



2018 Grand Bargain Annual Self-Reporting – [Oxfam]

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Work stream 1 - Transparency

Aid organisations and donors commit to:

1. Publish timely, transparent, harmonised and open high-quality data on humanitarian funding within two years of the World Humanitarian Summit in Istanbul. We consider IATI to provide a basis for the purpose of a common standard.
2. Make use of appropriate data analysis, explaining the distinctiveness of activities, organisations, environments and circumstances (for example, protection, conflict-zones).
3. Improve the digital platform and engage with the open-data standard community to help ensure:
 - accountability of donors and responders with open data for retrieval and analysis;
 - improvements in decision-making, based upon the best possible information;
 - a reduced workload over time as a result of donors accepting common standard data for some reporting purposes; and
 - traceability of donors' funding throughout the transaction chain as far as the final responders and, where feasible, affected people.
4. Support the capacity of all partners to access and publish data.

Transparency work stream co-conveners reporting request: How will you use the data from IATI within your organization including, for example, for monitoring, reporting and vis-à-vis other Grand Bargain commitments?

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

In February 2017 when Oxfam endorsed the Grand Bargain, only an average of 45% of programme expenditure was declared in IATI for three out of the 10 Oxfam affiliates who provide these business support functions to other affiliates in the Oxfam confederation as follows (ODK = Oxfam Denmark, ONL = Novib, OGB = Great Britain):

Affiliate, Version	Records	Coverage (%)	Timeliness	Forward-looking	Comprehensiveness, GB and C4C				
					Hum Tag	Hum Scope	Org Type	DAC 5	Type Class
ODK 2.02	5	± 15	Quarterly	0	No	No	No	Yes	No
OGB 1.03	2,600	± 60	Quarterly	0	No	No	No	No	No
ONL 2.02	3,300	± 60	Daily	Limited	No	No	No	Yes	No

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

During the last 12 months, a fourth Oxfam affiliate, OUS, started publication, and Oxfam GB upgraded its publication to IATI standard 2.02. As of January 2018:

Affiliate, Version	Records	Coverage (%)	Timeliness	Forward-looking	Comprehensiveness, GB and C4C				
					Hum Tag	Hum Scope	Org Type	DAC 5	Type Class

ODK 2.02	5	± 15	Quarterly	0	No	No	No	Yes	No
OGB 2.02	2,829	± 60	Quarterly	0	No	No	No	No	No
ONL 2.02	3,731	± 62	Daily	16	Yes	No	No	Yes	No
OUS 2.02	1	± 1	Quarterly	0	Yes	No	No	Yes	No

Both OUS and Oxfam Novib (ONL) became members of IATI and participated in the IATI member assembly in October 2017. Both are also actively participating in the Member Assembly Data Use Task Force.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

Our aim is to get at least the five Oxfams who between them manage the programmes in over 90% of countries to upgrade their data to IATI standard. These are Oxfams Novib, America, Australia, Intermon (Spain), and GB. Oxfams Belgium and Quebec manage a very small number of countries.

A further overall aim is to generate a conversation about the timeliness of data. While quarterly updates are requested as standard, the speed with which information is generated in humanitarian situations should require us to update humanitarian information much more regularly to maximise its usefulness for decision-making. We are keen to strive for daily updating – so far only Oxfam Novib has achieved this.

- Oxfam Intermon (Spain) and Oxfam Australia have begun the process now
- Oxfam Belgium is preparing its publication of Belgium Government-funded projects by April 2018
- Oxfam Novib is preparing to update its data to include the Humanitarian Tag, a more precise way of distinguishing activities. Oxfam Novib will also split its publication into two smaller data sets to allow for proper dashboarding within the IATI and Grand Bargain dashboards
- A specific *IATI – Grand Bargain / Charter for Change* data tracking and transparency taskforce is being created within the Oxfam confederation (under its internal group looking at management and information systems – OneMIS)
- The Grand Bargain has facilitated an internal push to increase the number of Oxfam affiliates publishing to:
 - Increase the volume of records published
 - Increase the coverage, timeliness and the use of the Humanitarian Tag, humanitarian scope, and DAC 5 classification
 - Seek better granularity in organization type distinction.

In addition to adopting the Humanitarian Tag, Oxfam still needs to be able to distinguish the following organization types to be able to report properly on its commitments towards the Grand Bargain and Charter for Change, preferably in IATI: Distinctions are essential for:

National NGOs/civil society organisations (CSOs)
Local NGOs/civil society organisations (CSOs)
Red Cross/Red Crescent National Societies
National governments
Local governments

...and would be advantageous for:

Local and national private sector organisations
Affiliated national and local organisations
Southern international NGOs
International NGOs
Multilateral organisations
International Red Cross and Red Crescent Movement

Tactics to achieve planned progress:

- Take stock of each affiliate’s ability to meet categorization requirements (IATI, Grand Bargain, Global Output Reporting)
 - C4C/GB data tracking requirements (for the 5 biggest affiliates)
 - IATI data publishing commitments (all affiliates)
- Identify and internally promote the benefits to Oxfam of data use opportunities based on IATI, Grand Bargain and Global Output Reporting
- Prioritise systems adaptation requirements (desirable vs essential)
- Define and resource systems adaptation needs
- Improve accuracy in reporting on humanitarian funding of local and national partners
- Integrate WHS reporting requirements into OI Data Layer/ERP design/scope and other OI/confederation-wide reporting tools

The Datahub project will be reported on next year. Linking closely to Workstream 1, this project will involve the creation of a repository of useful country level anonymised data (not subject to GDPR). It will act as a bridge between Datahub & HDX, and will be used at country level.

A note about commitment 4 – supporting partners’ capacity to access and publish data

To date this has been tricky, and previous efforts to impose an obligation on local organisations to publish their data have been reformulated to seek to ‘encourage’ instead. Oxfams America and Novib are part of a data use taskforce which is setting up a mechanism with a budget for training and giving guidance to partners, and we are keen for this to be an inter-agency joint effort with a single suite of training materials to offer. We need to collectively understand the business advantages of the increased transparency this would bring, but while we can make positive progress with larger partners it will be a longer process to bring smaller, less well resourced organisations on board.

