

OXFAM GENDER IN EMERGENCIES STANDARDS

2022 EDITION



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OXFAM

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The revision of the Oxfam Gender in Emergencies (GiE) Strategy (2022 – 2025) emerged from a participatory confederation-wide engagement process led by the GHT's Gender Team. The same process also resulted in the revised set of the GiE Standards (2022 edition). The engagement process consisted of an online survey, co-creation workshops, focus group discussions and interviews within the GHT regional platforms, countries and programmes across the confederation for greater ownership and the exchange of ideas.

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Cover image: The RWWS women's centers give women a chance to break out of the relative isolation of their homes and make friends. Bangladesh. (Image credit: Fabeha Monir/Oxfam)

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1. BACKGROUND

Oxfam has long been committed to ‘putting women’s rights at the heart of everything we do’.¹ In our humanitarian work, the key tool used to promote gender equality and prevent gender-based violence has been the 2013 Minimum Standards for Gender in Emergencies,² supported by additional sectoral tools and frameworks. While gender-inclusive approaches are increasingly integrated in Oxfam’s humanitarian responses, there is an opportunity to update the standards to be more consistent with Oxfam’s new global strategy and values.³

In 2018, Oxfam endorsed a set of Feminist Principles (see Annex 1) and adopted a Humanitarian Approach (see Annex 2). Implementing a humanitarian approach truly grounded in feminist theory and practice has five key foundations:

- 1** It is **people-centered** and recognizes that the community as a unit of analysis can be gender-blind or discriminatory.
- 2** It recognizes and embraces the concept of **equality of all** people in all their diversity.
- 3** It meets the **basic needs of all community members** without discrimination, through gender mainstreaming responding to practical gender needs.
- 4** It engages with **women as leaders and agents of change** in targeted action to redress the power imbalance, ultimately advancing gender equality and women’s rights.
- 5** It leaves the legacy of a **changed power dynamic** once the response is over, so that women living in poverty can take control of decisions affecting their lives.



Hawoua Ali Kékéye (30) is a livestock breeder who is facing drought. Chad. (Liga Nassandou/Oxfam)

A feminist approach calls for gender-transformative and socially inclusive change. It is by its very nature a dynamic approach consisting of elements often hard to measure, such as power, empowerment, relationships and gender norms. Thus, we cannot expect a rigid set of standards can be applied in all contexts. It is important to engage in ongoing contextualized reflection to ensure fluid, collaborative and responsive applications of the standards to best fit the unique contexts we work in.⁴

Gender transformation is a long-term process intended to redress systemic gender inequalities and power imbalances. Therefore, gender-transformative change is the cumulative result of several interventions—not a specific set of activities implemented at a specific time. Programming should be seen as a continuum where gender-sensitive and gender-responsive activities are prerequisites for achieving cumulative, gender-transformative goals. Such goals might include giving agency to marginalized women, removing barriers women face in accessing their rights, and transforming unequal power relations at different levels of society—including within the household.⁵

Julia, 44, her mother-in-law Leana, 58, and family from Kharkiv at the Halo Kijowska reception centre for refugees from Ukraine. Poland. (Image credit: JB Russell / Panos / Oxfam)



2. BUILDING BLOCKS AND STANDARDS

Oxfam's 2022 Gender in Emergencies (GiE) Standards are the key internal tool by which we set out to realize our gender specific humanitarian ambition in alignment with the 2022–25 GiE Strategy's vision statement:

▲ **Women, men and people of diverse sexual orientation, gender identity, and expression and sex characteristics (SOGIESC) in all their intersecting identities have the courage, resilience, and capacities to adapt and respond to crises. Quality humanitarian action supports their immediate needs, while providing safe spaces to lead and act on solutions. They have control over the means and spaces required to meet their needs and realize their individual and collective rights. Oxfam is accountable to affected communities and while focusing on supporting communities and people in crisis, works with them to address the root causes of gender and power inequalities that exacerbate differential risks and impacts in crisis. 7**

The GiE Standards are a set of internal quality criteria used to ensure:

- **adherence** to Oxfam's principles and values;
- **coherence** across the confederation in our work on GiE;
- **consistency and scale up** through high-quality gender- and socially inclusive-transformative humanitarian action;
- **accountability** across the confederation and everyone involved in Oxfam's work (e.g., our staff and volunteers, partners, allies and host governments); and
- **linkages** to different stages of the humanitarian–peace–development nexus⁶.

Full adherence to the GiE Standards (2022) is vital to building the culture, systems, and leadership that demand from all the conviction and capacities to contribute to gender justice.

2.1 THE 7 GiE BUILDING BLOCKS

The GiE Standards cover seven focus areas or 'building blocks' where Oxfam's action needs to be enhanced to allow all actors involved in our work to achieve our humanitarian vision and goals. In the following sections, each building block is further translated into a set of standards that Oxfam and partners aspire to during emergencies. The Standards are meant to unleash our potentials for quality performance, while underpinning our determination for greater impact.

The 7 GiE building blocks:

 1 POWER-SHARING & FEMINIST LEADERSHIP IN CRISES	The humanitarian work, institutional culture, internal policies and processes of Oxfam and partners are driven by feminist principles, thereby contributing to spaces free of hierarchies and patriarchal norms that perpetuate gender inequality.
 2 GENDER AND POWER ANALYSIS & AGILE PLANNING	Oxfam and partners conduct conflict-sensitive gender and power analysis that builds on the knowledge and lived experiences of women, men and people of diverse SOGIESC in all their intersecting identities. These analyses enable collaborative engagements to inform timely and agile planning processes. They contribute to proactively challenging formal (i.e., laws and policies) and informal (i.e., gender and social inclusion norms and customs) systems and structures that generate gender inequality and exclusion.
 3 GENDER INITIATIVES & ACTION	Oxfam and partners respond to crises in ways that contribute to challenging power inequalities rooted in knowledge, attitudes and practices. This allows women, men, and people of diverse SOGIESC to take control of decisions affecting their lives, have equitable and safe access to services, and control over resources in private and public spheres. The long-term aim is to enhance their resilience and capacities to adapt and respond before, during and after crises.
 4 SAFEGUARDING, SAFE PROGRAMMING AND GENDER-BASED VIOLENCE	Interventions by Oxfam and partners ensure safe programming, protect community members from sexual exploitation and abuse through survivor-centred and community-based agile approaches to gender-based violence, prevention, response and mitigation.
 5 VOICE & MEANINGFUL PARTICIPATION	The strategies and interventions of Oxfam and partners are grounded in the concerns, priorities and needs of affected women, men and people of diverse SOGIESC in all their intersecting identities. Affected people have a say in decisions that affect their lives and have meaningful influencing power over humanitarian service delivery and assistance.
 6 EFFECTIVE RESOURCING FOR GiE	Oxfam and partners ensure adequate funding for gender-mainstreaming activities, gender and power analysis, diverse staffing, gender-specific capacities and advisory positions, engagement of women-led initiatives, women's rights organizations (WRO) and gender interest organizations (GIO), and standalone gender and social inclusion programming, etc.
 7 MONITORING, KNOWLEDGE AND LEARNING FOR SOCIALLY INCLUSIVE CHANGE	Oxfam and partners continuously seek to make meaningful contributions to gender-transformative and socially inclusive change in humanitarian action, and adequately document the changes they contribute to. Oxfam and partners are impact-oriented, and their actions are evidence-based with continuous learning for adaptive programming, within and beyond the response.

