

Grand Bargain in 2019:
Annual Self Report – Narrative Summary

Name of Institution: CAFOD

Point of Contact (please provide a name, title and email to enable the consultants to contact you for an interview): Howard Mollett, Head of Humanitarian Policy, hmollett@cafod.org.uk

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Question 1: 2 or 3 key outcomes or results in 2019?

Two achievements that CAFOD would like to flag are the following:

- Taking to scale and catalysing learning of relevance to the wider sector on humanitarian capacity-strengthening (HCS) and capacity-sharing
- Scaling-up our implementation of an innovative, integrated approach to safeguarding, protection mainstreaming, accountability, dignity and inclusion (the 'SADI' framework)

Humanitarian capacity-strengthening and capacity-sharing (HCS)

Over the past year, CAFOD's HCS efforts have been scaled-up, informed a new global capacity-strengthening approach, and work has started on a learning review to be finalised by Summer 2020. Since its inception in 2013, the HCS programme has developed an innovative approach to bring about measurable change. During 2019, the HCS programme supported 18 national and local actors in Nigeria, Liberia, Sierra Leone, Zimbabwe and Myanmar.

At the heart of the HCS programme is the HCS framework, which is captured in the visual graphic. Using this framework, CAFOD works with local partners to analyse their ability to prepare, respond and influence humanitarian responses.



The HCS package involves the use of an assessment tool that partners can use to decide which areas they want to focus on in their capacity strengthening plan. To support them with the assessment there are discussion and scoring guidance and a facilitation guide. Partners' direct ownership of the programme is integral its success. CAFOD supports partners to implement their capacity strengthening plans through:

- Accompaniment by National Humanitarian Capacity Strengthening Officers (HCSO) for a minimum of two years, including during emergency responses.
- Capacity Strengthening Grants (approximately £8,000-£25,000 per year). In Myanmar partners also have access to small grants to pilot innovations to their emergency programmes innovation.
- Regional and global learning opportunities (including webinars, peer exchange visits, mentoring with organisations from other countries, regional trainings and learning events, secondments between partners. In 2019 support was provided on volunteer management, Core Humanitarian Standard, complaints handling mechanisms, emergency preparedness planning.

Since its inception, over 40 local organisations in 11 countries have benefitted from our accompaniment. These organisations have strengthened their skills, knowledge, policies and procedures across a range of the framework areas.

Evidence from the HCS programme speaks to:

- Deepening the organisations' vision and understanding of humanitarian work rooted in their values and followed by staff and volunteers.
- Strengthening core organisational capacities so systems and procedures are robust, flexible, accountable and used by staff in an emergency.
- Promoting a culture of learning whereby innovations in humanitarian response and capacity strengthening can flourish.

Scaling-up our implementation of an innovative, integrated approach to safeguarding, protection mainstreaming, accountability, dignity and inclusion (the 'SADI' framework) Linked to the above efforts on humanitarian capacity-strengthening and capacity-sharing, and responding to the important momentum in the sector to enhance efforts on safeguarding, inclusion and participation, CAFOD developed the 'SADI' framework to promote Safe, Accessible, Dignified and Inclusive programming. SADI involves the use of a nine-component framework to plan, design and review programmes with partners, as well as to continuously assess and monitor our work together on these issues in partnership. Each component has a statement of good practice, indicators to establish a programme's level of adherence, and guiding questions to support practical application and understanding. It can be applied as an assessment tool for partners to assess projects, to guide project design, and for quick reference.

More than 250 people benefited from SADI training and related accompaniment support globally in 2019. Following these workshops, partners and CAFOD teams formulated action plans to identify their priority areas to work on. For example, in Sierra Leone, CAFOD's partner KADDRO participated in SADI training and as part of their action plan they reviewed their code of conduct and drafted a safeguarding policy. Importantly, the integrated approach has embedded action on issues relating to safeguarding into a wider approach addressing questions of organisational culture, gender sensitivity, and accountability to affected populations.

Question 2: Long-term institutional changes in policy and/or practice.
CAFOD's Humanitarian Capacity-Strengthening and Capacity-Sharing Approach
Various Grand Bargain signatories have highlighted challenges in resourcing capacity-strengthening work with local actors. The response from some donors at Grand Bargain events has been that the sector has failed to evidence the effectiveness of its capacity-strengthening work or to define consensus models for this. CAFOD's flagship Humanitarian Capacity Strengthening (HCS) model and programme, developed in partnership with national and local actors, offers an exciting opportunity to answer these challenges.

A learning review is currently underway by an independent consultant, which will generate findings and recommendations of relevance both to CAFOD's global scale-up of the HCS programme and to wider learning in the sector by Summer

2020. For example, CAFOD is considering how we can more systematically measure partner direct funding within our systems so we can report on this corporately on an annual basis; linked to our HCS efforts.

CAFOD's SADI Framework (Safe, Accessible, Dignified and Inclusive programming) Safeguarding is most effective when it is culturally appropriate and owned by local partners. The compliance model currently promoted by many donors and filtered through intermediary agencies can undermine this (impractical timescales, power imbalances, limited quality funding etc). Imposing protocols in a top-down fashion risks resulting in tick-box approaches; and fails to draw on local knowledge of what will work in any given context. The model also eliminates some of the duplication and confusion arising from the different programme quality approaches. For example, setting up community level feedback mechanisms which are accessible to different groups in communities, not only enhances basic aspects of AAP, but also enables them to receive sensitive complaints from diverse or more marginalised groups.

Donors and agencies need to invest in long-term, partnership approaches to addressing safeguarding with local partners towards catalysing organisational culture change, transparency and accountability. CAFOD's SADI Framework offers an innovative, partnership-based model to address these challenges. Learning from this experience has already informed the development of a 'change statement' by the UK INGO network, BOND, titled "Safeguarding in Successful Partnerships", to catalyse a debate amongst INGOs, partner organisations and donors. Experience from SADI is also being brought into IASC Results Group 2 on Accountability and Inclusion discussions on the prioritisation of indicators on accountability, safeguarding and inclusion, and into discussions in CHS on its approach to localisation and partnership.

Question 3: Gender equality and women's empowerment In 2019, CAFOD started to develop a new global strategy, which highlights women's empowerment as a global priority, including work to prioritise key performance indicators on gender in our corporate reporting, and looking at the diversity of ourselves and who we work with. In 2019, CAFOD also appointed its first female Director. CAFOD also worked with local women-led NGO partners in humanitarian contexts, OCHA's senior gender advisor, Charter For Change and the Humanitarian Advisory Group to organise regional webinars on gender and localisation, attracting over 200 participants. We also co-organised a two-day C4C conference with over 60 participants with a focus on gender and localisation, including a policy panel with DANIDA and women humanitarian leaders from Somaliland and South Sudan.

Question 4: Humanitarian-development nexus CAFOD is a multi-mandate, faith-based organisation as such a holistic approach to the Nexus is integral to our approach. We have developed tools and approaches to work with partners; building on wider best practice on resilience, conflict sensitivity and governance. A major challenge is that we have to use our own funding raised from supporters to enable longer-term, flexible programming. But the benefits of moves by some institutional donors and UN agencies towards multi-year, quality funding have largely not been passed onto CAFOD or its local partner organisations to date.