

LOCAL HUMANITARIAN LEADERSHIP PHILANTHROPIC TOOLKIT | RESOURCES

2024 Update Version

SECTION I – UNDERSTANDING LOCALIZATION

Foundational resources on localization principles, policies and guidelines in support of local humanitarian leadership.

SECTION II – STRENGTHENING PRACTICES

Reports and practical resources from philanthropic institutions and humanitarian organizations that have adopted practices to achieve more equity and strengthen local decision-making and action.

SECTION III – RESOURCES FOR ADVOCACY

Briefing papers, short articles, blog posts, webinars and podcasts on localization for internal team learning, reflection or for educating stakeholders (leadership, board members, peers, etc.).

SECTION IV – MORE EXTENSIVE STUDY

Books and longer research studies on localization and effective partnership models.

SECTION I – UNDERSTANDING LOCALIZATION

Foundational resources on localization principles, policies and guidelines in support of local humanitarian leadership.

Resource	Description	Tips for the Reader
<p><u>Restoring Humanity Global Voices Calling for Action: Synthesis of the Consultation Process for the World Humanitarian Summit (WHS)</u></p> <p>Publication Type: Synthesis Report Publication Date: 2016 Authors: UN/WHS</p>	<p>This report provides an overview of the consultation process that involved 23,000 people in the days leading up to the World Humanitarian Summit in May 2016. This consultation process resulted in five major areas of action that formed the basis for the work of the Summit: dignity, safety, resilience, partnerships, and finance.</p>	<p>A foundational document that describes the process for designing The Grand Bargain, its intended outcomes and progress in realizing these goals. Available in English, French, Spanish, Russian, Chinese and Arabic.</p>
<p><u>Grand Bargain documents repository</u></p> <p>Publication Type: Numerous Publication Date: 2016-2024 Authors: UN/Grand Bargain</p>	<p>Includes documents resulting from the World Humanitarian Summit and the Grand Bargain signatory reports. The Grand Bargain inspired many funders to alter their organizational practices and collaborate in support of local humanitarian leaders.</p>	<p>This includes the Grand Bargain 2.0 structure, which was finalized following a meeting between the Facilitation Group members and workstream co-convenors.</p>
<p><u>The World Humanitarian Summit: A Pivot Point in Philanthropy's Contribution to Addressing Humanitarian Crises</u></p> <p>Publication Type: Report Publication Date: 2016 Authors: Regine A. Webster (CDP) and William Paton (Hilton Foundation)</p>	<p>The paper offers recommendations for actions that cover structural, policy and practice changes, along with ideas for innovating on how philanthropy approaches disaster giving. In Section 1, the paper looks at the challenges shared by all who contribute, including the philanthropy sector. Section 2 discusses philanthropy's current contributions and potential, including some of its shortcomings. Section 3 examines how the Summit sets the stage for change—change for which philanthropy can be a greater part. Section 4 concludes the paper with actionable recommendations for how philanthropy's contribution to humanitarian crises can be greatly improved.</p>	<p>A call to action for the philanthropic community to respond to the issues raised by the World Humanitarian Summit and make critical changes in the way it carries out its work in response to humanitarian crises.</p>

<p><u>Grand Bargain Annual Independent Report 2018</u></p> <p>Publication Type: Report Publication Date: 2018 Author: Overseas Development Institute (ODI)</p>	<p>An independent report from a global think tank, Overseas Development Institute (ODI), provides an annual independent review of the progress of The Grand Bargain.</p>	<p>ODI found that important progress has been made against specific commitments and in a number of workstreams, particularly cash programming, participation revolution, and multi-year planning and financing.</p>
<p><u>The Grand Bargain at five years: an independent review 2021</u></p> <p>Publication Type: Research report Publication Date: June 2021 Authors: Metcalfe-Hough, Fenton, Willitts-King, Spencer for ODI</p>	<p>An independent report from a global think tank, Overseas Development Institute (ODI), provides an annual independent review of the progress of The Grand Bargain.</p> <p>The recommendations in this report are intended to support a clearer focus, a stronger function and a simpler format for the Grand Bargain 2.0.</p>	<p>This annual review analyzes both the progress made and the challenges faced during 2020, alongside longer-term outcomes achieved.</p>
<p><u>De-internationalising Humanitarian Action: Rethinking the Global-Local Relationship</u></p> <p>Publication Type: Research/Literature Summary Publication Date: 2014 Authors: Alice Obrecht/ Humanitarian Affairs Think Tank</p>	<p>Supporting local capacities for disaster risk reduction and humanitarian response was a focal issue in the discussions and preparation for both the Hyogo Framework for Action and the UN World Humanitarian Summit on the basis that "Partnerships between international humanitarian actors (whether donors, UN or aid agencies) and the government and local and national organizations of affected countries are emerging as way to work with local capacity as part of a coordinated response."</p>	<p>This article pre-dates the World Humanitarian Summit in 2016 yet outlines the key drivers for decisions made at that meeting.</p>
<p><u>Understanding the Localization Debate: An Introduction to a Confusing Conversation</u></p> <p>Publication Type: Primer/Introductory Brief Publication Date: 2017 Authors: Global Mentoring Institute (GMI)</p>	<p>This brief examines the arguments for and challenges to localization, including the problems localization is seeking to address. It includes terminology and definitions for 'local actors' in the common humanitarian discourse.</p> <p>Other relevant reports by GMI:</p> <ul style="list-style-type: none"> • The Finance and Economics of Localisation: Is the 25% Target a Key performance truth? (2019) • Local Capacities and Locally Led Response (2019) • Prepared for Partnership: Trust and Distrust in International Cooperation 	<p>Excellent as an introductory/overview set of documents on localization agenda, practices and barriers.</p> <p>Examines different attitudes toward local actors in the relief sector and the peace-building field.</p>



	<p>(2019)</p> <ul style="list-style-type: none"> • Localisation: A Bibliography & Videos (2020) • No Shared Risk – No Partnership (2020) 	
<p><u>As Local as Possible, as International as Necessary: Understanding Capacity and Complementarity in Humanitarian Action</u></p> <p>Publication Type: Working Paper Publication Date: November 2018 Authors: Veronique Barbelet /Humanitarian Policy Group</p>	<p>A critical look at the localization discourse. Provides a summary of key issues and lessons.</p>	<p>Excellent discussion on capacity strengthening and complementarity.</p>
<p><u>Localization and Locally Led Crisis Response: A Literature Review</u></p> <p>Publication Type: Literature Review Publication Date: 2016 Authors: Imogen Wall and Kerren Hedlund/Local2Global Protection</p>	<p>A comprehensive review of localization efforts with a discussion of challenges in supporting local humanitarian action and practical recommendations.</p>	<p>This includes sections on specific challenges and evidence based on experience with local leadership, financing, cash grants, working with volunteers, working with local governments, and locally-led protection.</p>
<p><u>IFRC Policy Brief: Localization - What it Means and How to Achieve it</u></p> <p>Publication Type: Lessons paper Publication Date: 2018 Author: IFRC</p>	<p>This summary includes key lessons learned and recommendations from convenings for strengthening localization.</p>	<p>Though agency-specific, this lessons paper includes principled, non-technical recommendations. At six pages, it is an easy read.</p>



<p><u>Localization in Practice: Emerging Indicators and Practical Recommendations</u></p> <p>Publication Type: Report/Method Guidance</p> <p>Publication Date: 2018</p> <p>Author: START Network</p>	<p>Commissioned by the START Network’s Disasters and Emergency Preparedness Programme (DEPP) Learning Project, the report addresses two areas:</p> <ol style="list-style-type: none"> 1. Seven Dimensions Framework for Localization 2. DEPP Contributions to Localization 	<p>Good resource for funders who want to get a jumpstart on measuring localization. Sections 1-5 are most relevant (including Emerging Indicators and Advancing Localization).</p>
<p><u>Promoting Equitable Partnerships with Local Responders in Humanitarian Settings</u></p> <p>Publication Type: Guidance</p> <p>Publication Date: March 2023</p> <p>Author: DG ECHO</p>	<p>DG ECHO provides detailed guidance outlining its commitments, expectations, and policies regarding stronger support for local and national actors (L/NAs).</p> <p>This guidance note is based on good practice in humanitarian aid programming, taking account of current developments in the localization of aid. It draws on recommendations collected through an extensive consultation process with a wide range of stakeholders, including L/NAs, DG ECHO partners and donors.</p>	<p>Main areas of the guidance:</p> <ul style="list-style-type: none"> • Value, resources and skills of local/national actors. • Equitable partnerships. • Participation of local/national actors throughout the humanitarian response cycle. • Participation and leadership of local actors in humanitarian coordination. • Access to localized financing models.
<p><u>Localization performance measurement framework</u></p> <p>Publication Type: Method Guidelines</p> <p>Publication Date: March 2023</p> <p>Author: NEAR</p>	<p>The purpose of this Localization Performance Measurement Framework (LPMF) is to evidence progress made toward achieving localization commitments. While its focus is on local and national actors, it may also be relevant to international NGOs, UN agencies and donors, as well as research and academic institutions that are studying or evaluating localization.</p>	<p>On page 7 of the framework, NEAR presents metrics for funding and the desired changes and improvements in the quantity and quality of funding for L/NA.</p> <p>Impact indicator: A funding environment that promotes, incentivizes and supports localization to enable a more relevant, timely and effective humanitarian response</p>