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefited your organisation and beneficiaries.

It is too early to identify efficiency gains. However, we are optimistic that as open data reporting matures and becomes more commonly adopted across the sector, we will all benefit from access to the same data in a uniform format across languages, cultures etc.

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

In principle, we have found that commitment and political endorsement of commitments, and practical prioritization and resourcing to achieve them, are too often different things. We need to continually advocate for improved data quality and greater data use as they are highly interlinked.

Work stream 2 – Localization

Aid organisations and donors commit to:

1. *Increase and support multi-year investment in the institutional capacities of local and national responders, including preparedness, response and coordination capacities, especially in fragile contexts and where communities are vulnerable to armed conflicts, disasters, recurrent outbreaks and the effects of climate change. We should achieve this through collaboration with development partners and incorporate capacity strengthening in partnership agreements.*
2. *Understand better and work to remove or reduce barriers that prevent organisations and donors from partnering with local and national responders in order to lessen their administrative burden.*
3. *Support and complement national coordination mechanisms where they exist and include local and national responders in international coordination mechanisms as appropriate and in keeping with humanitarian principles.*
4. *Achieve by 2020 a global, aggregated target of at least 25 per cent of humanitarian funding to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs.*
5. *Develop, with the Inter-Agency Standing Committee (IASC), and apply a 'localisation' marker to measure direct and indirect funding to local and national responders.*
6. *Make greater use of funding tools which increase and improve assistance delivered by local and national responders, such as UN-led country-based pooled funds (CBPF), IFRC Disaster Relief Emergency Fund (DREF) and NGO-led and other pooled funds.*

Localisation work stream co-conveners reporting request: What percentage of your humanitarian funding in 2017 was provided to local and national responders
(a) directly (b) through pooled funds, or (c) through a single intermediary?¹

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

In May 2016, Oxfam's commitments to further increase support to local and national first responders were fully in line with the existing Oxfam Strategic Plan (2013-2019) and Humanitarian strategy to 'deliver more effective crisis response, both through Oxfam's own capacity and increasingly through the capacity of other organizations, partners and communities'. We recognized the value of making external commitments to ensure that, despite competing pressures, both internal and external, we would continue to challenge ourselves to deliver change. On specific commitments within the GB Workstream 2:

- **Measure 1:** Prior to, and at the time of the WHS, Oxfam had developed and begun implementing large multi-year projects that invest in the institutional capacities of local and national responders – examples are the Protection in Practice ([PiP](#)) project (Myanmar, Lebanon, DRC, South Sudan, Philippines), the [Financial Enablers](#) project (Philippines) and the Empowering Local and National Humanitarian Actors ([ELNHA](#)) project (Bangladesh, Uganda).
- **Measure 2:** Oxfam had been contributing to a better understanding of partnership barriers within the sector through various research, firstly in consortia with the *Missed Opportunities* series, and then with our own independent research paper, *Turning the Humanitarian System on its Head*, published in July 2015. Some of this learning, along with country-level experience, translated into

¹ The "Identified Categories for Tracking Aid Flows" document agreed through silence procedure ([available here](#)) provides relevant definitions. The detailed data collection form ([available here](#)) may also assist you in responding to this question. Returning this form with your self report is optional, but encouraged.

some countries (Kenya, and many countries in Southern Africa and Asia) shifting Oxfam's approach to one of convening, enabling, brokering and backstopping where necessary. However, neither the research nor experience were systematically shared or analyzed to inform a confederation-wide understanding on blockers and enablers – as partnering with local and national responders, although embedded in the Oxfam Strategy, was not yet an operational priority.

- **Measure 3:** Contributions for this measure were built into the design of all the previously mentioned multi-year localization programs. In addition, some country offices had been advocating on the inclusion of local or national organizations in the national cluster and HCT's. Again, this was done ad-hoc, rather than in a confederation-wide approach.
- **Measure 4:** In 2015, Oxfam first collected data on % of humanitarian spend going to Local Actors as part of the *Turning the Humanitarian System on its Head* research report. The report arrived at an average of 24% of Oxfam's humanitarian spend going to Local Actors, averaging across 3 fiscal years (FY 12-13, FY 13-14, and FY 14-15), and included funding going to government agencies.
- **Measure 5:** Setting aside the Localization Marker itself (which had not begun), Oxfam's contribution to the discussion of tracking funding to local and national responders, at the time of WHS, was via the *Turning the Humanitarian System on its Head* research report (prior to WHS, few agencies were attempting to calculate funding to local actors at the global level).
- **Measure 6:** Oxfam's work on this measure was limited and included, primarily, our engagement within the NGO Pooled Fund Working Group (Maya and Ben), where greater accessibility to UN led pooled funds (both CBPFs and CERF) was part of ongoing discussion and advocacy. At the country level, a new funding tool had been written into the ELNHA program, to be trialled in Uganda and Bangladesh.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

Oxfam has defined, internally, a strategy to invest in local and national responders by:

- building on local capacity to respond (strength), shape and influence their sector (voice), and
- creating (space) and support for local leadership in international humanitarian architecture,
- challenging and transforming our policies, management systems, program/policy approaches, and ways of working (internal change)

To guide and support in strategic implementation, including the necessary senior leadership for delivery and a culture shift within the organization, two internal coordination groups have been set up – a working group and a governance group. These groups meet regularly to check in on progress against the vision. One full-time staff member (Saskia Harmsen) has been recruited to act as a focal point and driver, across the confederation, of our internal change processes within the strategy.

Two flagship programs (previously mentioned) have been established:

1. Empowering Local and National Humanitarian Actors Program (ELNHA) in Uganda and Bangladesh, which began in 2016 and is currently in its final year. Funded by IKEA Foundation.
2. Financial Enablers in the Philippines, which began before the WHS, is in its final months. A consortium project involving Oxfam GB, Tearfund, Christian Aid, under the Disasters Emergencies and Preparedness Programme funded by DfID. As part of the START Network capacity development portfolio.

