



## Oxfam's commitment to stamping out sexual harassment and abuse

### Progress on our Ten-Point Plan

#### May 2019

*"This is a time for us to ensure strong, self-reflective and visible leadership. This requires the fostering and amplification of a critical mass of diverse staff who are personally and professionally committed to, and invested in, the culture we seek to create; and it requires practical and purposeful action at the individual and systemic organizational level."*

Winnie Byanyima, Executive Director, Oxfam International

#### ABOUT THE 10-POINT PLAN

In February 2018, the British newspaper *The Times* reported on a case of sexual misconduct by Oxfam GB aid workers in Haiti that occurred during its aid operation following the 2010 earthquake. The devastating story was picked up by many other media outlets and, in response, Oxfam apologized for what had taken place and acknowledged its failure to put in place the right steps, processes and culture to protect the people we was created to serve and our own staff and volunteers.

From 2011, we began to make improvements to our safeguarding practices but we regret we did not go far enough and fast enough. In October 2017, we started a taskforce to lead on structural changes. And in February 2018, a program of immediate improvement was implemented to strengthen Oxfam's safeguarding policies and practice to drive the systemic change needed to address the power imbalances and culture that had exposed Oxfam, its partners and the people it works with to this level of risk.

On 16 February 2018, Oxfam's board of international directors agreed to a [Ten-Point Action Plan](#) to transform our safeguarding policies, practices and our working culture; improve our accountability; increase investment and training; reform our recruitment and vetting processes; work with other NGOs in the interest of sector wide reform; and listen and engage meaningfully with the public, partners and allies, particularly women's rights organizations. Our leadership teams at headquarter, country and regional levels acted promptly and decisively to implement the Ten-Point Action Plan and ensure a zero



tolerance approach to all forms of sexual exploitation and abuse when they are upheld.

This report looks back at the steps that we have taken since early 2018 – and specifically at those taken since our last report in January 2019. It is a summary of our progress in recent months and not a comprehensive description of everything that we have done. Previous reports, together with regular updates on safeguarding cases and data, are published on this [webpage](#), which is updated every three months to demonstrate how change is taking shape at Oxfam.

### SAFEGUARDING DATA AT THE CLOSE OF THE FINANCIAL YEAR, MARCH 2019

Over the past few years and especially since February 2018, Oxfam has encouraged its approximate 10,000 staff, 50,000 volunteers, 3000 partner organizations and millions of people it works with in communities in 70 countries across the world, to speak out and report concerns and incidents affecting them, even when the incident itself took place in the past. At the same time, Oxfam is improving and increasing its capacity to support survivors and deal with cases as they arise.

Oxfam continues to improve its systems and processes relating to safeguarding including the management of safeguarding data across the confederation. Oxfam is committed to further improving our case and data management and reporting both internally and in collaboration with the wider sector. Oxfam has adopted commonly used definitions, including by the United Nations, relating to safeguarding.

Oxfam streamlined its confederation-wide case data collection through a central global database, which now contains all information reported from April 2018<sup>1</sup>. The information provided here contains all cases reported to the database from April 2018 to the end of March 2019 (i.e. end of FY2019), irrespective of the time the incident occurred.

#### **Cases reported**

294 cases were reported during this period. 221 were closed, and 73 have been carried forward as open cases into the new financial year. The volume of cases reported has risen significantly compared to last year, which we consider to be a positive development that reflects an improvement in our

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<sup>1</sup> Some affiliates have included information from 1992 onwards, which was reported to the OI database from 2018 onwards.

systems and that people (particularly staff) are increasingly understanding their rights and know where and how to report. We would expect case numbers to continue to rise and that a greater proportion would come from partners and community members as their understanding of their rights, how to report and trust that Oxfam will follow up appropriately, grows over time.

## **Closed Cases**

Closed cases are those where an allegation has been reviewed, investigated where necessary and/or an outcome reached and acted upon, including where the case was not upheld or did not proceed because a survivor did not want to continue. Between 1st April 2018 and 31<sup>st</sup> March 2019, Oxfam closed 221 safeguarding cases globally. 61 of these were cases resolved for the current year, and the balance of 160 were historical cases which had been brought forward and closed within the year.

The closed caseload consisted of:

- 23 cases of sexual abuse;
- 25 cases of exploitation (including actions such as paying for sex);
- 74 cases of sexual harassment;
- 98 cases of other internal reportable issues (such as bullying, other inappropriate conduct; sexual or romantic relationship against the code of conduct and conflict of interest policy for instance, in the line of management, with partner staff, or otherwise leading to conflicts of interest; non-sexual child abuse such as physical, emotional, neglect, or other non-sexual harm to an under 18);
- 1 case where information was not provided.

A breakdown of the 221 cases show that the complainant/survivors were made up of:

- 48 Adults (7 Beneficiaries; 4 community members; 1 Vulnerable Adult; 20 non-beneficiaries; 13 volunteers; 3 vulnerable volunteers)
- 17 Children (3 beneficiaries; 3 community members; 2 non-beneficiaries; 9 volunteers)
- 14 Non-Staff (2 Contractors/consultants; 12 partner staff)
- 117 Non managerial staff
- 12 managerial staff
- 13 Not known

Of the 221 cases, a breakdown of the Subject of Complaint (Perpetrator) shows that:

- 2 were beneficiaries

- 5 were community members
- 24 were volunteers
- 17 were non-staff (including contractors and consultants)
- 12 were partner staff
- 100 were non-managerial staff
- 51 were managerial staff
- 10 cases were not determined

Of the 221 closed cases, 200 cases reported were investigated, and action taken. The outcomes were:

- 79 cases involving disciplinary action: including 43 cases of dismissal of the perpetrator (includes 2 dismissed for soliciting sex)
- 45 cases: non-disciplinary action e.g. training on safeguarding and code of conduct
- 58 cases: insufficient evidence and the allegation was not upheld
- 10 cases: resignation of the respondents (person against whom the allegations were made) (2 prior to allegation being raised and 8 after)
- 7 cases: No information available
- 1 case: was later identified as not related to safeguarding.

In 21 of the 221 closed cases, the complainant did not wish to go forward to an investigation.

Oxfam offers and provides support to survivors from the moment that an incident is reported, during the investigation of the case and once concluded and even when an investigation does not take place. This support can include counselling, health care and legal support.

### **Open cases**

At the end of March 2019 Oxfam continues to investigate 73 open cases. Given that Oxfam is taking a survivor centered approach, some investigations take additional time to ensure that they are conducted safely and at a pace that survivors are comfortable with<sup>2</sup>. Oxfam is committed to supporting survivors and remains committed to creating a culture of zero tolerance and encouraging people to come forward to report their concerns.

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<sup>2</sup> UN SEA investigations guidelines call for a six month time frame to complete investigations. While shorter is ideal, the complexity of a case made lead to longer time frames.



## 1. AN INDEPENDENT HIGH-LEVEL COMMISSION ON SEXUAL MISCONDUCT, ACCOUNTABILITY AND CULTURE CHANGE

***Our commitment:*** *Oxfam cannot exonerate itself from the charges made against it and will not try. We will establish a High-Level Commission to operate at arms-length from Oxfam, comprised of senior leaders from across the world. Its Independent CoChairs will determine the scope of its own inquiry in consultation with the Board of Oxfam International. It will have full powers to investigate past and present cases, policies, practices and culture. It will listen to criticisms and allegations, particularly in relation to the abuse of power and sexual misconduct. It will endeavour to create a comprehensive historical record which will be made publicly available. Oxfam will be guided by whatever recommendations the Commission makes.*

On March 16, 2018, Oxfam established an [Independent Commission \(IC\)](#) on Sexual Misconduct, Accountability and Culture Change to conduct a confederation wide review of its culture, accountability and safeguarding policies, procedures and practice. The Commission has been tasked with proposing recommendations on how Oxfam can better align with its values and strengthen its systems to prevent and respond to all forms of abuse of power, harassment and interpersonal misconduct, including sexual misconduct, by anyone involved with Oxfam.

As previously reported, the IC set plans to visit ten countries, a range of affiliates and Oxfam International headquarters to understand the perspectives of staff, partners and communities; established a Survivor Reference Group to ground its work in the realities of survivor experiences; agreed protocols for speaking to survivors, whistle blowers, staff or concerned people; met with a range of sector stakeholders; and set up a direct [email](#) for anyone to use, as well as a [website](#) and twitter account to ensure transparency. Oxfam GB continued to cooperate with the UK Charity Commission statutory enquiry; Oxfam America, Oxfam India and Oxfam Australia contracted independent reviews; and Oxfam contracted two external consultants to review historical cases and identify areas for improvement. The recommendations arising from this work will feed into the Commission's final report (due in June 2019).

The IC published its Interim Report on 16 January 2019 (please find the report on the IC [website](#)) and the Oxfam Management Response can be found [here](#). We are committed to use the IC report to address weaknesses in our current approaches and to input into the improvement program to build a culture of safety and equality.

## What we've done so far May 2019:

- The Independent Commission (IC) Interim Report was issued in January 2019. Recommendations in the report have informed Oxfam's approach to culture change, including a confederation-wide Culture Survey and follow up plans; influenced the design of a new Safeguarding Shared Service (replacing the Global Safeguarding Task Force); fed into the way that Oxfam supports survivors of sexual harassment, exploitation and abuse; and guided the development of plans and priorities that have been set with countries (teams, partners and communities).
- The IC continued to visit Oxfam teams around the world. So far it has visited nine country programs. They met with partners, communities and staff, and with government officials. Commissioners have also visited six affiliates and three Oxfam International Secretariat offices to gain insight into safeguarding practice. Commissioners visited Peru, Haiti, Papua New Guinea and Jordan. Oxfam staff in Peru and Haiti spoke of the openness created during their visit and that it had helped them to understand the role of IC in helping to influence cultural change. After the IC visit to Papua New Guinea the Oxfam team developed action points that included the need to develop easy-to-understand guidance and to enrich staff meetings with more discussion of Oxfam's values and feminism. The IC visit to Jordan involved several sessions with staff and visits to the field, where they interacted with residents of Zaatari refugee camp.
- Oxfam's leaders and managers around the world set aside time with their teams to share the findings of the interim report, allowing time for reflection and discussion, and the development of actions plans to review ways of working. In Haiti, for example, all office and program activities across the country made way for mandatory team meetings for groups of 10-12 staff (and 109 staff overall). These meetings including representation from Human Resources and/or a Safeguarding Focal Point, and were delivered in Creole. In Sierra Leone, open discussions were held in all offices for staff to comment on recommendations, with responses including the need clarify unwritten rules of behavior and increase understanding and awareness of bullying.
- The Survivor Reference Group met for the fourth and final time and provided its final inputs to the Independent Commission. The group's invaluable expertise will inform the final report of the Commission. To remain grounded in the expertise and experience of survivors, is exploring how it can set up a new reference group.