<p><u>Learning to be more 'locally-led'? Current practice and evidence gaps in the international humanitarian sector</u></p> <p>Publication Type: Report Publication Date: November 2023 Author: ALNAP</p>	<p>This paper aims to provide a clear summary of the evidence and perspectives to date around the issues of localization and locally-led action. Based on the learning gaps that emerged through the literature review and interviews, it also sets out a broad learning agenda around this topic.</p> <p>Section 2 on “Localization Agenda” has an overview of efforts to date and main initiatives: Grand Bargain, IASC Task Force 5, Charger for Change, Pledge for Change, Shift the Power.</p>	<p>A core component of quality funding is the provision for indirect cost recovery (ICR), which refers to reimbursement for overhead costs.</p>
<p><u>Researching Local Humanitarian Action Through Partnerships with Local Actors</u></p> <p>Publication Type: Briefing Note Publication Date: August 2019 Authors: Larissa Fast, Humanitarian Policy Group (HPG)/ODI</p>	<p>Draws on insights from working with local actors for the HPG ‘from the ground up’ research project in Bangladesh, the Democratic Republic of Congo (DRC), northern Iraq, Lebanon, Libya, Nepal and Uganda. It includes reflections from HPG researchers as well as the local researchers with whom HPG partnered.</p>	<p>This paper is the second in a series that synthesizes findings from HPG’s local humanitarianism research (Fast, 2017) that describes HPG’s approach to researching local humanitarian action, followed by a discussion on developing research partnerships and conducting research. It concludes with a series of reflections about partnering with local institutions.</p>
<p><u>Humanitarian Innovation Guide</u></p> <p>Publication Type: Online Guidance/ Resource Pack Publication Date: 2018 (continually updated) Author: elrha</p>	<p>As the first step-by-step guide to managing innovation in the humanitarian sector, the Guide is written with two audiences in mind:</p> <ol style="list-style-type: none"> 1) Humanitarian practitioners who are seeking to develop a new approach to their work and want to apply an innovation lens to solving problems. 2) Social entrepreneurs from outside the sector who have identified an opportunity to engage with the sector and need a humanitarian framework to contextualize their innovation plans. 	<p>Highlight: Module 3.4 on Local Adaptation Section: Understand How Your Solution Interrelates with Local Systems</p>

<p><u>Shifting Mindsets: Creating a More Flexible Humanitarian Response</u></p> <p>Publication Type: Report with Practical Guidelines Publication Date: September 2019 Authors: Alice Obrecht/ALNAP</p> <p>Link to a full set of Shifting Mindsets/Flexibility Resources</p>	<p>End-of-project report for a two-year workstream that undertook exploratory research on the support factors and barriers to flexibility and adaptation in contemporary humanitarian action.</p>	<p>Part I offers a framework for thinking about flexibility in humanitarian response, including the differences between anticipatory and adaptive approaches to flexibility. It distinguishes different types of flexibility organizations may need to balance or trade-off. Part II consists of 3 sections; each addresses one of the main pillars for a flexible humanitarian response, including funders: Systems; People and Culture; Funding.</p>
<p><u>SmartResponse</u></p> <p>Website: Information on local organizations preparing for, providing relief or assisting in recovery from disasters.</p> <p>Link to Information and Database</p>	<p>SmartResponse, an initiative of the Disaster Accountability Project (DAP), aims to channel more funding directly to local organizations, thereby maximizing the impact of preparedness, response and relief through citizen oversight and engagement, policy research, advocacy and public education. Ultimately, the project focuses on transparency and public accountability to make sure donated dollars save more lives.</p>	<p>This site regularly posts information about local organizations responding to specific disasters by type and location. Users can log in to search for local response organizations or nominate an organization, or organizations can recommend themselves to be added to the database.</p>
<p><u>Global Network of Civil Society Organisations for Disaster Reduction (GNDR)</u></p> <p>Publication Type: Report Publication Date: 2020</p>	<p>Among the sustainable development goals agreed to by members of GNDR, one is championing a localization movement. This report outlines the five-year (2020-2025) strategy to achieve the goals and describes the aims, signs of success and impacts of this work.</p>	<p>This report suggests actionable approaches to shift the balance of power to local leaders.</p>
<p><u>Is Racism Part of Our Reluctance to Localise Humanitarian Action?</u></p> <p>Publication Type: Blog Publication Date: June 2020 Author: Hugo Slim</p>	<p>The former head of policy for ICRC and author of "Humanitarian Ethics" reflects on the general confusion about the role of racism in the sector in this piece from the Humanitarian Practice Network.</p>	<p>With quotes from leaders on the ground, this is a brief exploration of the distance between those leaders and the leaders of the humanitarian community in understanding systemic racism.</p>

<p><u>From the ground up: it's about time for local humanitarian action</u></p> <p>Publication Type: Research reports and studies Publication Date: May 2020 Authors: Larissa Fast and Christina Bennet / ODI</p>	<p>Between 2017 and 2019, ODI/HPG researched local humanitarian action from a ground-level perspective across four key themes: capacity and complementarity, financing, dignity, and protection.</p> <p>Central message: Humanitarian action is always stronger with local action.</p>	<p>Key lessons:</p> <ul style="list-style-type: none"> • Effective and local humanitarian action does not necessarily reduce roles for INGOs and increase those for local actors. • Power is the greatest resource and greatest impediment to effective local humanitarian action.
<p><u>Centre for Humanitarian Leadership 2021 Conference</u></p> <p>Publication Type: <u>Recordings</u> of conference presentations</p> <p><u>Select session recordings and summaries.</u></p>	<p>Two days of panels, workshops and presentations on approaches to current challenges through systemic change, with a focus on decolonizing aid.</p>	<p>A look at humanitarian system transformation based on economic, environmental and political change with affected communities, local organizations, business community and national governments in the lead.</p>
<p><u>What's Stopping Localization in the Humanitarian Sector?</u></p> <p>Publication Type: Blog post Publication Date: April 2021 Author: Lisa Cornish</p>	<p>Despite localization being a focus of discussion for donors and NGOs, there has been limited progress in transitioning funding models to support local-led responses. An unequal playing field and lack of diversity in leadership are inhibiting the localization movement. New data continues to show the value of change.</p>	<p>Provides highlights from a recent Center for Humanitarian Leadership conference.</p> <p>Key theme: Experimentation and a new language structure can also support new ways of working in humanitarian work.</p>
<p><u>Decolonisation and localization: new dawn or old history?</u></p> <p>Publication Type: Blog post Publication Date: April 2021 Author: John Mitchell / ALNAP</p>	<p>Commentary on the historical legacies, burdens, and past failures to act on commitments to decolonizing aid while listing signs of promise.</p>	<p>Interesting piece with an even more interesting back-and-forth in the comments.</p>

<p><u>Humanitarian Exchange 79: Localisation and local humanitarian action</u></p> <p>Publication Type: Magazine Publication Date: May 2021 Author: Multiple for Humanitarian Practice Network</p>	<p>Seventeen articles reflect on a range of cross-cutting themes, including the history of localization, survivor- and community-led approaches, locally designed and managed pooled funds and the impact of COVID-19 on local leadership.</p>	<p>Individual articles may be accessed from the home page.</p>
<p><u>The role of community-led innovation in decolonizing aid</u></p> <p>Publication Type: Summary of session at 2021 Humanitarian Leadership Conference Publication Date: May 2021 Author: Elrha</p>	<p>Key takeaways from a conference panel, including representatives from the Philippines, Guatemala, Somalia and Indonesia.</p>	<p>Link to the full recording.</p>
<p><u>Building local giving is central to shifting power</u></p> <p>Publication Type: Blog post Publication Date: May 2021 Author: Jenny Hodgson</p>	<p>This post suggests that supporting a local community giving platform and assisting in building local fundraising capacity are crucial to the aims of the localization movement.</p>	<p>Global Fund for Community Foundations is a grassroots grantmaker working to support institutions of community philanthropy around the world.</p>
<p><u>The State of Global Giving by US Foundations 2022</u></p> <p>Publication Type: Report Publication Date: 2022 Author: Council on Foundations</p>	<p>The new edition of The State of Global Giving by U.S. Foundations dives into 2016-2019 data (Candid).</p>	<p>In 2016-2019, roughly 13% of U.S. foundations’ global grant money went directly to organizations based in the country where programs were implemented, up from approximately 12% in the 2011-2015 period.</p>

<p><u>A Pathway to Localization Impact: Laying the Foundations</u></p> <p>Publication Type: Report Publication Date: April 2023 Author: Humanitarian Advisory Group (HAG)</p>	<p>Research conducted by HAG with GLOW Consultants (Pakistan) and Collaborate Consulting Pty Ltd (CoLAB), a Fiji-based development consultancy company. The paper summarizes evidence and ideas about the impact of localization on the community level.</p> <p>The report lists key domains of impact that can be integrated into the program management cycle to strengthen data collection and analysis from inception to evaluation and reflection. It proposes an approach to data gathering that is based on the articulation and exploration of causal pathways. Its objective is to support humanitarian actors to better define and understand the impact of their localization practices on crisis-affected populations.</p>	<p>There is no shared understanding of the potential community-level impact of localization. This gap in understanding is further complicated by the absence of defining successful impact. As a result, humanitarian organizations rarely know or have a shared understanding of what sort of change could be achieved and how this could advance community priorities.</p>
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SECTION II – STRENGTHENING PRACTICES

Reports and practical resources from philanthropic institutions and humanitarian organizations that have adopted practices to achieve more equity and strengthen local decision-making and locally-led action.

