



# CENTERING WOMEN'S RIGHTS ORGANIZATIONS:

EVALUATIVE RESEARCH ON OXFAM'S COVID-19 RESPONSE IN COLOMBIA, IRAQ, AND KENYA



**OXFAM**

This Oxfam Research Brief is derived from a longer Oxfam Research Report: Centering Women's Rights Organizations: Evaluative Research on Oxfam's COVID-19 Response in Colombia, Iraq, and Kenya. This brief is an effort to condense the information contained in the original report. For a full account, and to refer to the case studies, the reader is directed to the [full report](#). Please cite this work as follows:

Jayasinghe, Namalie, Juanita Jaramillo, Paula Andrea Uribe, Women Empowerment Organization, and Boniface Owino. 2024. "Centering Women's Rights Organizations: Evaluative Research on Oxfam's COVID-19 Response in Colombia, Iraq, and Kenya." Oxfam Research Brief.

## Research Purpose

The purpose of this research was to understand the broader context of the humanitarian response to the COVID-19 pandemic from the perspective of women’s rights organizations (WROs). It also sought to understand how well Oxfam has upheld local humanitarian leadership (LHL) commitments in relation to its partnerships with WROs. From the literature, as well as from Oxfam’s experience in Colombia, Iraq, and Kenya, it is evident that WROs have been key figures in the COVID-19 response while also managing acute challenges around lack of recognition, funding, and exclusion from decision-making spaces. Local organizations, including WROs, continued their work in humanitarian response, shouldering even more as international actors reduced their participation. As noted in the three case studies, WROs provided crucial response activities in ways that enhanced Oxfam’s efforts, such as embedding self-care in their response in Colombia, gender-specific expertise on legal issues in Iraq, and access to urban communities in Kenya.

**It is evident that WROs have been key figures in the COVID-19 response while also managing acute challenges around lack of recognition, funding, and exclusion from decision-making spaces.**

---

## Oxfam and Local Humanitarian Leadership (LHL)

The Oxfam Confederation has long considered itself a champion of LHL. Oxfam is working to transform the humanitarian system so that “local humanitarian actors (whether civil society, government or both) [are] leading humanitarian response and ensuring it is fast and appropriate and meeting the needs of the affected population.”<sup>i</sup> LHL is often connected to the concept of localization, the process by which local and national actors become more engaged in humanitarian efforts. Localization can refer to partnerships or collaborations with international actors that do not necessarily foster the leadership of local and national organizations, but the emphasis at Oxfam generally, and in this report, is on leadership aspects of LHL.<sup>ii</sup> Because LHL is situated within a patriarchal system that tends to dismiss gender issues, a feminist approach is necessary to shed light on the work of WROs.

## Local Humanitarian Leadership (LHL) Principles

In 2019 Oxfam America identified six principles that should underpin LHL: partnerships, capacity sharing, funding, public engagement, influencing, and gender justice; descriptions of the principles will be further elaborated upon in the next section. These principles address formal LHL commitments and Oxfam’s principles of partnership, adding a focus on influencing (or advocacy), one of Oxfam’s areas of expertise, as well as paying particular attention to gender justice.

Regarding the sixth principle, gender justice, we focus on the experiences of WROs for the following reasons: WROs are often sidelined from the global humanitarian system and thus are denied access to resources and opportunities to influence decision-making.

<sup>iii</sup> Yet they are often first responders in humanitarian crises, including

during COVID-19. Indeed, as donors shifted their priorities to support relief during the pandemic, support to WROs—as well as to other organizations focused on gender issues—was among the first to get cut, as the case studies will show. While the lack of support for gender-focused organizations is not unique to the humanitarian sector, it still represents a problem. If organizations like Oxfam are not pursuing their commitments in relation to WROs, that is a deep gap, considering Oxfam’s aspiration to be an organization guided by feminist principles.<sup>iv</sup>

## WROs and the COVID-19 Pandemic

WROs have long responded to humanitarian emergencies, and the COVID-19 global pandemic is no different. If anything, WROs—like other local and national actors—are stepping in to fill in gaps left by governments and the international community. WROs provide basic needs such as food and water, ensure that gender concerns such as violence against women are part of pandemic response plans, allow women to access services and come together virtually, and raise awareness within communities on how to protect against the virus.

