

OPERATIONAL FRAMEWORK FOR LOCAL AND INTERNATIONAL NGOS IN NIGERIA

...towards a humanitarian response that is
locally driven and fosters development.



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ABBREVIATIONS

ALTP	-	Accelerating Localisation through Partnerships
ALOP	-	Annual Localization Operational Plan
ASRM	-	Annual Stakeholders Review Meetings
CA	-	Christian Aid
CAFOD	-	Catholic Agency for Overseas Development
ERGP	-	Economic Recovery and Growth Plan
ECHO	-	European Commission's Civil Protection and Humanitarian Aid
HCT	-	Humanitarian Country Team
ICA	-	International Cooperation Agreement
IDPs	-	Internally Displaced Persons
INGOs	-	International Non-Governmental Organisations
LGAs	-	Local Government Areas
LNGOs	-	Local Non-Governmental Organisations
LTWG	-	Localisation Technical Working Group
MDAs	-	Ministries, Departments, Agencies
MIS	-	Management Information System
MOU	-	Memorandum of Understanding
NASG	-	Non-State Armed Group
NHF	-	Nigerian Humanitarian Fund
NLWG	-	National Localisation Working Group
NNGOs	-	National Non-Governmental Organisations
NSC	-	National Steering Committee
NWOW	-	New Way of Working
ODA	-	Overseas Development Agencies
PCNI	-	Presidential Committee on North East Initiative
PoP	-	Principles of Partnership
UN	-	United Nations
WHS	-	World Humanitarian Summit

FOREWORD

I am delighted to write the forward of this very essential framework that will provide direction to our humanitarian and of course peacebuilding and development strategy in Nigeria. With the current humanitarian crisis facing the country and influx of international organisation supporting us, localisation agenda has become imperative and provide the unique opportunity for the nexus of humanitarian, peace building and development efforts

You will recall that during the World Humanitarian Summit in 2016, the Grand Bargain on improving humanitarian efficiency and effectiveness was launched and was subsequently endorsed by more than 50 donors and aid organizations, and 10 workstreams Commitments were agreed to lead the work. In a bid to operationalise these commitments, the European Civil Protection and Humanitarian Aid Operations (ECHO) supported the implementation of Accelerating Localisation through Partnerships ALTP Programme in Myanmar, Nepal, Nigeria and South Sudan by a consortium of Christian Aid (as the lead), CARE, Tearfund, ActionAid, CAFOD, Oxfam. The programme aims to accelerate Localisation through the strengthening of local and national leadership of humanitarian response. It focuses on operational change for humanitarian response over the identified timeframe and beyond. On the long run, this programme is expected to help identify capacity, funding and coordination needs of local and national NGOs as well as proffer solutions to the identified gaps.

Furthermore, among the commendable outcomes of the ALTP project was the Development of a National Localisation Framework which resonates with the Federal Government interest and commitment to localisation agenda that will ensure effective and efficient humanitarian response in Nigeria.

As the Ministry saddled with the responsibility of managing and regulating the activities of all local and international non-governmental organisations, as well as donors operating in various sectors in the country, we are ready to collaborate in this effort and facilitate the process towards actualizing the objective.

Final localisation agenda in Nigeria as encapsulated in this framework will be part of our international cooperation agreement

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INTRODUCTION

The large-scale need for humanitarian assistance created by the on-going insurgency in the North-East region has drawn the attention of both local and international humanitarian actors, including the United Nations and bilateral donor agencies to Nigeria. Since 2009, the violent crisis in the region has left millions displaced and in need of humanitarian assistance. It is estimated that about 7.1 million people are in need of humanitarian assistance in the North-East region, while a total of about 1.8 million people are internally displaced, with new displacements occurring due to insecurity¹

As a response to these alarming statistics, there has been a significant influx of international agencies into the country as humanitarian actors from around the world are supporting the efforts of the Nigerian government to provide life-saving humanitarian interventions to the affected populations. At the onset of the crisis, donors and international development partners were at the forefront of Nigeria's humanitarian response, providing a mix of humanitarian services including food, nutrition, safe water, health, shelter, economic support and protection services.

The opportunity for international agencies to lead the humanitarian response was created as a result of the gap in funding and capacity to deliver humanitarian action within Nigeria. The sudden rise of the need for humanitarian action and inadequacy in response led to the transitioning of development-oriented National Non-Governmental Organisations (NNGO) into humanitarian actors, thereby creating a capacity gap because of the widely different contexts.

The internationally-led humanitarian action in Nigeria posed a challenge as experience from other disaster-affected countries has shown that a situation where donors and International Non-Governmental Organisations (INGOs) are the drivers of emergency and humanitarian response in a country portends danger and a future of uncertainty. Rather, ownership of humanitarian action by national and local actors, especially the government (local government taking the lead) supported by other local actors is the way to a quicker, effective, result driven and sustainable response to humanitarian crisis.

In the last four years or so, the Government has assumed the leadership of the humanitarian response, particularly in North-East, in accordance with United Nations General Assembly resolutions, while the international community has been working to reinforce and fill any gaps in support of Government-led efforts. To better coordinate humanitarian and development efforts, the Federal Government in 2019, established the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development as the lead agency in Nigeria's humanitarian response and disaster management.