Resource	Description	Tips for the Reader
<p><u>Local Humanitarian Action in Practice: Case Studies and Reflections of Local Humanitarian Actors</u></p> <p>Publication Type: Case Studies on Localization</p> <p>Publication Date: 2017</p> <p>Authors: Humanitarian Leadership Academy and British Red Cross</p>	<p>Case studies highlight successes and challenges faced by local humanitarian actors, drawing on the real-world experiences of 10 national and local humanitarian organizations.</p>	<p>This 51-page document contains many useful lessons gathered from local actors in Bangladesh, Myanmar, DRC, Somalia, Botswana and other contexts.</p>
<p><u>Money Talks: A Synthesis Report Assessing Humanitarian Funding Flows to Local Actors in Bangladesh and Uganda</u></p> <p>Publication Type: Synthesis report / Briefing</p> <p>Publication Date: 2018</p> <p>Authors: Development Initiatives & Oxfam</p>	<p>International humanitarian agencies and donors have made a series of global commitments to local actors as part of the localization agenda, including increasing their access to greater direct funding by 2020. This briefing paper reviews the 2015 national financial data for Bangladesh and Uganda to better understand how to target international investments in localization. It presents key findings from Oxfam-commissioned research on which factors affect local actors’ ability to access international humanitarian funding.</p>	<p>The briefing paper concludes that in order for global commitments to translate into practice, investments should look at changing the terms of the funding relationship, as well as be based on a context-specific, national analysis of the financial environment.</p>
<p><u>On the Road to 2020: Grand Bargain Commitment to Support National and Local Responders</u></p> <p>Publication Type: Summary of Policy and Practice Lessons</p> <p>Publication Date: 2018</p> <p>Author: Trócaire</p>	<p>A thorough summary of the state of stakeholders’ progress and the overall localization landscape.</p>	<p>A well-organized and easy 12-page read.</p>

<p><u>More than the Money - Localization In Practice</u></p> <p>Publication Type: Organizational Report Publication Date: 2018 Authors: Véronique de Geoffroy, François Grunewald (Groupe URD) and Trócaire</p> <p>Link Full Report Link Summary Document Link Partnership in Practice</p>	<p>In 2017, Trócaire and Groupe URD undertook research on what localization of humanitarian aid means in practice. Working in Myanmar and the Democratic Republic of Congo (DRC), this research examines localization within the framework of the Grand Bargain.</p>	<p>The full report provides recommendations to Trócaire on how to further strengthen partnership work with local actors in humanitarian settings.</p>
<p><u>Localisation of Aid- Are INGOs Walking the Talk?</u></p> <p>Publication Type: Report Publication Date: 2017 Author: START Network (Shifting the Power project)</p>	<p>This report examines whether INGOs are living up to their own promises to localize humanitarian aid. It looks at current opportunities, challenges and good practices in relationships and calls for improved partnerships between INGOs and local and national NGOs.</p>	<p>Report of localization experiences from six large INGOs working on disaster response includes sections on:</p> <ul style="list-style-type: none"> • Practices of partnerships • Organizational support and capacity strengthening • Communication, fundraising and funding • The external context • Looking to the future
<p><u>Highlights and Ways Forward: A Synopsis of Grand Bargain Signatories' Achievements and Challenges Implementing their Grand Bargain Workstream 2 Commitments on Localisation</u></p> <p>Publication Type: Summary Report Publication Date: 2018 Author: Charter for Change</p>	<p>A summary of progress and challenges by the 5 NGOs that are both Grand Bargain and Charter for Change Signatories and the NEAR Network. Highlights specific achievements for different stakeholder groups plus overall challenges and recommendations. The Charter for Change landing page outlines commitments and encourages southern-based NGOs who partner with INGOs to commit to these goals and hold the INGOs accountable for adherence.</p>	<p>Summary includes:</p> <ul style="list-style-type: none"> • Five UN achievements • Five donor achievements (bilateral) • Five NGO and Red Cross/Red Crescent movement achievements • Five challenges • Five recommendations

<p><u>Turning the Humanitarian System on Its Head: Saving Lives and Livelihoods by Strengthening Local Capacity and Shifting Leadership to Local Actors</u></p> <p>Publication Type: Research Report Publication Date: July 2015 Authors: Oxfam /Tara Gingerich & Marc Cohen</p>	<p>Oxfam reports that the humanitarian system must change to remain effective with locally-led humanitarian action whenever possible, adequate funding to state and non-state actors in affected countries, and stronger partnerships between international and local actors.</p>	<p>An excellent report focusing on strengthening local actors.</p>
<p><u>Accelerating Localisation Through Partnerships</u></p> <p>Publication Type: Consortium Site Hosting a Series of Country-based Case Studies and Lessons Publication Date: 2017-2019 Authors: Consortium partners: ActionAid, CAFOD, CARE, Christian Aid, Oxfam and Tearfund.</p>	<p>This program will coordinate with more than 200 local and national NGOs and NGO networks across Myanmar, Nepal, Nigeria and South Sudan. Findings, recommendations and learning from the program will be used to advocate for localization.</p>	<p>Includes a series of posts and short reads such as: Localisation through genuine partnerships: what does it look like?</p>
<p><u>Missed Opportunities: The Case for Strengthening National and Local Partnership-Based Humanitarian Responses</u></p> <p>Publication Type: Report Publication Date: 2013-2016 Authors: Consortium of INGOs: ActionAid, Cafod, Christian Aid, Oxfam GB and Tearfund</p>	<p>The first output of a research project commissioned by five UK-based INGOs to look at the current and future potential of partnerships with national NGOs in humanitarian response. The additional publications demonstrate the issues of localization in country-level responses (the Philippines Typhoon (report published in 2014), South Sudan Conflict (report published in 2016), Nepal Earthquake (report published in 2016)).</p>	<p>Excerpt: Partnerships with national and local actors have long been identified as a source of problems in international humanitarian aid.</p> <p>Most relevant sections: SWOT analysis of increased local partnerships and the conclusions and recommendations presented at the end.</p>

<p><u>The Start Fund, Start Network and Localisation: Current Situation and Future Directions</u></p> <p>Publication Type: Assessment Publication Date: April 2017 Authors: S. Patel and K. Van Brabant, Global Mentoring Initiative</p> <p>Link to Executive Summary Link to Full Report</p>	<p>Presents a “baseline assessment” of where the Start Fund currently stands within the localization agenda. The report also includes a brief examination of three Disasters and Emergency Preparedness Programme (DEPP) projects: 1) Shifting the Power, 2) Financial Enablers and 3) Transforming Surge Capacity. These projects are a strategic complement to the “capacity” challenge that cannot be effectively addressed during a crisis response when capacity is stretched or overwhelmed.</p>	<p>It includes a helpful framework for understanding localization and graphics that represent progress and gaps in localization practices.</p>
<p><u>START Network Financial Enablers Project</u></p> <p>Publication Type: Project Report Publication Date: 2019 Author: START Network</p> <p><u>Shifting the Power</u></p>	<p>This project sought to create financial autonomy and opportunities for NGOs and civil society organizations (CSOs). It enabled them to develop their own solutions for humanitarian capacity development. Due to constraints on capacity, national actors often do not succeed in maximizing their contribution to the global humanitarian effort. To be effective and sustainable, capacity development for humanitarian response needs to be as appropriate as possible to the local place and context, which means national actors setting their own agenda.</p>	<p>Over three years, the project encouraged collaborative national partnerships (NGOs, CSOs and others such as research institutes, policy groups and private sector enterprises). It provided flexible grants for these partnerships for self-determined capacity development based on knowledge of local needs.</p>
<p><u>Improving quality humanitarian funding through the Grand Bargain 2.0</u></p> <p>Publication Type: Article Publication Date: June 2021 Authors: Willitts-King, Metcalfe-Hough</p>	<p>Outlines seven ways to increase quality humanitarian funding to advance the aims of the Grand Bargain and perhaps set the bar even higher for spending targets.</p>	<p>Short summary.</p>

<p><u>Funding the Frontline: How an Oxfam Emergency Response Fund facilitated local humanitarian action</u></p> <p>Publication Type: Report Publication Date: August 2021 Author: Janice Ian Manlutac</p>	<p>From 2014 to 2020, Oxfam’s Emergency Response Fund (ERF) supported 24 small-scale responses led by 15 local organizations in nine countries with speed, simplified administration, and local design.</p>	<p>The ERF, with the support of a donor who values local leadership, helped local actors shape humanitarian responses. The simplicity of fund administration unlocked creativity and delivered speed without compromising the quality and accountability of humanitarian aid.</p>
<p><u>Letting go of control: Empowering locally-led action in Ukraine</u></p> <p>Publication Type: Report Publication Date: March 2023 Author: Christian Aid</p>	<p>The paper focuses on community-led approaches and includes two detailed case studies of the experiences of partners. It reviews challenges and lessons, provides recommendations for practitioners and donors, and summarizes lessons from programming approaches, such as survivor- and community-led response (sclr) and how to scale up these approaches.</p> <p>A more people-centered response would employ a compliance and accountability structure that says affected populations will feel the impact of misuse of funds today more than auditors several years down the line.</p>	<ul style="list-style-type: none"> • Donors and intermediaries should live up to Grand Bargain commitments and increase direct funding at scale to local actors, including mechanisms and incentives to support sclr for a real participatory revolution. • The sector, including donors, INGOs and national NGOs, needs to overcome the instinct to maintain tight control of local organizations and groups’ work. They need a mindset shift to let go of power and tolerate more flexibility and unpredictability. • Donors must shift the center of accountability to people implementing the response by minimizing compliance and eliminating due diligence at the lowest level for a more inclusive and effective crisis response.