- The IC met for the third and final time in March 2019 to review the data and analysis gathered through the various streams of research. It is now drafting its final report. The final report will include a review of the outcomes of a community-based research initiative to examine safeguarding awareness and reporting mechanisms in three countries. It will also reflect the findings of Commissioner visits to Peru, Haiti, Papua New-Guinea and Jordan where they met with Oxfam staff, partners and local communities; the outcomes of an Oxfam culture survey; the report of a consultancy group that has reviewed past safeguarding cases (excluding those that the UK Charity Commission and other external bodies have reviewed), to recommend how Oxfam could improve its case management; and further input from the Survivor Reference Group that met for the fourth and final time.
- If a PSEA incident is reported to the Independent Commission - by email, phone or online – the complaint is, with the permission of the survivor unless it is about a child, automatically channeled to the responsible affiliate and Oxfam International Secretariat for management and response.
- A consultancy group has reviewed past safeguarding cases to assess how Oxfam has managed past cases to draw out improvements for learning (excluding those that the UK Charity Commission and other external bodies have reviewed), and selected a number for further examination from a range of affiliates. Their findings will inform the Independent Commission’s final report and is being used in the setting up of the Oxfam single safeguarding shared service and global case management system.

## 2. REITERATED COMMITMENT TO COLLABORATE WITH ALL RELEVANT AUTHORITIES

***Our commitment:*** *We will redouble efforts to show transparency and full cooperation with relevant authorities in any way that can achieve justice for survivors and help to prevent any instance of abuse in the future. This includes proactively reaching out to regulators and governments in countries where we operate to offer to share any information they need or may wish to see. Our aim is to ensure authorities can again feel confident in our policies and processes, with a demonstrable commitment to transparency whilst protecting the safety and confidentiality of survivors.*

Over the past year, we have worked hard to ensure that Oxfam’s programs and safeguarding approaches comply with the laws and regulations of all the countries within which we operate, and with the changing requirements of



donors and regulators. We have liaised with large institutional donors to ensure the compliance of Oxfam's policies and procedures; finalized Oxfam-wide Standard Operating Procedures (SOP) for reporting cases of misconduct (*safeguarding and financial*); and developed guidance for staff, and for partners and communities, on reporting cases to national authorities.

In October 2018, we published the first six-monthly update on open and completed safeguarding cases across the whole of Oxfam, with this report including the case data for the full financial year 2018-2019. Oxfam GB agreed serious incident reporting processes with the UK Charity Commission and the Department for International Development (DfID). After passing DfID's assessment of our safeguarding policies and practice, our focus since has been to strengthen weaker areas highlighted in the review. Affiliates have adapted their procedures to comply with those of donors and their own national authorities; and similarly, regional and country teams have aligned their safeguarding approaches with donors and those of their host governments.

#### **What we've done so far May 2019:**

- We started implementing Standard Operating Procedures (SOP) for Reporting Misconduct in 2018 and early evidence indicates improvements in the timeliness and consistency of reporting, including on safeguarding cases, and increased reporting and dialogue with national authorities. More work needs to be done on consistency of use and simplifying the SOP. A formal review of progress will begin in late April 2019.
- To continue to meet sector-wide Core Humanitarian Standards (CHS) for humanitarian response, several areas for improvement were identified in its [Summary Report](#). These included ensuring that communities are more aware of Oxfam's commitment to zero tolerance of sexual harassment, exploitation and abuse, as reflected in the behavior of its staff and partners, and 2) to ensure that humanitarian programs systematically build on the learning and experiences of previous work. The certification process runs over four consecutive years, with audits conducted on an annual basis. Oxfam's next audit to check progress against criteria identified by CHS is in June/July 2019 and this will cover all aspects of humanitarian response: from business support functions, to program quality and organizational effectiveness, both at a global level and within five countries selected by the auditors.
- Oxfam's Country teams around the world kept local and national authorities, and donors, up to date with the steps being taken to implement



safeguarding standards and good practice. Among others, Oxfam in Colombia consulted lawyers for guidance on the procedures to follow in the country; Oxfam in Sierra Leone shared progress with the UK's Department of International Development (DfID) at a meeting to discuss the final phase of the Freetown WASH Consortium. Oxfam in Nigeria submitted shared a progress report with the Ministry of Budget and National Planning, responsible for the oversight of INGO activities. Oxfam in Tajikistan addressed harassment in public places through meetings with multiple stakeholders including state agencies, private sector organizations, research institutions, local NGOs (Jahon, League of Women Lawyers); and media channels (Asia Plus, TV channels Dushanbe and Safina).

- Oxfam's affiliates continued to share information with relevant authorities, regulators, donors and other influential stakeholders. Oxfam Australia was ratified as being fully compliant with donor requirements of the Australian Government's Department for Foreign Affairs; Oxfam Germany aligned its rules on case reporting with the German Federal Foreign Office; Oxfam Ireland provided Irish Aid with information on request; and Oxfam Hong Kong liaised with the Government of Hong Kong's Disaster Relief Fund Advisory Committee and donors including Porticus, Rockefeller Brothers Fund, Ford Foundation China and Chow Tai Fook Charity Foundation.
- Oxfam Novib shared the findings of the IC interim report with institutional donors (e.g. Dutch MFA, SIDA and IKEA) and Dutch Parliamentarians (January 2019). Donors appreciated our transparency and proactive communication and members of the parliamentary committee on International Trade and Development Cooperation visited our office and, in a subsequent parliamentary debate on misconduct in the aid sector, one MP expressed being "very impressed" with measures taken by Oxfam and its "focus on cultural change".
- Oxfam Quebec's Executive Director continues as a member of the Canadian Council for International Cooperation (CCIC) Steering Committee to prevent and address sexual misconduct. The Committee engages regularly with Global Affairs Canada and has submitted a request for funding to implement a project to improve policy and practice across the NGO sector.



### 3. RE-EXAMINE PAST CASES AND ENCOURAGE OTHER WITNESSES OR SURVIVORS TO COME FORWARD

***Our commitment:*** We owe it to anyone who may have been affected by the misconduct of Oxfam staff to look back at previous cases and re-examine whether they were dealt with appropriately. If they were not then, insofar as is possible, we will take new action in line with Oxfam's values. This may lead to some current staff facing disciplinary action and possibly losing their jobs. We will continue to communicate to staff, volunteers, partners and beneficiaries that it is safe and indeed actively encouraged to report any instances that they experienced or witnessed that they have previously felt unable to report or were not adequately dealt with at the time. We will ensure an effective whistleblower system that can be easily and safely utilized by staff, volunteers and people external to Oxfam. More resources will be made available for this as needed.

As part of confederation-wide efforts to improve the case management of incidents of sexual harassment, exploitation and abuse (SHEA), Oxfam International (OI) contracted two external consultants to conduct a review of the management of past cases and assess the strength of current policies and practices for investigating and responding to new cases. The outcome of their review is due in April (see below) and will contribute to the IC's final report. An independent and confidential toll free hotline and external whistleblowing systems in five languages is in place. Historical and current cases of misconduct are now logged, with immediate effect, on a global database. Safeguarding Focal Points (SFP) are now in place in all countries as well as in regional and affiliate offices to support prevention activities and provide basic guidance on survivor support prior to professional help being secured. A dedicated intranet page provides up-to-date information on all aspects of safeguarding, which is helping to improve understanding and the consistency of case-management across Oxfam. Oxfam has established and expanded survivor support mechanisms that include counseling, psychosocial support and medical aid.

There has been an increase in reports to date from people raising their concerns with Oxfam staff. This is encouraging because it indicates a growing trust in our internal systems and processes.

#### **What we've done so far May 2019:**

- The external consultant's review of past cases found considerable variation in the way that SHEA cases had been managed within the confederation – there were some well-developed policies, procedures, guidelines and tools in place but also incidences of cases not having been



pursued in a timely and effective way. Oxfam has responded to recommendations by initiating a new Safeguarding Shared Service that will support and oversee all safeguarding matters and embed common standards and practice throughout the confederation (see Section 4.) Many of the recommendations have been adopted or agreed in the past 6-12 months and are feeding into the establishment of the new shared service and single case management system, as well in planned reviews of policies and procedures as part of our continuing improvement approach.

- The consultants met Oxfam staff across the confederation to learn about past and current practice. For example, Oxfam Novib and Oxfam GB hosted a visit by the two consultants. After selecting one case for review, they drew on documentation and interviews with colleague.
- The Global Humanitarian Team (GHT) has improved the way that Oxfam shares information about safeguarding with affected communities on our commitments to protecting people from sexual exploitation and abuse (which are directly adapted from [six core principles](#) developed by the Inter-Agency Standing Committee, as well as other forms of misconduct. The GHT Monitoring, Evaluation Accountability and Learning Team (MEAL) has also developed specific guidance on how this process can be directly informed by the participation of community members and we also endeavor to consistently share information about how people can provide (non-sensitive) feedback on our programs.
- We are piloting the use of phones or tablets as tools to gather feedback from communities in development and humanitarian responses. ‘Your Word Counts’ has been tested in five countries and in four humanitarian responses, and will be scaled up over the next two years. Questions have been designed to promote responsive listening and the answers that people provide then inform actions that are automatically forwarded to an appropriate team to handle. This will be scaled up over the coming two years.
- A Humanitarian Safe Programming Review conducted in July/August 2018 identified a series of recommendations for implementation between 2019-21, including a regional and country-based training program for staff and partners that will create a larger and more sustainable pool of safeguarding specialists across multiple roles and technical specialisms. Tools and examples of good practice are also being updated translated into multiple languages. Capacity building in emergencies often takes the form of mentoring, coaching and accompaniment due to the pressures of the work environment, and this has been found to be very effective.



Among other examples, in March 2019, a Protection HSP (deployable specialist) trained 214 Oxfam staff and partners in the Sulawesi (Indonesia) response. Although Safe Programming has been pioneered by humanitarian staff, coordination with the development team is going on to ensure we are drawing on the experience of the humanitarians in using the Safe Programming approach across all of Oxfam's programs.

- Oxfam's Monitoring, Evaluation and Learning (MEL) teams talked to a diverse range of stakeholders to independently assess the progress and impact of projects and programs. They have now piloted the use of anonymous case studies to enable staff and partners to incorporate a safe response and manage risk within MEL processes. The outputs of successful trials in Pakistan and Latin America have been shared throughout the confederation, outlining key responsibilities for MEL staff in relation to safeguarding.
- Oxfam's country offices have disseminated information on reporting mechanisms and procedures to all staff, partners and within communities to encourage the reporting of incidences of sexual harassment, exploitation and abuse. These include, including details of how to report cases in organizational emails and on websites, putting up posters in offices, and translating guidance into local languages. Oxfam in Malawi, for example, has widely publicized its toll-free line and continuously monitors a dedicated email for reporting incidences; Oxfam in Nepal has designed posters that have been put up in its own and the offices of our partners; and Oxfam in Papua New Guinea reports regular interaction partners to discuss reporting mechanisms and is exploring different channels to socialize and increase awareness of these processes throughout the country. Oxfam in Nigeria has printed banners for all field offices and ensured that the same messages have been contextualized and translated into local languages for use within communities; and Oxfam in Somalia prominently displays a chart illustrating reporting mechanisms in their main office.
- Oxfam America's safeguarding, humanitarian, ICT for Development, and monitoring and evaluation (M&E) teams developed a framework for safe and accountable programming that will be piloted for use across the confederation over the next year. While still in the planning phase, we expect that this framework will strengthen Oxfam's prevention work with all of our stakeholders and ensure that Oxfam is seen and experienced as a safe space for individuals to come forward. Oxfam America's Senior Advisor for Safeguarding is also working with colleagues in Senegal to strengthen complaint and feedback mechanisms.