These programs have, in turn, influenced the development of new programs and strategies for work, as interest has spread within the organization, through contextual shifts and internal drivers: In at

least 13 countries across Oxfam, there exists funding and staff to facilitate and promote local and national actors leadership capacity in humanitarian responses (DRC, Uganda, Tanzania, Burundi, Bangladesh, Philippines, Myanmar, Iraq, Yemen, El Salvador, Burkina Faso, Senegal). 14 other countries have interest and engagement, although not always sustained (more opportunistic) or for a specific body of work (eg South Sudan localization researcher).

With other stakeholders, Oxfam is active in the IASC Humanitarian Financing Task Team (HFTT) as well as the Grand Bargain Workstream 2 teleconferences' and planning group. Oxfam also sits in the coordination group of the Charter for Change group of INGOs, which together have convened events with European donor governments, the European Commission and United Nations agencies on further progressing the localization agenda. Examples include: ECOSOC HAS (June 2017), ECHO (Sept 2017), C4C meeting with the Dutch Ministry of Foreign Affairs, IFRC and the Belgian Ministry of Foreign Affairs (Oct 2017).

Oxfam has also been actively promoting and supporting the growth of debate at the national level, and within national humanitarian coordination architecture. For example, Oxfam and the Uganda NGO Forum organized the first meeting of local and some national organizations operating in humanitarian emergencies in Uganda, which has led to the creation of the first humanitarian national NGO platform and its members engaging in various national humanitarian forums.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

2018:

- Communicating Oxfam's strategy and guidelines on investing in local actors (LHL)
- Confederation-wide roll-out of the guidelines on increasingly the visibility of local actors in Oxfam communications (internally approved in Q1 2018)
- Adaptation of Oxfam affiliate information systems to better track humanitarian funding, incl. funding to local actors
- Further internal studies to better understand barriers that prevent Oxfam from partnering with, and effectively supporting, local and national responders, with the aim of increasing their role and share in humanitarian responses
- Establishment and trialing of strategic multi-annual partnerships with local organisations in risk prone areas, identified on the basis of complementarity to Oxfam skills and expertise, and capable of delivering complementary response activities and services. These partnerships seek to strengthen the capacity of both partners and Oxfam on the medium- to long-term and facilitate strong relationships beyond project-financing only.
- Pro-active and intensive support to 13 Oxfam country programs to advance practical implementation of the Localization of Aid agenda, including countries with complex and challenging humanitarian programming contexts
- Further collaboration with fellow Charter for Change and Grand Bargain signatories to progress the agenda at sub-national, national and international levels; Participation in and collaboration with the IASC HFTT and Grand Bargain Workstream 2
- Leading IASC HFTT's work to create guidance on country level financing solutions for local actors.
- Advocacy on improved investments for local actors at key moments, with donors and the UN, based on 2017 research around funding flows to local and national actors.
- Research and advocacy to contribute to discussion, including:
 - On strengthening the role of women's rights organizations in humanitarian responses
 - On Oxfam's program learning of how capacity strengthening investments can contribute to stronger national capacities to respond to emergencies

2019:

- Further investments and action informed by emerging insights from 2018 programming and activities.

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

Although it remains too early to indicate substantive gains, there are some observed shifts which highlight the importance of this commitment:

1. **Response times:** During our scale-up in Cox's Bazaar, Oxfam's relationships with international **and national** actors enabled a quicker surge response to the Rohingya refugee crisis.
2. **Coordination architecture reform:** joint influencing by local actors, together with Oxfam staff (country directors, members of technical working groups, policy advisers) and fellow Grand Bargain signatories, have resulted in more inclusive international coordination structures, e.g. (as above) the Joint Needs Assessment working group and the Humanitarian Coordination Task Team in Bangladesh and the Comprehensive Refugee Response Framework (CRRF) Steering Committee in Uganda.

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- (Externally) Making response funds available to local organizations, with the aim of enabling them to take responsibility for designing and implementing emergency response programs, has proven to be a highly successful mechanism for capacity development and partner-led response planning.
- (Externally) Perhaps a given, but support to local/district-level networks, both formal and informal, can have a multiplier effect on community level preparedness measures and ensuring local authorities are better connected to the NGOs, CBOs, and individuals that are ready to respond. This support requires some funding (to convene representatives).
- (Externally) Quick successes against any localization commitment requires an existing demand for the change from local actors. Extending this learning, it seems localization outcomes will have the most success if they are demand-driven (by local and national actors).
- (Externally) Strong buy-in to the Localization agenda at Country Director level to continuously advocate for local actor leadership at INGO forums, Offices of the Prime Minister, etc. This is because CD's are most often engaged in spaces of decision-making and with the most senior humanitarians in-country.
- (Internally) Start with gaining data-driven insight on organizational performance – both at global as well as country-specific levels: Organizational change will take time but ensuring localization commitments in reporting and measurement tools (like data on funding transfers) is a critical first step. Similar integration of localization 'parameters' in humanitarian response evaluation tools ensures that partnerships and collaboration with local actors increasingly becomes part of regular internal discourse on high quality responses.
- (Internally) Inclusion of the localisation and partnerships agendas in senior level steers, both to countries and regions, as well as to Oxfam affiliates to ensure identification and addressing of disabling systems and procedures are high on the priority agendas. These senior level steers generate internal demand for advice, support and guidance on how to implement practical changes in line with the steers.