Yet WROs are facing challenges on multiple fronts. Their work continues to go unfunded (or underfunded) and unrecognized by both governments and international actors, a gap that further renders them vulnerable, considering a shrinking civic space and the backlash against women’s rights. Accessing decision-making spaces to influence COVID-19 response plans also remains a struggle for WROs across the globe. Overall, the structures of power within the humanitarian system continue to place undue pressure on WROs and serve as barriers to their participation. Such barriers may consist of requirements related to formal registration of organizations, complex funding proposals, and expectations of humanitarian technical knowledge at the expense of gender justice and women’s rights, or they may operate more subtly by affecting who gets invited into spaces of power.

**Their work continues to go unfunded (or underfunded) and unrecognized by both governments and international actors, a gap that further renders them vulnerable, considering a shrinking civic space and the backlash against women’s rights.**

---

## WROS AS HUMANITARIAN ACTORS

Before going into the findings, one key learning from this evaluative research involves whether WROs should be considered humanitarian actors. Research by the Feminist Humanitarian Network, ActionAid, and others makes the case that WROs are indeed humanitarian actors as they are doing humanitarian work.<sup>v</sup> Yet the Oxfam case studies, particularly the one in Colombia, showed that not all WROs are concerned with or want to be considered humanitarian actors; they see that label as divorcing them from their rights focus or indicating a lack of a deep-rooted commitment to the communities in which they work. It is a powerful consideration to keep in mind, as it speaks volumes about how humanitarian work can be seen as

short term and disconnected from communities and the structures of power that underpin vulnerability and resilience.

Yet this issue with labeling persists. It is tied to tangible and powerful considerations such as funding and invitations into coordination and decision-making spaces—places that are still controlled and led by international actors with specific perceptions of who should be included or not. Therefore, the issue is not as simple as thinking WROs do not want to be called humanitarian actors but still are doing humanitarian work, as it risks rendering their work invisible. Ultimately it appears that the onus should not be on WROs to label their work differently or in ways that make their value more obvious to international actors, as that would be an unfair burden. Instead, it is the responsibility of the international actor-dominated system to rethink what organizations are involved in humanitarian work and the different perspectives regarding the response they bring. Efforts to acknowledge the work of WROs are helpful, but more needs to be done. Thinking of more practical ways to break down the humanitarian-development-peace divide and to work more within the nexus can be a strategy moving forward, as it brings a more holistic, inclusive, and long-term approach to response.

## FINDINGS

The following section unpacks the overall learnings around the LHL principles, both from the external literature and from the Oxfam case studies and Oxfam literature. The section describes the LHL principles, how they were exemplified in the research, with examples from Colombia, Iraq, and Kenya, and how Oxfam can improve. However, while the focus is on Oxfam, these recommendations can and should be taken up by other international actors as well, as Oxfam is just one actor in the humanitarian system and change must come from multiple places.

**Instead, it is the responsibility of the international actor-dominated system to rethink what organizations are involved in humanitarian work and the different perspectives regarding the response they bring.**

---

## PARTNERSHIPS

---

*Partnerships between international actors and local actors are “as equal as possible,” with collaborative decision-making, sharing learning, and long-term partnerships. This principle recognizes that the “implementing partner” model holds sway, as opposed to one that centers meaningful partnerships.*



**BUILD TRUST:** Trust is not automatically built into partnerships. To flourish, trust requires training and explicit attention. It also requires a recognition of power and efforts to share power within partnerships. Trust involves a measure of vulnerability, which can be achieved only if partners have space to make mistakes with one another and are able to tell one another the truth.