These efforts of the Nigerian government are in line with the global movement towards more locally-led humanitarian responses, referred to as **localisation**. The movement was birthed in 2016 at the World Humanitarian Summit (WHS) where it was recognised that globally, actors in the humanitarian response; both local and international agencies play different roles, and local actors should ideally lead humanitarian action.

This document therefore presents the framework to ensure locally-led humanitarian interventions in Nigeria. It was developed as a result of lessons learned by all stakeholders involved in the humanitarian action in Nigeria in the last 3-4 years. It will significantly shape the response of all stakeholders in the years ahead, especially in forging the partnerships that are most conducive to

¹ Nigerian Humanitarian Response Strategy January 2019 - December 2021

localisation. It was developed with support from the Accelerating Localisation through Partnerships - a consortium of INGOs working with NNGOs - led by Christian Aid and funded by the European Commission's Civil Protection and Humanitarian Aid Operations (ECHO).

BACKGROUND TO LOCALISATION

HISTORY

Localisation is the process of recognising, respecting and strengthening the independence of leadership and decision making by national actors in humanitarian action, in order to better address the needs of affected populations (IFRC, Doc. 119 – IFRC). It ultimately seeks to ensure that the needs of crisis affected populations are met in the most effective way.

The concept of localisation of aid has been present in the humanitarian sector for decades in the form of 'building on local capacities .' However, in regional consultations prior to the 2016 WHS, it came to the forefront in the bid to find solutions to the shortfall in global humanitarian funding. Before and after the summit, there have been many discussions about making the humanitarian system more effective and relevant, by ensuring that humanitarian preparedness and response capacity sits with those nearest to the crisis affected-populations as they are best placed to respond quickly and appropriately – and stay longest. The Grand Bargain Commitments² agreed at the summit is a landmark attempt at reforming the international humanitarian system.

A commitment to the essence of localisation, however predates the WHS. This is visible in the Red Cross and INGO Code of Conduct, Sphere Standards, Core Humanitarian Standard, and even in the humanitarian policies of various donors and High-level Meetings on Aid Effectiveness³. Similarly, working in partnerships across the humanitarian development nexus has also been in the spotlight for more than a decade as per international agreements such as the 2003 Bali Guidelines on Partnership established by the UN's Department on Economic and Social Affairs and the 2007 Global Humanitarian Platform's Principles of Partnership (PoP⁴).⁵ The 2015 Charter for Change resulted in the commitment of 30 international NGOs to implement eight measures concretely promoting more equitable partnership practice (including endorsing the PoP)⁶.

GLOBAL NEED FOR LOCALISATION

The global increase in humanitarian needs, and ever-increasing gap in humanitarian financing is a challenge that has left humanitarian actors in a constant search for new and improved ways to effectively assist and protect the crisis affected population. It has been shown that the amount and the way humanitarian funding reach the crisis affected population has implication for the efficiency and effectiveness of the assistance provided. Hence the need for a shift in the funding mechanism for humanitarian action as international organisations, particularly the UN agencies currently receive the bulk of the funding. For instance, only 0.4% of global humanitarian funds in 2015 was given to

² Grand Bargain, 2016. <https://interagencystandingcommittee.org/grand-bargain>

³ Development Initiatives and Global Humanitarian Assistance: Global Humanitarian Assistance Report, January 2016

⁴ Equality, Transparency, Results-Oriented Approach, Responsibility, Complementarity.
<https://icvanetwork.org/system/files/versions/Principles%20of%20Partnership%20English.pdf>

⁵ OECD: Development Co-operation Report 2015 (Making partnerships effective coalitions for Action)

⁶ Christian Aid Consortium Nigeria Country Report – Accelerating Localisation through Partnership, September 2018

local and national NGOs directly⁷ However, it is evident that in many emergencies, local and national organisations are the first responders when the crises occur as they can reach areas and populations beyond the reach of international actors. These entities as well as local businesses and the national private sector play vital roles in responding to emergencies and post-crisis rehabilitation.

It is therefore important, imperative and urgent that first responders should be better supported, and all humanitarian actors, both national and international, should complement local coping and protection strategies. It is on this basis that the signatories of Grand Bargain (one of the commitments to localisation) agreed to give 25% of global humanitarian fund to local NGOs by 2020.

NIGERIA'S EXPERIENCE WITH LOCALISATION

Nigeria's first attempt at a response that aligns with the localisation agenda was the Federal Government's design of the Presidential Humanitarian Response Plan for North East and the consequent establishment of the Presidential Committee on North East Initiative (PCNI) as the coordinating organ. In 2019, the government developed the Humanitarian Response Strategy (2019-2021), the first of its kind in Nigeria, to consolidate on the gains of the PCNI.

The strategy represents an opportunity for Nigeria to advance commitments made at the 2016 World Humanitarian Summit such as pursuing a New Way of Working (NWOW); by adopting an approach that promotes the convergence of the efforts of humanitarian actors and development partners to address needs of conflict and displacement affected communities. The multi-year strategy also emphasizes the need to support and enable systematic federal, state, local government and civil society capacity to contribute to a multi-sectoral response to crisis. It will ensure that the response structure adapts its tools and processes to the local context, works closely with the government, while also leveraging on funding from the Nigerian private sector through the NHF-Private Sector Initiative to mobilize additional resources for humanitarian response.

