

OAKTREE
STRATEGIC
PLAN
2022-2024



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oaktree

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Oaktree acknowledges the Countries upon which we operate, and the deep history that was lost to colonisation, and the strength of First Nations people to continue to tell truth, share stories, and create culturally-grounded communities. Through our work, we commit to backing First Nations young people to lead, demand and create change, and step towards justice.



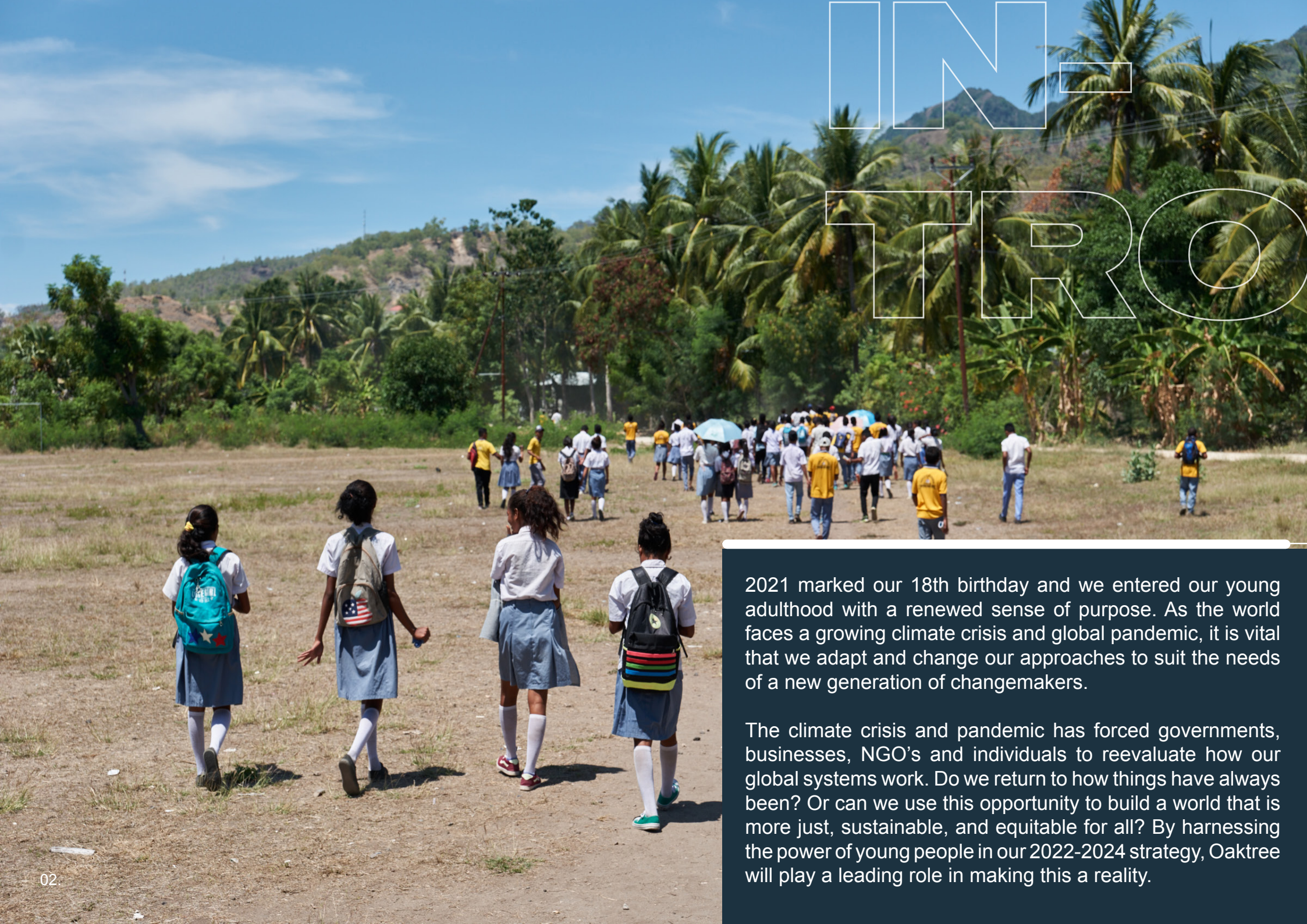
OAKTREE STRATEGIC PLAN 2022-2024

We are a **youth-run** development agency based in Australia. We exist to support **youth empowerment, education, and leadership projects** across the Asia-Pacific region.