- **What does this look like?** Across the three countries, what worked well was a joint commitment to a shared agenda on women’s rights and gender justice, open conversations and continuous dialogue, access to multiple Oxfam staff members, opportunities for co-creation, flexibility built in from the very beginning, and a focus on the process rather than a rush to see results.
- **How can Oxfam improve?** Invest more time and resources in building co-creation spaces; treat trust building as a key step in the partnership process and not as a given; afford the same grace of trust to local partners that would be afforded to international actors; ease the gap caused by Oxfam staff transitions by taking the step to capture institutional knowledge/memory; and invest time in building requisite contextual knowledge and language skills.



**ENSURE MUTUAL ACCOUNTABILITY AND TRANSPARENCY:** Partnerships should be based on mutual support and need, as well as on reciprocal accountability. International actors should seek ways to be more transparent in partnerships.

- **What does this look like?** Once again, this entails regular and open communication channels and spaces for dialogue; increasing clarity on how decisions are made; and integrating WRO partners in grant proposals earlier in the process.
- **How can Oxfam improve?** Oxfam needs to rethink what constitutes “open” conversation; to tie conversation in to clear and obvious moments of uptake or reciprocal accountability to prove that it is listening to its partners; to tailor communication styles according to the needs of its partners; to think of ways that Oxfam can report to its partners or provide regular feedback as opposed to expecting to be reported to; and to move towards long-term strategic partnerships opposed to short-term, project-based ones (which can involve Oxfam influencing back donors to shift their expectations accordingly).



**ESTABLISH LEARNING EXCHANGES:** Embed learning opportunities within partnerships and ensure that learning is seen as a mutual process by Oxfam and WROs, as well as between partners.

- **What does this look like?** WRO partners are eager for joint learning, which is helpful in fostering a more equitable relationship; Oxfam should be intentional about mutual learning and constant dialogue.

- **How can Oxfam improve?** Oxfam should provide more opportunities for cross-collaboration with Oxfam’s other partners, recognizing that there could be fruitful knowledge sharing among partners and not just between the partner and Oxfam. There should be more time to stop and learn, and not just implement.



**EMBRACE THE NEXUS:** Move away from the artificial, siloed approaches that create divisions between the humanitarian, development, and peace actors to better honor the work being done by WROs.

- **What does this look like?** Recognize that WROs do not feel the need to be tied to the humanitarian label and can see it as separating them from their focus on rights and justice.
- **How can Oxfam improve?** Oxfam needs to rethink how to navigate the humanitarian-development-peace nexus internally to better reflect and support the work of WROs and local partners, though Oxfam should appreciate that this can be challenging considering the issues posed by Oxfam staff’s high workloads, bureaucratic structure, and more.

## CAPACITY SHARING

---

**International actors prioritize the capacity-development needs of local actors, as specified by local actors themselves, and prevent the negative impact of recruiting local/national staff during emergencies.**



**MOVE FROM BUILDING TO SHARING:** Oxfam and the international sector should move towards capacity-sharing activities that both embrace learning exchanges and acknowledge WROs and local actors from a position of expertise.

- **What does this look like?** Overall, a tension exists with this concept. The emphasis on capacity building signals that there is something lacking in or needing to be fixed in WROs and other local actors, which is problematic and colonialist. However, it cannot be denied that some organizations may still want learning opportunities. The issue underscoring this could be the idea that information is unidirectional, i.e., the international actor—Oxfam in this case—provides the capacity, while the WRO receives it, as opposed to seeing capacity or knowledge generation as a mutual process of shared learning. Hence the shift from capacity building to capacity sharing. From the case studies, this shift could look like the following: (1) Oxfam in Kenya realizing that it lacked networks and experience needed to deliver aid in informal urban settlements and so reaching out to WRO partners for their expertise and connections; (2) Oxfam Colombia partnering with Asociación de Apoyo al Desarrollo (APOYAR) to expand to another territory; and (3) Oxfam in Iraq relying on partners to deepen their understanding of the context and identifying the needs and priorities in the areas where these organizations operate.
- **How can Oxfam improve?** Oxfam should concretize what it means by capacity sharing—i.e., valuing complementary knowledge and capacities—and be clear on how it is different from capacity building. This conceptual shift needs to be

accompanied by real-world implementation. A suggestion from the Colombia case study is to focus on knowledge sharing as opposed to capacity, as it broadens the focus from technical trainings to a deeper understanding of different types of knowledges and experiences.