- Oxfam Germany has regularly shared confederation guidance and mechanisms for reporting incidences of misconduct and abuse with staff, face-to-face fundraisers, shop volunteers and others (events and concert activities).
- Oxfam GB continues to host ‘*survivor-centered approach to safeguarding*’ workshops for its Leadership team and Gender Justice network, as well as open sessions for Oxfam GB, OI and GHT staff.
- Oxfam Hong Kong ensured that Oxfam’s standard procedures for reporting and responding to SHEA cases were cascaded to all staff and were clearly understood by partners, and reinforced in all program agreements. The team is also working with domestic partners to encourage them to develop their own policies and implementation mechanisms for reporting allegations of misconduct.
- Oxfam IBIS (Denmark) has been open and transparent with the press, its members and other stakeholders about the measures that Oxfam has put in place to change its culture. Information is available on the website, encouraging witnesses or survivors to come forward.

#### 4. INCREASE OUR INVESTMENT IN SAFEGUARDING

***Our commitment:*** *The Oxfam confederation will significantly increase investment both in budget and staffing to ensure we have appropriate resources to ensure the safety and well-being of all people who come into contact with Oxfam staff. We will also increase our investment in gender training, including recruitment of more staff who will lead our work on gender equality and empowerment in programs and humanitarian response teams.*

Oxfam International (OI) increased its budget for safeguarding to €1.1m in 2018-19, hiring a safeguarding Associate Director for Safeguarding and a Project Manager. This budget funded the Independent Commission (IC) and its activities, consultants that are reviewing historical cases, staff training, new regional advisors, and the capacity to develop new ‘One Oxfam’ policies and procedures (see Section 5.) and improve internal communications. Oxfam affiliates have invested more than €2m in new/redeployed staff to support safeguarding improvements in countries and regions, to carry out investigations, promote awareness and prevention, and review new policies and procedures.

As previously reported, Oxfam’s investment in staff capacity and expertise involves the identification and training of Safeguarding Focal Points (SFPs) in affiliate, regional and country offices; the recruitment of new Regional



Safeguarding Advisors (with two in post and others to follow); and a significant scale up of safeguarding expertise in our Global Humanitarian Team (with six new roles created, including the recruitment of two additional Humanitarian Support Personnel with a safeguarding remit) The larger Oxfam affiliates have recruited dedicated Safeguarding Advisors, with internal capacity enhanced by consultants and referral services.

### **What we've done so far May 2019:**

- Oxfam's investment in building capacity and expertise has substantially improved organizational understanding of safeguarding, providing more timely, better quality and more consistent prevention and awareness work – and stronger management of cases when they do arise. This, in turn, is driving greater trust in our safeguarding systems, and more referrals. A priority area of work this year involves making sure that Oxfam's reporting mechanisms are clear, well understood and embedded in our work with partners and communities.
- Oxfam conducted a confederation-wide survey to open up a process of reflective discussion and internal debate about Oxfam's culture. The outcomes of the Culture Survey were analyzed in March 2019, with support from specialist external partners CRA (Community Development Resource Association) and Keystone. The responses of the 3,771 people who engaged with the survey were consolidated and the data interpreted and shared with staff and senior leaders Oxfam's Executive Board (EB) quickly responded with a range of actions, including to reflect on its leadership style; to re-enforce deeper engagement with staff; and address the work-life balance of staff through improved planning, prioritization and decision-making. Aligned to this, the EB also approved a budget specifically for cultural development for 2019-20.
- Oxfam's Executive Board has confirmed that a Global Safeguarding Shared Service will be established by July 2019. This new function will incorporate strong, rigorous governance and oversight function for safeguarding, to ensure that cases of sexual harassment, exploitation and abuse are handled in the same way. This investment will result in improved prevention and reporting of cases, and strengthen Oxfam's ability to improve safeguarding practice across the confederation. The Safeguarding Shared Service comprises a core team that will lead safeguarding policy and practice and support prevention and case management across the confederation, and includes: the OI Safeguarding Associate Director; OI Safeguarding Advisor, five OI Regional Advisors, a Data/Case Management System Manager, and OI Learning & Development Manager. Safeguarding Advisors from Oxfam GB, Oxfam



Novib, Oxfam America, Oxfam Australia and Oxfam Intermón will be matrix managed by the OI Director.

- Oxfam's Learning Management System enables greater global analysis of the completion of online training courses. More than half of all Oxfam staff have now taken Oxfam's mandatory online courses on PSEA and child and we are ensuring that all staff will complete it.
- Country Safeguarding Focal Points (SFP) have all received training to provide advice on prevention and act as first point of contact until professional support is sourced. Among other initiatives, Oxfam GB is building a support network for SFPs, which include monthly bulletins and advice sessions, and is working with Country and Regional Directors to address the challenges that SFPs face in their new roles (alongside their substantive duties). Oxfam Intermón facilitated the training of 24 SFPs in Latin America and West Africa and is working with country teams to develop actions plans in all countries. Oxfam Australia held a training day in Vanuatu for SFPs in the Pacific region. The learning from these SFP training initiatives is being used to develop a set of standardized training materials and a 'training of trainers' course.
- The Global Humanitarian Team (GHT) has invested in driving initiatives to strengthen and embed new ways of working, with a €462,000 safe programming project now in its implementation phase (see Section 3). GHT's two new Safeguarding Humanitarian Support Personnel (HSP) are deployed to emergency programs to ensure support for implementing immediate preventative action. One HSP has been deployed to Southern Africa for the Idai cyclone response. The HSPs share strong links with others in Oxfam, such as OGB's safeguarding team, affiliate leads, SFPs, etc., and, from April, will also do so through the Safeguarding Shared Service.
- A Youth Training Program is being piloted in Indonesia and Pakistan, with a strong focus on the safeguarding needs of this vulnerable group and an emphasis on the inclusion and full participation of young people in the design of programs. Oxfam GB will share the learning and results of this pilot throughout the Confederation).
- A wide range of initiatives is happening in countries and regions to embed safeguarding good practice. Among others, regional training courses have been held for SFPs to develop key skills, such as active listening to build trust with survivors. Oxfam in Chad's two SFPs joined others in West Africa at a regional training workshop in Dhaka (February) and Oxfam in Haiti has created a Safeguarding Support Group (5 people) and its SFPs



attended a similar regional training workshop in Mexico City (March). Oxfam in Colombia has invested in external consultancy to explore the themes of leadership and power with discussions framed around positive leadership, building trust and managing horizontal power – each of which intended to shift organizational culture, creating a space that is safe for all staff and building trust externally to build confidence in Oxfam’s safeguarding policies and practice. Oxfam in Malawi is working with a partner to address sexual and gender-based violence in schools (with funds from Comic Relief); is integrating safeguarding protection into its current humanitarian response; and is extending safeguarding training to partners. And Oxfam in Mozambique has appointed and trained five SFPs who facilitate bi-weekly sessions for staff that are well received and seen a safe space for genuine and deep reflection.

- All affiliates are investing in ongoing training and capacity building in 2019-20. Among other initiatives, Oxfam Ireland has facilitated internal ‘Living our Values’ workshops for all staff (January and April); Oxfam Hong Kong is producing interactive Chinese versions of training materials for dissemination to staff in Mainland China; and Oxfam Italy and Save the Children Italia collaborated on a joint training course in the safeguarding of children (for all staff working with children and teenagers). A training plan for 2019/20 is being developed for countries.

## 5. STRENGTHEN INTERNAL PROCESSES

***Our commitment:*** We will improve our internal processes including to ensure that official Oxfam references are never given to offenders seeking jobs elsewhere. We will strengthen the vetting and recruitment of staff including to make safeguarding a mandatory part of the recruitment and selection process and in performance management criteria. We will make safeguarding training mandatory for all staff. We will strengthen whistle-blowing process to ensure it is safe and easy for people to use. All Oxfam affiliates will have trained safeguarding focal points, including at all major Oxfam-organized events. We will ensure our systems are reliable in order to report any suspected illegal activity to the relevant authorities.

Oxfam’s internal processes will be significantly strengthened by the creation of a new ‘One Oxfam’ Safeguarding Shared Service that will incorporate a strong, rigorous governance and oversight function. The core team, affiliates and OI will be held to account for their individual responsibilities; and non-compliance will face real consequences. The Shared Service Team will have primary responsibility for the development and oversight of safeguarding policies, training and safe programming tools, case reporting mechanisms, a





single case management system, and standard operating procedures for case management. They will work in partnership with program teams, HR, regional and country teams to provide consistent support for prevention and case management, unify messaging and embed systems and processes to strengthen our capacity to prevent, detect and safely respond to safeguarding incidents.

As previously reported, in January 2019, standard operating procedures (SOP) for reporting misconduct was being implemented across the confederation and safer recruitment procedures were being adopted, such as standard interview questions to draw out discussion about values and behaviors. A policy on the provision of job references now compels all referees to include findings of gross misconduct, including sexual abuse, where this is lawful. Other SOPs were at the development stage and included: clarifying Oxfam's approach for case management, guidance on support for survivors, protecting young people and vulnerable adults, and working in a digital sphere. The Oxfam Safeguarding Team drew on external specialist advice from leading organizations, peers, and lawyers as appropriate.

#### **What we've done so far May 2019:**

- Oxfam policies on Child Safeguarding and ensuring Protection against Sexual Exploitation and Abuse (PSEA) are being implemented across the confederation. Youth Safeguarding and Digital Safeguarding policies are being finalized and will be approved soon. The Adult Safeguarding Policy is in consultation period.
- Oxfam has agreed in principal to adopt the SCHR [Inter-Agency Misconduct Disclosure Scheme](#) as standard for recruitment processes. The Steering Committee for Humanitarian Response (SCHR) is a voluntary alliance of nine of the world's leading humanitarian organizations that come together to support quality, accountability and learning in humanitarian action. The scheme establishes minimum standards that should be put in place to detect whether applicants have committed sexual harassment, exploitation or abuse in previous employment. The scheme is going through a process of approval, including being assessed against different national regulatory and legal contexts.
- The development and use of a single case management system which will be used by the whole Oxfam Confederation will ensure that – regardless of how concerns are raised – the confederation has an accurate, up-to-date, real-time overview of all safeguarding cases across countries, regions and affiliates. One case management system will also facilitate oversight and the analysis of data to identify trends and red flags. This is an



improvement on our current system that enables us to report on cases but not document, monitor and track in real time.