Before we were Australia's largest youth development organisation, Oaktree had humble beginnings in 2003 with no office, no budget and only a small team. We met in living rooms, cafes, and classrooms with one goal in mind: end extreme poverty. Since then, we have grown to realise that poverty is a mere symptom of greater injustices, notably a lack of opportunities and decision-making power for young people. **Today, Oaktree focuses on empowering young people, supporting them with the resources and skills to lead, demand and create change in their communities.**

Who
are
we?

INTRO



2021 marked our 18th birthday and we entered our young adulthood with a renewed sense of purpose. As the world faces a growing climate crisis and global pandemic, it is vital that we adapt and change our approaches to suit the needs of a new generation of changemakers.

The climate crisis and pandemic has forced governments, businesses, NGO's and individuals to reevaluate how our global systems work. Do we return to how things have always been? Or can we use this opportunity to build a world that is more just, sustainable, and equitable for all? By harnessing the power of young people in our 2022-2024 strategy, Oaktree will play a leading role in making this a reality.

A just and sustainable world, where every young person has an equitable chance to reach their potential.

A just and sustainable world is one where everyone has a voice, where your circumstances don't predetermine your future, and instead of barriers, you're faced with endless opportunities. It's a world in which young people, in all our diversity, have access to the tools and opportunities we need to grow and thrive.

VISION

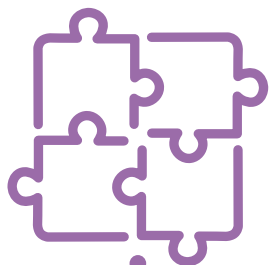
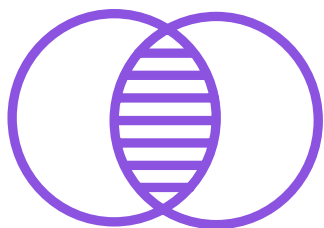


Oaktree is a youth-led movement, supporting young people to shape a better world.

Oaktree empowers young people to become agents of change. Across the Asia-Pacific, young people have very different experiences and challenges. So here's the deal: we don't set the agenda alone because we recognise that young people are the experts in their own local communities. We share our skills and build the capabilities of young people across our region to lead, demand and create solutions to address these challenges themselves. We also acknowledge the power of existing as a youth-led organisation, providing opportunities for young leaders in Australia to grow their skills and learn from other youth-led initiatives in the region.

PURPOSE

VALUES



INCLUSIVE

Everyone is welcome at Oaktree – regardless of race, gender, ethnicity, ability, sexual orientation, political or socio-economic background. We celebrate diversity in all its forms and acknowledge the complexity and intersectionality of the work that we do. We are warm, welcoming and respectful – we want everyone who engages with us to feel a part of our community.

COLLABORATIVE

We know that we don't have all the answers, that's why we value the knowledge and experiences of our partners, peers and friends. We know that when we work together, our impact is greatest. Learning from one another is the best route to implementing long-lasting, sustainable change.

AMBITIOUS

We are bold and relentless. We think big in our impact. We aren't afraid to challenge the status quo and do things differently. Some may call us idealistic, but changing the world requires just that – big goals and lots of confidence.

SUSTAINABLE

To us, being 'sustainable' is not just about remembering your water bottle. It means prioritising long-term impact in our international and domestic work. It also means maintaining supportive structures and wellbeing. Change won't happen overnight and we want to make sure we are in it for the long run.

HUNGRY TO LEARN

We're endlessly curious and constantly learning. Every day is a new opportunity to challenge our thinking and evolve our work. We're always on the lookout for new ways to maximise our impact, amplify our voices and advocate for social change.

THEORY OF CHANGE



We envision a just and sustainable world, where every young person has an equitable chance to reach their potential.

But, for this to become our reality, sustainable change must occur on the world's most pressing issues. From climate change to economic inequality, these issues disproportionately affect the world's youth and will continue to shape our future. So, as young people, we are best placed to ensure that any change will be sustainable – because it's our future that's on the line.

So, what if we could ensure that those who hold the biggest stake in our future have a voice in the decision-making room? What if we could ensure that those who will soon be responsible for creating this just and sustainable world have the tools to start building this world today? How can we, as young people, collaborate across the Asia-Pacific to lead, demand and create change?