<p><u>Five Things We've Learned About How Funders Can Support Impact That Lasts at the Grassroots Level</u></p> <p>Publication Type: Summary Report Publication Date: 2019 Author: Firelight Foundation</p>	<p>Summary describing how research has informed and confirmed the Firelight Foundation's approach to supporting local leaders through understanding what bolsters community-driven systems change.</p>	<p>Key findings:</p> <ol style="list-style-type: none"> 1. Invest in community-based organizations (not just NGOs). 2. Provide flexible, patient funding. 3. Invest in the capacity of community-based organizations (CBOs). 4. Mobilize networks and facilitate sharing among CBOs working in similar thematic or geographic areas. 5. Harness the power of community-driven systems change.
<p><u>Council on Foundations Global Philanthropy Resources</u></p> <p>Website: General information about issues related to international grantmaking, particularly equivalency determination and expenditure responsibility information.</p>	<p>U.S.-based foundations often puzzle over how to make grants to local organizations in other countries where the verification structures and reporting differ from common domestic practices. This site guides philanthropies in determining equivalency status and understanding the legal parameters for grantmaking.</p>	<p>Specific information on legal issues and determination of how local organizations compare with or comply with U.S. laws and internal philanthropic organizational requirements.</p>
<p><u>NGOsource</u></p> <p>Website: Introduces the topic of equivalency determination and the team that assists in equivalency determination for international funding.</p>	<p>This is a collaborative project of the Council of Foundations and Tech Soup to help grantmakers streamline equivalency determination and save in their international grantmaking.</p>	<p>The website has local guides to assist foundations and donor-advised funds in evaluating potential grantees.</p>

<p><u>Putting People First: The transformative impact of small grant funds</u></p> <p>Publication Type: Research Study with Recommendations for Funders Publication Date: July 2019 Authors: Karen Kraan and Anneke Wensing</p>	<p>By describing the characteristics and impacts of small grant funds, this research explores their role in strengthening climate change-focused programming, environmental protection and women’s rights in an effective, participatory and socially just fashion.</p>	<p>This study aims to provide insight and answers in the following three areas:</p> <ul style="list-style-type: none"> • The characteristics of small grants funds that enable them to effectively reach grassroots organizations, movements and activists. • The impact that small grants have on the grantee, grantor or intermediary, as well as their impact on results on the ground. • The added value of small grants funds as compared to other mainstream funding mechanisms.
<p><u>The Thoughtful Funder’s Guide to Global Giving</u></p> <p>Publication Type: Donor Guide Publication Date: 2019 Authors: Maggi Alexander, Robin Baird, Rebecca Miller, Jennifer Montone / The Philanthropic Initiative – TPI)</p>	<p>With this report, TPI intends to share knowledge with a variety of donors and organizations to increase impact in three issue areas:</p> <ol style="list-style-type: none"> 1. Increasing access to clean, safe water. 2. Addressing the global refugee response crisis. 3. Improving conditions for women and girls. 	<p>This guide outlines the three problem areas, discusses challenges for philanthropy for each and then suggests philanthropic strategies to address the challenges.</p> <p>It contains a list of repositories, networks, associations, and conferences at work in various regions and on issues of concern for this report.</p>

<p><u>Transforming Partnerships in International Cooperation</u></p> <p>Publication Type: Guidelines Publication Date: September 2023 Authors: Peace Direct</p>	<p>Peace Direct launched a step-by-step guide for transforming partnerships in international cooperation, moving from exploitative and transactional partnerships that reinforce colonial power imbalances to equitable and transformative engagements for everyone involved.</p>	<p>Key recommendations include:</p> <ul style="list-style-type: none"> • Develop a change mindset, including building an internal culture of openness to critique by encouraging difficult conversations about racism and power imbalances. • Define what you mean by partnership and codify the related principles and behaviors that matter to you most. • Practice active listening with partners, attuning to what they may not be telling you. • Unlearn assumptions about who holds technical expertise and what technical expertise is. • Ensure check-ins focus not only on program delivery but also on the health of the partnership.
<p><u>The state of local humanitarian leadership</u></p> <p>Publication Type: Learning Report Publication Date: May 2022 Author: Oxfam</p>	<p>A learning report by Oxfam summarizes convenings held in Asia, the Middle East, Northern Africa, the Pacific, and West Africa. From May 2021 to January 2022, Oxfam, in partnership with Seजार Indonesia, the Tamdeen Youth Foundation in Yemen and the Palestinian Agricultural Development Association (PARC) in Palestine, held 10 learning series through online convenings on local humanitarian leadership (LHL). Approximately 450 people participated, of whom 60% were from local and national NGOs representing approximately 30 countries.</p> <p>Key findings: A growing commitment to supporting locally-led humanitarian action and new calls for international actors to deliver on</p>	<p>Some good news:</p> <ul style="list-style-type: none"> • Some NGOs around the world are reporting more opportunities for multi-year funding. Some donors are providing direct funding for local and national actors. • INGOs are developing new partner-led models and ways of working. INGOs and NGOs are carrying out joint assessments. Local and national organizations are creating and strengthening their networks and federations. • Local emergency

	<p>the LHL commitments and promises they made at the WHS in 2016.</p> <p>LHL agenda has advanced significantly in some countries—including Indonesia, Iraq, Kenya and the Philippines—where bigger and better grants are being transferred to local actors, and NGOs are increasingly able to participate in joint planning and decision-making.</p>	<p>response funds are enabling resources to reach local and national actors quickly and directly.</p> <ul style="list-style-type: none"> Increasingly, capacity trainings are addressing the needs of the NGOs, as defined by the NGOs themselves. <p>Persistent challenges:</p> <ul style="list-style-type: none"> The response coordination mechanisms built around international actors still fail to embrace LNGOS & NNGOs: no translation in meetings, decisions from meetings often fail to reach local actors in a timely way, and narrow views about who qualifies as a legitimate humanitarian actor. Short-term funding cycles and a project-based approach to grantmaking, particularly in the absence of appropriate ICR, keep local and national organizations off balance, always wondering if they will survive another year.
<p><u>Bridging the Intention to Action Gap: The Future Role of Intermediaries in Supporting Locally-led Humanitarian Action</u></p> <p>Publication Type: Research report Publication Date: June 2021 Authors: Lees, McCommon, Sutton,</p>	<p>A partnership of CoLab, Glow Consultants, inSights and the Humanitarian Advisory Group, this paper proposes a future role for intermediaries in supporting locally-led response using a behavioral science approach and identifies interventions for change.</p>	<p>The report suggests a revised role for intermediaries as well as the barriers preventing change.</p>

<p>Flint, Robinson, Low, Khan, Islam, Antonios</p>		
<p><u>Pooled Funds: The New Humanitarian Silver Bullet?</u></p> <p>Publication Type: Report Publication Date: September 2022 Author: Norwegian Refugee Council (NRC)</p>	<p>Pooled funds are increasingly becoming a tool in the humanitarian financing toolbox with the goal of getting more funds into the hands of frontline / proximate humanitarian actors. The number of pooled funds has increased along with the amounts allocated through them. Pooled funds still represent a relatively small percent of overall global humanitarian financing, but they could potentially reshape the humanitarian financing landscape.</p>	<p>Pooled funds are attractive because they:</p> <ul style="list-style-type: none"> • Enable faster and more proximate funding decisions. • Help funders meet “localization” & flexible funding commitments (GB). • Support donor coordination. • Reduce burden for donors by (partly) transferring risk (management), oversight and compliance (including sanctions) to an intermediary. • Are useful for innovation, including experiments with anticipatory action.
<p><u>Anticipate and Localize: Leveraging Humanitarian Funding to Create more Sustainable Food Systems</u></p> <p>Publication Type: Report Publication Date: April 2023 Author: Rockefeller Foundation</p>	<p>All donors are urged to increase the share of their funding that goes to local actors to 25% of their total expenditure over the next five years, supporting the role of local communities as effective first responders. National governments are urged to invest a similar share of their spending on domestic food security in local approaches.</p>	<p>Fund anticipation. Humanitarian donors are urged to spend 1% of their 2024 budgets on anticipatory action and increase that share by 1% for the next 10 years. Make the investment case. Put workable solutions to the test through a concerted campaign – backed by a dedicated team and a toolkit of proven approaches – to implement best practices on funding in a real-time situation of food insecurity.</p>