Work stream 3 – Cash

Aid organisations and donors commit to:

1. *Increase the routine use of cash alongside other tools, including in-kind assistance, service delivery (such as health and nutrition) and vouchers. Employ markers to measure increase and outcomes.*
2. *Invest in new delivery models which can be increased in scale while identifying best practice and mitigating risks in each context. Employ markers to track their evolution.*
3. *Build an evidence base to assess the costs, benefits, impacts, and risks of cash (including on protection) relative to in-kind assistance, service delivery interventions and vouchers, and combinations thereof.*
4. *Collaborate, share information and develop standards and guidelines for cash programming in order to better understand its risks and benefits.*
5. *Ensure that coordination, delivery, and monitoring and evaluation mechanisms are put in place for cash transfers.*
6. *Aim to increase use of cash programming beyond current low levels, where appropriate. Some organisations and donors may wish to set targets.*

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

At the time of signing the Grand Bargain, Oxfam had already begun a strategic focus on the use of cash transfers in humanitarian response through support to the following initiatives:

- Emergency Food Security and Vulnerable Livelihood team supporting the development of the CTP work in Oxfam, developing technical guidance materials and supporting the teams in the field.
- Internal commitments in the lead up to the GB in 2016. This included a commitment to ‘*use cash as a preferred option in humanitarian programming, unless it is not appropriate in a specific case.*’
- Hosting of the Cash Learning Partnership and engagement of its Technical Advisory Group.
- Technical support to the development of the Operational Toolkit and Guidance for Multi-purpose grants (UNHCR Led - 2015).

This focus on the increased use of cash has also been reflected in an increase of cash transfer programming at the country level. Although no aggregate estimate is available as a baseline for the whole of Oxfam (including all Oxfam affiliates and country offices) for the 2016 FY, data from Oxfam GB programs estimated the total humanitarian cash programs (cash or voucher) distributed by Oxfam GB (largest member of the confederation) as 20% of all humanitarian programs.

No further detailed analysis of Oxfam’s cash programming is available against which to provide a baseline on cash programs at the time of signing (at the time there were no cash specific indicators being captured within Oxfam).

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

Since the signing of the Grand Bargain Oxfam has taken key actions at the global and country level:

Global

- **Endorsement of a Cash Strategy** in December 2016. This process was the outcome of a scoping study on the potential role of Oxfam in cash and a series of internal and external consultations. The strategy reflects and takes forward the six cash commitments of the GB cash workstream and outlines steps to be taken forward for Oxfam's strategic support to the increased use of cash transfers and centred discussions on cash and support to cash-based interventions across Oxfam's humanitarian work.
- **Formation of a Cash Team within the Global Humanitarian Team (GHT)** – as of January 2018 Oxfam had formed a cash team at the global level including a Global Cash Coordinator, Cash Capacity Building Officer, Social Protection Advisor and a team of Humanitarian Support Personnel (surge capacity). This team is responsible for taking forward the Oxfam cash strategy, internal and external engagement and operational support to Oxfam country programs.
- **Addition of cash indicators (to be refined)** – Annual reporting systems for Oxfam country offices now include two cash related indicators to track Oxfam's progress on the GB cash workstream commitments. These are to be revised and refined in 2018.

Country-level

- As of March 2017, the estimated total proportion of Oxfam's humanitarian programs delivered through **cash transfers (cash and vouchers) represented 23% of Oxfam's humanitarian work** (reported against Oxfam's Financial Year: Apr 16- Mar 17).
- Examples of Oxfam's strategic use of cash transfers at the country level to support the greater use of cash, alongside other modalities, and cash coordination:
 - Support to cash coordination at country level including as co-lead to the Cash Working Groups in three countries (Ethiopia, Bangladesh, Yemen – note that the position is currently vacant in Yemen due to access issues).
 - Pilot programs in increasing cash capacity of local responders (CSO, NGOs, etc.) in Bangladesh and Uganda (ELNHA Program).
 - Support to the use of cash at scale through work with consortium (Cash Consortium of Iraq, COSACA-Mozambique, etc.)

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

With the Oxfam Cash Strategy endorsed and the cash team in place within the global humanitarian team, the next steps will be to specify and set targets against the actions to be taken over the coming two years. These steps that are being defined at present include;

Operational Support to Cash Ready Offices able to support the increased use of cash transfers

- Increase cash capacity of country offices and regional platforms (Capacity Building Plan)
- Update the Oxfam Cash and Markets Operational SOPs, including a focus on multi-sectoral response analysis and multipurpose grants.
- Build the team of humanitarian support personnel (surge capacity) available to support country offices.
- Reinforce the use of technical solutions (ICT) for facilitating the improvement in efficiency and speed of the cash delivery. In particular, we will focus on protection issues around appropriate data handling.
- Continue support to cash coordination mechanisms in-country.
- Integrate the localization agenda across Oxfam's country office cash transfer programs and approaches.

Organizational leadership in the use of strategic Cash transfers

- Reinforce Oxfam's leadership on the use of cash to support WASH, Protection and Social Protection outcomes
- Pilot and document Oxfam's role in various operational models (ex. 3rd party monitoring Lebanon, Iraq Cash Consortium)

Social protection and the localization agenda for cash

- Integrate social protection into all Oxfam cash programs, supporting the capacity of local response actors to respond at scale in crisis
- Build on Oxfam's existing pilots for building the cash capacity of local partners

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

At this stage, it is not possible to conduct an in-depth analysis of gains in efficiency as a result implementation of GB commitments. However, Oxfam believes that the recent evolution of Oxfam's cash programming (as outlined below) has a positive impact on the efficiency of Oxfam's humanitarian programs overall. This is also reflected in the uptake of cash transfers across Oxfam's humanitarian programs that could be considered as a proxy indicator.

- Increased use of cash modalities (cash and voucher)
- Support to the use of cash at scale (ex. Iraq, Mozambique)
- Increased use of multi-purpose grants
- Global agreements with e-transfer providers (digital delivery platforms)

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Oxfam has been a strong player in innovative cash programming since the 1990s with the use of cash modalities to support EFSVL interventions. This foundation has provided a strong platform against which Oxfam has been able to work toward the commitments outlined in the cash workstream.

