

CVA and Partnership Toolkit

Cash and Voucher Assistance, Partnering and Local Humanitarian Leadership



OXFAM

Principled, effective & equitable partnerships and local humanitarian leadership (LHL) in cash and voucher assistance (CVA)

Oxfam's vision is for people affected by crises to receive appropriate and effective support to save lives and alleviate suffering. Working through local markets can help to support local economies and increase the chances of faster recovery. Cash is a modality that can help to achieve this vision by giving people greater choice, dignity and control over their lives, by putting people at the centre of Oxfam's humanitarian responses.

At the same time, Oxfam's approach to local humanitarian leadership (LHL) aims to ensure better quality assistance to crisis-affected communities by promoting the emergence of and strengthening effective and accountable local leadership. But this transformational change also requires Oxfam to challenge and transform itself and to redefine partnerships.

Principled and effective partnering is essential for the humanitarian system's transformation and to improved quality of aid. Equitable partnering is a relevant vehicle in efforts to promote strong local humanitarian leadership. Because collaborations that are guided and infused with equity are bound to place increased value on and respect of local capacities and voice and recognition of the local humanitarian space – which is a starting point for greater local leadership in humanitarian assistance.

The CVA and Partnership Toolkit brings together these areas of work through a practical approach to integrating partnership practices into the CVA project cycle. This toolkit has been designed in consultation with 20 humanitarian partners, including Oxfam country offices and 16 local actors working in Afghanistan, Bangladesh, Somalia, Nepal, Iraq, Afghanistan and the Philippines¹.

Why Integrate Partnerships & LHL in CVA?



Equitable partnerships and LHL in CVA is a way to improve the quality assistance through the direct participation of crisis-affected communities.

Equitable partnerships and LHL in CVA reduced the risks of reinforcing power imbalances between national and local actors in the humanitarian system.

Local leadership of CVA programming is an opportunity to strengthen and advance local response capacity for future crisis.

1. Agencies that have contributed to the development of this toolkit: (Afghanistan) Coordination of Humanitarian Assistance, Organization of Human Welfare, Afghan Development Association, New Consultancy and Relief Organization, Hand in Hand Afghanistan. (Nepal) Development Project Service Centre. (Iraq) SSDF, FUAD, REACH and AFKAAR. (Philippines) PDRRN, CDRC, Concern, IDEALS, UNYPhil-Women. (Bangladesh) Jago Nari. (Somaliland) Taakulo Somal Community. (Global) Oxfam Country Offices and Affiliates, Catholic Relief Services (CRS), and, Diakonie Katastrophenhilf (DKH).

Key terms

Localisation

The term 'localisation' refers to the process through which a diverse range of humanitarian actors are attempting, each in their own way, to ensure local and national actors are better engaged in the planning, delivery and accountability of humanitarian action, ensuring humanitarian needs can be met swiftly, effectively and in a principled manner.

Local Humanitarian Leadership

Local humanitarian leadership (LHL) is understood by Oxfam as 'local humanitarian actors (whether civil society, government or both) leading humanitarian response that is timely, appropriate, and, meeting the needs of the affected population. LHL refers to a transformed humanitarian system: one which is collaborative, inclusive, agile and diverse in nature, and where aid decision-making processes are equitable and closer to affected people. The changing role of international humanitarian actors such as Oxfam is critical in enabling both localization and LHL. This includes creating space(s) for – or ceding space(s) to – local actors, as well as being a better partner through principled and equitable power sharing.

Local and National Actors

The terminology of local and national actors includes civil society, government and private sector. Oxfam follows the definitions as agreed on by:

- **Local and national non-state actors:** "Organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO." This includes national/sub-national/local NGOs and CSOs, local and national private sector organisations and National Red Cross or Red Crescent National Societies.
- **National and sub-national state actors:** "State authorities of the affected aid recipient country engaged in relief, whether at the local or national level."

Localisation Commitments

Grand Bargain Localisation Workstream 2 works towards more support and funding tools for local and national responders. Guidance Notes are available here. ([View](#))

Grand Bargain Cash Sub-Workstream Local Partnerships aims to link localisation and cash commitments. Oxfam is a co-lead for this Sub-Workstream.

Oxfam is a signatory to the **Charter for Change** and has committed to deliver change in our ways of working. ([View](#))

Oxfam's pledge on meaningful refugee participation during the Global Refugee Forum in December 2019. ([View](#))

Oxfam Resources: Partnerships & CVA



Humanitarian

Approach: Partnerships & LHL is one of the core principles in Oxfam's humanitarian approach alongside community engagement, safe programming and feminist principles.

Oxfam Top Tips for Partnerships & Local

Humanitarian Leadership (LHL): Top tips in 7 key areas on how to promote principled partnering and LHL in Oxfam Humanitarian Programming ([View](#))

Oxfam Partnership Principles: Equitable and collaborative partnering is a strong contributor to local humanitarian leadership. ([View](#))

Other Relevant Tools & References



The Power of Local Action: Oxfam paper on learning and exploring possibilities for local humanitarian leadership. ([View](#))

Accelerating Localisation through Partnerships identified 23 priority partnership practices that contribute to localisation. ([View](#))

Get in touch to find out more and join the discussion

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