

**Grand Bargain in 2019:**  
**Annual Self Report – Narrative Summary**

**Name of Institution: Oxfam**

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**Question 1: Reflecting on the information you have provided in the Excel spreadsheet, please highlight the 2 or 3 key outcomes or results relating to the Grand Bargain that your institution achieved in 2019.**

**On Transparency** In 2019 we introduced more humanitarian components in IATI records; flag, DAC5 sector, org types, see [humportal.org](http://humportal.org) ). We started introducing cash and voucher markers in IATI data. The dashboarding of monitoring on our LHL and C4C commitments are now also embedded on intranet; showing country-level reporting data against key WHS commitments, including some that overlap with the Grand Bargain.

**On Localisation** In 2019 Oxfam made big strategic and practical investments in this area. Our next 10-year strategy centralises the need to shift power and resources to local and national responders in crises as crucial. We continue to trial different funding models including the roll-out of locally-managed grants in Uganda and Bangladesh, and are promoting a Partnership Management Approach that synchronises with our existing Programme Cycle Approach. We recruited a team of deployable Partnership/Local Humanitarian Leadership specialists to offer more surge capacity in first-phase responses to ensure more partners are consulted re programme design. We have helped set up a new sub-group in the Grand Bargain Cash workstream to strengthen LNNGO engagement in ongoing discussions and policy settings.

**On Cash** Oxfam now has a dedicated Cash team as part of our central humanitarian capacity, with a remit to promote cash, markets, and social protection in all our work. More country teams report having a 'cash-first' approach, and of the 14 countries where cash is now over 20% of response costs, 10 are in countries where we have major responses. We are known as sector leaders on Cash programming, and continue to be on the Technical Advisory Group of CaLP, as well as being made co-chair of the Local Partnerships Group in this cash workstream. We are also on the Steering Group of the Collaborative Cash Delivery Network and chair the Social Protection group within this.

**On Participation** In 2019 Oxfam agreed a new Humanitarian Approach, making the four elements of Safe Programming, Community Engagement, Local Humanitarian Leadership, and Feminist Principles mandatory aspects of all effective quality responses from now on. This is about increasing the participation of those we seek to help, but also putting them in the driving seat of response and recovery actions. Additional work on improving feedback mechanisms has been evaluated here.

**Question 2: Please explain how the outcomes/results have or will lead to long-term institutional changes in policy and/or practice.**

**On Transparency** Monitoring progress towards Grand Bargain and C4C commitments is now integrated into regular data collection and analysis, and incorporated as a requirement for new system development. By investing in data collection, Oxfam aims to decentralize knowledge and improve the quality of data. As we roll out our dashboard of data collected against commitments made, we have already seen increased scrutiny on progress at the country and regional levels which we believe will strengthen progress.

**On Localisation** The two tactics we took in 2019 to improve our work with partners are steps towards embedding both the principle and the practice into our responses. We are increasingly well-placed to take a partnership approach throughout the programme cycle, and we are using our monitoring and evaluation mechanisms to hold all responses to account for the way they put partners in the vanguard of responses and support the growth of LHL. While it is early to demonstrate the full value of the new team, they are

already capturing learning on local leadership experiences from different contexts to share with others. We also have a dedicated Senior Comms Officer promoting the work of local/national NGOs in our emergency responses. Strengthening local actors' access to more direct funding remains a priority, and we anticipate that the trials begun in 2019 will strengthen local actor's capacity to manage pooled funds for network-based responses at the sub-national level.

**On Cash Programming** Oxfam sees Cash Programming as arguably the most cost-effective, flexible, empowering, and sustainable way to support people in crises and their aftermaths. Internally, Cash is a 'silo-breaker', working across technical specialisms to make cash a default modality in all our responses unless there are demonstrable reasons not to. All our technical areas are becoming expected to research local/national markets and to support these wherever possible for both goods and services, and use cash or local procurement to allow markets to flourish. We hope and expect to be able to show continued upward progress in this area year on year.

**On Participation** In 2020 we will finalise our organisational 10-yr Strategic Plan with a New Humanitarianism well-embedded within this. Our commitment to passing power to others and putting community engagement at the very centre of all our response activities will change the way we work; we have already seen results in DRC-Ebola programmes and in Bangladesh (listening groups, and the [Social Architecture project](#) ), and in the development of the SaniTweaks guide (see Gender below).