Inherent in this plan is that the international community in Nigeria will continue to strengthen the role of government counterparts and other local actors, including civil society and the private sector for humanitarian response. Capacity building for national partners and government counterparts will further strengthen national response mechanisms, enable better management of crises, ensure sustainability of response activities, and help address root causes of the humanitarian crisis. Given Nigeria's skilled and educated workforce, there are significant opportunities for harnessing the potential of existing capacities, including women and affected communities. At sub-national level, various governments have keyed into the localisation of humanitarian response. For instance, in 2018, the Government of Borno State and the humanitarian community developed a Returns Strategy and Returns Policy Framework.

Civil society are also mustering support for an effective localisation of humanitarian response in Nigeria. The Accelerating Localisation through Partnerships (ALTP) consortium members (ActionAid, CAFOD, CARE, Christian Aid and Tearfund in collaboration with local and national NGOs) were vocal actors at the World Humanitarian Summit (WHS) in 2016, successfully advocating for a stronger role of national and local organisations within the humanitarian aid system. This is based on the agreement that 'localisation' can improve the delivery and efficiency of aid.

Locally, they have also been pushing for improved partnerships among local and national NGOs as a pathway to localisation. The focus on partnerships is in recognition that strengthened, and more

⁷ Global Humanitarian Assistance Report, 2016.

equitable partnerships will support local and national actors to take a greater leadership and coordination role in response to crises in Nigeria.

FRAMEWORK

VISION

A humanitarian response that is locally driven and fosters development.

MISSION

To promote the actualization of partnership model, capacity strengthening, access to financial resources and advocate for inclusive representation that is most conducive to the localization of humanitarian response, with active participation of all stakeholders, especially international resources and technical assistance providers.

RATIONALE

A localised response strengthened by partnership will produce the following results:

Early response and access: Embedded within their communities, local humanitarian responders have the capacity for an early and quick response to the many small-scale crises because of their knowledge of the environment, terrain, language, culture and preferences of the people affected. The locals can also facilitate easy access of other supporters to communities ravaged by humanitarian crisis.

Acceptance: In an increasing number of conflict areas, international organisations are increasingly resorting to local humanitarian responders because of the challenge of access to perform needs assessments, deliver aid and interact with local populations and/or local or national armed groups. In certain contexts, this improves the general acceptance for humanitarian aid.

Cost effectiveness: Most of today's support to local humanitarian responders is undertaken through sub-grant arrangements from UN agencies or international NGOs, with funding passing from donors or other organisations to international actors, and then on to the local humanitarian responder. Partnerships between international organisations and local humanitarian responders can add value to the response and also help build national capacity. This helps increase the efficiency of aid delivery by cutting transaction costs.

Links with development: Direct support to local humanitarian responders can increase national capacity and responsibility when it recognises and respects local leadership and decision-making. The support helps in strengthening and aligning development cooperation goals with national humanitarian preparedness.

Increasing accountability: International humanitarian actors are often accountable to their donors more than their beneficiaries, even if most of them have set mechanisms to take the voice of affected populations into account. However, when aid is provided by local humanitarian responders who are well rooted in society, affected populations are often more vigilant, asking for better quality service delivery, be they national NGOs and/or local government thereby increasing accountability.

GUIDING PRINCIPLES

The National Localisation Framework is guided by the following principles:

Accountability and transparency: Mutual accountability by stakeholders and principals, transparent partnership, commitment to deliver timely and locally-driven effective response.

Flexibility and adaptability: Building partnerships and programmes that are locally rooted/ adapted and respond to changes in context and need.

Sustainability: Partnerships are designed for multi-years and capacity shared in a manner that makes the partnership sustainable.

Participation and learning: Delivering evidence-based, local actors-led programmes that build on consultations, joint interventions, feedback as well as input and contributions of all partners.

Respect and trust: Acknowledging the value and capacity of all stakeholders, especially local and national responders to humanitarian crisis using complementary value, partnership, knowledge and skills of every stakeholder to the best effect.

Shared vision: A shared commitment to the effectiveness and greater impact of a localized response powered by most conducive partnership to localisation.

Commitment: A strong commitment of resource providers (donors) and their international implementing partners as well as local and national humanitarian responders to partnership that are most conducive to localisation as well as produce results

PROCESS OF DEVELOPING THE NATIONAL LOCALISATION FRAMEWORK

The National Localisation Framework was developed through a highly participatory and consultative process involving a wide cross-section of stakeholders at various stages of its development. These stakeholders included national and local actors in humanitarian response, representatives of government, international non-governmental organisations and donors/resource providers to the national humanitarian response and members of the National Steering Committee (NSC).

The process involved knowledge gathering from various relevant documents, stakeholder consultations, a framework development workshop, review of draft framework by critical stakeholders, revision and finalisation of the draft, validation and launch and dissemination of the framework.

CHALLENGES

Some of the challenges identified that may hinder localisation and which the strategy must address are:

Weak capacity of local actors
Stringent donor funding requirements
Nationalisation of INGOs
Loss of confidence of donors in local partners
Inability of local responders to receive funding directly from donors

Inability of local organisations to attract and retain skilled and experienced staff
Lack of financial resources and required technology.

