

2.1 Country Director to Make Decisions about Behaviour Standards

How to?

Behaviour that is perfectly acceptable in one country might well lead to disastrous consequences for Oxfam GB and individuals in another. Paying for sex with a prostitute in Bangkok is much less likely to bring us into disrepute than it is in a small village in Pakistan.

And it is not only the disrepute issue that we need to be concerned about. Behaviour that is deemed inappropriate could also wreck team dynamics, affect our ability to deliver programmes (by damaging our reputation amongst communities) and be harmful to the security of individuals or Oxfam GB.

So, it is recommended that CD's form opinions about what is and isn't appropriate in the country in which they work and that they communicate this message(s) to staff. Ideal ways of communicating this message are inductions, staff meetings, notice boards, 1:1s etc.

It is recommended that these discussions and decisions are made at a senior country management team level and that they include, or are informed by, the regional (or country) PSEA focal point. Ideally the decisions made will be written down, with their reasoning, so that they can be reviewed and reconsidered if necessary.

The sort of questions that CDs ought to be considering are the following (definitely not an exhaustive list):

- ? What sort of behaviour is considered 'appropriate' by other NGOs ?
- ? What are the local norms/customs concerning relationships ?
- ? What are the living arrangements for staff – will it be uncomfortable if non-Oxfam GB staff stay overnight ?
- ? What are the standard operating procedures in terms of security for individuals, how does this impact on personal behaviour?
- etc.