**ENGAGE IN DIALOGUE AND COLLABORATE:** Oxfam and other international actors should work more with WROs to identify what activities around capacity would be most useful to them and offer learning opportunities (such as peer-to-peer exchanges).

- **What does this look like?** It is crucial to be wary of defining capacity—or knowledge—in terms of Oxfam’s own strengths, like fundraising, advocacy, and international humanitarian standards, for instance, and instead open a dialogue with partners on what makes the most sense for them.<sup>vi</sup>
- **How can Oxfam improve?** Oxfam should work closely with WROs and other partners on understanding one another’s capacity, perhaps via mutual capacity assessments and/or creating processes by which WROs can solicit capacity-sharing or knowledge-sharing topics; also, Oxfam should consider including self-care into capacity sharing, valuing partners wellness and health issues (i.e., burnout), as well as recognition of their care responsibilities. An example from the Colombia case study is that Oxfam provided psychosocial support via meditation and support sessions to their partners, as well as to their own staff. Additionally, partners shared that they would welcome opportunities for cross-collaboration with other partners, and not just Oxfam. Lastly, relationship-building with Oxfam and other organizations is another form of capacity that partners identified as being useful for their purposes.

## FUNDING

---

*International actors pass 25% of humanitarian funding to local actors, including overhead costs, and are transparent about such funds. International actors recognize that funding to local actors is a small part of humanitarian assistance overall, and even tinier to WROs.*



**PROVIDE WROs WITH LONG-TERM, FLEXIBLE, DIRECT FUNDING:** LHL has led to a call for high-quality funding, which is still relevant. WROs experience serious funding challenges and opportunities that need to be recognized and addressed by Oxfam and other international actors. These funds should include indirect cost recovery (ICR) funds to cover administrative costs.

- **What does this look like?** WROs experience great funding challenges that need to be supported by Oxfam and other international actors. Partners in Iraq shared that they found Oxfam’s funding to be generous. However, another point that was frequently identified in the research is that these funds should include ICR that covers administrative costs and should be flexible. For instance, in the Kenya case study, Oxfam WRO partners appreciated that they had the flexibility to adjust budget lines and/or negotiate for additional funds to address emerging needs, and that Oxfam shifted decision-making power to local WROs to identify response

activities and develop a proposed budget for implementation, but that more ICR would have been welcome.

- **How can Oxfam improve?** Oxfam, as a confederation, should provide guidance on ICR and ensure that partners' budgets include administrative costs, as this is not an issue that can be resolved by colleagues working in Oxfam country offices alone. In addition, taking steps to move away from short-term, project-specific funding is necessary, and perhaps joint fundraising opportunities with WROs can help transform these practices. An important part of this funding equation lies with Oxfam's back donors, as issues around length of grant and ICR can be dictated by restrictions placed by the donor. Therefore, Oxfam is endeavoring to draw lessons from previous projects to inform future proposal development and project funding to ensure transformative change and to use their position to encourage donors to support longer-term timeframes.



**VALUE GENDER WORK:** Oxfam and other international actors must value the role WROs play in humanitarian response, particularly their women's rights and gender justice approach.

- **What does this look like?** Partners across the three case studies shared their appreciation for Oxfam continuing to support their work during the pandemic, as other organizations pulled their funding to instead fund more "traditional" humanitarian and public health organizations. Oxfam in Iraq, for instance, funded local women's organizations to conduct gender work during the pandemic, which was appreciated, considering donors in Iraq were shifting funds towards responding to the COVID-19 pandemic.
- **How can Oxfam improve?** Oxfam can continue to support WROs, particularly in terms of their humanitarian work. Oxfam should also continue to track the amount of funding going to WROs, to ensure that funding levels remain constant or increase.