However, what local actors lack in terms of technical capacity, they are able to make up for it in terms of local knowledge, languages skill, social connections and experience, proximity and acceptance and trust of the people.

KEY ELEMENTS AND PILLARS

PROJECT AND FINANCIAL MANAGEMENT

Local organisations design projects and budgets themselves or co-design with international humanitarian actors who provide technical expertise.

Local partners are treated as equal partners, not as sub-contractors presented with already agreed project documents and budgets with clear roles and responsibilities.

International actors and donor agencies are responsive to findings from local partner monitoring and give flexibility to adapt programmes and budgets in response to changing needs and community feedback as much as is practicable.

Partners conduct joint monitoring visits to communities, providing opportunities for joint reflection on progress, obstacles and required modifications.

International actors and donor agencies provide training, advice and mentoring on due diligence processes, compliance, financial management, and financial monitoring software/processes where necessary. International actors, including the UN, and donors, should aim to reduce these requirements as much as is practicable where they are a barrier to local actors accessing funds.

Project budgets should include funds for local partners for reasonable overheads, indirect costs like taxes, insurances, etc, assets vital for project implementation, safety and/or organisational financial sustainability and organisational strengthening.

International actors, including UN agencies, follow ethical recruitment practices and make attempts to keep salaries and benefits within as close a range as possible and practicable to local actors.

International and local actors work together to strengthen each other's capacity in subjects requested by the partners themselves. Longer-term institutional strengthening support is preferred.

Donors should jointly discuss challenges and identify alternatives and solutions by learning from each other on how to reduce compliance requirements, enable local actors to access funds, support local organisations to take a great lead in humanitarian response.

COORDINATION

International actors highlight the role their local partners play in joint humanitarian response at cluster and other humanitarian coordination fora meetings and promote the active participation of their local partners in coordination meetings where relevant.

FUNDRAISING

International actors and donors should support local actors to ensure their sustainability. Multi-year funding is key.

Local organisations should actively participate in meetings, communication and coordination with donor agencies to support relationship building, supported by international agencies.

International actors credit the role of their local partners in communications with supporters and donors so that local partners are perceived positively by funders.

ADVOCACY

International agencies should support national actors based in the capital to engage with the government to influence the humanitarian response, so it is most effective.

Local actors supported to link communities up with international actors and government related to the humanitarian response.

CAPACITY SHARING

Capacity strengthening needs of local and international actors are assessed to understand strengths and gaps which then inform a tailored approach to building on and sharing strengths and addressing gaps.

Local actors should share their capacity strengthening plans with each international partner and negotiate how they will contribute to it rather than completing new assessments with each partner. For this to work, international agencies should accept and contribute to local partner's existing capacity strengthening plans and vice versa.

International actors should include a capacity strengthening/organisational development budget line in all projects and partnership agreements.

International actors should provide comprehensive training and mentoring packages which are neither solely based on project needs nor only intended for project staff. Examples include human resources, financial management, procurement and policy development. Secondments from international agencies to local partner agencies are one route to supporting such capacity sharing.

International agencies should show a clear intention to adopt an advisory, backstopping or secondary role once adequate capacity exists. Partner 'graduation' strategies are key.

SAFETY AND SECURITY

International agencies should respect and act upon the advice of local and national actors on security conditions, recognising also where culture plays a role in assessment of risk.

Training and advice on security management should be provided to local and national actors where they are operating in high-risk areas.

OUTCOMES

The development of these expected outcomes are guided by the “Seven Dimensions Framework on Localisation”: funding, partnerships, capacity, participation revolution, coordination mechanism, visibility and policy.

Outcome 1: Improved, genuine and equitable partnerships

This seeks to achieve a reduction in sub-contracting of humanitarian action to local and national NGOs and an increase in more equitable relationships. It also seeks to ensure greater recognition of the roles, results and innovations achieved by national actors as a key element of equitable partnership.

A study by ALTP found that an average of 40% of INGOs, 0% LNGOs and only 40% NNGOs qualified their partnerships as “genuine”. On the overall, only 54% of survey respondents said the collaboration had ‘many’ or ‘a few’ qualities that reflect equitable partnership. Some of the practices in the current partnership arrangements include non-participation of NNGOs/LNGOs in proposal and budget development, project templates are fixed before NNGOs are identified, little or no funding for personnel or overhead, lack of respect for agreements by INGOs, imposition of INGO policy on NNGOs and disregard for local knowledge available in NNGOs. These non-conducive practices are considered poisonous to partnership and localisation and a quick reversal is imperative for an accelerated localisation in humanitarian response in Nigeria.

Outcome 2: Strengthened national and local actors’ technical capacity to design, manage and deliver effective and impactful humanitarian response programs

This outcome seeks to ensure that the capacity of national and local civil society organisations (including NGOs, CBOs, associations, unions, communities, and Local Government authorities) to design, lead and deliver humanitarian response, from research design and needs assessments through to monitoring and evaluation is recognised.

Recognising the need for capacity strengthening of local actors, it also seeks to ensure that rather than capacity strengthening being project-driven as evidence shows that majority of the ongoing partnerships are, it is organization-wide, making contributions to organisational effectiveness in many operational areas with long term values beyond the project period. It should also be driven by joint needs identification, consensus on type of capacity building interventions, development of action plan and commitment to its implementation.