In addition, key actions that have been critical to the successes against the commitments to date have been:

- Providing dedicated resources and support at the global level to the use of cash transfers and ensuring cash capacity at the global level is in place to be able to support country teams.
- Internal discussions that led to identifying and an agreement to reinforce specific areas within CTP (and MBP) where Oxfam has strong capacity and leadership (internally and externally) and building on these areas to better understand potential benefits (and risks) of CTPs.
- Formation of the CWG as part of the humanitarian team and discussion on the right way forward in terms of cash support at the global level.
- Sponsorship and support to the cash agenda and strategy from senior leadership

Work stream 4 – Management costs

Aid organisations and donors commit to:

1. *Reduce the costs and measure the gained efficiencies of delivering assistance with technology (including green) and innovation. Aid organisations will provide the detailed steps to be taken by the end of 2017.*

Examples where use of technology can be expanded:

- *Mobile technology for needs assessments/post-distribution monitoring;*
 - *Digital platforms and mobile devices for financial transactions;*
 - *Communication with affected people via call centres and other feedback mechanisms such as SMS text messaging;*
 - *Biometrics; and*
 - *Sustainable energy.*
2. *Harmonise partnership agreements and share partner assessment information as well as data about affected people, after data protection safeguards have been met by the end of 2017, in order to save time and avoid duplication in operations.*

Aid organisations commit to:

3. *Provide transparent and comparable cost structures by the end of 2017. We acknowledge that operational management of the Grand Bargain signatories - the United Nations, International Organization for Migration (IOM), the Red Cross and Red Crescent Movement and the NGO sector may require different approaches.*
4. *Reduce duplication of management and other costs through maximising efficiencies in procurement and logistics for commonly required goods and services. Shared procurement should leverage the comparative advantage of the aid organisations and promote innovation.*

Suggested areas for initial focus:

- *Transportation/Travel;*
- *Vehicles and fleet management;*
- *Insurance;*
- *Shipment tracking systems;*
- *Inter-agency/common procurement pipelines (non-food items, shelter, WASH, food);*
- *IT services and equipment;*
- *Commercial consultancies; and*
- *Common support services.*

Donors commit to:

5. *Make joint regular functional monitoring and performance reviews and reduce individual donor assessments, evaluations, verifications, risk management and oversight processes.*

Management costs work stream co-conveners reporting request: What steps have you taken to reduce the number of individual donor assessments (if a donor) or partner assessments (if an agency) you conduct on humanitarian partners?

1. We decided to open our doors to other agencies about 5 years ago. As an HPC, all our catalogue is available to other agencies, and we sell them goods at exactly the same prices and other terms paid by Oxfam itself - so we are a semi-autonomous player in the sector.

2. Oxfam's position as an acknowledged leader in WASH means that the kit in our catalogue is a de facto standard in the sector - by making it available to other agencies we are effectively sharing the fruits of 25+ years of field experience and R&D with the entire sector - this reduces duplication and wheel-reinvention.
3. Having a larger volume base - about 30% of our volume now goes to non-Oxfam agencies - means that we are able to invest in things like the online catalogue, and means that we get keener prices from our suppliers which is automatically passed on and therefore benefits the agencies, the donors, and ultimately the beneficiaries.

Work stream 5 – Needs Assessment

Aid organisations and donors commit to:

1. *Provide a single, comprehensive, cross-sectoral, methodologically sound and impartial overall assessment of needs for each crisis to inform strategic decisions on how to respond and fund thereby reducing the number of assessments and appeals produced by individual organisations.*
2. *Coordinate and streamline data collection to ensure compatibility, quality and comparability and minimising intrusion into the lives of affected people. Conduct the overall assessment in a transparent, collaborative process led by the Humanitarian Coordinator/Resident Coordinator with full involvement of the Humanitarian Country Team and the clusters/sectors and in the case of sudden onset disasters, where possible, by the government. Ensure sector-specific assessments for operational planning are undertaken under the umbrella of a coordinated plan of assessments at inter-cluster/sector level.*
3. *Share needs assessment data in a timely manner, with the appropriate mitigation of protection and privacy risks. Jointly decide on assumptions and analytical methods used for projections and estimates.*
4. *Dedicate resources and involve independent specialists within the clusters to strengthen data collection and analysis in a fully transparent, collaborative process, which includes a brief summary of the methodological and analytical limitations of the assessment.*
5. *Prioritise humanitarian response across sectors based on evidence established by the analysis. As part of the IASC Humanitarian Response Plan process on the ground, it is the responsibility of the empowered Humanitarian Coordinator/Resident Coordinator to ensure the development of the prioritised, evidence-based response plans.*
6. *Commission independent reviews and evaluations of the quality of needs assessment findings and their use in prioritisation to strengthen the confidence of all stakeholders in the needs assessment.*
7. *Conduct risk and vulnerability analysis with development partners and local authorities, in adherence to humanitarian principles, to ensure the alignment of humanitarian and development programming.*

Needs assessment work stream co-conveners reporting request: What hurdles, if any, might be addressed to allow for more effective implementation of the GB commitment?

Workstream 5 – nothing to report.

Work stream 6 – Participation Revolution

Aid organisations and donors commit to:

- 1. Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.*
- 2. Develop common standards and a coordinated approach for community engagement and participation, with the emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analysing data to strengthen decision-making, transparency, accountability and limit duplication.*
- 3. Strengthen local dialogue and harness technologies to support more agile, transparent but appropriately secure feedback.*
- 4. Build systematic links between feedback and corrective action to adjust programming.*

Donors commit to:

- 5. Fund flexibly to facilitate programme adaptation in response to community feedback.*
- 6. Invest time and resources to fund these activities.*

Aid organisations commit to:

- 7. Ensure that, by the end of 2017, all humanitarian response plans – and strategic monitoring of them - demonstrate analysis and consideration of inputs from affected communities.*

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

Oxfam has used participatory approaches as a fundamental aspect of the way we work for many years, as our own experience has clearly shown that listening to communities is vital for getting programmes right. Our Public Health Promotion team (part of the WASH team) has a distinct specialism in talking to people affected by a disaster about the health risks they face; our Protection team similarly specialises in listening to people's safety concerns and responding with specific measures according to what they need. Additionally we have had dedicated resources on accountability to those we serve since we jointly contributed to the Emergency Capacity Building Project in 2007, and we were a central contributor to the Core Humanitarian Standard on Quality & Accountability in 2014. Since 2013 our Advocacy teams have been proactively focusing on bringing community voices to the attention of global decision-makers in a series of Community Voices publications from several emergencies.