<p><u>Shifting power in humanitarian action: Lessons from HelpAge International</u></p> <p>Publication Type: Article Publication Date: July 2023 Author: Naomi Mihara / Devex</p>	<p>HelpAge International's CEO Justin Derbyshire and Pakistan Country Director Syed Moez Kakakhel discuss how the organization's localization journey is taking shape.</p> <p>In Pakistan, HelpAge is in the process of registering a new local entity, the Foundation for Ageing and Inclusive Development, or FAID. The shift toward locally-led development will enable local organizations to work according to their priorities and share their knowledge, according to Syed Moez Kakakhel, HelpAge's country director in Pakistan.</p> <p>"It's not only the INGOs who are sharing the knowledge, but the local entities have a lot of experience," he said.</p>	<p>The model HelpAge seems to support has been criticized by some organizations and activists but continues to be one that INGOs have found effective in transitioning their country offices to independent, national NGOs (especially in countries that don't already have civil society organizations focusing on older people, in the case of HelpAge).</p>
<p><u>Insights and Recommendations from the Global Development and Humanitarian Assistance Community: From Operations to Outcomes: A Policy Blueprint for Locally-Led Development</u></p> <p>Publication Type: Lessons Report & Recommendations Publication Date: March 2023 Author: Humentum</p>	<p>Without local leadership, the global development and humanitarian assistance sector cannot deliver effective, equitable and sustainable solutions for the world's most pressing challenges. Many in the sector understand this principle, but locally-led development is not yet the reality.</p> <p>What, then, will it take to operationalize locally-led development, and specifically, how can funders and international non-governmental organizations (INGOs) change how they work to remove obstacles and partner with local entities?</p> <p>This report outlines those models in greater detail, as well as key policy recommendations for funders and INGOs to consider. It contributes to the growing set of resources and recommendations around how to reshape the global development sector to better reflect the people it seeks to serve.</p>	<p>Respect NNGOs' strengths and co-create new partnership models and ways of working. Support and embrace NNGOs' creation of their own risk, compliance and partnership models. Communicate with local partners about policies and procedures at the outset of any funding agreement.</p> <p>Include and fund both locally-driven capacity strengthening and professional development in programming. Funders can incentivize local capacity strengthening by either increasing unrestricted funding or designating specific funding for capacity strengthening. Funders should fund local capacity strengthening beyond compliance and technical skills needed to implement a single program.</p> <p>Powerful actors should</p>

		<p>audit their internal culture, policies and practices and engage in organizational learning to ensure an equitable approach to partnerships with NNGOs. Unpack internal culture, policies and practices and strengthen institutional capacity to work with local partners in respectful, mutually accountable ways. Revise internal policies and processes to reflect this cultural shift and leverage power to advocate that other funders undertake the same process.</p>
<p><u>Case study: Ford Foundation & Twaweza on the importance of full indirect cost coverage</u></p> <p>Publication Type: Case Study Publication Date: 2023 Author: Funding for Real Change</p>	<p>Ford found that chronic underpayment of indirect costs was depriving civil society organizations of the resources they need for institutional growth, development, and long-term resilience. Many of the organizations supported by Ford and other foundations were grossly under-recovering costs in project grants, operating with low reserves, and experiencing persistent deficits and other indicators of poor financial health.</p> <p>A Tanzanian partner, Twaweza, operationalized what it calls 'basket funding' - it does not prepare individual project budgets but rather has one comprehensive strategy with one budget. Because of the basket funding model, it has been able to not just keep its lights on but grow by investing resources in institutional development, as well as building its reserves.</p>	<p>Ford took a comprehensive approach to flexible & equitable grantmaking that continues to evolve:</p> <ul style="list-style-type: none"> • A minimum 20% indirect cost rate in project grants. In January 2023, the foundation's indirect cost policy was increased to 25%. • Program officers are trained to engage partners in deeper conversations about financial health and dispel the common misperception that presenting a low ICR is desirable or necessary to receive a grant.
<p><u>The high price of lowballing local organizations</u></p> <p>Publication Type: Report Publication Date: September 2022 Author: Hero Anwar /</p>	<p>A report from Oxfam's Local Humanitarian Leadership collection. The focus is on why indirect cost recovery matters:</p> <ul style="list-style-type: none"> • It supports strong partnerships. Funding is needed to cover rent, maintenance of equipment and systems, and employ people in roles that are not directly connected to 	<p>Key messages (continued):</p> <ul style="list-style-type: none"> • In politically charged settings, it enables aid to be neutral & impartial. ICR supports org independence vs. aligning with political parties for \$\$ • It enables staff to care

<p>Oxfam</p>	<p>funded projects. INGOs and other funders who fail to understand this can't hope to win the respect and trust of local organizations.</p> <ul style="list-style-type: none"> • It makes fair labor practices possible. Staff are unpaid in between grant periods or working long hours unpaid (grant restrictions). • It reduces staff turnover & prevents layoffs, damage to the morale of the team and having to let go of trained staff. • It can help prevent discrimination against women in the workplace. Inflexible grants constrain benefits, such as maternity leave. 	<p>for themselves and their families. When grant budgets fall short, staff spend our personal money to fill the gaps.</p> <ul style="list-style-type: none"> • It is an investment in sustainability. ICR supports investment in continuous learning and capacity strengthening for the organization. • It enables local leaders to truly lead. The pressure to charge staff time to narrowly focused grants prevents local leaders from growing professionally and building organizations' influence and networks. • It represents trust. "We know how to spend money wisely and do not need to be told how important it is to keep our costs down while delivering aid to people in need."
<p><u>Indirect Cost Recovery: A powerful tool for grantmakers to enable greater localization and equitable partnerships</u></p> <p>Publication Type: Blog post Publication Date: April 2023 Author: Alex Gray / Center for Disaster Philanthropy (CDP)</p>	<p>There is broad consensus that local and national actors should be provided with overhead funding. The complexity is in how this should happen and whether the onus for change is more on the intermediary organization or the donor.</p> <p>This post references recently commissioned research by IASC: Guidance on the Provision of Overheads to Local and National Partners.</p> <p>Discusses CDP's experience changing policies on ICR.</p>	<p>A practical example of a tiered approach to ICR:</p> <ul style="list-style-type: none"> • Implementing partners can claim up to 15% on their directly implemented activities. • INGO/intermediaries can claim 10% on amounts subgranted to local partners, assuming they are working closely and the local partner is receiving technical support. • INGOs/intermediaries that primarily function as pass-through for a local partner can claim up to 5% on this sub-granted amount.

<p><u>Donor Transformation Challenge: Strengthen your support for grassroots changemakers</u></p> <p>Publication Type: Tool Publication Date: February 2024 Author: Civicus</p>	<p>A resource created for grantmakers to help them nurture stronger and more meaningful connections and solidarity with local changemakers. This resource helps funders go beyond commitment statements and to change day-to-day practices.</p> <p>This 12-month Donor Transformation Challenge was designed to accompany leaders within funding and enabling institutions working with civil society as they solve this challenge and dismantle dated practices, mindsets and systems of oppression within their organizations and their teams and, perhaps most importantly, within themselves.</p>	<p>Includes:</p> <ul style="list-style-type: none"> • Month-to-month activities to do individually and with your team. • Weekly reflection questions focused on specific areas of grantmaking practice <ul style="list-style-type: none"> ○ Nurturing partnerships: equity, respect, extending care ○ Communication and asking the right questions ○ Leadership and risk-taking ○ Measuring what matters • Checklists with additional resources and guides <ul style="list-style-type: none"> ○ Examples of funds created to support local organizations (e.g., Civicus Solidarity Fund) ○ Relevant facts regarding deficit in direct funding to local organizations – useful for internal advocacy
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SECTION III – RESOURCES FOR ADVOCACY

Briefing papers, short articles, blog posts, webinars and podcasts on localization for internal team learning, reflection or for educating stakeholders (leadership, board members, peers, etc.).

Resource	Description	Tips for the Reader
<p><u>Localization Examined</u></p> <p>Publication Type: Briefing Paper</p> <p>Publication Date: September 2018</p> <p>Author: International Council of Voluntary Agencies (ICVA)</p> <p>Related Webinar Resource: <u>Localization: Perspectives on Change</u></p>	<p>Based on a review of documents, as well as ICVA’s participation in ongoing localization-related evaluations, research, working groups, workshops and dialogues, this briefing paper has been informed (wherever possible) by the inputs of operational local, national and international NGOs in ICVA’s diverse NGO membership.</p> <p>Perspectives of different actors’ experiences working toward greater localization of humanitarian action.</p>	<p>This paper is intended to help inform a balanced understanding of localization to prompt further discussion and action, recognizing that the positions of individual NGOs vary. It provides an overview of the concept of localization, how it has evolved and how it is currently used.</p> <p>Learn how governments, private funders, private sector and diaspora actors see current opportunities, challenges and future trends, and the impact of localization initiatives on principled and effective humanitarian action.</p>
<p><u>IASC Definition of ‘Local’ and ‘National Actors’ – A Barrier to Achieving Grand Bargain Localisation Commitments</u></p> <p>Publication Type: Progress Report</p> <p>Publication Date: October 2019</p> <p>Author: Alliance for Empowering Partnership</p>	<p>The WHS Workstream tasked with promoting “more tools and funding to national and local responders” has six commitments, including for the Inter-Agency Standing Committee (IASC) to develop and apply a ‘localization marker’ to track progress on achieving “a global target of at least 25% of humanitarian funding to local and national responders as directly as possible by 2020.”</p>	<p>This brief report summarizes progress on Grand Bargain to date.</p>