2.2

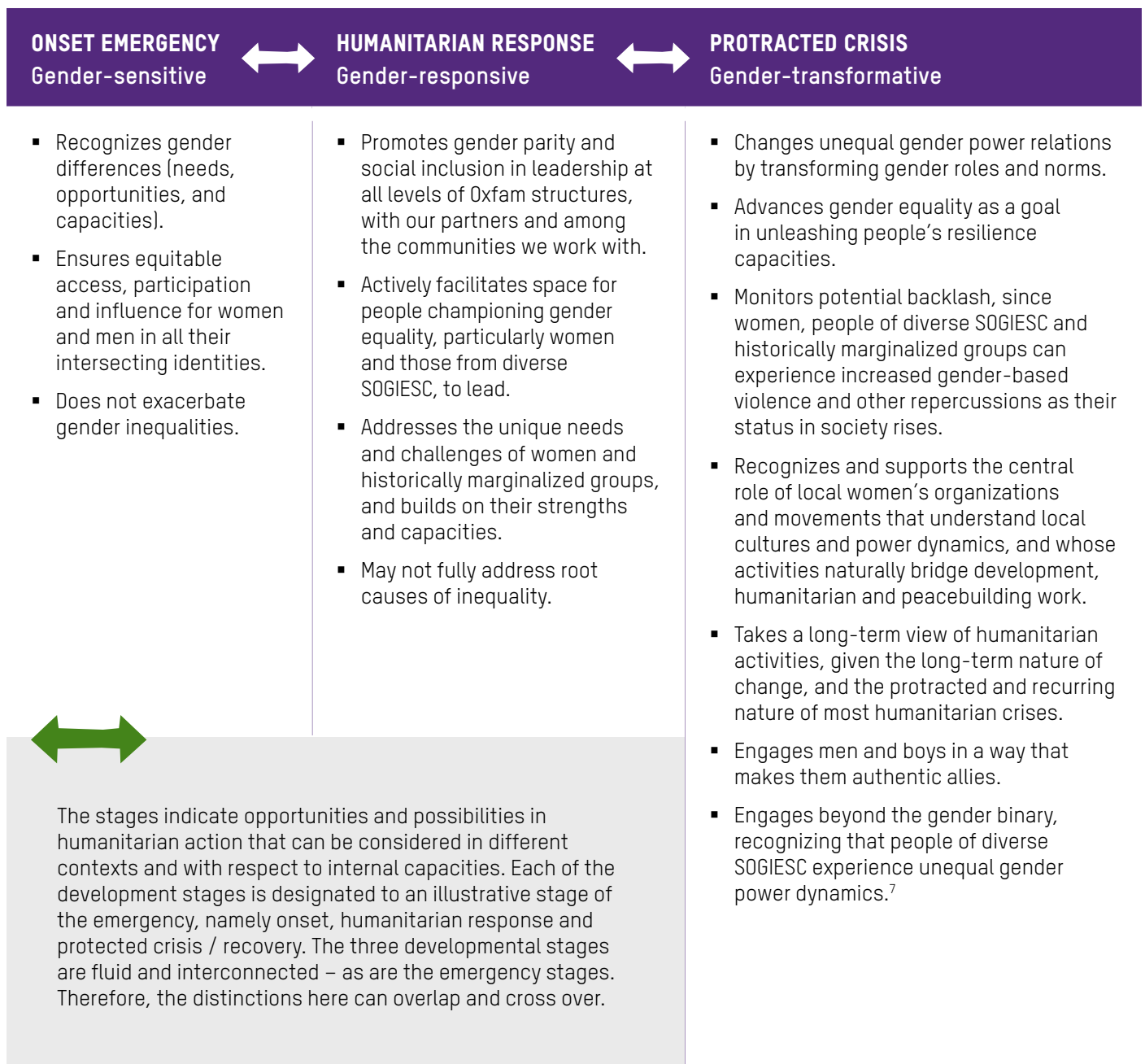
THE 15 GIE STANDARDS

The 7 building blocks break down into 15 standards:

<p>1</p> <p>POWER-SHARING & FEMINIST LEADERSHIP IN CRISES</p>	<p>STANDARD 1.1 Generate a conducive environment for transformative change</p> <p>STANDARD 1.2 Identify and nurture partnerships for gender transformation</p>
<p>2</p> <p>GENDER AND POWER ANALYSIS & AGILE PLANNING</p>	<p>STANDARD 2.1 Ensure agile, timely and focused gender and power analysis</p> <p>STANDARD 2.2 Commit to gender-specific planning and programming based on evidence</p>
<p>3</p> <p>GENDER INITIATIVES & ACTION</p>	<p>STANDARD 3.1 Apply gender mainstreaming in everything we do</p> <p>STANDARD 3.2 Ensure equitable access to services, and respond to differential impacts and risks</p> <p>STANDARD 3.3 Take a proactive approach towards gender-transformative actions</p>
<p>4</p> <p>SAFEGUARDING, SAFE PROGRAMMING AND GENDER-BASED VIOLENCE</p>	<p>STANDARD 4.1 Comply fully with internal PSEA/child protection/safeguarding policies</p> <p>STANDARD 4.2 Integrate gender-based violence interventions and a safe programming approach</p>
<p>5</p> <p>VOICE & MEANINGFUL PARTICIPATION</p>	<p>STANDARD 5.1 Amplify the voices of affected people and act on their recommendations</p> <p>STANDARD 5.2 Engage with feminist WROs and women-led organizations in humanitarian action</p>
<p>6</p> <p>EFFECTIVE RESOURCING FOR GIE</p>	<p>STANDARD 6.1 Ensure adequate and tailored funding for GiE</p> <p>STANDARD 6.2 Create an enabling environment to attract and retain staff from diverse backgrounds</p>
<p>7</p> <p>MONITORING, KNOWLEDGE AND LEARNING FOR SOCIALLY INCLUSIVE CHANGE</p>	<p>STANDARD 7.1 Build evidence to inform humanitarian decision-making and actions</p> <p>STANDARD 7.2 Measure change continuously to contribute to long-term transformation</p>