- To increase Oxfam’s internal investigative capacity, 102 staff members have received initial training from the Core Humanitarian Standards (CSH) Alliance. Of these, 93 are on an internal database providing a pool of resources that can be deployed around the world on a demand basis to support more experienced investigators and gain expertise.
- Welcome to Oxfam – a new mandatory induction course for incoming staff has a strong safeguarding component so that everyone understands Oxfam’s Code of Conduct and core values.
- Let’s Talk – a new performance management process – will commence in April and May 2019. This new approach to performance management focuses on reflection and discussion, and embedding three key behaviors and values – enabling, building relationships and mutual accountability. Building on current good practice, there will be more regular 1:1 conversations between managers and colleagues; more of a focus transparent 360-degree feedback; and simplified guidance materials will be available in English, French, Spanish and Arabic. A 360-feedback process to assess and review leadership in Oxfam will also be piloted by OI’s Management Team, Regional and Country Directors.
- Other global tools and policy documents that reinforce minimum standards include an Employee Code of Conduct Safeguarding Policy and Procedures, Minimum Standards on Gender in Emergencies, a Humanitarian Gender Policy Compendium and a Sexual Diversity and Gender Identity Policy.
- The Global Humanitarian Team (GHT) has commissioned an external protection review to assess the extent to which Oxfam’s safety and protection measure will reduce risk of abuse and support a culture of accountability to the people and communities that we serve. Leadership training and practical guidance on safe programming (Tool Kit) were initiated across the confederation and support a continuous program of improvement, with robust monitoring and evaluation.
- Oxfam has new ethical content guidelines as a global standard for how personal testimony, images and video is gathered, and how it should be processed and used in communications. These rules help to ensure that people’s rights are upheld, both in how their story is gathered and how it gets told.



- All affiliates, regions and countries have implemented the safer recruitment measures as standard procedure. These include: interview questions that make reference to the prevention of sexual exploitation and abuse; mandatory signing of Oxfam’s Code of Conduct as a condition for employment; the use of World Check to detect a history of fraudulent activity; and the implementation of SOPs for checking and providing references.
- Oxfam’s country and regional teams are working to ensure that safeguarding processes are understood and embedded. Most recently, endeavors have focused on embedding procedures for reporting incidences; implementing safe recruitment mechanisms (including a new centralized system for providing references) and Living our Values inductions; and the implementation of Oxfam’s new performance management process (Let’s Talk). Many countries have also started to reach out to partners to ensure parity in safeguarding systems and processes, and this will be a strong focus for all countries over the next year.
- Oxfam South Sudan shared Safer Recruitment guidelines at the first of four Program Manager meetings (March); Oxfam Uganda updated its “Speak up” protocol to encourage the reporting of incidences and incorporated Oxfam’s SOPs for safe recruitment; and Oxfam Haiti’s Country Director meets candidates to discuss safeguarding issues before their confirmation in post. Haiti’s SFPs now attend senior management meetings (CMT); all staff have completed Oxfam’s mandatory training on PSEA and Gender Justice, and SOPs for reporting misconduct and the safeguarding of children have been shared by email, with follow up sessions planned for April and May to socialize and embed good practice. And Oxfam Mozambique continues to review the effectiveness of Oxfam’s safer recruitment initiative, pre-screening via references and police clearance, and all candidates required to answer questions at interview confirming that they are safe to work with children and vulnerable adults.
- Oxfam America has added ‘eligible for rehire’ as a prompt to check the background of candidates as part of its verification process and Oxfam Canada requires its staff and new hires to take an RCMP Criminal Record Check in addition to World Check to detect incidences of fraud. Oxfam Quebec requires all candidates to complete a self-declaration confirming that there is no reason for them to be excluded from working with children and vulnerable adults.
- Oxfam Australia has developed a checklist for supporters visiting programs to ensure they comply with Safeguarding Policies; Oxfam Hong

Kong is working with domestic program teams to socialize the Partner Assessment Tool and is due to promote policies on Sexual Diversity and Gender Identity Rights among staff; and Oxfam Germany conducted a gender analysis (salary data / gender gap; gender parity in staffing at different levels) that is now under review by Oxfam Germany COEs and the Works Council.

- Oxfam Germany established a diverse group of employees as a steering group with a mandate to develop organizational safeguarding policies, sustainable internal focal points and reporting mechanisms. This process was supported by external consultants and will be enforced from April. Plans for 2019-20 include establishing of a pool of trained staff to handle SHEA cases; awareness raising/training for all staff (online/offline); special training for leadership teams, and the integration of policy into organizational processes (recruitment, onboarding, performance management). Plans to implement a safeguarding framework with 3,400 volunteers in Oxfam shops, at concerts or as street fundraisers, are being worked through.

## 6. RE-ENFORCE A CULTURE OF ZERO TOLERANCE TOWARDS HARRASSMENT, ABUSE OR EXPLOITATION

***Our commitment:*** *We will change the culture that enabled harassment, exploitation, discrimination and abuse to exist within Oxfam and help to lead this change throughout the sector. We will work with agencies to support Oxfam's cultural shift. We will set up a Prevention of Sexual Exploitation and Abuse (PSEA) Taskforce to make recommendations that we will act upon with urgency.*

Oxfam finalized its strategy for 'Safeguarding and Culture' at the beginning of 2018, establishing an organizational pathway to create an environment in which all staff feel safe and reflect our values every day. The strategy identified four 'enabling factors' that would be essential to drive deep and holistic cultural change. These are 1) human and financial resources; 2) specialist insight to grow expertise in the areas of cultural change, gender, power, sexual harassment, exploitation and abuse; 3) a clearly articulated vision and shared ambition of the cultural change that we want to achieve; and 4) a clear understanding of the starting point from which Oxfam is taking meaningful and effective actions.

We are beginning to see shifts in our cultural dynamic in which employees more willing to speak out and challenge leaders, and unacceptable behaviors, where they occur. A key part of our delivery mechanism for culture change has been the leadership and active engagement of staff from all parts of



Oxfam to create a critical mass of colleagues who are committed to, and engaged in, facilitating change and good practice. A confederation-wide group called 'Living Our Values Everyday' is driving key initiatives to promote cultural change and, one year on, they have been the driving force of the change we are now saying.

### **What we've done so far May 2019:**

- Oxfam's budget for culture change has increased for FY 2019-20 reinforcing our commitment to achieving organizational cultural change. We have created four key roles who will lead and support confederation-wide initiatives over the next financial year: an Interim Culture Lead, an Organizational Development Manager for Gender, a Project Manager for Culture and a Safeguarding Director (with a strong focus on culture). In addition, a number of affiliates, countries and regions have dedicated specific resource to culture, including a pilot in Asia, some countries such as Ghana and DRC, and some affiliates including Oxfam GB and America.
- We have sought the advice of external specialists and feminist activists to strengthen our approaches and support the development of our strategy for cultural change, such as the Community Development Resource Association, a South African organizational development specialist, and a long time women's rights advocate and specialist in feminist leadership.
- We are building internal expertise and improving the way that we share learning across affiliate and country boundaries. Formal groups, such as the Gender Justice Platform have advised teams and influenced both the Oxfam Strategic Planning process and Safeguarding Task force. Other initiatives, such as the Living Our Values Everyday group, have seeded feminist principles and cultural change in other ways, for example, by facilitating collaboration between staff culture 'ambassadors' from across the confederation, who voluntarily contribute their time to this work.
- Oxfam's Executive Board has formally agreed to commit to adopting feminist principles, strengthening existing organizational values. Recent work on Oxfam's Sexual Diversity and Gender Identity Policies in Johannesburg, South Africa (January) has further articulated our shared ambition to create a safe working environment for everyone, in line with our core values.
- The Interim Report of the Independent Commission and Oxfam's Staff Culture Survey's have both provided impetus for important reflection, conversation and action that will help to move Oxfam into the realm of transformation (and links directly to one of the aspects of our Theory of



Change – that of ensuring that staff have the space for learning self-reflection and debate. Positive steps are also being taken within the employee life cycle to contribute to culture change. We have transformed our staff appraisal and performance management processes, with a stronger emphasis on how an individual works rather than giving priority to what has been achieved.

- Positive steps are being taken within the employee life cycle to contribute to culture change. Oxfam’s values have transformed our staff appraisal and performance management processes, with a stronger emphasis on how an individual works rather than giving priority to what has been achieved. Safer recruitment processes and guidelines are also prioritizing shared values and beliefs. Oxfam’s induction process has been strengthened with more attention on values, code of conduct, gender justice, and safeguarding. Our online safeguarding training for all staff has also promoted shared understanding of language and concepts that are mandatory for Oxfam staff.
- The Global Humanitarian Team (GHT) has ensured that 100% of staff (not including those on leave or absent) have signed Oxfam’s Code of Conduct and HR teams are implementing the Code in recruitment processes. Dialogue spaces have been established for staff to ask questions (including in male and female only spaces). Information and materials are shared and issues escalated to senior managers and the directorate if needed. Feedback on this initiative has been positive and these conversation spaces will be maintained. GHT staff were encouraged to participate in the Staff Culture Survey, the outputs of which will influence future ways of working, and within two days of receiving the IC interim report, the GHT had confidential spaces to share their reactions, with feedback compiled and shared with relevant colleagues.
- The Global Campaigns and Advocacy Team’s internal ‘Inequality Campaign Charter’ emphasizes values and culture and was shared recently as a reminder our collective commitment to everyone involved in the inequality campaign.
- Oxfam America has three active Employee Resource Groups on People of Color, Young Women Professionals and LGBTQIA+. These create spaces for employees at every level to meet regularly and they foster a diverse and inclusive workspace aligned with our organizational mission, values and goals. A staff-led Male-Identified Staff Group has been created to

discuss positive masculinity and how male-identified staff can support ongoing safeguarding and culture change initiatives.

- Oxfam Australia conducted a local culture survey to complement Oxfam's Global Culture Survey, after which both were reviewed and next stage action plans developed. The Chief Executive holds regular open meetings with staff to discuss issues and ask questions. An external expert was brought in for the first phase of a project to deepen staff understanding of feminist principles and a study on Respectful Relations at Work with Melbourne University is nearing completion.
- Oxfam Canada held all staff team meetings to discuss the IC's interim report and its management team is using the recommendations of these discussions to guide improvements in the work of the organization in the coming year.
- Oxfam Germany is developing an action plan to embed a stronger focus on gender equity as a process for implementing feminist leadership. This has started with the leadership team and team leaders, and is being followed through with workshops on feminism and power with their teams.
- Oxfam GB initiated a new avenue of work on race and inequality. A full staff session, Let's Talk about Race, was followed by a series of open conversations on race and equality from April to July 2019. 'Understanding our current culture' workshops were attended by 75 employees and leaders, after which outputs were analyzed and shared alongside Oxfam's Culture Survey. Workshops will run from March to October 2019 for staff to share their views on the survey results and start to shape organizational change. Oxfam GB's Chair of Trustees also hosted an informal lunchtime session on International Women's Day to discuss diversity issues and solutions. Two leadership programs – the UK Leadership Paths program and the Oxfam Transformative Leadership Journey (that Oxfam GB supports on behalf of the confederation) – are grounded in Oxfam's feminist transformative leadership model. Another event unpacked the concept of Zero Tolerance and a clear message arising from this work was that taking 'no action' in response to a safeguarding incident was indefensible – all allegations should be examined and appropriate action taken, and similarly, support for survivors should be implemented in all cases, no matter the outcome of the initial complaint. This was a clear message that support is based on a survivor's need, not the outcome, and how a particular circumstance may have impacted on the survivor.