<p><u>Let Local Leaders Lead: Why Donors Should Create More Space for Local Leadership</u></p> <p>Publication Type: Blog post Date of Publication: Sept. 27, 2019 Authors: Dan Honig/Center for Global Development</p>	<p>"Getting more of what you want sometimes leads to less of what you want," Dan Honig writes of donors' reporting practices. He argues that donors should become partners rather than overseers, giving local leaders the space to use their local knowledge.</p>	<p>A good, quick read.</p>
<p><u>Is the International NGO System Broken?</u></p> <p>Publication Type: Podcast Publication Date: September 2019 Author: Bond</p>	<p>This podcast (episode #8 in a series), produced by Bond, an umbrella group of UK NGOs, notes only 1% of official aid and humanitarian assistance goes directly to local organizations in developing countries or the Global South. The episode brings together both sides of the system to discuss how INGOs can truly shift the power.</p>	<p>Focused on the problematic incentives for INGOs to grow and generate revenue through grants and contracts -- two realities that go against aspirations to see more locally-led development and disaster preparedness.</p>
<p><u>Mapping Local Capacities and Support for More Effective Humanitarian Responses</u></p> <p>Publication Type: Policy Brief Paper Publication Date: November 2019 Author: John Bryant/Humanitarian Policy Group (HPG)</p>	<p>Key messages:</p> <ul style="list-style-type: none"> • The capacities of local actors and resources that flow to crisis-affected people are not consistently recognized or monitored. This policy brief explores the implications that a fuller understanding could have for the humanitarian sector. • The resources and capacities of international humanitarian actors account for only a small part of responses to crises. Assistance provided by local and national actors is often not recognized, which can result in inefficiencies, duplication and missed opportunities. Understanding what is valued by affected people and finding actors with the capacities to deliver – regardless of whether they are international or local – would ensure collective capacities are harnessed to 	<p>This is an important addition to the literature on complementarity in humanitarian response and the need to map existing local resources and capacities.</p> <p>Key sections are: "Mapping capacities and resources for complementarity" and "The limits of mapping capacity and resources."</p> <p>This is an objective piece by an independent research think tank (HPG is located within the Overseas Development Institute in London.)</p>



	deliver greater impact and enable effective responses beyond purely delivering aid.	
<p><u>Localization is Self-Determination</u></p> <p>Publication Type: Opinion piece Publication Date: August 2021 Author: Hugo Slim</p>	<p>This piece analyzes the main political arguments used against localization by international humanitarians.</p>	<p>It provides three recommendations to help humanitarian reform find a fairer balance between local, national and international organizations.</p>
<p><u>Beyond Local and International: Humanitarian Action at the Margins</u></p> <p>Publication Type: Briefing Note Publication Date: December 2019 Author: Larissa Fast/Humanitarian Policy Group (HPG)</p>	<p>Key messages: Local humanitarian action is about 'shifting the power' and shifting perspective. Localization debates in the sector tend to approach the concepts of local and international as good or bad, as the need to shift power from international actors to local ones.</p> <p>Humanitarian action is status-driven, as organizations are categorized as local or international. These distinctions – and their associated identities – are not just important in terms of perspective; they have very practical implications for who receives assistance and who is eligible for donor funding.</p> <p>Setting 'local' in opposition to or in tension with 'international' ignores the ways that such friction generates new opportunities for complementarity.</p>	<p>This excellent and brief piece addresses the spectrum of what local humanitarian action means and the range of intermediaries, as well as what is required for rebalancing the power between external and local humanitarian actors.</p>



<p><u>Valuing Local Resources in Humanitarian Crises</u></p> <p>Publication Type: Research Reports and Studies Publication Date: October 2019 Authors: Barnaby Willitts-King, John Bryant and Alexandra Spencer/Overseas Development Institute (ODI)</p>	<p>Key messages:</p> <ul style="list-style-type: none"> • Locally-led response starts in affected communities and the resources they mobilize and make use of, including community support mechanisms, remittances from the diaspora, government and private sector funding, and faith-based giving. • International humanitarian assistance comprises as little as 1% of resource flows to countries affected by humanitarian crises. Remittances are a clear example of a major resource flow that is potentially significant in crises but insufficiently understood or factored in. Also, faith-based flows and local community resources. • If international aid is only 1–2% of what people receive, then it needs to be managed in a much more complementary way and in better alignment with other resource flows to address the real needs faced by people in crisis. 	<p>This is a set of research studies and reports on the role of local resources in response that includes the following pieces:</p> <ul style="list-style-type: none"> • The Tip of the Iceberg: Why 99% of humanitarian resources in crises are ignored • The 2017 Nepal Flood Response: Resources beyond international humanitarian assistance • The Humanitarian Response in Iraq: Support beyond international assistance in Mosul • The Refugee Response in Northern Uganda: Resources beyond international humanitarian assistance <p>The overall summary offers policy and practice suggestions for international aid providers that want to leverage existing local resources during response.</p>
<p><u>Six Reasons to Fund Grassroots NGOs Overseas</u></p> <p>Publication Type: Blog post Publication Date: November 2019 Author: Give2Asia</p>	<p>Key message: Whether your goal is to maximize the return on your philanthropic investments or achieve sustainable impact, local organizations deserve a closer look.</p>	<p>A short read, clearly written blog post -- can be useful for internal champions as a set of talking points with senior management and board leadership.</p>



<p><u>Localization and Capacity Assessment</u></p> <p>Publication Type: Opinion Piece Publication Date: October 2020 Author: Ahmed Mohamed / Devex</p>	<p>An argument for the necessity of international humanitarian organizations to create a more efficient way to assess the capacities of their local and national partners.</p>	<p>The need described in this article suggests a fruitful avenue of funding.</p>
<p><u>Anchored in Local Reality: Case Studies on Local Humanitarian Action from Haiti, Colombia, and Iraq</u></p> <p>Publication Type: Research report with case studies Publication Date: March 2020 Authors: Robillard, Jean, Gingerich, Mejía, Bohórquez Farfan, Grisgraber, Joseph, and Maxwell / Feinstein International Center and Oxfam America</p>	<p>To have a positive effect, international actors should engage before (or between) crises on issues that would not typically be considered humanitarian, such as governance or resilience;</p> <p>Significant reforms are still necessary to make international funding, coordination and partnership structures more transparent, consistent and accessible to diverse local actors.</p> <p>All types of actors must move away from transactional relationships in humanitarian crises and toward more equitable ones.</p>	<p>This Oxfam-Feinstein report adds to the growing research on the role of local actors and the need for reform in funding and coordination to develop true partnerships with international actors and with governments.</p> <p>Relevant highlights:</p> <p>Funders and implementing organizations need to increase investments in partnerships, networks, coordination mechanisms and mutual capacity strengthening before (or between) crises.</p>
<p><u>Localization: Views From Haiti</u></p> <p>Publication Type: Research report Publication Date: March 2023 Authors: Sabina Robillard & Jessica Hsu / Feinstein Center</p>	<p>Part of the series of landscape papers commissioned by USAID/BHA. Literature review was presented on an earlier LHL call. It builds on the research report "Anchored in Local Reality" with case studies from Haiti, Colombia & Iraq. The report seeks to disaggregate what it means in the context of Haiti "[to make] principled humanitarian action as local as possible and as international as necessary."</p>	<p>Key findings/messages</p> <ul style="list-style-type: none"> • Understanding local realities requires proximity to the community and strong partnerships. • Among enablers of localization: equitable partnerships and trust • Invest in capacity building of local organizations and community-level leadership • Advocate for increased funding for mitigation, rehabilitation and capacity building.



<p><u>Time to end the dominance of short-term grants: The evidence for multi-year funding</u></p> <p>Publication Type: Evidence report Publication Date: February 2024 Authors: Institute for Voluntary Action Research (IVAR)</p>	<p>Research on the negative effects of how funding is given on charities' ability to do their best work. By 'getting the basics right' in the types of grants they offer, and in their application and grant-management processes, funders can make a massive difference to charities and to the people and causes they serve. 125 funders are signed up to the Open and Trusting Grant-making community. The report calls for more unrestricted funding, better reporting practices, and changes to application and assessment processes.</p>	<p>Their latest paper focused on multi-year funding examines:</p> <ul style="list-style-type: none"> • What the research says about the benefits such funding delivers • The progress being made on increasing the availability of multi-year funding • Reflections on how best to overcome some of the barriers to this. • Most relevant sections: <ul style="list-style-type: none"> ○ Reflections and questions for funders ○ Overcoming the barriers to action
<p><u>Trust in Action: The Bridge Between Grantmakers and the Grassroots</u></p> <p>Publication Type: Call to Action Publication Date: March 2024 Authors: Global Fund for Children</p>	<p>A new resource from the Global Fund for Children team designed with 12 community & youth leaders from around the world outlines grassroots priorities for change in philanthropy and global development to amplify community-led change. The report advocates for flexible funding, equitable partnerships and solidarity.</p> <p>This resource could be useful to your current and new grantees. Available in English, Spanish and French.</p>	<p>Concrete barriers to trust-based funding and needed shifts to grantmaking practices are outlined in the report:</p> <ul style="list-style-type: none"> • Common barriers to accessing funding (see text box) • Alternatives to traditional reporting requirements (see text box) <p>What does flexible funding make possible? The list includes infrastructure, internal policies, social fabric, etc.</p>
<p><u>Too Southern To Be Funded (April 2024) Report by #ShiftThePower Movement</u></p> <p>Publication type: Report Publication date: April 2024</p> <p>Shorter Summary document: Link Full report: Link</p>	<p>Members of the #ShiftThePower movement conducted an analysis of OECD DAC member aid flows, which revealed systemic imbalances in the distribution of official development assistance. Despite rhetoric committing to support Southern leadership and civil society, a significant portion of aid remains unofficially "tied", disproportionately benefiting CSOs within DAC member countries, while marginalizing civil society in the South. This practice not only discriminates against Global South civil society</p>	<p>Guiding questions and lessons on:</p> <ul style="list-style-type: none"> • Which DAC donors have formal policies to restrict their aid to domestic CSOs? • Which DAC donors engage in informal tied aid practices in relation to their CSOs? • Do these mechanisms de facto exclude or discourage organizations from the Global South from accessing funding from DAC donors? If so, how? • Includes profiles on 13 DAC donors (incl. US, UK, Canada, Nordics, Ireland, Iceland)



