfam@oxfam.org.nz](mailto:oxfam@oxfam.org.nz) | [www.oxfam.org.nz](http://www.oxfam.org.nz)



**OXFAM**  
Aotearoa