3. PATHWAYS TO IMPLEMENTATION

The implementation of the GiE Standards will vary depending on the stage of an emergency. Reflecting this, and in light of Oxfam’s One Programme approach, suggested approaches can be divided into three illustrative stages: gender-sensitive in the onset of an emergency; gender-responsive during the humanitarian response; and gender-transformative during recovery or in protracted crises.



Box 1: Oxfam in Iraq

Oxfam in Iraq⁹ is contributing to the improved social and political environment allowing more effective participation of women and girls in government structures. Oxfam is engaging with community members, specifically men in communities to push the boundaries and challenge the accepted social norms and culture that limit the participation of women and girls in policy and decision-making mechanisms, and peace-building processes. The goal is to increase the active participation of women and girls in public and political decision-making processes as transformative leaders. Project participants include women in Kirkuk and Diyala Governorates who have long suffered from protracted conflict and face the reintegration of various war-affected groups.

Box 2: Cox's Bazar in Bangladesh

Since the beginning of the refugee response in Cox's Bazar, Oxfam has strived to amplify the voices of Rohingya women leaders focusing on women's rights in the response. This has been followed by the influence and participation of WROs in coordination platforms. With RWWS, a feminist Rohingya-led organization, Oxfam is highlighting the importance of supporting local WROs in building their capacities and participating in humanitarian platforms for gender-responsive interventions. RWWS' approach of working with networks of women leaders and male allies has more efficiently identified gendered needs and delivered more appropriate services through community-based efforts, especially during the COVID-19 pandemic.

Box 3: SOGIESC support in Ukraine Response

Oxfam is working with partners to provide support to the SOGIESC community affected by the war in Ukraine. Gay Alliance Ukraine distributes humanitarian aid to internally displaced persons (IDP) and residents of Kyiv and Odesa. According to the organization, the distribution of aid has been fundamental in covering a population that is not being targeted in the vulnerability criteria of UN Agencies and INGOs, for example single men. As Gay Alliance explains, gay older single men have approached them for the first time as they have fewer networks and they need the support. What they have noticed is that hygiene kits and food have been the entry point for people to feel safe to access other services, such as psychological support, accommodation or even some have started volunteering, finding in a new city a safe place to be themselves and support others.

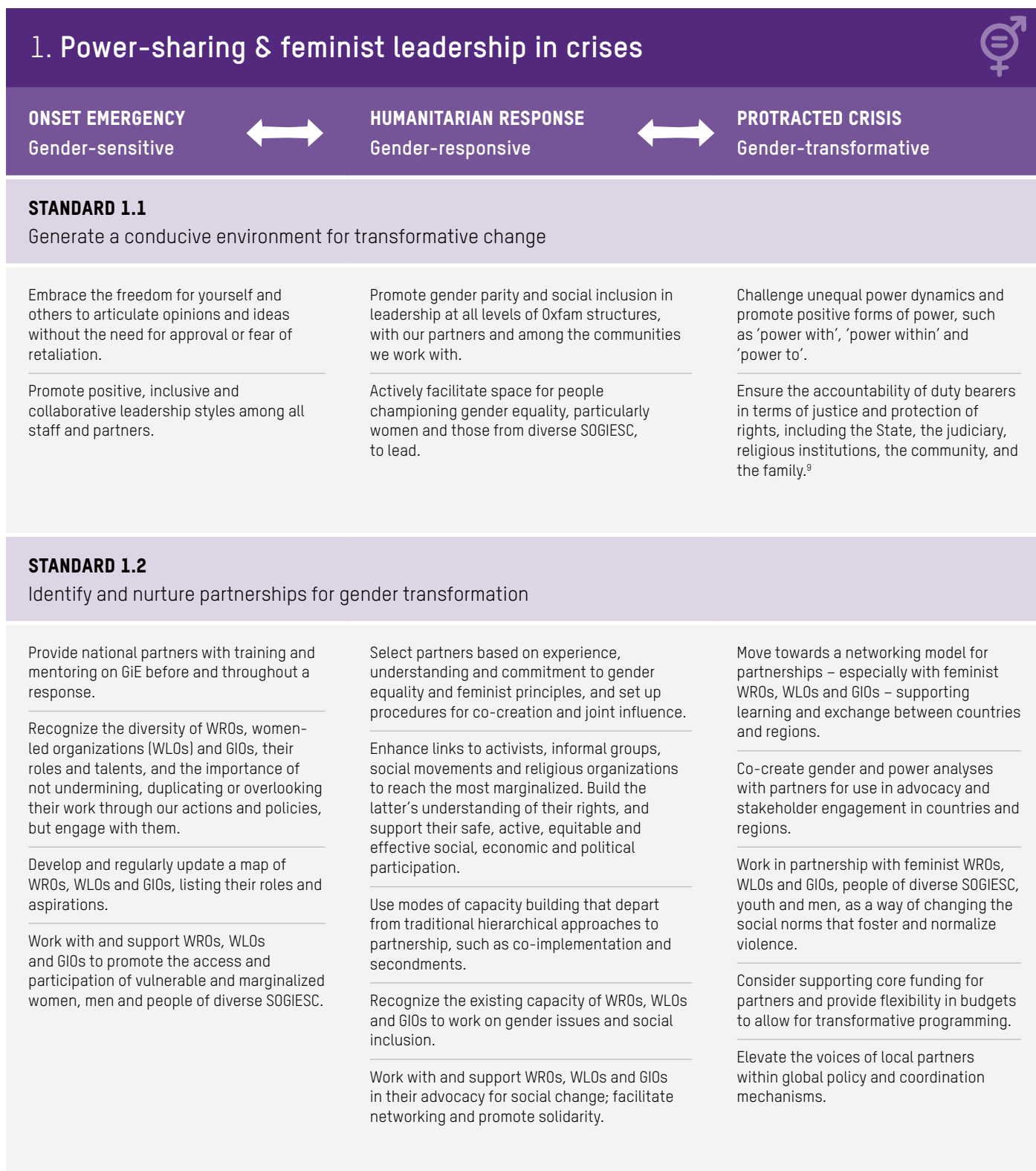


Razia Sultana (right) shares a laugh with women at the RWWS women's center inside a camp in Cox's Bazar, Bangladesh. (Image credit: Fabeha Monir/Oxfam)

3.1

FRAMEWORK FOR IMPLEMENTATION

Oxfam staff and partners are encouraged to use this framework as a lens in their work, while constantly applying long-term critical thinking and striving to achieve greater impact.