**ENSURE DIVERSITY:** Ensure that all WROs of all sizes have equal opportunities to access funding and other resources from Oxfam and other donors.

- **What does this look like?** There can be a tendency for international actors like Oxfam to support the same partner repeatedly, such as by inviting them to global events, providing them access to donors, and publishing their work, to name a few. Additionally, the amount of funding available to a partner is contingent on their size. While the size of the organization matters in this case, as it indicates their ability to absorb larger funds, it can also be seen as perpetuating inequality and increasing competition among WROs, as it keeps smaller organizations small and makes large organization larger.
- **How can Oxfam improve?** Oxfam should think of ways to diversify its support to WROs of all sizes to be equitable as well as to create a supportive environment, contributing to movement building among WROs.

## PUBLIC ENGAGEMENT

---

*International actors facilitate direct connections to donors, make visible the role of local and national actors, and acknowledge their contributions in any publications or communication materials.*



**FACILITATE ACCESS TO DONORS:** Oxfam and international actors can help facilitate direct access between donors and WROs (and other local actors). This facilitation could include support on how to interact with donors, such as language support.

- **What does this look like?** An example is Oxfam offering opportunities for partners to directly connect with donors, such as via planning a Localization Expo—or a convening of one—bringing together local partners with international organizations (and having interpretation available so partners can speak directly to donors) in Iraq, using Oxfam’s access to spaces with donors to ensure that WROs are also invited. Other examples include Oxfam Colombia inviting Fundación Mujer y Futuro (FMF) to a forum that included funders so that the WRO partner could directly connect, and Oxfam in Kenya using its resources and networks to convene important actors to interact with local WROs.
- **How can Oxfam improve?** Oxfam appears to be doing a good job of facilitating access between WROs and donors, and more of it, if possible, would be welcome. Oxfam should continue to also think of how such access can be further eased via interpretation and translation support, and be sure to extend such opportunities not only to the usual participants but to other, perhaps smaller, WROs.



**SHINE A LIGHT ON LOCAL ACTORS’ WORK:** WROs need to make their efforts more publicly visible, but doing so takes time and resources. Oxfam and other international actors can provide support to amplify and recognize the work of WROs.

- **What does this look like?** In Colombia, Oxfam has publicly highlighted the role of its partners, such as co-authoring and co-branding a report on the Ruta de Protección with FMF and highlighting the role of Fuerza de Mujeres Wayuu’s (FMW) community work on its website and Twitter feed. In Kenya, Oxfam funded two WROs to revive or develop their websites to enhance the visibility of their work beyond the COVID-19 response. Another WRO partner in Kenya used some of its funding from Oxfam to work with mainstream media to cover its efforts.
- **How can Oxfam improve?** Oxfam has been making strong progress in terms of shining a light on the contribution of local partners, including WROs, to further provide resources to support the publicizing of the work they are doing. In addition, it was evident from the literature review that most of the information about the work that WROs were doing on COVID-19 still tends to be produced by international actors like Oxfam. Sharing information, whether it is a blog or a research report, is an act of power, and those who create it decide what gets said, what gets left out, and whose voices are included. Knowledge production itself needs to be localized; thus WROs telling their own stories is an important shift in power that needs to happen more frequently.

## INFLUENCING

---

*International actors recognize the responsibility of local and national actors to lead in humanitarian emergencies and help enable them to participate fully in decision-making mechanisms and coordination forums.*



**SUPPORT PARTICIPANTS:** Oxfam has made use of its position in the humanitarian sector to facilitate WROs' direct access to coordination and decision-making spaces. Oxfam (and other international actors) should continue this support.