We request regular feedback from our programme staff on what our beneficiaries think of our work and how we have dealt with complaints or comments. This feedback is documented in situation reports and real time reviews although it can be sporadic and incomplete. We are currently involved in a renewed push to improve this across the board.

Progress to date

Oxfam was part of the working group set up to develop Workstream 6. The group has provided 24 recommendations for implementation, and is currently focusing on:

- Providing a forum to share implementation experiences and seek expertise if needed,
- Advocacy to promote consistent implementation of the recommendations
- Identifying synergies with other work stream and/or processes.

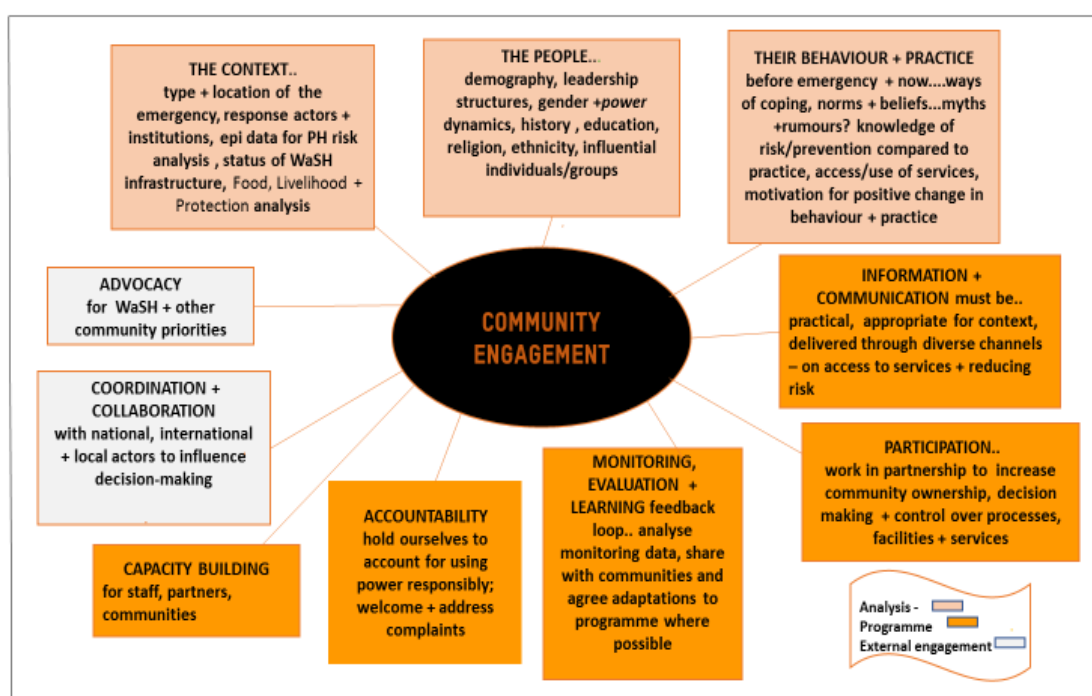
In 2017 Oxfam's Humanitarian Director was involved in an SCHR peer review of our approach to participation, which outed the strengths (Oxfam staff liked and trusted by community members) and weaknesses (no appeal mechanism for a complainant if the agency chooses not to engage) of current community participation systems.

2. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

Using lessons from the Ebola crisis in 2013-14 Oxfam's humanitarian team has created a Community-centred Programming model with the aim of finding ways to measure the effect of community participation on programme effectiveness. We have agreed the indicators, and one of our deployable Health Promotors is focusing full-time on piloting the model in hopefully several programmes in 2018.

The Community Engagement Model



3. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

At the moment we consider the development of the Community Engagement Model as an investment rather than an efficiency gain. But we committed to it because we strongly believe it will improve the effectiveness of our work, and qualitative evidence will come from beneficiary feedback. In financial terms benefits are likely to be seen as instances where we have not had to repeat work because the initial work was inappropriate or unpopular with a community.

4. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

The workstream recommendations have helped to clarify a joint approach to implementing the 'Participation Revolution'. In the coming year we will look to provide our examples of best practice to the wider sector.

Work stream 7 - Multi-year planning and funding

Aid organisations and donors commit to:

- 1. Increase multi-year, collaborative and flexible planning and multi-year funding instruments and document the impacts on programme efficiency and effectiveness, ensuring that recipients apply the same funding arrangements with their implementing partners.*
- 2. Support in at least five countries by the end of 2017 multi-year collaborative planning and response plans through multi-year funding and monitor and evaluate the outcomes of these responses.*
- 3. Strengthen existing coordination efforts to share analysis of needs and risks between the humanitarian and development sectors and to better align humanitarian and development planning tools and interventions while respecting the principles of both.*

Multi-year planning and funding work stream co-conveners reporting request: Please report the percentage and total value of multi-year agreements² you have provided (as a donor) or received and provided to humanitarian partners (as an agency) in 2017, and any earmarking conditions.³ When reporting on efficiency gains, please try to provide quantitative examples.

Workstream 7 – nothing to report.

² Multiyear funding is funding provided for two or more years based on a firm commitment at the outset

³ For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available [here](#).

Work stream 8 - Earmarking/flexibility

Aid organisations and donors commit to:

1. Jointly determine, on an annual basis, the most effective and efficient way of reporting on unearmarked and softly earmarked funding and to initiate this reporting by the end of 2017.
2. Reduce the degree of earmarking of funds contributed by governments and regional groups who currently provide low levels of flexible finance. Aid organisations in turn commit to do the same with their funding when channelling it through partners.

Aid organisations commit to:

3. Be transparent and regularly share information with donors outlining the criteria for how core and unearmarked funding is allocated (for example, urgent needs, emergency preparedness, forgotten contexts, improved management)
4. Increase the visibility of unearmarked and softly earmarked funding, thereby recognising the contribution made by donors.