This includes governance and leadership, strategic planning, research and monitoring and evaluation, proposal writing, resource mobilization and (financial) management, budgeting, development of organizational policies, procurement and documentation. The capacity strengthening strategy will be anchored on a mix of cost-effective approaches including learning sessions organized for local partners in INGOs or internationally funded projects, hand holding, structured training (local and international), exposure to technology driven interventions, joint activities, supportive supervision and sponsorship to attend international conferences

Outcome 3: Increased access to resources, including international and national funds by national and local humanitarian response actors

This aims to ensure that local and national NGOs receive 40% of funding for humanitarian action, and that they receive funding directly from donor. This entails international development partners linking local NGOs to resource providers as well as supporting, training and providing technical assistance to local partners to develop well-designed project proposals, and to establish and

maintain dignified and accountable relationships with existing and potential donors to humanitarian response, including philanthropists and the private sector.

This will also equip local partners with skills for capital investments and for social enterprise initiatives outside normal project funding thereby increasing and expanding diversity in resource availability in addition to being supported in donor compliance especially financial reporting, moving from report drafting with input from partners, to editing reports drafted by partners, to eventually engaging only as issues are identified.

Outcome 4: Strengthened representation, voice and influence in national and international platforms on humanitarian response

This outcome seeks to level the playing ground on the international scene to ensure that national and local humanitarian responders, crisis affected communities and their governments are represented and empowered to participate meaningfully where key decisions are taken and can influence the agenda for the future response set. It also seeks to ensure inclusion of all groups in decision-making processes.

This can only be achieved if the confidence and advocacy skills of local actors are built. Under this strategy, capacity of local and national actors will be built and or strengthened in advocacy, lobbying and strategic engagement that enable them find their voice, project it and influence decisions and contribute to agenda setting. Donors and international development partners will open up spaces for local and national partners to participate, as well as commit to a localisation agenda.

Outcome 5: Strengthened coordination mechanism for localisation of humanitarian response

This outcome seeks to ensure that the government agencies saddled with the responsibility to coordinate humanitarian response at Federal and State level are able effectively lead, influence and coordinate response in the country.

The capacity of the State, LGAs and communities will be built for effective strengthening of localisation of humanitarian response. The National Steering Committee established as the leadership structure for the localisation agenda will be expanded and its role will transmute to a National Working Group for effective performance of oversight function in the implementation of the Localisation Framework. These new roles will include monitoring implementation, progress review, providing feedback to strategic partners and facilitating the development and implementation of annual localisation operational plans.

Outcome 6: Increased political will and broad-based support for localisation by government, donors and the private sector

The ALTP research acknowledges some external factors that are outside the control of INGOs/NNGOs/LNGOs but central and strategic to localisation. The players in this external environment are the international donors, the private sector, Government, INGOs and leadership at the community level and they wield considerable influence that could shape the direction of localised response to humanitarian crisis. For instance, INGOs are often constrained by donor requirements that they are unable to exercise flexibility when dealing with local actors, donors have more confidence and will prefer funding INGOs rather than local organisations, the private sector may prefer providing support to government instead of local NGOs to protect their business interest while government policies, legislations and priorities largely determine allocation of resources.

PARTNERSHIP: ROLES AND RESPONSIBILITIES OF HUMANITARIAN ACTORS IN LOCALISATION

For localisation to be effective and efficient in Nigeria its operationalization shall be premised on the principles of partnership and complementarity. It is essential that a wide range of stakeholders are involved; and their roles and responsibilities are defined and understood from the onset in addition to determining the demands/requirements of each partner. The table below shows the constituencies of partners, their illustrative roles and responsibilities and their strategic needs and demands

Actors	Roles and responsibilities in Localisation	Key priorities for the actors
Government		
Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development	Supportive policy and legislation on localisation Strategic plan and coordination Adequate funding through annual budgetary allocation Political will Monitoring and documentation of humanitarian response activities Project localisation agenda at international conferences Mapping of partners in humanitarian response Facilitate broadening of coverage of humanitarian response to all geo-political zones (states, LGAs)	Facilitating capacity support and access to local and national NGOs Be the lead for the localisation working group Be involved in monitoring and evaluation of the localisation agenda progress Co-lead in Monitoring and Evaluation of humanitarian response actors
National Emergency Management Agency	Leadership in emergency response Timely and coordinated response to emergency situations	Commitment and support for localisation agenda Be part of the localisation working group
Ministry of Budget and National Planning	Integrate localisation policy into the operational guidelines of Overseas Development Agencies (ODA) Monitoring and Evaluation of activities of partners in humanitarian response Adequate financial allocation for Humanitarian response in national budget	Lead in Monitoring and Evaluation Integration of localisation agenda in the ODA and International Cooperation Agreement Be the lead in Monitoring and Evaluation of humanitarian response actors To facilitate budgetary provisions for localisation agenda.
Federal Ministry of Finance	Budget releases and monitoring of humanitarian response funds Adequate budget provisions for their activities	Ensure release of budgeted financial resources for localisation agenda
National Assembly /State Houses of Assembly	Supportive legislation for localisation Fund appropriation through annual budget Oversight on localised response to humanitarian issues	Legislating on issues of localisation Ensure localisation agenda through oversight Appropriation of resources for localisation
State Government (SEMA and other relevant Ministries)	Effective State level coordination Adequate funding for humanitarian and emergency response Strengthening state structure for humanitarian service State level policies and plans Mapping of partners in humanitarian response at the state level	Commitment and support for localisation agenda Domestication of localisation agenda Development of preparedness and emergency response plan
Local Government Councils, Ministries, Departments and Agencies	Information gathering and sharing Establish and manage structures for humanitarian/emergency response Provide fund for immediate local response to humanitarian needs Establish and maintain effective early warning signs Mapping of crisis prone communities	Commitment to localisation agenda Funding for local response Establishment of early warning mechanism
Donors Multi-lateral, Bi-lateral, Foundations	Financial provisions for NNGOs/LNGOs for organisation-wide support in fund to INGOs for humanitarian response Direct funding of NNGOs/LNGOs Budget funds for capacity building for LNNGOs	Commitment to Localisation agenda, make provisions for funding for capacity strengthening of local NGOs Put in place localisation plan that ensures multi-year funding for humanitarian work including funding for capacity strengthening of local NGOs Encourage implementation through local and national NGO partners