- **What does this look like?** Oxfam can leverage its resources, knowledge, and connections to play a convening role to enhance the participation of its local WRO partners in advocacy. For instance, in Kenya, Oxfam facilitated the establishment of a consortium that brought together two of its local WRO partners, one national humanitarian actor, and two international nongovernmental organizations to conduct advocacy activities. In Colombia, partners acknowledged and appreciated that Oxfam used its credibility and access to decision-making spaces.
- **How can Oxfam improve?** Oxfam's brand and reputation have been and should continue to be used to open doors for WROs. Oxfam should continue to use its convening power to bring together stakeholders (WROs, local actors, international actors, donors, etc.). Being conscious of Oxfam's power—knowing when to step in and when to step back—is a difficult balance but essential if Oxfam is to keep to its LHL principles and commitments, as well as to its feminist principles.



**ACT IN SOLIDARITY:** WROs are often attacked for their human rights and gender justice work. International actors like Oxfam can and should use their influence to take risks and use their brands to protect WROs' important work.

- **What does this look like?** A WRO in Iraq shared how they felt unsafe conducting activities via the Internet, after one of their Zoom events was hacked and graphic and violent photos were downloaded in the space. Oxfam recognizes that this as just one example of the challenges faced by WROs trying to conduct gender justice work.
- **How can Oxfam improve?** Being a true partner with WROs involves facing some of their challenges with them. Gender (and sexuality) issues are under attack across the globe from conservatives, putting women's rights organizations at greater risk.<sup>vii</sup> A key question for the organization must be: how can Oxfam use its power and positioning in the humanitarian sector to be an ally to WROs facing such challenges?

## FINAL THOUGHTS

This evaluative research report highlights the work that WROs have been doing to respond to the COVID-19 pandemic, looking at their strengths and the challenges they face, as well as at how Oxfam has been trying to support their work. By adopting a feminist approach that pays close attention to unequal gender norms, incorporates an intersectional lens, and delves into power dynamics, this study provides a clear assessment on the ways that Oxfam—and other international actors—can better support WROs involved in humanitarian response.

A feminist approach also entails a commitment to ensuring that findings can be used to catalyze social change and activism. The recommendations on how Oxfam can improve offer several practical though perhaps challenging suggestions on how that can be achieved, from including indirect cost recovery for partners to creating more equitable learning exchanges where Oxfam and partners can learn from each other. Additional practical suggestions no doubt exist, and we recommend that Oxfam and other international actors create space for frank dialogue with their WRO partners to discuss other ways they can be supported.

These recommendations cannot be divorced from the report’s feminist underpinnings, which are in line with Oxfam’s commitment to feminist principles. Tied to these feminist principles should be an equal commitment to a decolonial approach that unpacks power dynamics across the Global North and South as an ongoing process of mutual learning and solidarity. LHL implies a decolonial approach that seeks to end the idea that international organizations are “experts” compared with local ones. As shared by Hero Anwar, the program director of REACH, a humanitarian organization in Iraq, “the path to local leadership and the path to decolonizing aid appear to be one.”<sup>viii</sup>

More discussions need to happen internally on what committing to a feminist and decolonial approach means and engaging with the discomfort that will ensue when a global actor such as Oxfam casts a critical lens on its work and the power it wields. Such discussions could even reflect on whether it is possible for feminist and decolonial approaches to be incorporated in how the humanitarian and development sectors are currently constructed, or whether the sectors themselves need to be dismantled. If so, this would require Oxfam and other international actors to rethink their roles and position in these structures, including how the status quo may inadvertently perpetuate unequal dynamics with local actors such as WROs. Conversations also must occur between Oxfam and its partners—namely, WROs—on practices that could be incorporated to improve relationships. Lastly, as mentioned before, it is important to recognize that Oxfam is just one actor in the sector, and several of the recommendations cannot be carried out by Oxfam alone. Changes to better support WROs in the humanitarian sector need to be responded to jointly by a diverse set of actors, ranging from international nongovernmental organizations, United Nations agencies, donors, governments, and others.

As shared by Hero Anwar, the program director of REACH, a humanitarian organization in Iraq, “the path to local leadership and the path to decolonizing aid appear to be one.”

---

## Endnotes

<sup>i</sup> A. Kergoat et al., “The Power of Local Action: Learning and Exploring Possibilities for Local Humanitarian Leadership” (Oxfam America, Boston, 2020), <https://www.oxfamamerica.org/explore/research-publications/power-local-action-oxfam-learning-compedium-local-humanitarian-leadership/>.