Donors commit to:

5. Progressively reduce the earmarking of their humanitarian contributions. The aim is to aspire to achieve a global target of 30 per cent of humanitarian contributions that is non earmarked or softly earmarked by 2020⁴.

Earmarking/flexibility work stream co-conveners reporting request: Please specify if possible the percentages of 2017 vs 2016 of:

- Unearmarked contributions (given/received)
- Softly earmarked contributions (given/received)
- Country earmarked contributions (given/received)
- Tightly earmarked contributions (given/received)

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

Even prior to committing to the Grand Bargain, Oxfam had already made multiple commitments in advance of the World Humanitarian Summit (WHS) as articulated in our WHS Briefing Note *Commitment to Change*. With reference to our endorsement of the Charter for Change and our commitment to enabling greater local leadership in humanitarian action articulated in *Commitment to Change*, we committed not to ask any more of our partners than our own donors asked of us. This immediately established a means by which a reduction in donor earmarking by our own back donors could be passed on to our local partners. In addition, we committed to documenting the types of organisations we cooperate with in humanitarian response and to publish these figures (or percentages) in our public accounts using a recognised categorisation (such as the GHA) and to the IATI standard.

Furthermore, we also re-endorsed the 2007 Principles of Partnership which includes the core pillars of Equality and Transparency (including financial) on the need to build *mutual respect* and *trust*. *Transparency and Mutual Accountability*, as well as *Autonomy and Independence* (which includes recognition of the right of each partner to determine its own priorities) are also key elements of

⁴ For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available [here](#).

Oxfam's own Partnership Principles, and we see all these values as integral to the pathway to true partner relationships and an erosion of traditional institutional barriers that dictate a demand for earmarking.

At the same time, we should acknowledge that in our commitments to improving the effectiveness of humanitarian action we regularly set ourselves internal earmarking targets which are intended to guide our internal decision making, ensure we meet programme quality standards, and our external accountability obligations. These can work against our desire to afford greater flexibility in how we allocate resources to our partners even when donors provide rapid response funding which provides some autonomy (soft earmarking) to Oxfam in how it is utilised. On the other hand, public appeal money affords opportunities for reduced earmarking. A clear mapping of the nature and extent of donor earmarking and the related flow of funds to local organisations is not well understood at this time though it is known to be highly fluid (see also 2c below).

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- An informal network of key focal points across the Oxfam Confederation including primarily those directly engaged with donor relations and humanitarian work has been established
- The Grand Bargain commitments have been communicated across the Oxfam Confederation through management and institutional funding lines thereby sensitising key decision makers of their obligations in this regard
- Internal indicators have been established at multiple levels across the Oxfam Confederation e.g. from individual Oxfam Affiliates to centralised resources or individual country programmes, to monitor the flow of unrestricted resources
- We have actively engaged institutional donors cross the globe in direct dialogue as a Confederation and in collaboration with others on implementation on the Grand Bargain to reduce earmarking. This is particularly so during consultations to review foreign assistance policies / modalities e.g. Spain and Canada
- We have initiated research on methodologies to determine flow of funds to local and national actors as part our Empowering Local and National Humanitarian Actors (ELNHA) project which aims to “put local and national humanitarian actors in the driver's seat to define their agenda and strategies and influence international humanitarian actors for their support”. The research aims to understand funding modalities and amounts allocated to local actors in order to define areas for influencing and advocacy and make access to funding more available to local actors. The opportunity exists to develop this research further to ascertain the level of unrestricted income reaching local actors through the funding streams identified.
- We continue to publish details of sources of our humanitarian financing in annual reports although we committed to providing more details of this in future. We contribute to the 4Ws sharing information at country level and supporting transparency initiatives such as OCHA's Financial Tracking Service.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- We will continue to progress the integration of financial systems and procedures across the Oxfam Confederation to enable more readily detailed tracking of flow of funds (also being looked at under Workstream 1) including unearmarked or lesser earmarked resources. This will be linked to our work on humanitarian indicators referenced above and build on the research also referenced above on methodologies to determine the flow of funds to local and national actors
- We are beginning a wide internal conversation about earmarking, to discuss what acceptable vs unacceptable levels of earmarking might be, and to define soft earmarking.

We are committed to reaching a common understanding between donors and recipients on these terms, and agreement on at what point we limit earmarking as too restrictive

- We will build a common understanding with our partners around earmarking and make their views integral to how we measure our own performance
- We shall seek to document and share good practice in an effort to build coherence / alignment within the sector
- We will strengthen the level of information we publish with respect to obligations under workstream 8, acknowledging that we are not yet in a position to publish percentages of various levels of earmarking.

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

No qualitative or quantitative data is yet available with respect to efficiency gains arising from implementation of Workstream 8 under the Grand Bargain.

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- Generally speaking, collaboration between NGO/Civil Society forums and institutional donors in finding ways to implement the Grand Bargain in our experience have been important private working spaces in which to safely take important first steps. Both donors and Oxfam recognise the particular challenge of finding an appropriate balance between on the one hand public (taxpayers) need for accountability, and on the other provide sufficient space for autonomy in decision-making to local actors
- There is still confusion between practitioners within the humanitarian sector as to the definition of “earmarking” and the various forms of it. This is not an excuse not to act, but rather an aspect of the Grand Bargain that requires clarification to ensure consistency of application and reporting for accountability purposes
- With support of the Belgian Government for a DRR programme in Tanzania, DRC and Burundi, Oxfam has established a ‘Grant Facility Mechanism’, effectively an envelope of ‘non-earmarked’ funding to be accessed by local actors to respond to small emergencies. This itself is a replication of a previous pilot funded by IKEA which successfully created similar grant facilities in Bangladesh and Uganda
- In Canada, Oxfam successfully advocated for smaller appeal funds from the Humanitarian Coalition to be softly earmarked and subject to general reporting. This allowed greater flexibility in the utilisation of cofunding / matched appeal allocations for the 2017 Famine and Rohingya Crises.

