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| **Title** | Crisis Management Situation: Oxfam  Crisis Prevention Issue |
| **Object** | Context, Guidelines, Responsibilities, Scenarios and Contents for Statements Related to this Issue. |
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Context, Guidelines and Responsibilities

## Context

In 2011 Oxfam dismissed six of its members of staff in Haiti for organizing “orgies worthy of Caligula” in a villa rented by the organization on the island, devastated at the time by the earthquake. According to a report by The Times, Oxfam began to investigate various members of staff in 2011 who were suspected of paying young Haitian prostitutes. In Haiti exchanging money for sex is illegal. The NGO has issued a statement this Friday in the light of this information in which it states that the behavior of some of its members of staff in Haiti in 2011 was “totally unacceptable” and contrary to its values: <https://www.oxfam.org.uk/media-centre/the-times-statement>

The press has highlighted the fact that Oxfam may have tried to hide this scandal, the impunity of the people involved and the general lack of transparency.

## Guidelines

### Duration and scale of this crisis

Crises do not follow a single pattern. They can happen suddenly at any time or progressively as a result of a few leading indicators. They can last days or weeks and rely on an environment in which they can develop. The true facts are not always the only decisive variable because the impact on public opinion also has a central role.

### Which stage of the crisis is Oxfam in?

1. Prevention of the crisis
2. Early detection of the crisis
3. **Response to the crisis**
4. End of the crisis
5. Lessons learned

### Impact of this crisis on Educo

1. **Prevention of the crisis** *– Phase we are in while the crisis does not impact us directly*
2. Early detection of the crisis
3. Response to the crisis
4. End of the crisis
5. Lessons learned

### Aims of Educo communication if we are asked about this crisis situation

1. Inform and resolve any doubts that our target public may have
2. Reassure any concerns expressed by our target public
3. Prevent rumors

### 5 Fundamental Principles regarding our Crisis Communication

1. Preparation and proactivity
2. Internal communication before external communication
3. We speak with one voice
4. Reactive capacity
5. Coherence and transparency

## Teams and Responsibilities

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| --- | --- |
| **Team** | **Responsibility** |
| Executive Committee (Crisis Team) | * Takes the strategic decisions regarding the crisis. * Decides on the official statement with advice from the Communication Team. |
| Country Director | * Assigns a spokesperson for the issue in the country * Internally, shares this document with the people he or she considers relevant. * If the questions or doubts from our target public are covered in this document (Scenarios), follow the attached instructions and report to Global Communication afterwards. * If the questions or doubts from our target public are not covered in this document, contact Global Communication immediately before responding. |
| Global Communication Team | * Elaborates the different scenarios and statement contents with the agreement of the Management Committee. * If the questions or doubts from our target public are not covered in this document, provides a response to the requests for additional statements in a short period of time (less than 2 hours). |
| Regional and Country Communication Team | * Coordinate, alongside the Country Director, all external communication related to the issued. * Report any doubts or potentially sensitive situations to Global Communication. |
| * Sponsorship Team * Corporate Relations * Resource Mobilization (Regional and Country) * Donor Services Spain * Advocacy * Programs * Institutional Relations | * Urgently evaluate all of the campaigns, projects, and communication we have (marketing, advocacy, etc.) in which our name and reputation could be connected to Oxfam. * If the questions or doubts from our target public are covered in this document (Scenarios), follow the instructions attached and report to Global Communication afterwards. * If the questions or doubts from our target public are not covered in this document, contact Global Communication immediately, before responding. |

# Scenarios and Statement Contents

## Scenario 1

### We are on the outside of the crisis and no external person (collaborator, company, government, sponsor, press, etc.) asks us about it.

* In this situation, we do not make any statement about the issue and wait for events to unfold.

## Scenario 2

### We are on the outside of the crisis, but we are asked for our opinion about the issue.

#### What do you think about the Oxfam scandal?

* We strongly condemn all kinds of abuse and exploitation of children and adolescents, both inside and outside our organization.
* We firmly condemn any type of abuse and exploitation of women.
* We reiterate our total commitment to the protection of children and adolescents.

#### What do you do to avoid this kind of issue taking place?

* In Educo, we have developed policies and procedures (Ethical Code, Good Treatment Policy and Behavior Code) the aim of which is to avoid any kind of situation similar to this one, or any other that would put at risk the integrity of the children and adolescents we work with, as well as the Educo staff. These procedures include, among others:
  + the opening of an internal investigation
  + the immediate dismissal of the people involved
  + bringing the facts to the attention of the authorities and the police.
* These policies and procedures are public and can be consulted on our website.

#### Do you work in Haiti?

No, we do not have any development projects in Haiti.

## Scenario 3

### The press put the spotlight on NGO scandals (both sexual violence and financial scandals) but no external person (collaborator, company, government, sponsor, press, etc.) asks us to make a statement about the issue as Educo.

* In this situation we do not talk about the issue and wait for events to unfold.

## Scenario 4

### The press put the spotlight on NGO scandals (both sexual violence and financial scandals) and ask us to express our opinion as Educo.

#### What do you think about the current scandal affecting the NGO sector?

* As we clearly explain in our Good Treatment Policy, we strongly condemn all types of abuse and exploitation of children and adolescents, both inside and outside our organization.
* We firmly condemn all types of abuse and exploitation of women.
* We reiterate our total commitment to the protection of children and adolescents.

#### What do you do to avoid this kind of issue happening?

* In Educo we have developed policies and procedures (Ethical Code, Good Treatment Policy and Behavior Code) the aim of which is to avoid any kind of situation similar to this one, or any others that would put at risk the integrity of the children and adolescents we work with, as well as the Educo staff. These procedures include, among others:
  + the opening of an internal investigation
  + the immediate dismissal of the people involved
  + bringing the facts to the attention of the authorities and the police.
* According to our philosophy of complete transparency, all of these policies and procedures are public and are available for consultation on our website.

## Scenario 5

### The press put the spotlight on NGO scandals (both sexual violence and financial scandals) and ask us to express our opinion as Intervida.

* We are not Intervida.
* The people who were responsible for Intervida at the time no longer work for Educo nor do they have any relationship with our organization.

**Right now we are in phase 1 (crisis prevention). Depending on how events unfold, and the questions that emerge from our target public, the Executive Manager and the Crisis Committee will decide whether or not to activate phase 2 (Early Detection of the Crisis).**