



**OXFAM**  
Canada

# THIS IS WHAT GENDER JUST ORGANIZATIONS LOOK LIKE

**30 OXFAM PARTNERS HAVE SPOKEN. OXFAM PARTNERS BELIEVE THAT THESE ARE THE CHARACTERISTICS OF STRONG, EFFECTIVE, GENDER JUST ORGANIZATIONS:**



1. There is gender equality in staffing at all organizational levels.
2. All aspects of organizational structure and procedures are fully gendered. There is overall organizational reflection around performance and the inclusion of gender.
3. There is an official organizational policy on gender equity, which is reflected in actions, with an accountability mechanism and equity grievance processes.
4. There is an ongoing staff development program for building female confidence, assertiveness and capacity.
5. There is a system for identifying and responding to needs for gender training.
6. Gender equality is a strong central element in programming, which is gender-sensitive and empowering of partners, communities and individuals.
7. Leadership is decentralized.
8. Programming is attentive and flexible in listening to and working with communities.
9. The organization is seen as a credible partner/player by other gender-engaged international and national agencies.
10. The organization is able to influence and provide leadership to government and community agencies, to stakeholders and beneficiaries through political positioning, effective communication, policy influence, networking and knowledge sharing.

**Stronger, gender just organizations do better, more effective programming when programming focuses on the creation of capable women/community leaders.**

**Gender just organizations understand the context within which they work – including what individuals and organizations they may partner with, who may support them – and respond to this context.**

**Gender just organizations engage in internal and external reflection that allows them to determine where strategic improvement is needed.**



## BACKGROUND ON THE ENGENDERING CHANGE PROGRAM

Engendering Change is a five-year Oxfam Canada co-funded program with the Canadian International Development Agency (CIDA), ending in 2014.

The program includes a diverse range of partners organizations—36 southern-based civil society actors within three regions: Central American and Cuba, Horn and East Africa, and Southern Africa.

Oxfam Canada has consolidated a portfolio of partners who share our commitment to the goals of gender equality and women's rights and who seek to become stronger agents of change with respect to delivering gender equality programs and advocacy around gender justice goals.

The Engendering Change program is designed around a Theory of Change, which suggests that partners can become more effective change agents related to Women's Rights and Gender Equality at the local/community level when their organizational structures, policies, procedures and programming are also more democratic and gender just.

Oxfam Canada takes a dynamic approach to civil society strengthening, recognizing that each partner is distinct, at a different level of capacity, and operates within its own context.



## MID-TERM LEARNING REVIEW (MTLR)

At the strategic mid-point of the Engendering Change program, Oxfam Canada identified the need to engage in a dynamic reflective exercise to more systematically capture the strategic learning and results that the program had generated.

To meet this need, Oxfam carried out the Mid-Term Learning Review in order to deepen our understanding of organizational capacity building for women's rights and gender equality, and to strengthen our shared understanding of how Engendering Change seeks to increase gender justice.

The MTLR was comprised of three workshops in the Americas, Southern Africa, and the Horn and East Africa in which approximately 30 partner organizations participated. The MTLR experimented with adaptations of two evaluative methodologies called Outcome Mapping and Most Significant Change. The two methodologies were woven together in order to develop structured, in-depth, and facilitated conversations.

For more information go to: [www.oxfam.ca](http://www.oxfam.ca)



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