Work stream 9 – Reporting requirements

Aid organisations and donors commit to:

1. *Simplify and harmonise reporting requirements by the end of 2018 by reducing its volume, jointly deciding on common terminology, identifying core requirements and developing a common report structure.*
 2. *Invest in technology and reporting systems to enable better access to information.*
 3. *Enhance the quality of reporting to better capture results, enable learning and increase the efficiency of reporting.*
-

1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

Oxfam supports the ICVA pilot and is carrying it forward in countries of operation. There is unanimous country-level buy in to advance the pilot, and it is going ahead in Myanmar, Somalia and Iraq at different speeds, as explained below.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

As lead of workstream 9, Oxfam Germany led the process to identify the pilot countries and work with them to map out the projects in each of the pilot countries for information-sharing with ICVA and GPPi. collect the data and provide comprehensive feedback on the relevant grants.

Of the participating Country Offices, to date, only **Iraq** has actively used the template for one project, which is funded by the German Federal Foreign Office (GFFO). In **Myanmar**, there is no progress to report at this point, and none of the INGOs have been asked by the participating donors yet to use the template. The ICVA visit to assess the status of the application of the pilot was postponed due to the Rakhine / Rohingya crisis. As agencies have been focused on this crisis, there has been no time available to work on harmonised reporting systems. Oxfam's Country Director in Myanmar is very committed to the pilot and keen to focus on it as soon as there is more capacity in 2018. The INGO Forum in Myanmar will organize a meeting shortly between all participating NGO partners. It will also talk with OCHA and with ICVA to re-open discussions with ICVA about the planned visit.

As yet, the Oxfam Country Office in **Somalia** has not received any funds from donors that are part of the pilot.

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

The core of the pilot involves adopting a reporting framework for projects funded by participating donors, to be implemented by participating partner organizations in the three pilot countries Iraq, Myanmar, Somalia between August 2017 and May 2019.

The research organization, GPPi, is responsible for data collection to enable a mid-term and final evaluation of the pilot (presented in June 2018 and June 2019 respectively). To support this, participants should be available for a short qualitative interview at the mid-term and final review periods. Donors will also be responsible for forwarding any reports submitted against the 8+3

template format. These will be used to support the evaluation of the pilot but will not otherwise be shared, transferred, or disclosed with any other actors.

To date, the application of the template is not uniform. There will need to be a stronger push from participating NGOs and donors at country level to this end. The three participating Oxfam Country Offices will try to press the matter in different forums, such as e.g. NGO consortia and clusters as well as in donor meetings. At the same time, there should be advocacy in capitals as well. For instance, Interaction have a seat in the Facilitation Group for this year.

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

From the Oxfam Country Offices of the three pilot countries Iraq, Myanmar and Somalia, only the Iraq office has actively used the template and has provided feedback on it. They appreciate the new template as it captures essential project information across all project aspects while being easy to follow and with far less time input required by the Country Office. They flagged that it may be useful to add a section for “human impact stories/ case studies” to the template to encourage implementing partners’ visibility efforts and to enable donors to garner success and impact stories.

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

While progress has been a bit slow to date, a few observations can already be made.

An enabler to successfully implement the pilot is certainly a clear commitment by any partner organisation’s Senior Management.

However, there are also a few barriers hampering the success of the pilot at country level. Specifically donors’ engagement in the matter seems to differ at country level. For instances, while the GFFO requires its partners to use the template in the three pilot countries, other donors are less visibly pushing the matter although they formally committed to the pilot. It generally appears that to date donor representations at country level have been quiet on fostering compliance with workstream 9. Therefore, while the topic is prominent at donor capitals, reinforcement at country level is needed.

Furthermore, as the Myanmar case demonstrates, the degree to which partners prioritize the pilot, and their advocacy for it, seems to depend on the specific country situation and concurrent pressing priorities organizations have to deal with on the ground.

A few lessons learned so far:

There seems to be a misfit between participants’ commitments at the level of donor capitals and UN/NGO HQs vis à vis compliance at country level. For instance, in the case of Iraq, UNICEF has not requested that Oxfam use the harmonized template although Oxfam receives funds through them. NGOs at country level may therefore want to advance the dialogue with all pilot participants to push for the full application of the template and hence compliance with the pilot.

At the same time, the success of the pilot must not impose any additional reporting burden and layers on the participants. In this vein, the Oxfam Country Office in Somalia highlighted that reaching the pilot’s objective will depend on all affiliates streamlining corporate reporting requirements. Participating organizations themselves may need to seize the momentum and revisit their own reporting systems to make sure they are in line with the pilot’s objective and do not inflict an extra burden on country offices’ reporting obligations, e.g. in case of internal reporting for appeal funds.

Work stream 10 – Humanitarian – Development engagement

Aid organisations and donors commit to:

- 1. Use existing resources and capabilities better to shrink humanitarian needs over the long term with the view of contributing to the outcomes of the Sustainable Development Goals. Significantly increase prevention, mitigation and preparedness for early action to anticipate and secure resources for recovery. This will need to be the focus not only of aid organisations and donors but also of national governments at all levels, civil society, and the private sector.*
- 2. Invest in durable solutions for refugees, internally displaced people and sustainable support to migrants, returnees and host/receiving communities, as well as for other situations of recurring vulnerabilities.*
- 3. Increase social protection programmes and strengthen national and local systems and coping mechanisms in order to build resilience in fragile contexts.*
- 4. Perform joint multi-hazard risk and vulnerability analysis, and multi-year planning where feasible and relevant, with national, regional and local coordination in order to achieve a shared vision for outcomes. Such a shared vision for outcomes will be developed on the basis of shared risk analysis between humanitarian, development, stabilisation and peacebuilding communities.*
- 5. Galvanise new partnerships that bring additional capabilities and resources to crisis affected states through Multilateral Development Banks within their mandate and foster innovative partnerships with the private sector.*

Humanitarian-Development engagement work stream co-conveners reporting request: What has your organisation done to operationalise the humanitarian-development nexus at country level?"

Workstream 10 – nothing to report.