<p>INGOs All INGOs in humanitarian response</p>	<p>Commitment to partnerships that are conducive to localisation Capacity building of NNGOs/LNGOs using a wide range of approaches Submits reports and data on their projects Link NNGOs to resources Provide technical support to NNGOs and LNGOs</p>	<p>Reduce rate of direct implementation Put in place localisation agenda Support capacity strengthening local and national NGOs Greater transparency and accountability strategy in project design and implementation Accountability to principals and donors</p>
<p>LNGOs/NNGOs All NNGOs/ LNGOs/CBOs in Humanitarian response</p>	<p>Leading and linking international partners to local communities Demonstrate transparency and accountability Develop capacity through own efforts – proposal development, financial management, resource mobilisation etc. Set up system for recognising and reporting early warning signs at the community systems</p>	<p>Put in place functional governance structure Cooperation rather than competition Accountability to principals and donors Abide by the framework principles Put in place functional governance structure Cooperation rather than competition</p>
<p>Communities: Community structures, Community leaders, CBOs/CBAs, Religious leaders</p>	<p>Provide information/local knowledge to NNGOs/LNGOs/INGOs Reduce barriers that impede response to humanitarian/emergency needs Manage community response system established with support from NNGOs/LNGOs/INGOs Create community- based monitors</p>	<p>Advocate for space in the humanitarian architecture Monitor implementation of humanitarian activities Ready to transform from humanitarian situation to development Cooperate with humanitarian response actors Should act as change agents</p>
<p>Private sector /Private Foundations</p>	<p>Provide funding for country-wide humanitarian response Partner with stakeholders to respond to humanitarian/ emergency situations and needs Monitoring of the funding they provide</p>	<p>Create a national pool fund for humanitarian actions accessible by local and national NGOs Create a mechanism for monitoring and evaluation of accessed funds</p>

INSTITUTIONAL MECHANISM FOR IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING

The Federal Ministry of Budget and Planning as the gate keeper of the sector will be the custodian of the Localisation Framework based on its statutory mandate, while the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development shall be the operational face of the framework. The Ministry responsible for Humanitarian Affairs will mobilise all stakeholders including State and Local Governments, donors, INGOs, NNGOs, LNGOs, the United Nations System and the private business sector.

On annual basis, the ministry will facilitate the development of the country's Annual Localisation Operational Plan with active participation of all stakeholders. It will also monitor the implementation and document experiences including lessons learned. The Ministry will coordinate provision of resources at the national level to implement the framework while also mobilising financial, technical and material resources from donors and international humanitarian partners for the operationalisation of the framework. As may be considered appropriate, the ministry, in partnership with the Federal Ministry of Finance, Budget and National Planning will facilitate the formulation of a Localisation policy and passage of relevant legislation at the national level for legal backing.

The erstwhile National Steering Committee for the Localisation agenda will be reconstituted, expanded and re-christened National Localisation Working Group (NLWG). The NLWG will be made up of representatives of the various governments (Federal, State and LG), donors, INGOs, L/NNGOs, the private sector and the community. The NLWG will meet on quarterly basis to review implementation and make recommendations on fast-tracking and accelerating the implementation of the framework.

The monitoring of the implementation of this framework shall be the responsibility of the Federal Ministry of Finance, Budget and National Planning and the Federal Ministry of Social Development, Humanitarian Affairs and Disaster Management. The framework contains a number of performance indicators that will be used to monitor and evaluate the implementation of the framework; using the approaches of review meetings and receipt of reports from stakeholders. Monitoring tools will be developed for the purpose of data collection from all actors involved in humanitarian response. Funding mechanism and trend shall also be tracked to document the flow of grants or lack of it to local respondents while partnership arrangements will also be tracked to determine the extent to which NNGOs/LNGOs are getting fair deals from donors and INGOs.

