

## Terms of Reference

# Supporting organisational change on conflict sensitivity across Oxfam

**Terms of Reference: Drive an organisation wide step change on conflict sensitivity to support improved conflict sensitivity practice and approaches resulting in more impactful programmes in fragile and conflict affected contexts.**

### **Assignment Overview:**

Oxfam is seeking to make a significant step change on its organisational approach to conflict sensitivity across the confederation. This will link to the wider Oxfam Confederation 2020-2025 strategic planning process. This consultancy will lead on iterative applied research on the effectiveness of conflict sensitivity efforts to date and existing barriers (programmatic, operational and behaviour and culture change) to drive changes in practice and facilitate leadership decisions on Oxfam's approach, ultimately leading to increased impact of our one programme approach in fragile and conflict affected contexts.

This consultancy will drive an organisation wide reflection on conflict sensitive approaches through engagement with partners, country staff and leadership teams- ensuring that recommendations are as relevant for country offices as they are for leadership direction. Whilst an understanding of conflict sensitive approaches is essential, the focus of this consultancy centres around understanding what prompts organisations to change in a sustained and meaningful manner.

### **Background:**

This project forms part of a conflict sensitivity initiative supported by the Peace Nexus Foundation and managed by Oxfam to support improved conflict sensitive practice in Oxfam at: the organisation and confederation level; in humanitarian WASH; and in selected country programmes in West Africa.

There have been a number of different efforts to integrate aspects of conflict sensitivity into programmes and approaches in Oxfam both at country, regional and organisational level. Given the recent findings from the Independent and Charity Commission reports focussing on safeguarding practice at Oxfam, the emphasis placed on 'how' we work as well as 'what' we do is more pressing than ever. Oxfam has dedicated advisory staff in different affiliates in the confederation and a limited number of country conflict advisory staff. Over recent years there have joined up efforts by affiliates in approaches to issues of fragility and conflict. However as yet, there has not been a collective approach developed to mainstream conflict sensitivity across programmes and operations. Given Oxfam's significant programme investment in fragile and conflict affected contexts, external trends of conflict escalation, and sector wide shifts focussing on prevention, it is essential that Oxfam ensures all programmes do not exacerbate harm and can contribute to local capacities for peace.

The core challenge lies in the practical implementation gap between stated principles and actual practice. Beyond dedicated technical teams pioneering new thinking and practice on conflict sensitivity, in the larger Oxfam International environment most country offices and affiliates still have limited knowledge and experience about why and how to apply conflict-sensitive approaches in their work. Barriers to operating in a conflict-sensitive way also come from the way in which some organisational standards and procedures are set and applied, and what resources (time, jobs, money) are made available to enable improved capacity and practices to take root on the ground. To speak with leadership about changes to make, there needs to be a very clear framing of recommendations from an operational perspective, grounded in experience. The challenge is thus about:

- How to make sense of the wealth of analysis, experience and materials present internally in Oxfam, to work towards bridging the implementation gap and enabling more joined up efforts on strengthening CS practice;
- How to build on the capacities and appetite present in different places across Oxfam in a way that feeds sustained leadership take-up and practice change on the ground, without paying too high transaction costs on process and time;
- How to make the most of the on-going review and change process across Oxfam to more strategically embed CS at the core of Oxfam processes, thus creating larger enabling conditions in the organisation that can favour practice change on the long term.

**Purpose of the research:**

This consultancy will stimulate a collective effort involving affiliates, regional and country offices to produce a set of actionable recommendations for to support a step change in conflict sensitive practice across Oxfam, informing the ongoing change process and enabling mechanisms for more joined up support to country offices to be initiated.