2. Gender and power analysis & agile planning



ONSET EMERGENCY
Gender-sensitive



HUMANITARIAN RESPONSE
Gender-responsive



PROTRACTED CRISIS
Gender-transformative

STANDARD 2.1

Ensure agile, timely and focused gender and power analysis

Plan, resource and implement rapid gender and power analysis and, where feasible, work with other organizations on sectoral responses.

Collect and analyse sex- age- and disability-disaggregated data to inform the project cycle, contingency planning, and other plans.

Enable innovative local information and knowledge-sharing platforms and mechanisms to inform programming and joint action.

Use an intersectional lens to assess the features that define affected people's vulnerabilities and capacities (e.g., age, disability, ethnicity, sexual orientation, and gender identity/expression, status, etc.).

Ensure that practical and effective analysis informs the theory of change processes guiding humanitarian planning and implementation.

Engage with feminist WROs, WLOs, GIOs, local women's committees and informal women's groups to gather feedback and validation.

Mobilize, disseminate and act with others based on intersectional gender and power analysis, seizing opportunities for coordinated and joint action.

Conduct systemic and ongoing analysis of the context before – during – after the crises.

Ensure capacity strengthening and existence of mechanisms to integrate gender and power analysis expertise in formal (e.g., academy, local administration) and informal feminist (e.g., WROs, WLOs) structures.

STANDARD 2.2

Commit to gender-specific planning and programming based on evidence

Ensure Oxfam country strategies, which provide the framework for crisis prevention, mitigation and response, are rooted in sex-age-and disability-disaggregated data and local knowledge.

Develop a gender and social inclusion action plan to articulate goals, objectives and resource management. This plan can evolve over time and as the response develops.

Ensure Oxfam country strategies are rooted in power and gender analysis.

Focus country preparedness on geographic areas that are vulnerable to crises so that it is better aligned with humanitarian needs, and there is greater agility to respond to crises.

Recognize that time is needed to build trust and understanding and include this in strategies related to the humanitarian-peace-development nexus.

Build a learning platform and knowledge management system that captures the content and quality of gender and power analyses and how they affect our scale up and impact.

3. Gender initiatives & action

ONSET EMERGENCY
Gender-sensitive



HUMANITARIAN RESPONSE
Gender-responsive



PROTRACTED CRISIS
Gender-transformative

STANDARD 3.1

Apply gender mainstreaming in everything we do

Meet the basic needs of all women, men and people of diverse SOGIESC through solid and consistent gender mainstreaming in all programming and influencing.

Ensure all Oxfam and partner staff are trained to mainstream gender and social inclusion in everything, including safeguarding and safe programming.

Introduce gender-specific and social inclusion lens to Oxfam country strategies and/or programmes.

Develop standalone gender-specific and social inclusion programming as a core part of humanitarian responses.

Expand actions to address the underlying causes of gender inequality and discrimination and tackle formal (policies and laws) and informal (gender norms, customs) systems and structures of gender discrimination, violence and oppression.

STANDARD 3.2

Ensure equitable access to services, and respond to differential impacts and risks

Ensure equitable access to humanitarian service provision by consulting with vulnerable and historically marginalized groups, and adapting to specific needs.

Provide timely, accurate and relevant information, and awareness raising to facilitate affected people's access to services.

Regularly monitor how women, men and people of diverse SOGIESC participate throughout the project cycle, and ensure participation is done in a meaningful way that guarantees they have the ability to make decisions.

Ensure equitable access to training, employment and capacity building opportunities.

Consult with women, men and people of diverse SOGIESC during programme design to identify barriers, obstacles and risks to equal and safe access, and develop strategies to overcome them together.

Support feminist WROs, WLOs and GIOs to promote the participation of diverse groups of beneficiaries, including people living with disabilities, in the project cycle.

Ensure advocacy plans include lobbying for participation by women and people of diverse SOGIESC in peacebuilding and post-conflict reconstruction.

Involve affected women, people of diverse SOGIESC and historically marginalized groups in the value chains of services.

Enhance inclusive community-led decision-making capacity and influence over the quality and type of services offered.

Plan for effective handover of services to community structures, including continuity of high-quality and sustainable service provision by feminist WROs, WLOs and GIOs.

STANDARD 3.3

Take a proactive approach towards gender-transformative actions

Develop the capacity of staff and partners to identify and seize opportunities to:

- mainstream gender and social inclusion in everything they do; and
- engage in gender-transformative and socially inclusive actions as they emerge over the course of the humanitarian response.

With affected communities, identify and design strategies to overcome formal and informal barriers to access and control over resources.

Explore the underlying biases, knowledge, attitudes and practices of Oxfam staff and partners through regular feminist conversations.

Identify and remove barriers to access by working with humanitarian actors with the meaningful engagement of diverse groups within the affected populations.

Move from delivery of services (i.e., dependency) towards enhancing the adaptive resilience of women, men and people of diverse SOGIESC in all their intersecting identities.

Engage with women and people of diverse SOGIESC as leaders and agents of change, to redress power imbalances and advance social inclusion, gender justice and women's rights.

Engage with men as allies to enhance the meaningful participation of women and people of diverse SOGIESC in decision-making and to prevent gender-based violence.

Tackle gender segregation in private and public spheres through community engagement and programming.

Influence and advocate for addressing formal (policies and laws) and informal (gender/social inclusion norms) barriers for greater control over resources.

Support locally driven peer-support mechanisms that advance meaningful change in social norms.

Support the priorities, solutions and initiatives of affected women, people of diverse SOGIESC and feminist WROs, WLOs and GIOs around social inclusion and gender transformation to inspire change in their communities.