At Oaktree, we took these questions and came up with solutions - **four ways** that we're creating a just and sustainable world (see next page).



1

Resource

We shift resources behind young people who are leading sustainable development initiatives in their communities.

2

Connect

We connect youth-led organisations in our region and promote skill sharing between them.

3


Advocate

We advocate and campaign to advance sustainable development and the rights of young people.

4

Upskill

We provide opportunities for young people aged 18-27 in Australia to develop core skills necessary to lead, demand and create social change.



OAKTREE'S THEORY OF CHANGE



OUR ENABLING FACTORS:

- We invest in our organisational culture and diversity.
- We invest in our organisational capability and sustainability.

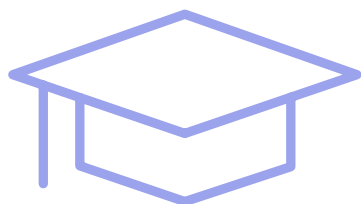
OUR PRIORITY AREAS



YOUTH EMPOWERMENT AND LEADERSHIP

All young people deserve the opportunity to develop their skills, increase their confidence and build their capacity to lead.

At Oaktree we do this both through our Youth Solidarity fund, and through our youth-led organisational model here in Australia, and we will continue to support initiatives that have youth leadership at their core.



EDUCATION

Oaktree has had a focus on education and its role in breaking the poverty cycle, empowering young people and creating change since our very beginnings in 2003. While our programmatic work may have shifted away from traditional models, our commitment to supporting young people to access informal and formal education has not wavered!



CIVIC PARTICIPATION

Barriers to young people participating in formal decision making, civic and political participation and representation are still very apparent across the Asia-Pacific. We prioritise backing initiatives that increase young people's involvement in civic society at local, national and regional levels through formal and informal means.



EQUITY AND JUSTICE

Oaktree will continue to support and partner with organisations that have a focus on alleviating issues of injustice and inequity, with a focus on issues of racial, economic and gender-based discrimination.