	<p>but also undermines the spirit of the DAC Recommendation on Untying Official Development Assistance of 2001.</p>	
<p><u>Where has the Humanitarian Sector got to on Localization?</u></p> <p>Publication Type: Blog Publication Date: June 2023 Authors: Duncan Green / Poverty to Power Blog</p>	<p>Direct, quality funding flows to local and national organizations are still the primary way the system measures progress on localization commitments.</p> <p>Some big donors are making changes to policies and practices that could push through greater change. The US has taken a vocal and leading role, committing to giving 50% of all funding to programs which 'place local communities in the lead' by 2030.</p>	<p>Donor caution around risk drives much of the hesitancy around funding for localization. Yet donors and intermediaries have yet to fund appropriate risk mitigation measures. Overhead costs such as security and financial management to mitigate fiduciary risks have not been supported to the extent that they would meet the risk thresholds of many donors. It includes agreeing to acceptable levels of residual risk between locals and internationals, with positive benefits.</p>
<p><u>Women Leading Locally: Exploring Women's Leadership in Humanitarian Action in Bangladesh and South Sudan</u></p> <p>Publication Type: Research report Publication Date: January 2020 Authors: Namalie Jayasinghe, Momotaz Khatun, Moses Okwii/Oxfam America</p>	<p>This report examines women's leadership in locally-led humanitarian action with case studies from Bangladesh and South Sudan. Co-authored with two women's organizations, Ashroy Foundation of Bangladesh and Rural Women for Development in South Sudan, it seeks to understand whether and how local humanitarian leadership (LHL) can promote or constrain women's leadership. The report finds that women's leadership in LHL is limited in both countries, with women's leadership facing many of the same challenges as LHL itself. However, by encouraging collaboration between women leaders, women's organizations and LHL actors, progress toward a more gender-transformative humanitarian the system can be achieved.</p>	<p>An Oxfam-commissioned report looking specifically at local women's leadership in humanitarian response. It examines the barriers to women's leadership and how international actors can help advance women's leadership in local responses.</p>

<p><u>How Funders Can Help Reimagine the Relationship Between International NGOs and Local Partners</u></p> <p>Publication Type: Blog post Publication Date: February 2020 Author: Ruth Levine/Center for Effective Philanthropy</p>	<p>Key messages:</p> <ul style="list-style-type: none"> • Private foundations working internationally have an even more challenging agenda to pursue if they want their practice to be consistent with organizational values. They need to figure out how to foster relationships of trust not only with their own grantees — almost all of which are international nongovernmental organizations (INGOs) — but also with the in-country civil society organizations that grantees call their “local partners.” 	<p>A short read, clearly written blog post -- can be useful for internal champions as a set of talking points with senior management and board leadership.</p>
<p><u>A more localized aid system: Current status discourse</u></p> <p>Publication Type: Briefing paper Publication Date: June 2023 Author: ALNAP</p>	<p>An essential briefing for humanitarian decision-makers. The key focus is on funding, which remains a major measure of localization progress:</p> <ul style="list-style-type: none"> • Direct funding for local organizations was just 1.2% of aid financing in 2022 (Global Humanitarian Assistance, 2023). COVID-19 wasn’t the tipping point it could have been. Just 2% of funding went directly to local partners at the forefront of the response. Ukrainian non-governmental organizations (NGOs) received 1% of direct funding in the first year of the Russian invasion. • Reflecting renewed efforts to increase the quantity of funding, major aid organizations will publish milestones to reach 25% funding to local organizations by the end of 2023. 	<p>Key takeaways for funders:</p> <ul style="list-style-type: none"> • There is no standardized indirect cost recovery (ICR) policy. Typically, ICR provisions don’t reach smaller local actors. Organizations are drafting equitable partnership proposals for fair overhead cost recovery for all sub-grantees. • There is a potential trend of international agencies looking for partners who meet compliance requirements instead of removing barriers, cementing sub-contracting relationships over more equitable partnerships. • Local organizations with international ties can cannibalize opportunities for those without global links.



<p><u>Passing the Buck: The Economics of Localizing International Assistance</u></p> <p>Publication Type: Research Study Publication Date: November 2022 Author: Share Trust</p>	<p>A study by the Share Trust and the Warande Advisory Centre estimates the economic implications of shifting 25% of Official Development Assistance (ODA) - aligned with Grand Bargain and USAID commitments - from international to local intermediary structures.</p> <p>Related recent studies by Share Trust:</p> <p><u>Passing the Buck: Case Study of a Pooled Fund in the Middle East</u></p> <p><u>Passing the Buck: The Economics of Localizing Aid in Ukraine</u></p>	<p>The analysis estimates that local intermediaries could deliver programming that is 32% more cost-efficient than international intermediaries by stripping out inflated international overhead and salary costs. Applied to the ODA funding flows allocated to UN/INGOs in 2018 (\$54bn), this would equate to US\$4.3bn annually. The shift in funding is modeled using equitable rates rather than business-as-usual rates, which currently impede local actors from meeting the needs of their communities, resulting in an additional redeployment of \$680m per year in salary and overhead costs to local actors.</p> <p>The report also outlines a possible transition fund to help with this 25% shift over the course of eight years.</p>
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SECTION IV – MORE EXTENSIVE STUDY

Books and longer research studies on localization and effective partnership models.

Resource	Description	Tips for the Reader
<p><u>Views from the Ground: Perspectives on Localization in the Horn of Africa</u></p> <p>Publication Type: Research Study Publication Date: October 2019 Authors: Kimberly Howe, Jairo Munive, Katja Rosenstock</p>	<p>“As local as possible, as international as necessary” has become the slogan of one of the latest trends in humanitarianism— localization.</p> <p>While there are no internationally agreed-upon definitions of localization, it generally refers to putting local actors at the center of the humanitarian system. This study interrogates the assumptions that underpin a localized response and identifies factors that enable and hinder local actors in providing a high-quality, principled and effective response.</p>	<p>Case studies from three countries in the Horn of Africa: Kenya, Somalia/Somaliland and South Sudan.</p> <p>Most relevant sections:</p> <ul style="list-style-type: none"> • Executive summary (for a bird’s eye view of the findings) • Under findings – See sections on: <ul style="list-style-type: none"> ○ Capacities as conceived by the local organizations ○ Costs ○ Donor and INGO practices ○ Alternative funding mechanisms
<p><u>Rethinking Capacity and Complementarity in Humanitarian Response</u></p> <p>Publication Type: Research Study Publication Date: October 2019 Author: Veronique Barbelet</p>	<p>Challenges to a more local humanitarian action include two central issues: capacity building through more direct and better-quality funding and complementarity or the rebalancing of power relations in the humanitarian sector. This research project explores these two issues in the localization debate.</p>	<p>Most relevant sections:</p> <p>1.2 Executive summary 3.5 The role of donors in supporting complementarity 4.1 Factors that impact on complementarity 4.2 Rethinking capacity: Ways forward and innovative approaches 4.3. Supporting complementarity: Ways forward and innovative approaches conclusions and recommendations</p>

<p><u>People-Driven Response: Power and Participation in Humanitarian Action</u></p> <p>Publication Type: Report with Advocacy Call</p> <p>Publication Date: September 2019</p> <p>Authors: Jeremy Konyndyk and Rose Worden, Center for Global Development</p>	<p>This paper proposes a set of mutually reinforcing recommendations centered around three imperatives:</p> <ol style="list-style-type: none"> 1) Enshrining the influence of aid recipients at all levels of decision-making. 2) Developing independent channels for soliciting the priorities and perspectives of crisis-affected people. 3) Institutionalizing a set of enabling changes to humanitarian operational and personnel practices. 	<p>Listen to a discussion of these topics: Power, Money and Influence: Tackling the Imbalances at the Heart of Humanitarian Response recorded on Sept. 23, 2019.</p>
<p><u>2018 State of Humanitarian System Report (SOHS)</u></p> <p>Emergency Capacity Building Network (Resources archived and hosted by ALNAP)</p> <p>Publication Type: Videos</p> <p>Publication Date: 2018</p> <p>Author: ALNAP</p>	<p>Videos feature authors speaking about:</p> <ul style="list-style-type: none"> • Localization and SOHS findings • Migration, security and the humanitarian principles • Keynote SOHS findings by ALNAP’s head John Mitchel (21 mins.) 	<p>The Executive Summary can be uploaded separately.</p> <p>More SOHS videos can be found here.</p>
<p><u>2022 State of the Humanitarian System Report (SOHS)</u></p> <p>Publication Type: Report</p> <p>Publication Date: 2022</p> <p>Author: ALNAP</p>	<p>An independent study by ALNAP assessed the size, shape, and performance of the humanitarian system against key criteria over time. Based on evidence from on-the-ground practitioners, crisis-affected populations, academics, policy-makers and donors.</p>	<p>Sections of relevance: How well does the system engage with other forms of crisis support? (p. 75) Including survivor/citizen/ community-led support, private sector, diasporas, crisis financing Box I: Locally led humanitarian action in Somalia (p. 243-244) Does the international system enable local action? (p. 226)</p>