Link transformative humanitarian work with gender justice, peace and development initiatives.

4. Safeguarding, safe programming and gender-based violence



ONSET EMERGENCY

Gender-sensitive



HUMANITARIAN RESPONSE

Gender-responsive



PROTRACTED CRISIS

Gender-transformative

STANDARD 4.1

Comply fully with internal PSEA/child protection/safeguarding policies

Ensure that Oxfam and partners have in place policies and procedures ensuring gender equality and social inclusion in the workplace.

Ensure that HR policies promote security and safety of all staff and prevent sexual exploitation and abuse.

Develop and ensure the socialization of feminist workplace policies and practices among all Oxfam and partner staff (international and national).

Ensure consistent rollout of trainings and staff consultations to achieve full compliance with PSEA/safeguarding policies.

Ensure survivor-centred practices, confidential reporting systems and information provision are in place, and staff know how to refer.

Ensure systematic communication and coordination in addressing complaints regarding safeguarding, fraud or power abuse by Oxfam staff and volunteers.

Develop policies and practices that create and protect workspaces free of hierarchical and patriarchal norms.

Purposely build in social norms and behaviour change for a feminist workplace.

STANDARD 4.2

Integrate gender-based violence interventions and a safe programming approach

Conduct intersectional gender and power analysis (in collaboration with others) to identify specific needs, capacities, threats and vulnerabilities.

Ensure that Oxfam staff and partners can deal appropriately with disclosure from survivors of violence and abuse, including the provision of psychological first aid.

Establish complaints mechanisms that are accessible for historically marginalized groups.

Ensure that safe programming assessments identify specific risks related to sexual exploitation and abuse and identify actions to mitigate them.

Invest in research to better understand the nature of gender-based violence risks and their root causes, particularly for women, girls, and people of diverse SOGIESC in their intersecting identities.

Develop and/or operationalize existing tools, training and technical guidance to practically implement gender-based violence prevention and risk mitigation.

Ensure that managing resistance and backlash are built into all strategies and plans.

Challenge patriarchal social norms that normalize violence against women, girls and people of diverse SOGIESC in all their intersecting identities.

Link safe programming and gender-based violence risk mitigation to root causes of gender inequality.

Work with WR0s and WL0s to tackle environmental harm and climate change.

Ensure WPS advocacy includes linkages for GiE work on gender-based violence and women's participation. Work with men and boys to challenge harmful practices and the root causes of gender-based violence.

5. Voice & meaningful participation



ONSET EMERGENCY
Gender-sensitive



HUMANITARIAN RESPONSE
Gender-responsive



PROTRACTED CRISIS
Gender-transformative

STANDARD 5.1

Amplify the voices of affected people and act on their recommendations

To inform design in the initial stages of a response, consult with affected populations to identify:

- community participation mechanisms
- local gender norms that drive and restrain people's participation
- women, men and people of diverse SOGIESC's ways of raising their voices
- the level of youth engagement in community decision-making
- barriers, obstacles and risks to equal and safe participation in decision-making structures.

Set up a regular dialogue mechanism with affected women, men and people of diverse SOGIESC to discuss and validate assumptions and develop culturally sensitive strategies for addressing barriers and risks.

Explicitly and carefully listen to women, men, people of diverse SOGIESC and feminist WROs, WLOs and GIOs to understand their needs, concerns and views on how to respond, paying particular attention to how the impact of the crisis differs between community members.

Create two-way communication, learning and feedback spaces for affected people to be involved in planning, implementing and influencing programmes.

Appreciate and amplify community voices as guidance for global-, country- and programme-level strategies.

Involve WROs, WLOs, GIOs, and sectoral women's governance committees in sharing power, authority and decision-making to further equality within and beyond the humanitarian response, resulting in changed power structures in the longer term.

Support existing mechanisms and spaces used by communities, feminist WROs, WLOs and GIOs, and support them to be inclusive of other marginalized groups.

STANDARD 5.2

Engage with feminist WROs and WLOs in humanitarian action

Engage with women, people of diverse SOGIESC and their local groups as stakeholders with capacity and an important role to play in the response, rather than solely as potential beneficiaries that need to be consulted.

Involve feminist WROs, WLOs and organizations for people of diverse SOGIESC in consultations and decision-making spaces.

Collaborate with peace and development actors to ensure their voices are included in humanitarian spaces.

Ensure that partnerships and data gathering are mutually beneficial, not extractive.

Promote greater inclusion and participation of feminist WROs, WLOs and GIOs in consultation and project design processes.

Invest in capacity strengthening for WROs, WLOs and GIOs, especially around the systems and processes to access more funding and meet donor requirements.

Ensure sufficient resourcing for feminist WROs, WLOs and GIOs to drive solutions to their immediate needs and strategic interests.

Empower women, people of diverse SOGIESC and feminist WROs, WLOs and GIOs to directly participate in decision-making spaces at national, regional and global levels. Go beyond inviting them to conferences by co-creating work based on their priorities.

6. Effective resourcing for GiE



ONSET EMERGENCY
Gender-sensitive



HUMANITARIAN RESPONSE
Gender-responsive



PROTRACTED CRISIS
Gender-transformative

STANDARD 6.1

Ensure adequate and tailored funding for GiE

Allocate funds for:

- gender-mainstreaming activities
- a rapid gender and power analysis
- hiring gender and social inclusion staff
- running consultations with women
- community engagement.

Ensure technical gender and social inclusion support through dedicated expertise or senior posts.

Ensure gender-balanced teams across field locations.

Ensure proper budgeting for monitoring evidence and learning.

Budget for standalone gender and social inclusion activities as well as operational support for inclusive and effective programme delivery.

Build budgets to allow for adequate resourcing of initiatives by affected women, girls and people of diverse SOGIESC.

Ensure that women, girls and people of diverse SOGIESC are included in decisions on how funding is delivered.

Sustain flexible, long-term core funding to local women's rights actors. Mobilize and provide funding for experimental approaches that allow for innovation, and trial and error.

Enable feminist WROs, WLOs and GIOs to steer and lead on the implementation of humanitarian responses.

Regularly review Oxfam's processes, procedures and ways of working to allow partnerships with WROs, WLOs, GIOs and feminist networks with minimum red tape and bureaucracy.

STANDARD 6.2

Create an enabling environment to attract and retain staff from diverse backgrounds

Recruit staff based on experience, understanding and commitment to gender equality and social inclusion.