The best practices/factors most conducive for partnership highlighted in the framework provides the models for measuring the extent to which local actors are increasingly sharing leading roles with their international funders. The Annual Localisation Operational Plan will be a tool for monitoring implementation while Annual Stakeholders Review Meetings (ASRM) will be used for participatory monitoring. A Management Information System will equally be developed for coordinated information management on localised response to humanitarian crisis.

On a continuous basis, best practices and lessons emanating from the implementation shall be documented and shared locally and internationally. In evaluating and documenting the results of localisation, the following should be evident:

- Increased number of local partners implementing locally-driven relevant and grounded projects.
- Increased accountability to stakeholders at all levels
- Effective service delivery leading to improved well-being of the vulnerable groups.
- Reduction in humanitarian issues through increased/widespread preparedness

Increased synergy and solidarity among local partners (including government) in humanitarian response.

Increased access to funds (25% of global funding by local NGOs; 80% of direct funds from private sector) -important to document how to monitor the incremental growth in the funding.

Improved capability of the local actors to respond effectively to humanitarian needs.

Effective coordination mechanism among humanitarian response actors: Government, INGOs, L/NNGOs well-coordinated (peer learning); Sector coordination led by L/NNGOs

An all-inclusive partnership with full participation of both partners with equal decision power.

ANNEX: ACTIVITY FRAMEWORK AND PERFORMANCE INDICATORS

Outcomes/results	Action	Performance indicators	Means of verification
Outcome 1: Improved and equitable partnerships	<ol style="list-style-type: none"> 1. Assessment of sample partnerships and disseminate findings, highlighting best practices 2. Training of NNGOs/LNGOs in partnership development and management 3. NNGOs/LNGOs mainstream partnership management into their organisational policies 4. Joint development and dissemination of partnership framework by INGOs and NNGOs/LNGOs 5. NNGOs/LNGOs invest in capacity development that enable them to develop unique capacities that give them comparative advantage/competitive edge 6. Meetings and dialogues involving INGOs and NNGOs/L/NNGOs on partnership development strategy 7. INGOs/NNGOs forming Consortium for joint proposal development 8. Empowerment of NNGOs/LNGOs to reject or propose changes to partnership arrangements 9. Set up and operationalize joint decision-making process on project design and implementation by INGOs and NNGOs 10. Development and implementation of joint project monitoring plans 	<ul style="list-style-type: none"> • No/% of equitable and complementary partnerships. • No/% of local partnerships built on mutual negotiation. • No/% of partnerships with organisation-wide capacity building strategy based on need of local partners • No of local partners participating in proposal development with INGOs • % of projects with budgets open to all partners involved. • % of strategic partnerships in humanitarian response that commit to long term building of systems and processes that reflect the ambition and goals of local partners • % of projects and budgets that are co-designed, implemented, monitored and evaluated with local partners and affected people 	<ol style="list-style-type: none"> 1. Signed MOUs 2. Attendance sheets for all meetings 3. Minutes and reports of meetings. 4. Database of mapped and engaged partners. 5. E-mails conversation/co mmunication with partners. 6. Availability of Partnership policies.
Outcome 2: Enhanced national and local actor's capacity to design, manage and deliver effective and impactful humanitarian response programs	<ol style="list-style-type: none"> 1. Mapping of local and national humanitarian actors 2. INGOs and local partners jointly assess of gaps in both institutional and programme capacities. 3. Development and implementation of joint intervention plans to respond to the identified capacity gaps in both programs and organisational capacities 4. Design and implement organisation-wide interventions including, training, peer learning and mentoring packages to support organisations with weak capacities. 5. Put mechanism in place for joint design, planning and development of proposals by INGOs/NNGOs 6. Train and mentor local partners in establishing delivery response mechanisms. 7. Conduct regular monitoring to measure progress and effectiveness. 8. Documentation and reporting/publicity of successes, achievement and good practices 9. Train and mentor local partners in managing high impact humanitarian response projects 10. Build capacity of local partners in the use of technology in the delivery of humanitarian response services 11. Build capacity of communities in emergency response including establishing functional community structure and identification of warning signs 12. Engage with INGOs to adopt capacity strengthening plans developed by local partners for funding instead of developing a new one 	<ul style="list-style-type: none"> • % of local partners with capacity to design and manage humanitarian response programs • % of local partners with skilled and experienced staff in humanitarian response • % of local partners with successful proposals • % of local partners able to respond effectively and efficiently to humanitarian crises without INGO involvement • % of local partners able to respond effectively and efficiently to humanitarian crises without INGO involvement 	<ul style="list-style-type: none"> • Partner presence dashboard • Pictures • Reports • Training register • Minutes of Meeting • Copies of proposals