- Oxfam IBIS (Denmark) has delivered two ‘Living Our Values’ workshops for all staff, the outcomes of which will be used in further initiatives to reshape organizational culture. Staff attending Feminist Leadership Principles workshops; have also completed the ‘Welcome to Oxfam’ induction and other mandatory courses.
- Oxfam Novib’s Integrity Lead posts a monthly intranet update to disseminate policies, procedures and tools, and facilitate internal discussion on safeguarding issues. One issue that sparked debate was whether Oxfam – which prohibits the exchange of money, goods and/or services in exchange for sex in it’s Code of Conduct – could legitimately support a partner that champions the rights of sex workers. This was a good opportunity to explain the rationale for Oxfam’s Code of Conduct and to explain that it is intended not to exclude, discriminate or abuse sex workers, but to minimize the risk of exploitation. Colleagues expressing appreciation for raising this discussion and it is hoped that future intranet posts will stimulate further debates, which in turn will contribute to generating greater understanding about the rationale behind the Code of Conduct.
- Oxfam Quebec has reviewed and refreshed its performance review process, taking account of feedback from staff and more of a focus on ‘how’ we work to complement the culture change program. Line managers will ensure regular quality conversations with employees throughout the year.
- All of Oxfam’s Country teams have opened up safe spaces for all staff to reflect on and discuss Oxfam’s Code of Conduct and values, the findings of the IC Interim Report, and to explore issues related to gender, power and safeguarding. Oxfam in Afghanistan held a two all-staff sessions on Living Our Values and expected leadership behaviors (March); Oxfam in Haiti held group meetings in all of its offices to analyze the findings of the IC’s interim report, confirming a high degree of commitment to addressing power dynamics and cultural change; Oxfam in Ghana ran ‘Keeping Integrity Alive’ workshops with staff and partners towards the end of 2018; and Oxfam in Senegal, West Africa regional staff and Oxfam America’s Senior Advisor of Safeguarding facilitated an all day workshop on survivor-centered approaches, which included an open discussion about Oxfam’s culture, behavior and safeguarding concerns.
- Oxfam in Kenya held a session on preventing sexual harassment and initiated team discussions about the extent to which certain sexual





behaviors have become normalized in society and enabled by men to reinforce power and control; Oxfam México launched 'Witness Role' – an external program to increase focus on unacceptable behavior, alongside an internal campaign "Solving Safeguarding doubts" that opens up spaces and confidential discussion about detecting harassment, intimidation and abuse. They also set up a Masculinities group, which among other issues is discussing of transformative feminist leadership; and Oxfam in South Sudan is conducting a review of actions taken to create a gender-sensitive, dignified and safe working environment by raising awareness on gender, safeguarding and organizational culture, and exploring ideas for creating safe spaces for men to freely discuss issues.

- Country teams are at different stages of their work with partners, at a minimum ensuring compliance with Oxfam's revised Code of Conduct through signing new contracts, and increasingly, working alongside them to strengthen ways of working, which will lead to culture change beyond Oxfam and across our sector. Oxfam in Burundi has translated the Code of Conduct and other safeguarding materials into the local language (Kirundi) so that they are accessible to non-francophone staff; in the Central African Republic Oxfam's teams ensured that staff in our four sub-offices received safeguarding training, which included discussions on establishing reporting mechanisms, women's leadership and empowerment. Three sub-committees have since formed at each office to raise awareness and facilitate discussion with partners and communities.

## 7. WORK WITH OUR PEERS ACROSS THE SECTOR TO TACKLE PHYSICAL, SEXUAL AND EMOTIONAL ABUSE

***Our commitment:*** *We will work with the rest of our sector to ensure people are safe, recognizing there are actions we cannot take on our own. This includes how to ensure that offenders who have lost their job with one organization cannot move on to another. We will work with UN bodies, the International Civil Society Center and other joint NGO platforms to agree proposals for sector-wide improvement. We will contribute to the work initiated by BOND in the UK for a humanitarian passport and/or anti-offenders' system housed by an accountable agency such as UN OCHA.*

Oxfam is contributing to numerous initiatives to raise safeguarding standards across the development and humanitarian sector. Safeguarding leads across Oxfam are members of INGO and national cross-sector working groups; have joined steering committees to prevent and address sexual misconduct; and are participating in government and donor-led initiatives. At a regional and

country level Safeguarding Focal Points and teams have joined formal and informal networks to share initiatives and raise standards. As previously reported, Oxfam contributed to the development of an inter-agency Misconduct Disclosure Scheme, is working with others to explore how to implement a humanitarian ID scheme, and all Oxfam affiliates are actively leading or involved in initiatives to improve safeguarding, disclosure and reporting standards in their own countries. Oxfam partnered with the Rockefeller Foundation to provide insight into the links between evaluation practice and safeguarding, with new ideas disseminated through, among others, a ‘Do No Harm’ session at the African Evaluation Conference last year. Oxfam’s Monitoring, Evaluation and Learning Team (MEL) have also contributed to the development of the UK’s Department for International Development’s ethical guidelines on evaluation and research.

#### **What we’ve done so far May 2019:**

- The Oxfam Global Humanitarian Team (GHT) has been involved in the development of a Humanitarian ID system (Passport Initiative) with Save the Children-UK and the UK INGO network ‘Bond’ to ensure individuals misconduct are recorded and available for potential employers. The UK’s Department for International Development has since taken over leadership of this project and are keen to drive this forward in ways that link into Interpol and other inter-agency schemes. Oxfam remains actively involved in supporting the development of this scheme. We are also supportive of the project with Interpol to develop global police checks and are taking an active leadership role in the SCHR led interagency referencing scheme.
- The GHT is working alongside other humanitarian agencies to develop an inter-agency ‘Misconduct Disclosure Scheme’, a referencing system for aid workers. A small group, with Oxfam leading the legal work, clarified the principles, scope and basic features of the referencing scheme and identified specific issues and options for consideration for further work by HR and Legal colleagues. This now sits with participating organizations for endorsement. Oxfam is funding a part-time position in SCHR (from March) to coordinate the scheme, ensure that the proposal is signed off, and define next steps to progress the initiative. The scheme will be implemented – affiliate-by-affiliate – across the confederation. The introduction of the scheme will be aligned to the existing One Oxfam Referencing progress via Accredited referees.
- Oxfam is part of an inter-agency group that is developing a Call to Action to prevent gender-based violence (GBV) in humanitarian situations. This



collaboration has helped Oxfam to define and improve the processes by which humanitarian personnel apply minimum standards (such as the Gender in Emergencies Minimum Standards, the IASC Gender Handbook and the IASC GBV Guidelines) and develop the response strategies, plans and identifiable actions needed to prevent and mitigate risks of GBV and respond to GBV. The Call to Action also clarifies how women's participation and empowerment in disaster preparedness, risk reduction and response will be promoted and advanced (particularly within our humanitarian competencies of Protection, Emergency Food Security and Livelihoods and WASH and other stand-alone or integrated programs that seek to prevent and respond to GBV). Oxfam will also work towards integrating analysis and knowledge of women's rights organizations – that promote empowerment and participation – at building capacity to deliver high-quality, gender-sensitive humanitarian responses.

- Oxfam America has represented Oxfam in numerous international and US NGO spaces and has experienced consistent demand (internationally and in the US INGO space) for support and training as part of our global safeguarding efforts. Our safeguarding experts participated in a World Bank workshop on Preventing and Addressing Sexual Harassment, Exploitation and Abuse, advocating for better sector-wide collaboration and the need to design, implement, and monitor quality programs that are safe and accountable to communities. We attend the Inter Agency Standing Committee (IASC) Senior and Technical Focal Points group, feeding into sector-wide efforts to promote in-country efforts to prevent sexual exploitation and abuse. Alongside other Civil Society Organizations, we have also provided substantial written feedback to the OECD's Development Assistance Committee's proposed Instrument for Protection from Sexual Exploitation and Abuse; shared input with UN Women for a proposed international Commission to combat Sexual Harassment; and actively participate in InterAction's work on PSEA/Safeguarding for American-based INGO's. Oxfam America's Senior Advisor Safeguarding provides technical advice on a regular basis to I/NGO's, donors and UN Agencies. We also hosted a workshop for the New England International Donors' Community (for individuals representing donors, foundations and board members of international NGO's) to explain Oxfam's approach to survivor-centered response and outline organizational responsibilities for, and the basics of, safe, accountable programming.
- Oxfam Australia attended an ACFID (Australian Council for International Development) workshop to discuss the development and implementation of sector wide standards and joined ACFID discussions to update its Code



of conduct, also providing feedback to the Department of Foreign Affairs and Trade (DFAT) consultation on its PSEA Policy.

- Oxfam Canada's Executive Director co-chairs the Steering Committee to Prevent and Address Sexual Misconduct in the International Development and Humanitarian Sector. Recent work focused on developing and seeking funding for a Sector Hub to support and enable Canadian civil society to do better on issues of sexual misconduct. The Committee is urging CSOs to sign up to the Leaders Pledge on Preventing and Ending Sexual Misconduct, has liaised with the Government of Canada on new PSEA requirements for partners, and provided information and awareness raising sessions.
- Oxfam Germany is actively involved in discussions, events and debates, including within its umbrella organization for German humanitarian and development NGOs (VENRO) to strengthen standards and bring about best practice in the German NGO sector.
- Oxfam GB participates in a cross-sector group coordinated by the UK INGO network 'Bond', which also links in with the UK's Department for International Development (DfID) and its work to understand civil society perspectives on safeguarding developments. A recent meeting involved HR Directors in a discussion about how to achieve greater alignment in sector-wide processes to provide support for victims and survivors of sexual misconduct, exploitation and abuse.
- Oxfam IBIS is working across the Danish NGO sector to improve safeguarding standards. This work is led by Global Fokus (Danish INGO network) and is supported by The Danish Ministry of Foreign Affairs (DANIDA). Partners and colleagues from Syria, Somalia, Kenya, Bangladesh and Guatemala shared their perspectives on safeguarding good practice at a workshop (November).
- Oxfam Intermón is part of a network of Spanish NGOs using this platform to highlight the visibility of women, the challenges that they face and need for specific problems and the need for specific strategies to develop solutions.
- Oxfam Ireland is part of the Dochas Safeguarding Group and contributes to the development of best practice within the Irish development sector. Two of the Oxfam Ireland team who has undertaken the Investigators initial training will be available to support and develop expertise as required.



- Oxfam Italy has joined the Italian Agency for International Cooperation round table meetings on gender and safeguarding, with the first meeting commencing in April.
- Oxfam Novib's pro-active and open approach on safeguarding is increasingly being acknowledged by others in the sector. In early March 2019, the Oxfam Novib Executive Director was a keynote speaker at a symposium organized by the charity fundraising regulator, Toezichthouder Goede Doelen (CBF), attended by some 200 representatives of charities and umbrella organizations. Novib's Integrity Lead has also continued to meet and interact with integrity coordinators of other organizations at municipal, national and international level to share Oxfam's approach to safeguarding and work on harmonization across the sector.
- Oxfam Quebec led on the Inter-Agency Misconduct Disclosure Scheme for the confederation and has facilitated the sector approval of the Data Protection Impact Assessment (DPIA) template at the end of January 2019.
- Oxfam in Western Sahara team is a member of UNHCR's Protection Coordination oversight of refugee camps and Latin America's Country Directors are involved in cross-sector discussions related to protection and safeguarding.
- Oxfam in Ghana's Country Director has reached out to other NGO leaders to discuss PSEA; Oxfam in Liberia has mapped focal points within other INGOs to share experiences and implement good practice; and Oxfam's in Mauritania and Niger are working with partners to assess their safeguarding practice and develop codes of conduct.
- Oxfam in Central African Republic has signed a protocol on community complaint mechanisms, allowing the exchange information between INGOs on SEA cases. This mechanism is supported by multiple organizations and adherence is compulsory for INGOs.
- Oxfam in Colombia shared its experiences and introduced the 10 Point Plan in a meeting with UN agencies and humanitarian INGOs to discuss how to prevent sexual violence against women and girls. Two members of staff have also participated in training sessions with UN on safeguarding.
- Oxfam in Haiti participated in a UN PSEA meeting (January), after which our Country Director was invited to share her experiences with all UN agencies working in Haiti. The team has built strong relations with the EU, OCHA, the UN Humanitarian Coordinator, the Canadian Embassy and



others, and CLIO, the forum for coordinating NGO activities in Haiti, holds Oxfam in high regard as an active member of its Safeguarding Committee.