Provide regular training; informal support, such as shadowing, coaching, and mentoring; and induction packs including the GiE Standards.

Hold regular reflections on gender issues with partners and staff.

Ensure gender-balanced, diverse teams. Keep all staffing data disaggregated by sex and other diversity factors (such as age, ethnicity, etc) in compliance with national legislation, for easy monitoring.

Develop staff capacity and confidence to apply the Inter-Agency Standing Committee (IASC) Gender Handbook and Gender-based Violence Guidelines, and identify potential risks of gender-based violence, and sexual exploitation and abuse.

Deepen staff knowledge of social inclusion and gender issues, such as intersectionality, feminism, and decolonization, etc.

Ensure clarity for staff about their responsibilities on social inclusion and gender and include gender-specific goals in performance management.

Support staff to uphold feminist principles in their daily work, and monitor this through individual and country performance reviews.

Shift responsibility to deliver gender mainstreaming from gender leads/teams to programme directors, coordinators, and managers – with ultimate accountability falling to country directors.

Support parental leave, and provide flexible working options for parents, including at field level.

Support incentives for relocations to increase women's applications.

Commit to staffing quotas for greater gender parity and diversity.

Strengthen or share capacity of Oxfam staff and partners to challenge patriarchy and shift power using technical tools and rights-based participatory approaches, using the local humanitarian leadership capacity strengthening principles.

Promote the equitable representation of women leaders in humanitarian responses in country offices.

Work with feminist WROs, WLOs and GIOs to identify opportunities, networks, and alliances for gender-transformative change.

7. Monitoring, knowledge and learning for socially inclusive change



ONSET EMERGENCY
Gender-sensitive



HUMANITARIAN RESPONSE
Gender-responsive



PROTRACTED CRISIS
Gender-transformative

STANDARD 7.1

Build evidence to inform humanitarian decision-making and actions

Collect and analyse sex-, age- and disability-disaggregated data and use it to inform programming.

Acknowledge and use local knowledge and lived experience as meaningful sources for decision-making and action.

Exchange data with other stakeholders, analyse it collaboratively to avoid duplication, and make use of existing data.

Disaggregate data with an intersectional lens, including more diversity factors in the analysis.

Exchange data with other humanitarian actors in the sector on selected patterns, trends and topics, in order to develop joint research and evaluation proposals.

Increase the collection of qualitative and participatory data in all assessments – rather than rapid quantitative data.

Standardize the involvement of affected women, men and people of diverse SOGIESC in monitoring, evaluation, accountability and learning.

Develop and use more participatory and inclusive and collaborative indicators to further incorporate the insights from affected people into the learning process.

Enable longer-term and longitudinal studies into the integrated impact of humanitarian programming on resilience.

Support partners and communities to build their capacity to measure change.

STANDARD 7.2

Measure change continuously to contribute to long-term transformation

Disaggregate and analyse data by sex, age and disability at a minimum, throughout the project cycle.

Use qualitative and quantitative data in a complementary manner to demonstrate change and impact in adaptive programming.

Measure outcome level changes holistically to ensure that practical and strategic needs are met.

Allocate resources for timely planning and implementation of monitoring and evaluations of GiE programming.

Resource and pilot inclusive participatory research.

Document how change happens and integrate this theory into strategies for addressing resistance and backlash.

Adopt feminist principles in monitoring and evaluation to challenge unequal power relations and question assumptions about gender identities and roles.

4. MINIMUM INSTITUTIONAL REQUIREMENTS

While there is no one-size-fits-all approach to implementing the GiE Standards, to ensure coherence across the confederation, there are minimum requirements that every Oxfam country office and team should fulfill:

- 1 **Full adherence to Oxfam policies and procedures** on gender equality and feminist organizational culture.
- 2 **Allocating a minimum of 15% of funds** for GiE.
- 3 **Gender-responsive performance management, review and appraisal**, including gender-specific performance goals for each member of staff.
- 4 **Formal and informal spaces** (e.g., reflection circles and sessions) **and structures** (e.g., teams or online peer groups) for reflection and learning about gender and social inclusion.
- 5 **Regular gender learning for all staff and partners**, such as training, coaching, mentoring and on-the-job training.
- 6 **A gender team in all locations**, with clear reporting relationship and ways of working between gender justice and GiE work and agreed ways of working with other teams and structures, including platform gender leads and the GHT Gender Team.
- 7 **Formal and/ or informal advisory and feedback mechanisms** with women's movements and local feminist WROs and WLOs.
- 8 **Formal and informal partnerships with feminist WROs and WLOs** central to the response.
- 9 **Gender and power analyses** as the basis and justification for all and any action. A regularly updated country-level 'gender snapshot' analysis is also necessary, including data on:
 - a. national laws and policies related to gender equality;
 - b. local norms and customs;
 - c. gender-disaggregated data on access to and control over resources and decision-making structures; and
 - d. the needs, capacities and aspirations of women, men and people of diverse SOGIESC.
- 10 **Proactivity in inter-agency coordination** and work to convene safe spaces for feminist local civil society and other independent humanitarian actors.

ANNEXES

Annex 1: FEMINIST PRINCIPLES

Power sharing

We recognize power and privilege within the organization, challenge unbalanced power dynamics and actively facilitate the space for people from the global south, particularly women and people from diverse gender identities championing gender equality, to lead.

The personal is political

We recognize that challenging patriarchy, white supremacy, racism, neo-liberalism and colonialism in its various expressions of power abuse, exclusion and oppression, begins with questioning and changing ourselves. We are all inherently part of these larger systems and our beliefs, actions, attitudes and behaviours can either strengthen injustice or advance equality. Individual, institutional and social transformation are interconnected. We acknowledge that there are no private issues.

Feminism is a local-global movement

We understand feminism(s) as a resistance movement that opposes patriarchy throughout the world and its different forms. We recognize the diversity of feminist actors and the importance of not undermining/duplicating/overlooking their work through our actions and policies. We embrace the approach of localization, and recognize our responsibility as an international actor that advocates for ending gender inequality.

Nothing about us without us

We hold ourselves accountable for making sure we do not instrumentalize –use and co-opt for our own purposes – women’s or LGBTQ+ rights issues. Above all, we ensure our allies and the women and gender diverse people impacted by the programmes and campaigns we support participate fully and directly in decisions regarding them, and that we campaign for and with spaces where they speak for themselves.