<p><u>Localising Aid: Can Using Local Actors Strengthen Them?</u></p> <p>Publication Type: Working Paper Publication Date: 2012 Authors: Jonathan Glennie, et al./ODI</p>	<p>Tentatively proposes a new formulation: 'localizing aid,' meaning channeling aid to recipient-country entities, including public (ministries, parliament, accountability bodies and local government) or private (civil society organizations, media, NGOs and the for-profit sector).</p>	<p>The executive summary outlines the issues and critiques along with the authors' proposed re-thinking of the problem.</p>
<p><u>Global Humanitarian Assistance (GHA) Report 2022</u></p> <p>Publication Type: Report Publication Date: 2022 Author: Development Initiatives</p>	<p>In 2021, total international humanitarian assistance increased by US\$0.8 billion to US\$31.3 billion. Between 2012 and 2017, international humanitarian assistance grew annually by more than 10%, but it has grown by just 2.6% in the four years since then. Historically, high levels of need and shortfalls in funding in 2020 were largely mirrored in 2021.</p>	<p>Significantly less funding was provided directly to local and national actors in 2021. Following an increase in 2020, direct funding was reduced by almost two-thirds to the lowest volume (US\$302 million) and proportion (1.2%) of total international humanitarian assistance seen in the previous five years.</p> <p>The report also advocates that a central feature of quality funding is flexibility. However, the proportion of unearmarked funding received by nine UN agencies declined to its lowest level in six years of tracking, falling to 13% of total funding received, following an increase in 2020.</p>
<p><u>Global Humanitarian Assistance (GHA) Report 2023</u></p> <p>Publication Type: Report Publication Date: 2023 Author: Development Initiatives</p>	<p>Chapter 3: A better humanitarian system: Locally-led action. Progress against commitments to support greater local humanitarian leadership through increasing funding to local and national actors has been disappointing. There was no increase in the proportion of total international humanitarian assistance provided directly to local and national actors in 2022, which stood at just 1.2% (US\$485 million).</p>	<p>Challenges remain in accurately capturing the volumes of funding channeled 'as directly as possible' (from donors to local and national actors through only one intermediary) due to inconsistent and incomplete reporting.</p> <p>One area where better data on indirect funding is available is for pooled funds, which are increasingly seen as an important mechanism to meet localization targets.</p>

<p><u>From “Innovation for Localization” to “Local Philanthropy, Localization and Power”</u></p> <p>Publication Type: Learning report</p> <p>Publication Date: September 2022</p> <p>Author: Global Fund for Community Foundations</p>	<p>A learning report from an experimental joint project by Save the Children Denmark, NEAR, West Africa Civil Society Institute (WACSI), STAR Ghana Foundation (SGF) and the Global Fund for Community Foundations (GFCF). The project tested “durable, locally rooted funding mechanisms” in Somalia and Ghana to contribute to efforts within the international humanitarian aid and development sector to transform and localize aid.</p>	<p>The most relevant findings for funders are Part 3, experiences of partners in the process, NEAR’s summary, and Part 4, broader lessons emerging from the project and implications for systems-level change.</p> <p>Recognize that home-grown “funding mechanisms” already exist (sometimes called by another name) and ways they can support a reconfigured aid system.</p> <p>Rewrite the risk narrative: Funders (& INGOs) are held back by the perceived risk of sending funds directly to local actors or communities.</p>
<p><u>Patronage or Partnership: Local Capacity Building in Humanitarian Crises</u></p> <p>Publication Type: Book</p> <p>Publication Date: 2001</p> <p>Authors: Ian Smillie/Humanitarianism and War Project</p>	<p>A book published two decades ago that is still relevant today. It examines the power dynamics of partnerships from local perspectives through case studies from Bosnia, Guatemala, Haiti, Mozambique, Sierra Leone and Sri Lanka.</p>	<p>This text provides case studies with calls for evidence-based arguments for localization.</p>
<p><u>Time to Listen: Hearing People on the Receiving End of International Aid</u></p> <p>Publication Type: Book</p> <p>Publication Date: 2012</p> <p>Authors: Mary Anderson, Dayna Brown and Isabella Jean/CDA Collaborative</p>	<p>This book reports the cumulative evidence and analysis from listening exercises held in 20 countries with people in communities that have received international assistance. Conversations with 6,000 people were held between 2005-2009 with the help of staff from national and international NGOs.</p>	<p>A major critique of externally-driven aid systems and business models that have led to the growth of INGOs and missed opportunities to strengthen local systems and work in collaborative ways. The final chapter provides a call to action for a paradigm shift toward a more collaborative aid system and mutually agreed exit strategies.</p>

<p><u>All Eyes Are on Local Actors: COVID-19 and Local Humanitarian Action</u></p> <p>Publication Type: Briefing papers from Overseas Development Institute (ODI)</p> <p>Publication Date: July 2020</p> <p>Authors: Veronique Barbelet, John Bryan and Barnaby Willitts-King</p>	<p>The pandemic could usher in more local forms of humanitarian action and greater complementarity between local and international actors. There is anecdotal evidence of change in discourse, commitments and practice at the global and country levels.</p>	<p>Major obstacles to fast-tracking the move to a more local humanitarian system persist. They include the inability of large organizations to shift to partnership approaches during the crisis, coupled with funding trends that consolidate rather than shift existing power or structures.</p> <p>For meaningful, lasting change to happen, there must be a deliberate decision to take action, confront the inequalities that have relegated local responders to the margins, and embrace the opportunities of the reform agenda.</p>
<p><u>Localization Across Contexts: Lessons Learned from Four Case Studies</u></p> <p>Publication Type: Brief of four research reports from Feinstein International Center, Tufts University</p> <p>Publication Date: July 2020</p> <p>Authors: Sabina Robillard, Kimberly Howe and Katja Rosenstock</p>	<p>Done in collaboration with Save the Children Denmark, these case studies in Indonesia (Sulawesi) and the Horn of Africa (Kenya, Somalia, South Sudan) are summarized in this briefing paper. Hindering and enabling factors are outlined.</p>	<p>Highlights:</p> <ul style="list-style-type: none"> • Discussions on localization and local humanitarian leadership are context-specific. • Common themes include the need for longer-term and more flexible funding. • Building relationships and trust with local partners is key. • Local and national actors should invest in networks that can facilitate advocacy, donor engagement and collaboration in the field.
<p><u>Interrogating the evidence base on humanitarian localization: a literature study</u></p> <p>Publication Type: Literature review</p> <p>Publication Date: June 2021</p> <p>Authors: Barbelet and Davies</p>	<p>This report presents the findings of a review of localization literature commissioned by the evaluation department of the Ministry of Foreign Affairs of the Netherlands.</p>	<p>Based on the study, the report makes five recommendations for the Netherlands and other donors.</p>

<p><u>If not now, when? Keeping promises to older people affected by humanitarian crises</u></p> <p>Publication Type: Research report Publication Date: 2020 Author: HelpAge International</p>	<p>The report looks at the extent to which older people’s rights are being upheld in emergencies, and their needs met, ending in 2019.</p>	<p>Based on interviews with 8,883 people aged 50 to 80 affected by disasters, conflict or socioeconomic crises in 11 countries in Africa, Asia, Latin America and the Middle East.</p>
<p><u>Localisation is here to stay: Lessons from Kenya</u></p> <p>Publication Type: Report Publication Date: March 2021 Author: Development Initiatives</p>	<p>Twenty-one local humanitarian Kenyan actors and ten INGOs were interviewed and participated in workshops for this report.</p>	<p>Funding, capacity building and equitable partnerships were deemed most critical to local actors.</p>
<p><u>Time to Decolonize Aid: Insights and lessons from a global consultation</u></p> <p>Publication Type: Report Publication Date: 2021 Authors: Peace Direct, Adeso, Alliance for Peacebuilding, et al.</p>	<p>The result of a three-day online consultation with 158 activists, decision-makers, academics, journalists and practitioners across the globe exchanging insights and local experiences on the current power dynamics and imbalances that exist within the humanitarian, development and peacebuilding sectors.</p>	<p>Includes case studies and recommendations for change. Western-derived theories of change, proposals that are divorced from local needs, and capacity building — which presupposes a lack of local capacity — all come under fire.</p>
<p><u>Local Humanitarian Leadership: The View from Local Actors</u></p> <p>Publication Type: Research report Publication Date: June 2021 Contributors: Felizco and Manlutac for Oxfam</p>	<p>This study synthesizes Oxfam’s experience, practice and learning from its local humanitarian leadership approach by analyzing the power relationship between Oxfam in the Philippines and its local partners. The study first describes the meaning of the term LHL and then assesses lessons through its strategic - partnership model.</p>	<p>Another in a series of publications devoted to Oxfam’s enactment of practices that are aligned with the aims of the localization movement.</p>

<p><u>Disparities in Funding for African NGOs: Unlocking philanthropy for African NGOs as a pathway to greater impact</u></p> <p>Publication Type: Research report</p> <p>Publication Date: July 2021</p> <p>Authors: Bridgespan Group</p>	<p>A collaborative report from the African Philanthropy Forum and The Bridgespan Group to provide data and essential insights for the many donors looking to make a difference in Africa.</p>	<p>Looks at the funding gap from a variety of perspectives and makes the case for funding African NGOs.</p>
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