- Oxfam in Jordan has been involved in cross-sector working groups led by UNHCR. Oxfam in Malawi collaborates with other INGOs through the Irish Aid Consortium on GBV and worked with other NGOs and partners to organize a protest demanding an end to violence against women and girls. The Malawi team has also worked with other organizations to generate a petition to the Inspector General of the Police and Malawi Human Rights Commission on a specific case that occurred when a young person was in police custody.
- Oxfam in Rwanda discussed strategies and approaches to increase awareness of sexual harassment and teenage pregnancies in Rwandan schools with the government Ministry of Gender and Family Promotion. It also collaborated with the Rwanda Interfaith Council on Health (RICH) to organize a community campaign to raise awareness of the negative social norms that fuel sexual and gender based violence, and inform communities about the availability free services for survivors. We also worked with the Ministry of Gender and Family Promotion and the Ministry of Health to train 40 health professionals (doctors, psychologists, nurses, mental health officers, midwives) to discuss multidisciplinary approaches and psychosocial support to victims of gender based violence.
- Oxfam in Uganda is on the steering committee of the inter-agency Feedback, Referral and Response Mechanism (FRRM) that responds to issues of persons of concern in humanitarian situations. During the period we took part in its official launch and we continue to interact with other stakeholders to ensure its implementation. The Uganda team also participates in UNHCR's Protection Working Group that has developed an action plan to prevention sexual exploitation and abuse, and is leading training initiatives for partner organizations working in refugee settlements.
- Oxfam in Sierra Leone is raising awareness of PSEA and safeguarding issues within the Sierra Leone Association of NGOs (SLANGO) alongside other organizations seeking to strengthen their reporting and management of PSEA.
- Oxfam in Tajikistan is a member of a UN group on Gender Based Violence and contributed to a 16-day campaign on VAW, publically launching a research report, video and social media campaign on unpaid care work.
- Oxfam in Zambia attended a UNICEF meeting to discuss protection, gender based violence and safeguarding practice in the country. This resulted in a commitment from INGOs to build a national network that is



overseen by people with PSEA expertise. Sub groups will be formed within the network to lead on specific areas of work, including prevention, engagement, response systems, management and coordination. The focus will be on sharing information, mapping GBV and PSEA expertise within Zambia, agreeing a timeline and budget for interventions, and establishing how to develop safe referral mechanisms and work alongside local and national authorities.

## 8. ACTIVE ENGAGEMENT WITH PARTNERS AND ALLIES, ESPECIALLY WOMEN'S RIGHTS ORGANIZATIONS

***Our commitment:*** *We will reach out to partners and allies to rebuild trust including from their input on how we can learn and improve. We will reach out to women's rights organizations and others who work on Prevention of Sexual Exploitation and Abuse (PSEA) issues, to answer their questions, hear their reflections and concerns, and ensure our responses are defined in consultation with them.*

As previously reported, in 2018 Oxfam sent a Partner Integrity Survey to all of its country offices to open up discussions with partner organizations about their systems and processes for managing misconduct (both safeguarding and financial). More than 400 partners from 44 countries responded, which was the first step in a process of assessment to ensure that all our partners are able to meet donor compliance standards. The outcome of the survey provided an overview of the safeguarding policies and procedures that our partners had in place at the time. We found that there was little difference between the core values of our partners and our own; almost 90% of partners already had a zero-tolerance stance against sexual harassment, exploitation and abuse; and more than 80% had a code of conduct in place.

Oxfam's 'Accountability Working Group' also designed a process for better understanding the safeguarding needs and preferences of local staff, partners and communities, to enable them to share their needs and preferences for reporting incidences of misconduct and make informed choices about how to organize their resources to better support survivors.

Oxfam had also developed a database of partnerships with women's rights organizations, which revealed that 10% of our funded partners were women's organizations. In humanitarian responses this reduces to 7% and 2% of partners at a global level are women's rights organizations. This data was used to drive organizational decisions to increase the number and quality of partnerships with women's right organizations, especially in gender-mainstreamed areas.

## What we've done so far May 2019:

- Oxfam has changed the way that it assesses the quality and standards of the partners that we work with, from a simple to check of whether a potential partner met Oxfam's safeguarding criteria, to a more rounded and mutual assessment of the standards that both parties must achieve. The new Partnership Assessment tool objectively assesses whether a partner meets Oxfam's safeguarding standards for prevention, protection and survivor support (and other integrity criteria, such as fraud, terrorism financing and community feedback) and the outputs of the assessment include a checklist that focuses on the standards that both parties – Oxfam and partners – must achieve. This will help us to meet donor expectations in a proportionate way and ensure partners have more time to strengthen their work. EAs start the roll out as of May/June 2019.
- Global Humanitarian Team has updated its strategies to improve social accountability and safe programming and is completing guidance and tools to improve the integration of PSEA into its systems and processes. The team is also liaising with other colleagues to share learning, adapt and incorporate elements of both within long-term development programs. Training of GHT, regional and country based humanitarian staff and partners is taking place (across multiple roles and specialisms), examples of good practice are being identified, and toolkits are being translated into multiple languages for distribution and sharing with country team and partners.
- A Partner Code of Conduct has been developed (adapted from Oxfam's staff Code of Conduct). If a partner's code of conduct has been evaluated to be in line with Oxfam's, then there is no need for a new Code, contracts can be signed and projects and programs initiated. If a partner doesn't have a Code of Conduct, or the one that they have is not in line with Oxfam's, the director of the partner organization needs to sign and commit to Oxfam's Partner Code of Conduct until they can develop their own.
- Oxfam is establishing a Global Integrity Fund to increase the capacity and capability of local partners for safeguarding and other areas of integrity such as financial management. It will be a two-year program and is designed to benefit the whole of the sector, and not just Oxfam. The total fund can be applied to by all of the 67 countries where Oxfam works. Initiatives considered for the fund will need to be co-created with and, as far as possible, led by local and national partners, and not by Oxfam alone.



- The Global Campaigns and Advocacy team designed inclusive workshops to promote dialogue with women and women's groups as part of its campaigning initiatives in support of smallholder farmers in Southern Africa. We also launched 'Transforming the Normal', an online report of a convention of feminist campaigners from 15 countries in Asia (October 2018). We are committed to increasing our engagement with WROs at a national, regional and global level, adopting new approaches to ensure that the platforms on which we engage are those of these organizations (rather than pushing Oxfam's own agenda).
- Oxfam America supported the participation of Oxfam partners at the UN Commission on the Status of Women's 63<sup>rd</sup> session in New York (March); is further analyzing and strengthening partnerships with the WROs; is working with CARE to produce the 'Safe from the Start Act', legislation intended to codify and expand the Safe from the Start initiative address GBV at the onset of a humanitarian crisis, and intends to push for this legislation to include provisions on PSEA/Safeguarding related to humanitarian actors.
- Oxfam Canada is launching four new women's rights programs, focused on women's voice and leadership in Pakistan, women's voice and leadership in Guatemala, securing the rights of domestic workers in Bangladesh and women's economic empowerment in Guatemala. Each program has a strong focus on supporting women's rights organizations to build their capacity, have access to resources and influence change. We have also been working with Canadian women's rights and feminist organizations to advocate for an increase in federal government funding for women's rights organizations. The 2019 federal budget, released in March 2019, included historic investment in women's rights organizations of \$160 million over 5 years.
- Oxfam GB's activities on International Women's Day (18 March 2019) were aligned with our endeavors to evolve a changing culture, with 'Change Starts with Us' as the priority theme, set in a context of amplifying the voices of our partners. Reflecting the IC's interim recommendations on women's rights, we also ensured that its main platform was given to a diverse group of women, reflecting different nationalities, black and ethnic, LGBTI+, and level of roles in Oxfam. We invited leaders of women's rights organizations in the UK to take part in conversations about feminist leadership principles.



- Oxfam Italy is working with partners involved in formal and informal education, community center and asylum seekers programs to implement joint safeguarding standards.
- Oxfam Novib introduced Oxfam's new Partnership Assessment Tool at a workshop on Risk Management and Partnership (February), providing a valuable opportunity to gather feedback from partners and colleagues in country offices. Some felt that improvements should be made strengthen the tool as a device to promote two-way dialogue and sharing of strengths and vulnerabilities.
- In Latin America, Oxfam's Partner Integrity Survey is being used to develop joint plans with partners; relationships with women's rights organizations have been mapped to prepare for regional and country operating plans; and another team is developing a project to explore ethical approaches to seeking feedback from communities in El Salvador. SFPs responded to questions that arose in a survey of partner perspectives about Oxfam's safeguarding practice and are now jointly implementing procedures for receiving and managing PSEA cases.
- Oxfam in Colombia held a meeting with feminist partners to discuss how to improve Oxfam's culture and safeguarding practice, and in a context of reducing income, undertook a mapping exercise to prioritize future partnerships with partners with feminist and women's rights credentials; and Oxfam in Haiti has shared the findings of the IC interim report within a national network and, among other initiatives, is working with young women from a feminist forum to build a Youth Citizen project to foster the leadership skills of young women in urban areas. Three young women from the forum will join Oxfam as interns. The team is also building a network of leaders in northeastern Haiti where protection issues are a concern for young women living on the border with the Dominican Republic; and a gender specialist is strengthening projects in Artibonite area with a focus on protection, leadership and empowerment.
- Oxfam in Afghanistan has collaborated on safeguarding initiatives with NATO, the Citizen's Charter National Priority Program (CCNPP), Women's Peace Right Security and UN Women. The team has also conducted a gender audit and training with representatives of 30 local partners, of whom 11 were women, and its Gender Adviser is ensuring that gender issues cut across all program activities. Oxfam in Nepal will increase the number and quality of partnerships with WROs and strengthen the capacity of these organizations to support safeguarding work at local and national levels. Oxfam in Pakistan is developing safeguarding referral mechanisms with a child-focused organization



(Rozan) and posters displaying reporting mechanisms have been translated and displayed in project areas. The team has also worked with 23 partners to ensure that policies and procedures align with Oxfam's.