Engaging with men and masculinities

Feminism is for everyone. We work to address gender norms and structures, including male privilege and toxic masculinity. While women and people from diverse gender identities remain most deeply and profoundly impacted by patriarchy, it can also be harmful to men.

There is no economic, social and environmental justice without gender justice

Eliminating all forms of exclusion and oppression requires us to acknowledge that social and economic progression are interlinked. This means re-thinking our collective wellbeing in terms of positive rights: full participation, full emancipation and complete recognition of others.

Diversity and inclusion – gender mainstreaming and intersectional analysis

We celebrate and encourage diversity, and challenge all forms of discrimination internally as well as within the communities we are working with. We recognize that there is no such thing as a single-issue struggle and emphasize the equality of all people, where being different does not equate to being less than. We believe in the richness that people from different backgrounds bring to our organization.

Safety

We believe in the right to safe environments for all people working in and with Oxfam. This translates to both physical and emotional safety – in both tangible and virtual spaces – where sexual harassment, sexual abuse, sexual exploitation, bullying, mobbing and any other form of power abuse are not tolerated in any way. Additionally, individuals should feel safe in reporting any incidences of abuse of power, knowing that their concerns will be met with the utmost respect, treated with importance and dealt with promptly.

Care and solidarity

We promote a space free of hierarchy and patriarchal norms, and pledge to recognize the authority each one of us holds while respecting our differences. We recognize the importance of personal wellbeing and self-care as a political act of upholding respect for human rights and the rights of others, as well as for the efficiency and sustainability of our work and our person. We commit to taking care, respecting, supporting and lifting each other in solidarity.

Development as freedom

We embrace our freedom and the freedom of those around us to articulate opinions and ideas without fear of retaliation, censorship, or sanction. We value autonomy as a form of agency to act independently, as well as the ability to make our own choices, while recognizing the responsibility that comes with it.

Elimination of all forms of gender-based violence

We recognize gender-based violence as one of the most widespread and prevalent violations of human rights world-wide. We are committed to strengthening our partnerships with feminist and women’s WROs, youth and men, to transform the social norms that reproduce and normalize violence; hold duty bearers accountable to meet international standards, develop, implement and evaluate laws and policies to address gender-based violence; and support survivors in their journey to recovery.

Annex 2: THE FOUR PILLARS OF OXFAM'S HUMANITARIAN APPROACH

Given trends in the sector and our commitment to leading change, Oxfam developed the Humanitarian Approach.

COMMUNITY ENGAGEMENT	SAFE PROGRAMMING	PARTNERSHIPS AND LOCAL LEADERSHIP	FEMINIST APPROACH
<p>Communities in crisis are the central actors in their own survival and response. This means:</p> <hr/> <p>The people affected need control over how resources are employed to meet their needs.</p> <hr/> <p>Responses must be built around the needs, capacities and agency of the people most directly affected.</p> <hr/> <p>They must be based on an understanding of communities' dynamics, systems and structures.</p> <hr/> <p>This requires listening and dialogue with communities.</p> <hr/> <p>It allows responses to work with and through communities, which makes impacts more sustainable.</p> <hr/> <p>However, analyses must consider how to address power imbalances within communities, to boost the voices of the marginalized and vulnerable.</p>	<p>Oxfam wants to ensure that humanitarian work does not inadvertently cause harm. This means:</p> <hr/> <p>Preventing or mitigating risks, including sexual exploitation and other forms of gender-based violence.</p> <hr/> <p>Being conflict-sensitive, and upholding humanitarian principles.</p> <hr/> <p>Field teams must actively manage risks on an ongoing basis.</p> <hr/> <p>This requires all programme staff to understand, assess and monitor risk.</p> <hr/> <p>We will demonstrate our safe programming to communities and the authorities that regulate our work.</p>	<p>Oxfam envisions working within collaborative and inclusive humanitarian ecosystems. This means:</p> <hr/> <p>Local and national groups taking the lead, shaping programmes and influencing their sectors.</p> <hr/> <p>International organizations recognizing and complementing each other's strengths, rather than competing.</p> <hr/> <p>Creating space for local leadership, minimizing the use of partners only as contractors in our programmes.</p> <hr/> <p>Exiting from leadership and operational roles in sudden-onset emergencies as soon as safely possible.</p> <hr/> <p>Helping communities strengthen their emergency preparedness and response.</p> <hr/> <p>Oxfam will be a broker of more space and influence for diverse groups and networks.</p>	<p>Oxfam seeks to challenge the root causes of inequalities grounded in gender norms. This means:</p> <hr/> <p>Committing to feminist leadership and practices.</p> <hr/> <p>Constantly questioning how our power affects our actions, who it benefits, and who it leaves out.</p> <hr/> <p>Recognizing the attributes that inform and impact our relationships: gender, age, race, social class, physical ability, sexuality, religion, ethnicity and education.</p> <hr/> <p>Using this self-awareness and understanding of power dynamics to strive for social justice.</p>

Supporting documents and information:

<https://compass.oxfam.org/communities/humanitarian/wiki/oxfams-humanitarian-approach>

Annex 3: GLOSSARY

Decolonizing learning

Oxfam recognizes that the global humanitarian system is built on hegemonic, Western-centric, capitalist, and colonial structures, which result in widespread injustices. The decolonization of learning is an effort to challenge these systems in the way we measure our impact – and ensuring that lessons are not imposed on local communities but rather built from their own agency. It is a process, not a one-off event, of confronting the power dynamics at play and aiming to change them.

Gender

The social and cultural construction of norms and behaviours attributed to people based on their sex. The attributes are learned and changeable over time. Gender can also be understood as an identity – a person's innate sense of their own gender may or may not correspond to the sex they were assigned at birth, for example, trans men and women and non-binary people.

Gender analysis

The systematic gathering and examination of information on gender differences and social relations in order to identify, understand and redress inequities based on gender. A gender analysis should be integrated into all assessments or situational analyses to ensure that humanitarian interventions do not exacerbate gender-based injustices and inequalities and, where possible, promote greater equality and justice in gender relations.

Gender balance

The participation of an equal number of women, men and non-binary people in an activity or organization, for example representation in committees or any decision-making structure.

Gender-based violence

Violence directed at a person because of their gender. The most common and pervasive form is violence against women, which causes (or is likely to cause) physical, sexual or psychological harm. It includes threats of such acts, coercion and the arbitrary deprivation of freedoms, whether in public or private life.