- The external consultant will enable internal knowledge and ideas across a range of perspectives in Oxfam to be expressed and turned into actionable recommendations. Given existing knowledge and experience internally, the consultant should bring added value on organisational change and how to get actions implemented, rather than technical conflict sensitivity recommendations detached from Oxfam's organisational realities.
- The review will help assess where things are currently in terms of conflict sensitive practice, and identify constraints and opportunities for change.
- The review will include a zoom on key contexts/ countries to help ensure relevance and country engagement – this includes engagement with in country experts and programme staff, as well as key partners.
- This review will include a wider consultation with stakeholders and Oxfam leadership (at country, regional, global, and affiliate levels) based on the interim findings. Affiliates, operational support and leadership colleagues will be involved in the review and design of recommendations ensuring collective ownership keeping proposed measures realistic.
- The process should include the facilitation of face to face meetings by the consultant and will outline plans for a second phase of applying findings and implementing recommendations from this organisational review.

**Methodology:**

The consultancy will include the following approaches:

- The consultant will be led by the Oxfam GB and Oxfam Ibis Conflict, Fragility and Peacebuilding leads with oversight and input from the International Programmes Directors working group. This consultancy therefore focusses on accompaniment to the internal champions on conflict sensitivity who will drive sustainable organisational change.
- Documentation review of existing efforts and approaches to mainstream conflict sensitivity in Oxfam.
- Remote consultations with country and regional staff, key partners and likeminded organisations to understand challenges, barriers and opportunities for improved conflict sensitivity practices.
- In depth review of two country contexts to ground findings in country programme realities.
- Facilitation of a brainstorming session with Oxfam conflict advisers to outline challenges, opportunities and collectively develop organisational recommendations;
- Facilitation of an interim workshop with conflict and fragility focussed colleagues and Oxfam leadership to present initial findings and ensure collective ownership of emerging recommendations.
- Facilitation of final workshop to present recommendations and action planning and next steps for a phase two, including implementation of key recommendations.

**Time Commitment/Deadline**

The assignment will be undertaken from 1<sup>st</sup> September 2019- 30<sup>th</sup> May 2020.  
(Estimated 40 days over this period).

**Deliverables**

1. Proposed design, methodology and action plan for consultancy (developed in partnership with Oxfam and Peace Nexus) 0-1 months.
2. Interim report including consultation findings (remote and in country) and outcomes from facilitated leadership meetings 0-6 months).
3. Final report (external and internal version) including overall findings, recommendations and action plan (6-9 months).

**Experience Required**

- Experience in the management of operations or programmatic activities for an INGO, UN agency, or similar working in situations affected by fragility and conflict;
- Values and personal attributes that demonstrate a listening, accompanying and flexible approach supporting others to drive change relevant for their organisational context.
- Experience and understanding of organizational change processes, ideally from within the development/humanitarian sector;
- Experience in strategy development and implementation processes, at a global, multi-country, or regional level,
- Excellent organizational skills and demonstrated ability to work under deadlines;
- Proven ability to work in a team and intercultural environment, with minimal supervision;
- Experience supporting the mainstreaming of cross-cutting priorities in large multi-mandated organisations (ideally on conflict sensitivity, but possibly on other areas e.g. gender mainstreaming);
- Experience facilitating participatory processes and using accompaniment and mentoring approaches to support organisational change;
- Excellent listening and advisory skills, with a demonstrated ability to translate complex information and diverse perspectives into clear and actionable recommendations;
- Demonstrated commitment to women's rights and gender justice;
- Ideally previous exposure/familiarity with Oxfam and confederation models;
- Ability to work in French, Spanish or Arabic an advantage.

**Fee:** Maximum fee 20,000 GBP (including VAT not including travel and expenses).

**Management**

This assignment will be managed by Annabel Morrissey (Conflict and Fragility Lead Oxfam Great Britain, [amorrissey1@oxfam.org.uk](mailto:amorrissey1@oxfam.org.uk)) and Alex Shoebridge (Peacebuilding Advisor Oxfam Ibis, [ash@oxfamibis.dk](mailto:ash@oxfamibis.dk)).

**To apply:**

**Deadline:** 16<sup>th</sup> August 2019.

Please submit a full resume and short cover letter with a 1-2 page summary of what you understand the assignment to be, the top challenges you anticipate and how you would manage these, and the first steps you would prioritise to start on this assignment.