- Oxfam in Benin has selected three women's rights organizations to work with as part of a voluntary cooperation program; includes provision for safeguarding women in all partner contracts; and has launched a new project on Women's Voice and Leadership. Oxfam in the Central African Republic has conducted one training session on safeguarding with partners, and will run another on Oxfam's Code of Conduct (April); Oxfam in Chad has developed a partnership and capacity building strategy for joint work with WROs to meet safeguarding challenges and transform gender justice and influencing work; and Oxfam in Ghana is working with partners to develop action plans for mitigating the risk of sexual exploitation in their organizations.
- Oxfam in Rwanda has worked with ten civil society organizations to discuss issues of gender-based violence; is establishing a coalition to advocate for the eradication of violence against women and children; and recently won a project to partner with FEMNET and two partners (COCAFEM and Rwanda Women Network) to strengthen regional umbrella organizations that represent civil society organizations. Oxfam in Sierra Leone is working with a WRO as part of a government initiative to improve safeguarding in schools (further to the President of Sierra Leone's declaration of a state of emergency on abuse of children). And Oxfam in Uganda has mapped potential partnerships with WROs in all aspects of its country program and has ensured that safeguarding and women's rights are included in the design of Right to Food and Financing for Development projects, and in the review of an ELNHA project to empower local and national humanitarian actors (with Irish Aid).

## 9. LISTEN TO THE PUBLIC

***Our commitment:*** *We will listen and learn from feedback from supporters around the world. We will ensure two-way communication with them, responding to the concerns they raise and explaining the actions we are taken to learn and change.*

In February 2018, when the case of misconduct by Oxfam staff in Haiti was in the news, we received a huge number of messages, both critical and encouraging. We have worked hard to get back to people personally and have



used surveys to ask supporters what we need to do to earn back trust. As previously reported, Oxfam Italy shared its survey findings in public spaces in Florence, Milan and Rome, held meetings with 30 journalists and ‘accountability events’ in 29 cities; Oxfam Novib added a chat box on their website to promote open dialogue with website visitors and piloted a live Q&A session with its Executive Director on Facebook; Oxfam Hong Kong listened to feedback from university students and researcher; Oxfam in South Sudan discussed safeguarding issue and gender equality on a radio talk show; and Oxfam in Tanzania hosted public debates at village, ward and district levels.

### **What we’ve done so far May 2019:**

- The Global Campaigns and Advocacy Team closely monitored feedback and messages from supporters and the public during the World Economic Forum in Davos (January 2019) at which Oxfam had a heightened profile and strong campaigning presence. We consistently responded to criticisms by accepting past mistakes and demonstrated evidence of improvement and assurance of our intent to live our values.
- Oxfam Australia conducted a public survey on trust and brand salience of Oxfam; published update on social and with the media on safeguarding actions; and continued to actively participate in sector wide and industry leadership forums, and speaking opportunities to listen to public questions, respond and learn.
- Oxfam Germany published a progress report of the safeguarding actions taken by Oxfam; issued a survey to 100,000 supporters; regularly posted updates in newsletters and used social media to engage in conversations within and outside it homepage. Volunteers also consistently engaged with the public at concert tours to promote and achieve sign up to Oxfam’ B2B campaign), via our 50+ shops and through street fundraising.
- Oxfam IBIS (Denmark) participated in external public debate and social media forums, such as Facebook, to discuss safeguarding issues; also publicizing updates in its magazine.
- Oxfam India’s digital team actively engages with feedback and comments on social media and its website, providing updates on the steps that Oxfam is taking to address safeguarding issues across the confederation. Similar processes are being followed with supporters, donors, and the media and all public facing teams.

- Oxfam Italy monitored public discussion on social media using software to capture posts about Oxfam and also on debates related to inequality, poverty and migration.
  
- Oxfam Novib used the publication of the IC’s interim report (January) to proactively communicate with its main stakeholders. All individual supporters received a letter from the ED describing both positive steps and critical remarks made by the IC, especially on the cultural aspects where organizations like Oxfam are particularly vulnerable. Dozens of emails and letters were received, mostly appreciative of the open and honest mode of communicating. An in-house discussion with a group of supporters in February was also received positively. Outreach was also conducted with institutional donors (e.g. MFA, SIDA, IKEA) and MPs. Members of the parliamentary committee on International Trade and Development Cooperation visited our office in The Hague and were briefed on progress and challenges. Our conversations were reflected in a parliamentary debate on misconduct in the aid sector (‘one year after the crisis’), and one MP reporting being “very impressed” with measures taken by Oxfam and its focus on cultural change.
  
- Oxfam in Burkina Faso promoted the participation of women in a forum on the General Convergence for Land and Water and took part in a meeting of rural women and female parliamentarians to discuss the conclusions of a national forum on women’s empowerment.
  
- Oxfam in Chad held public debates, joining with government departments to discuss safeguarding and gender issues, including a session with the Minister of Women, who encouraged Oxfam to maintain this promising approach that is ‘likely overcome drivers of safeguarding issues in both professional and social ways.
  
- Oxfam in Colombia’s Country Director has held face-to-face meetings with more than 70 stakeholders (partners, donors and allies) and met with feminist partners and Oxfam’s Regional Director to discuss the measures that Oxfam must put in place to improve its safeguarding culture.
  
- Oxfam in Malawi has tapped into the public mood of outrage at violence of recent elections by integrating Oxfam’s campaign to end violence against women and girls with a national campaign – the 50:50 Elect Her Campaign – in the lead up to the May 2019 elections.

- Oxfam in Rwanda uses Twitter and Facebook to raise awareness of gender-based violence in order to create public debate and sensitize positive public attitudes and beliefs. In January, members of the Scottish Government visited Oxfam in Rwanda to meet anti-GBV champions to exchange ideas and gain insight into the fight against gender based violence at a community level.
- Oxfam in Sierra Leone participates in many public debates and forums at which regularly are asked to respond to questions, giving them an opportunity to explain the actions that Oxfam is staking to strengthen its Safeguarding and PSEA policies and response, including the establishment of a new Independent Committee, headed by a Sierra Leonean, to review and recommend further actions. This investment of time and resources demonstrates the seriousness with which Oxfam adopting zero tolerance for SEA in its offices and the locations of all of its work.
- Oxfam in Uganda has taken part in debates to change public perceptions and social norms that perpetuate violence against women and girls; has supported a broadcasting initiative – the People’s Parliament – in which topical humanitarian issues are debated and live streamed to viewers; both of which have provided a platform for a wide range of stakeholders – local government, leadership in refugee settlements, CSOs, WROs, refugees and host communities, teachers and students, and politicians to debate the issue of VAW/G.

## 10.RECOMMIT AND STRENGTHEN OUR FOCUS ON GENDER JUSTICE EXTERNALLY

***Our commitment:*** *We reiterate and reinforce our commitment to putting women’s rights and gender justice at the center of our work. Recognizing we have a lot to learn and put right as an organization, Oxfam will continue to build investment in advocacy, campaigns and programming focused on tackling the injustices women living in poverty face around the world. This includes addressing social norms that cause violence against women, campaigning to rectify systematic power imbalances that trap women into poverty, and partnering with feminist and women’s rights organizations to address gender injustice at all levels. It includes strengthening and focusing our development and humanitarian programs to deliver transformational change in the lives of women living in poverty.*



Success in strengthening our external Gender Justice (GJ) work is critical for Oxfam, not just in terms of the impact this will have on our programs, influencing and humanitarian work, but in tackling the root causes of, response to and prevention of sexual harassment, exploitation and abuse in the sector and society at large. At the heart of our PSEA and safeguarding work is a focus on tackling abuses of power. Institutional structures and power dynamics cannot be shifted towards equity and fairness by mandate only. Attitudes and values determine how people in our organization, sector and wider global community engage in the exercise of power.

Over the past year, we have tracked our investment in gender programming in order to assess Oxfam's progress against the targets that we have set for ourselves. We have increased capacity in all of our programs to tackle gender equality. We have redesigned the structure of our humanitarian program to ensure that gender equality becomes synonymous with our emergency response. And, in November 2016, we launched "Enough": a global campaign to enable millions of people around the world to end violence and discrimination against women and girls in their communities – for good.

In 2017, Oxfam created a Gender Justice Platform and Committee to drive thought leadership, political influencing, effective programming, knowledge sharing and resource mobilization on gender justice and women's rights across the Oxfam confederation and through Oxfam's external work. Oxfam's strategic planning process, key performance indicators, and organizational commitment that 15% of all program funding will be used for standalone gender justice programs, is a strong demonstration of our commitment to women's rights.

#### **What we've done so far May 2019:**

- Oxfam's Gender Justice Platform is guiding us through the process of strengthening our leadership, purpose and pathways through the adoption of feminist principles. A reference guide is being produced to help shape the integration of feminist principles with our internal dynamics and everyday practices, as well as in our construction of alliances and relationships with civil society and/or other actors. It describes key terms and concepts; advises on reflective practice; and provides additional resources to amplify the scope and application of feminist thinking in all of our work. The timeline for release across the confederation is the end of May 2019.
- The Global Humanitarian Team has increased its gender and protection capacity at field (HSP) and advisory level, as well as its support for teams that are applying feminist principles in their work. The process of change



that we are going through to apply feminist principles and achieve a new culture will require energy, constant work and time. A guidance document is being developed and plans are being put in place to reflect key questions and ensure the systemic change that we need to transform as an organization.

- The Global Humanitarian Team, in any context, will seek work with local actors and provide ever-growing opportunities for their leadership, and will particularly ensure the inputs of WROs and networks. Working with partners, as collaborators, in ways that ensure that feminist principles are embedded and input from WROs sought, are principles that are key to Oxfam’s humanitarian approach.
- The Global Advocacy and Campaigns team ensured a strong focus on gender justice and the rights of women and girls at the World Economic Forum meeting in Davos (January). We launched a report – [Public Good or Private Wealth](#) – which demonstrated how lack of access to public services and unfair tax systems affect women and girls the most; and working as part of a global alliance, our public campaign messages and materials highlighted the impact of inequality on women and girls. Championing women’s rights also remains at the heart of Oxfam’s global GROW campaign, for example in Oxfam’s recent paper on rice sector in Asia, gender justice has been an essential element. In our response to recent climate strikes around the world, Oxfam’s focus is on engaging with young women and women leaders.
- Oxfam launched ‘Yemen’s Shattered Food Economy’ in February, a report that highlights the desperate toll that the conflict and embargo of Yemen’s ports is having on women. The report, along with a joint INGO briefing note, were circulated in advance of the High-Level Pledging Conference (26 Feb) to influence government promises to solve the crisis. Oxfam worked with strategic partners (Care, UN Women, WILPF, Germany and the Netherlands) to develop a round table format to explore key themes of women’s leadership and, at lunchtime panel on food security and the economy hosted by Switzerland and Sweden, Oxfam International’s Chief Executive, Winnie Byanyima, presented Oxfam’s messages to the World Food Programme, the Kingdom of Saudi Arabia Ambassador to Yemen and a Yemeni economist. Oxfam’s presentation brought a human dimension to the crisis, outlining the impact of hunger on women and girls as well as calling for a cease-fire and stop to arms sales that are fueling the conflict.
- Oxfam in Russia asked “What kind of world would you like to wake up in after International Women’s Day?” – of eight human rights defenders working with vulnerable groups – with survivors of gender-based violence





and human trafficking, women of the North Caucasus, migrant and refugee, HIV+ and LGBTIQ women.