**Question 3: How has your institution contributed to the advancement of gender equality and women's empowerment <sup>1</sup> in humanitarian settings through implementing the Grand Bargain? What results/outcomes have been achieved?**

In 2019 Oxfam focused on increasing our number and quality of partnerships with women's rights and women's led organizations in emergencies. We have had some success including an additional 8 new partnerships, but more significantly, an increase in funding shared with WROs/WLOs – now sharing 20% of all funding we pass to local and national actors in emergencies. We have more than 50 active projects promoting women's leadership and empowerment, including in areas of DRR, humanitarian response, the Women Peace and Security agenda, as well as GBV/VAWG. Additionally, Oxfam continues to dedicate resources to enhancing the capacities and voice of WROs in national humanitarian systems through our focused Local Humanitarian Leadership work at country and global levels. One such project is the Empowering Local and National Humanitarian Actors (ELNHA) project in Uganda and Bangladesh; a multi-year initiative which last year especially focused on increasing decision-making and access to funding by WROs.

We continue to participate in global forums – co-chair of the IASC Gender Reference Group, core member of the GBV Area of Responsibility, member of the INGO Working Group for the GBV Call to Action, the global Protection Cluster, and the Grand Bargain sub-workstream on Cash and Gender. We participate in the NGO Working Group on Women, Peace & Security to lobby for stronger language on GBV in UNSC briefings. In 2019 we launched the #IMatter campaign as a worldwide solidarity movement connecting women and girls to demand they are seen, heard, and recognised for their leadership.

Internally we have put more resources into Gender in Emergencies, and launched a confederation-wide community of practice for staff to connect, learn, and challenge one

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<sup>1</sup> refer to the IASC definitions of gender equality and women empowerment, available [here](#).

another. The new capacity can give more support to country teams and ensure that gender discriminatory factors and risks are integrated into trainings, activities, and feedback mechanisms. They have worked with WASH and Protection teams into the effect of [lighting on GBV levels at facilities](#) which influenced sectoral reforms on the subject, and caused the development of new guidance on [good practice in sanitation](#) that has been made available externally:

In 2019 Oxfam fully committed to a way of working that challenges/addresses the root causes of structural and systemic inequalities and transform systems of power and privilege, many of which are grounded in social constructions of gender and patriarchy. Using a feminist approach will help us to think much more deeply about HOW we work and who we work with. We will be able to become more self-aware, and more aware of the power dynamics in our working environments and among all bodies we deal with (communities, partners, governments etc).

**Question 4: How has the humanitarian-development nexus been strategically mainstreamed in your institutional implementation of the Grand Bargain commitments?**

As a multi-mandated organisation, Oxfam welcomes the opportunity this dialogue brings us in giving fresh impetus to our One Programme Approach, and we have made considerable investments in what the Nexus means to us. Activities include a cross-confederation Working Group to review how the Nexus fits in Oxfam, and investment of core funding for country-specific Nexus research in East and West Africa. This thinking is informing our 10-year Strategic Planning process and associated restructure which will come to fruition later in 2020. We have also committed to invest in a Global Strategic Plan on Climate Change which will better support global mitigation and adaptation financing influencing goals as well as strengthen early action, preparedness and adaptive capacity programming at community and national levels.

Oxfam notes the importance of the Nexus as a triple rather than double concept, and is exploring the Peace dimension. To this end we wrote and published a [Discussion Paper](#) in June 2019 that reviews our programme learning, examines opportunities and challenges, and poses questions, dilemmas, and trade-offs that need to be considered by the sector. It has been very well received as bringing a 'practitioner critique' to the Nexus debate (featured in New Humanitarian and at major donor workshops and roundtables), focusing heavily on how we will collectively implement it in practice while recognising that different contexts will require different tactics.

Early in 2019 Oxfam took over as Co-chair of the IASC Results Group for Humanitarian-Development Collaboration. Here we can leverage our programmatic learning to shape what the Nexus means for the sector more widely, and influence approaches and standards going forwards.

We see the complementarity between the Nexus and the Localisation debates in terms of delivering more impactful, context-specific results. Both approaches help us rethink the role of INGOs when working with partners and civil society, and challenge us to break silos and listen to different voices in our work to end poverty and suffering.