Gender equality

A situation in which women, men and non-binary people enjoy the same status and have equal conditions, responsibilities, and opportunities for realizing their full human rights and potential – and can benefit equally from the results.

Gender equity

The concept recognizes that women, men and non-binary people have different needs and power, and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

Gender interest organization

Organizations with some goals, objectives, programmes or activities related to women's rights and gender equality (they may or may not be women's organizations).

Gender justice

The goal of full equality between women, men and people of diverse SOGIESC in all spheres of life; resulting in women jointly and on an equal basis with men defining and shaping the policies, structures and decisions that affect their lives and society as a whole, based on their own interests and priorities. Gender justice commits to taking a gender perspective on the definition and application of civil, political, economic and social rights.

Gender mainstreaming

A strategy that aims to bring about gender equality and advance women's rights by taking account of women's concerns and experiences and building the capacity and accountability in all aspects of an organization's policy and activities. This includes policy and programme development and implementation, advocacy, organizational culture and resource allocation. Gender mainstreaming can thereby result in profound organizational transformation towards gender equality.

Gender standalone programmes

Humanitarian programmes with the sole and primary purpose of advancing gender justice and increasing the ability of women and girls to claim and exercise their rights.

Gender with Age Marker (GAM)

A tool design by the IASC for Humanitarian Coordination to improve gender-equitable programming. By using a questionnaire, the GAM highlights during planning, implementing and monitoring of a project the specific needs of the population based on gender, age and disability.

Intersectionality

A framework for understanding how aspects of a person's social and political identity combine to create different modes of discrimination and privilege. Intersectionality asserts that different types of oppression – such as racism, sexism and homophobia – do not act independently of one another but interrelate to create the 'intersection' of multiple forms of discrimination.

Intersectional lens

Using intersectionality allows a humanitarian to effectively work in gender justice, by unpacking and recognizing various overlapping and systemic barriers to opportunity, and multiple forms of prejudice based on an individual's identity. Discrimination may arise from the specific intersection of a person's identity or the accumulation of different types of oppression, which is known as additionality. For example, in the first case, a woman with disabilities may have more difficulty being treated equally in terms of reproductive rights than an abled-bodied woman or a disabled man – an outcome which is based specifically on the intersection of her identities. In the second case, the fact that women tend to be paid less and people with disabilities are less likely to get a job, means that being a woman and disabled is a double disadvantage for finding a well-paid job. Intersectionality and additionality are not the same but can operate in similar ways in reducing women's opportunities.

Non-binary

This is an umbrella term for people who do not identify as a gender binary and do not consider themselves either men or women and eschew traditional gender roles, regardless of their biological sexual characteristics. A non-binary identity does not correlate to any sexual orientation. Non-binary people often use pronouns other than 'he' or 'she', choosing instead to use non-specific pronouns such as 'they'. Other languages have similar adaptations to create space and acknowledge non-binary people. Recognizing gender diversity allows to identify and plan for different needs, which if not may go unnoticed.

Patriarchy

A system of male authority which legitimizes the oppression of women and people of diverse SOGIESC through political, social, economic, legal, cultural, religious, and military institutions. Men's access to and control over resources and rewards within the private and public sphere derive their legitimacy from the patriarchal ideology of male dominance.

Practical and strategic gender needs

Practical needs relate to the needs of men and women based on their traditional gender roles, while strategic gender needs aim to transform gender relations. As such they tend to be longer-term and intangible, such as changes to relationships, roles and responsibilities. For example, engaging women in how to improve access to water in a camp addresses women's practical needs of fetching water (makes it easier for women, but does not challenge the assumption that women should fetch water), while increasing women's participation in decision-making structures of water distribution in a camp would attend to women's strategic gender needs to have more power, challenging women's traditional gender role. Attending to women's practical needs is a first step for addressing strategic gender needs.

Queer

A term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity.

Sex

Refers to anatomical, genetic, hormonal, and other characteristics that play a role in reproductive or developmental processes and is used roughly as a classification system to identify people as male or female (or sometimes undetermined or intersex), usually assigned at birth.

Sex-disaggregated data

Data collected on individuals broken down by sex with the aim of highlighting the differences between males and females. The data can also include other aspects of individuals' identities such as ethnicity, class, caste, age and disability.

Sexual orientation, gender identity, and expression and sex characteristics (SOGIESC)

This is the agreed term in the humanitarian sector for rights related to individuals whose sexual orientation and behaviour, and/or their gender identity and/or gender expression, deviate from the accepted 'norm' in any given context.

Sexual exploitation and abuse (SEA)

In the context of emergency relief, SEA refers to the misconduct of humanitarian workers against beneficiaries. Sexual exploitation is any abuse of vulnerability, power, or trust for sexual purposes; this includes profiting monetarily, socially or politically from the sexual exploitation of another. For example, it includes staff asking beneficiaries for sex in return for relief entitlements or other humanitarian assistance. Sexual abuse is actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions. This includes overtly sexual remarks, gestures and physical contact.

Social inclusion

The process by which efforts are made to ensure equal opportunities through a twin track approach (mainstreaming as well as targeted approaches to address specific needs and overcome barriers), so that everyone, regardless of their background, gender, age, location, occupation, race, ethnicity, religion, citizenship status, disability, sexual orientation, and gender identity, etc., can achieve their full potential.

Transformation

Fundamental, lasting change. In Oxfam's gender justice work, transformation refers to fundamental change in the structures and cultures of societies.

Transformative feminist leadership

People with a feminist perspective and vision for social justice who are individually and collectively transforming themselves to use their power, resources and skills in non-oppressive, inclusive structures and processes. Transformative feminist leaders seek to mobilize others around a shared agenda of social, cultural, economic, and political transformation for equality and the realization of human rights for all.

Vulnerability

The susceptibility of a person, group, or society to harm. In an emergency context, it is contingent on an intersection of numerous social identifiers in any given setting (e.g., gender, age, class, caste, religion, tribe and geography).

Women's empowerment

The process through which women (individually and collectively) become aware of how power structures operate in their lives and gain the confidence to challenge the resulting gender inequalities.

Women-led organization (WLO)

Autonomous local and national organizations that are led by women. They do not necessarily have the objective of gender justice or women's rights. They challenge patriarchal norms by having women lead.

Women's rights organization (WRO)

Autonomous civil society, local and national organizations that work on gender justice. These can be organized and registered organizations, but also small unregistered localized women's groups.

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