- Oxfam in Benin and the West African Network of Young Women Leaders (ROAJELF) organized a workshop that asked the question: "To what extent can innovation contribute to the advancement of women's rights, empowerment and gender justice?" on International Women's Day (March). Through the ENOUGH Campaign, Oxfam in Benin engages community participation and cooperation in a process of emergence, experimentation, dissemination, and evaluation of new social practices for the elimination of Gender Based Violence.
- The 'Break the Silence' campaign in Pattani, in Thailand, launched in March. A panel discussion brought together a researcher, women social worker, NGO partners and influencer; as well as art installations related to power relations within families, and launched their first campaign video. The campaign challenges social norms that justify domestic violence.
- Our Valentine's Day campaign focused on spreading feminist messaging did really well within Oxfam and with young people externally. Artists and influencers on Instagram helped us reach an audience of over 1million young people. Working with an alternative media platform - [Vice Asia](#) - also allowed us to reach new audiences.
- Oxfam in Sri Lanka and partners launched 'Not on My Bus' - a campaign to challenge social norms that justify sexual harassment on public transport in Sri Lanka (March). The campaign engages bystanders (specifically drivers and conductors, young people including school children, rush-hour commuters) to take action to prevent sexual harassment in public transport in Sri Lanka and promote bystander intervention in situations of violence. Activities for the launch included a report launch, a discussion with partners and influencers, as well as a public performance, which will be the first of many public engagement activities.
- The Research on Oxfam partnerships with WRO and Gender Interest Organizations is complete and being socialized. This is being used at affiliate and country level as a metric by which Oxfam will hold itself accountable for developing strategies and partnerships that promote gender justice. Two members of the Gender Justice (GJ) Platform have been nominated and selected for membership of Oxfam's Strategy Development Core Team; Oxfam's GJ Key Performance Indicators are finalized; a database of 200+ staff working on GJ is being refreshed; Oxfam's research to guide on engaging with men and boys to further GJ is complete; and GJ is recognized as one the top four priorities for fundraising in for FY 2019-20; and an initiative to strengthen gender



integration in programming – Gender@TheHeart – has been devised by Oxfam America, Oxfam Novib and Oxfam Belgium.

- Oxfam America led an Oxfam delegation of 18 staff and partners at the 63<sup>rd</sup> Session of Commission on Status of Women in New York, presenting at 12 events and urging delegates to put women’s rights and gender equality, social protection and access to public services at the heart of the design, implementation and monitoring of policies and programs. It has also participated in numerous external GJ events, including International Women’s Day (IWD) with its Sisters on the Planet ambassador program (March) and an IWD Panel at local WBUR radio station. Oxfam America launched a framework that unites all of Oxfam’s work on GJ within a common narrative (Women on the Move) and one central space. This will enable Oxfam to amplify the good work it is already doing, and capture an overview that can be used for fundraising and outreach to new constituents and diaspora voices. It has also supported the creation and external launch of the global [Guide to Feminist Influencing](#), intended to strengthen Oxfam’s presence and demonstrate expertise in the practice of feminist principles in policy, advocacy and campaigns spaces. Oxfam America is also strengthening the work of WROs in Nepal through building the capacity of women leaders; is supporting a campaign to end GBV through civic action in Uganda (in advance of participation at the UN-Commission on the Status of Women global forum); is contributing to a ‘Transformative Leadership for Women’s Rights Approach’ program in Ghana that is strengthening the capacity of Oxfam partners as part of ongoing GBV program.
- Oxfam Canada has launched four new women’s rights programs, focused on: women’s voice and leadership in Pakistan; sexual and reproductive health and rights in East and Southern Africa (*Her Future Her Choice*); securing the rights of domestic workers in Bangladesh; and women’s economic empowerment in Guatemala. These complement existing gender justice programs on: ending violence against women and girls in South and South-East Asia (*Creating Spaces*); sexual and reproductive health and rights in the Philippines (*SHE*); and women’s rights in Afghanistan and Indonesia (*Amplifying Change and PowerUp*). All of Oxfam Canada’s long-term development programs, campaigning and advocacy work all focus exclusively on women’s rights and gender justice. During Davos 2019, we campaigned on women’s economic inequality, and attracted extensive media coverage on women’s economic inequality and the burden of unpaid care in Canada and globally. During International Women’s Day 2019, we published our third annual feminist scorecard, which assessed the Canadian government’s progress on women’s rights and gender equality over the last year. This also attracted some media



attention, including from the *New York Times*. As part of our What She Knows Matters humanitarian campaign, we are rallying supporters to call on the Canadian government to stop selling arms to Saudi Arabia, and are focusing on the impact of the war in Yemen on women and girls.

- Oxfam Germany focuses on gender justice as one of four key priorities for incorporation into the work of all teams. A dedicated gender officer will be hired as soon as funding is available. Women continue to be at the heart of our programs and women's projects are supported.
- Oxfam IBIS has invested in programs to combat violence against women and girls, exemplified by two large multi-country programs, and supports a number of programs counteracting violence in schools. We have actively liaised with Oxfam's "Enough" campaign, supporting countries to engage in the campaign and co-financing global surveys and innovative initiatives for the campaign.
- Oxfam Intermón aligned its position on gender justice and women's rights with a national general strike called by feminist movements in Spain on 8 March (International Women's Day).
- Oxfam Italy consulted with – Methodos – specialist in organizational change and has started dialogue with Italian organizations and enterprises on the themes of diversity and inclusion.
- Oxfam Novib has worked with Country teams in South-East Asia (Cambodia, Laos and Vietnam) to pilot 'Equal Power, Better Life' – a project that has been co-created with local partners to increase the control of marginalized women and men in all their diversity – by increasing their access to economic opportunities, and addressing gender inequalities and power imbalances. A workshop took place with five countries (Iraq, Syria, OPT, Lebanon and Jordan) to agree the objective and specific outcomes for a project to enable internally displaced, refugee and returnee women and girls (and those in host communities) to have the power to make informed choices through collective action. Oxfam Novib and Country teams are now joint fundraising to finance the project.
- Oxfam Quebec reports significant new investments (34M\$CAD) in stand-alone gender justice programming across the Middle East and North Africa, West Africa and Latin America for the next 5 years, including funding local women's rights organizations and building their capacity, addressing issues around violence against women and girls/gender-based violence (VAWG/GBV), and working with local authorities on gender-responsive budgeting and working on transformative leadership for women's rights.



- Oxfam in Benin is conducting a mid-term evaluation of its 'Enough Together' campaign to end violence against women and girls, the learning of which will feed into its third year; Oxfam in Burkina Faso implemented a Women's Voice and Leadership (VLF) program in March; participated in a forum on women's leadership organized by Oxfam's partner (AJDD) with funds from the Danish Ministry of Foreign Affairs (DANIDA); supported activities of the Association of Women Lawyers of Burkina Faso in the areas of legal assistance and psychological support to women survivors of violence; contributed to national dialogue on 'Rural women: current political events and their impact on their lives and working conditions (March); participated in a national forum on women's empowerment organized by the National Assembly.
- Oxfam in Chad held a workshop to build the influencing skills of Oxfam staff and partners (mainly WROs), after which they made an official request to launch the Enough campaign through their networks. The team also conducted training with women and girls from WROs on a campaign to increase their access to land and defend their rights within the milk production (dairy) value chain; Oxfam in Niger supported women's Groups in a remote community to celebrate International Women's Day (March) and has reviewed its Gender Justice strategy to include component on working with WROs and other allies to address issues of PSEA, with women as active participants and decision makers; Oxfam in Ghana is coordinating a campaign – 'Enough! Women, girls and boys to take positive action in ending SGBV' – in Ghana, Liberia and Mali.
- Oxfam in Sierra Leone has re-framed its Gender Justice strategy to include a strong focus on working with women's rights organizations as active participants and decision-makers, and is working with other allies to address PSEA issues. The Country Leadership Team has improved in its gender ratio (4 men and 3 women) and recruitment efforts proactively engage women at all levels of our staffing. Oxfam in South Sudan is assessing the policy and practice of another INGO partner to align minimum standards in office practice from a gender perspective; and aims to increase the representation of women at senior management team level. Oxfam in Uganda convened a session on 'Influential Women's Movement Building and Service Provision' at the 63<sup>rd</sup> session of the UN CSW and will work with allies to follow up on international commitments to women's rights in Uganda (in the run up to the Beijing Declaration and Platform for Action and UNSCR 1325 on Women, Peace and Security). The Uganda team is also helping to build the leadership and decision-making skills of women Members of Parliament, particularly on legislation to advance women's rights and gender justice, and most notably the Sexual Offences Bill and the Marriage Bill. It has also trained Gender



Focal Points in Government Ministries and Women's Own Forums to understand and recognize Unpaid Care Work, and strengthened women's leadership in humanitarian programs by working WROs to enhance their participation in decision-making at different levels. 'Balance for the Better' – Oxfam in Uganda's social media campaign and activities for International Women's Day – promoted efforts to realize gender equality.

- Oxfam in Rwanda is conducting research on the status of sexual and reproductive health rights and provision of services to victims of sexual violence (under the age of 18). This will inform Government and other decision-makers on gaps and recommendations for improvement. The team also provides technical support and advice on women's economic empowerment for the Ministry of Gender and Family Promotion; and is working with couples, with a history of conflict, to empower them to become activists in gender equality; Oxfam in Somalia has conducted a gender and protection study of its programs and, with a strong analysis of protection issues in place, its monitoring, evaluation and learning team is developing systems to track and monitor performance.
- Oxfam in Malawi has continued to conduct gender justice and EVAW/G with partners and at a national level involving key stakeholders and champions. The team also integrated EVAWG messages within Oxfam's 'Living Wage – TEA 2020' impact areas and project on women's land rights.
- Oxfam in Colombia has focused its whole country strategy on women's rights and 100% of its central management team (CMT) and 74% of its staff are women; and Oxfam in Haiti has established a new program with partners involved in Haiti's feminist movement to monitor and influence the country's legal framework through the lens of women's rights and gender justice. Oxfam is also working with a coalition of human rights organizations related to Haiti's extractive industries to reinforce their advocacy agenda with a stronger component on women's rights.
- Oxfam in Jordan is launching new Gender Justice projects to reduce gender-based violence, in partnership with (and driven by) local women's rights and other civil society organizations. More funding is being sought to expand this work (including through participation in the design of a regional project proposal on women's bodily integrity). Other activities include a recent scoping study on the issue of unpaid care work in Jordan that will guide program and influencing work. The GJ team is expanding its partnership portfolio with a range of allies, including with legal aid and women's rights advocates Strategic workshops have been held with WROs and other civil society organizations to ensure that projects,



campaigning and advocacy work, are developed in mutually accountable ways.

- Oxfam in Papua New Guinea is campaigning and participating in events and alliances that promote gender justice, such as the INAP NAU campaign to create safe and peaceful communities by tackling violence against women and girls. All program officers have ensured that information on safeguarding and gender justice is readily available and recruitment processes have been strengthened to ensure gender diversity and inclusiveness.
- Oxfam in Philippines has promoted inter-generational dialogue on feminist practices; published an OpEd in a national daily newspaper on safeguarding women's rights at times of emergency and humanitarian crisis; and held a photo exhibition featuring the stories of women, with an emphasis on electing leaders who can defend women's rights and gender justice (March).
- Oxfam in Tajikistan is has developed a proposal and is seeking funds to support Safe City, to protect the rights of women, and has developed a new phase of it Unpaid Care work project, with a proposal submitted to the Islamic Development Bank for funding.