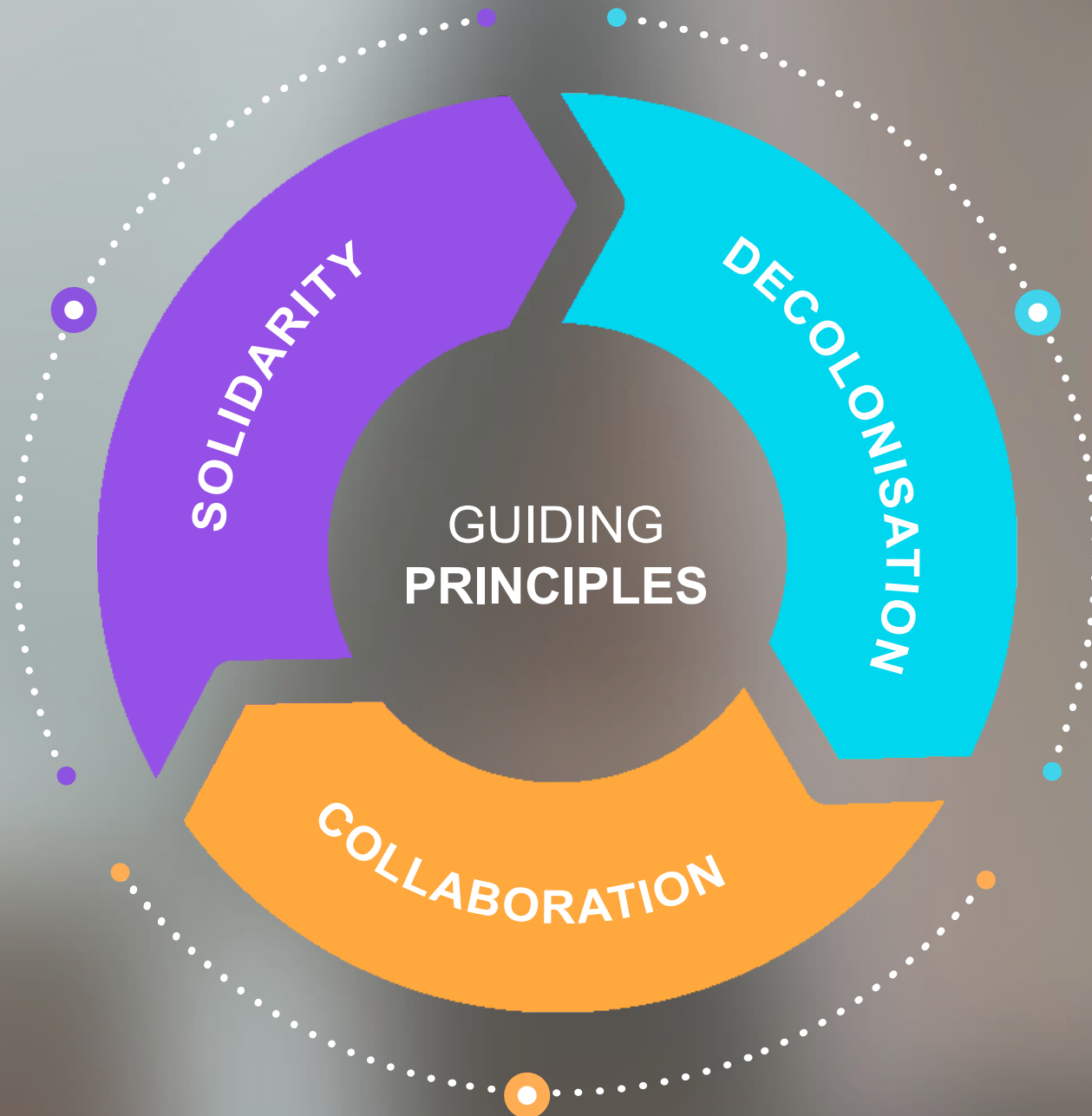


WHERE WE WORK

As an organisation we focus on the **Asia-Pacific** region. We place particular focus on the region also because of its **high population of young people**. Many countries in the Asia-Pacific have a large youth population while their civic systems mature. This leads to many long-term problems such as a lack of education, the need to recover from intergenerational trauma of violence and loss, and accompanying cyclical

THREE **PRINCIPLES**

THREE **GOALS**



THREE YEAR GOAL #1



We have resourced and
connected high impact youth-led
organisations through our youth
solidarity fund

Goal 1:



About Oaktree's Youth Solidarity Fund

In response to changing external circumstances such as the sector-wide push toward locally-led development and decolonisation, Oaktree travelled to Timor Leste in 2019 and met with local youth-led organisations/movements to better understand how Oaktree could best support their work. The team found that most local youth-led organisations/movements are not formally registered NGOs and the process of registration is time-intensive, overly bureaucratic and expensive.

Oaktree's Youth Solidarity Fund provides youth-led organisations, groups and grassroots movements across the Asia-Pacific with access to flexible funding and support to enable and empower youth-led change.

The Youth Solidarity Fund aims to:

1. Increase the capacity of youth-led organisations, groups and grassroots movements to create a more just world.
2. Enable greater access to short-term flexible funding and support for youth-led organisations, groups and grassroots movements to grow their impact.
3. Give young people the ability to lead and participate in decision-making processes.

THREE-YEAR GOAL #2



We have provided experiential learning opportunities for young people in Australia through our volunteer program and advocacy efforts

Goal 2:



Oaktree's volunteer program & advocacy

Our organisation is powered entirely by people under the age of 27. Over the last 18 years, we have upskilled a generation of changemakers in Australia with the knowledge to champion sustainable development. Our young volunteers and staff have run large fundraising initiatives like our annual Live Below the Line campaign. They have led political movements, which saw the government increase our aid and development budget. They have been upskilled in advocacy, fundraising, financial management and every other aspect of effective social change. Oaktree's impact can be seen in our alumni who have taken these skills and gone on to lead change in government, the private sector and civil society. From 2022-2024, we will continue to provide these opportunities for people in Australia to lead, demand and create social change at a young age, so that they have the tools to make a positive impact in their future careers.

THREE-YEAR GOAL #3



We have improved our
organisational effectiveness,
sustainability and accountability

Goal 3:



Effectiveness, sustainability & accountability

As young people, we understand the importance of ensuring our programs and organisational structures are purpose built for the future. We are upfront about the nature of youth-led organisations and are committed to developing processes that keep institutional knowledge and expertise within Oaktree as our teams get older and transition into our alumni community. We are also committed to financial, strategic and cultural accountability in all we do. Ultimately, we exist to empower young people in the region to champion sustainable development on their own terms. As such, we are committed to fostering the sustainability of our organisation through regular and reliable funding until the needs of young people in our region are met.

JOIN THE MOVEMENT



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