<sup>ii</sup> N. Jayasinghe, M. Khatun, and M. Okwii, “Women Leading Locally: Exploring Women’s Leadership in Humanitarian Action in Bangladesh and South Sudan” (Oxfam Research Report, Oxfam International, Oxford, UK, 2020), <https://www.oxfamamerica.org/explore/research-publications/women-leading-locally-exploring-womens-leadership-humanitarian-action/>.

<sup>iii</sup> Jayasinghe et al., “Women Leading Locally.”

<sup>iv</sup> Oxfam, “Feminist Principles” (2020), <https://policy-practice.oxfam.org/resources/feminist-principles-621064/>.

<sup>v</sup> Feminist Humanitarian Network (FHN), “Women’s Humanitarian Voices: Covid-19 through a Feminist Lens: A Global Report” (FHN, 2020), <https://www.feministhumanitariannetwork.org/covid-report>; ActionAid, “Bargaining for Better: Bringing a Feminist Lens to the Grand Bargain” (ActionAid Policy Brief, Johannesburg, 2021), <https://actionaid.org/publications/2021/bargaining-better-bringing-feminist-lens-grand-bargain-20#downloads>.

<sup>vi</sup> V. Barbelet, J. Bryant, and B. Willitts-King, ““All Eyes Are on Local Actors’: Covid-19 and Local Humanitarian Action: Opportunities for Systemic Change” (Briefing Note, Humanitarian Policy Group, London, 2020), [https://cdn.odi.org/media/documents/All\\_eyes\\_are\\_on\\_local\\_actors\\_Covid-19\\_and\\_local\\_humanitarian\\_action.pdf](https://cdn.odi.org/media/documents/All_eyes_are_on_local_actors_Covid-19_and_local_humanitarian_action.pdf).

<sup>vii</sup> CIVICUS, “People Power under Attack: A Global Analysis of Threats to Fundamental Freedoms” (Johannesburg, 2018), <https://www.civicus.org/documents/PeoplePowerUnderAttack.Report.27November.pdf>.

<sup>viii</sup> Oxfam International, “Annual Report 2020-1” (2020), <https://oi-files-d8-prod.s3.eu-west-2.amazonaws.com/s3fs-public/2022-03/Oxfam%20International%20Annual%20Report%202020-21.pdf>.

COVER IMAGE: Margaret Kikuvi meets with a girl who mentors girls who have had to drop out of school. Pastoralist Girls Initiative (PGI)  
Photo credit: Madarakapics Photography.



**US HEADQUARTERS**  
226 CAUSEWAY STREET, 5TH FLOOR  
BOSTON, MA 02114-2206  
(800) 77-OXFAM

**US POLICY & ADVOCACY**  
1101 17TH STREET NW, SUITE 1300  
WASHINGTON, DC 20036-4710  
(202) 496-1180

[info@oxfamamerica.org](mailto:info@oxfamamerica.org)  
[oxfamamerica.org](http://oxfamamerica.org)

OXFAM IS A GLOBAL MOVEMENT OF PEOPLE WORKING TOGETHER TO END THE INJUSTICE OF POVERTY. WITH 70 YEARS OF EXPERIENCE IN MORE THAN 90 COUNTRIES, OXFAM TAKES ON THE BIG ISSUES THAT KEEP PEOPLE POOR: INEQUALITY, DISCRIMINATION, AND UNEQUAL ACCESS TO RESOURCES INCLUDING FOOD, WATER, AND LAND. WE HELP PEOPLE SAVE LIVES IN DISASTERS, BUILD STRONGER FUTURES FOR THEMSELVES, AND HOLD THE POWERFUL ACCOUNTABLE. JOIN US.

© 2024. Oxfam America Inc. All Rights Reserved. Oxfam America is a registered trademark of Oxfam America Inc., and the Oxfam logo is a registered trademark of Stichting Oxfam International. 2102019