<p>Outcome 3: Increased access to resources, including international and national funds by national and local humanitarian response actors</p>	<ol style="list-style-type: none"> 1. Conduct assessment of resource needs of different humanitarian actors 2. Mapping of national and international donors in the humanitarian and development sectors 3. Developing and implementing organizational policy and strategy for resource mobilization 4. Train staff of LNGOs/NNGOs in proposal development 5. Sourcing for RFAs/RFPs by NNGOs/INGOs 6. INGOs share information on calls for proposals (RFAs/RFPs) with NNGOs/LNGOs 7. NNGOs form Consortium with other NNGOs/LNGOs to develop and submit joint proposals 8. INGOs link NNGOs/LNGOs with sources of funding and provide support to enable access 9. Advocate to donors to relax their stringent funding requirements to enable access by NNGOs/LNGOs 10. Advocate to donors to develop and implement mechanisms for direct funding of communities 11. Advocate for the inclusion of other geo-political zones in the private sector humanitarian fund to enable access by NNGOs. 12. Advocacy to INGOs to allow 5-10% as unrestricted fund to their local partners for institutional capacity strengthening 13. Developing internally generated revenue through investments in viable ventures 	<ul style="list-style-type: none"> • % of NNGOs/LNGOs with financial independence. • % of NNGOs/LNGOs able to access direct funding from donors • % of local partners with multiple streams of income for humanitarian intervention. • % of local partners able to write fundable proposals • % of local partners with effective structure for resource mobilisation • % of local partners reporting improvements in the quantity and quality of funding for local and national actors • % of local partners accessing new and innovative funding mechanisms. 	<p>Assessment tools (questionnaire)</p> <p>Mapping instrument, reports</p> <p>Resource mobilisation policy;</p> <p>Resource mobilisation Strategic document</p> <p>Attendance, pictures</p>
<p>Outcome 4: Better representation, voice and influence on national and international humanitarian response platforms.</p>	<ol style="list-style-type: none"> 1. Train local actors in advocacy, public speaking and strategies for engagement at higher (international) level 2. Train local actors in networking and presentation skills 3. Advocacy by local actors/non-state actors to government to be included in delegation (HCT) to international conferences on humanitarian crisis 4. Participation of L/NNGOs at national and international platforms of humanitarian response, including Localisation Technical Working Group 5. Use of the regular and social media to achieve publicity for successful humanitarian response acknowledging the contributions of all actors 6. Consultation with LTWG emerging and specific issues of concern. 7. Advocacy to National Planning Commission, State Planning Commissions, Federal and State legislatures to institutionalise localisation into national and state social development frameworks. 	<ul style="list-style-type: none"> • Local partners shape humanitarian priorities and receive recognition for this in reporting • Affected people fully shape and participate in humanitarian response • Number of communities participating in humanitarian response • Number of representations of local NGOs in Humanitarian Response • % of participation of local NGOs in decision making 	<ul style="list-style-type: none"> • Reports of meetings • Conducted • Attendant Registration • Numbers of Media engagement • Pictures • Videos, • Training reports
<p>Outcome 5: Better coordination mechanism for localisation of humanitarian response</p>	<ol style="list-style-type: none"> 1. Mapping of existing Networks and Coordinating platforms - Identifying scope, Membership and Mandate of the networks. 2. Meeting to harmonise and achieve common grounds on localisation 3. Establishment of coordination structures to enhance effectiveness and participation of L/NNGOs 4. Coordination meetings/forums at national, regional, state levels 5. Reporting on progress made, including the use of technology to make progress visible (use of dashboards) 6. Establish an inclusive and functional National Technical Working Group for Localisation 	<ul style="list-style-type: none"> • No of Coordination forums for local and national NGOs • Full (100%) implementation of decisions of National TWG • No of States and LGAs with strong coordination mechanism • Level of implementation on AOP for Localisation 	<ul style="list-style-type: none"> • Mapping report. • Minutes and resolution of meetings • Annual Operational Plan • Report of review meetings

	<ol style="list-style-type: none"> 7. Provide support to communities to establish structures for effective coordinated response 8. Hold meetings of the National Technical Working Group 9. Advocacy to government for integration of non-state actors into the coordination structure for the national humanitarian strategy 10. Development and operationalization of Annual Localisation Operational Plan, document experience and disseminate 11. Hold Annual Strategy Review to measure progress and harmonise the response 12. Establish system for monitoring and receiving report from all actors on their activities and programmes 		
<p>Outcome 6: Increased commitment from political actors, government, donors the private sector for Localization.</p>	<ol style="list-style-type: none"> 1. Identify, document and update issues for advocacy 2. Integrate the private sector into the response to enhance participation 3. Advocacy for the inclusion and participation of L/NNGOs and the Private Sector in the HCT 4. Establishment of Consultative forums for engagement amongst L/NNGOs, INGOs, Private Sector and the Government (MDAs) 5. Regular consultative meetings and agenda setting among broad-based humanitarian actors 6. Advocacy for the adoption of Localisation framework into national and state governments' social and development planning frameworks 7. Advocacy for buy-in to donors including international government support humanitarian response in Nigeria 8. Framework for managing private sector humanitarian response fund should include allocation part of the resources to non-state actors 9. Advocacy for a broadening the scope of national response beyond North East including the private sector fund 10. Advocacy for adequate funding of humanitarian response strategy 11. Advocacy to donors to set fund aside for direct support to local partners/responders 12. Integrate the security system into the national localisation response 	<ul style="list-style-type: none"> • No of private sector organisations involved in the local response. No of private sector organisations contributing to the humanitarian response fund • No. of donors providing direct funding to local organisations • % of donors and their INGOs routinely publishing the percentage of funding that they passed on to local partners • No. of donors/projects that include funding for operating costs in local partner funding agreements • No of donors funding humanitarian that have reduced or removed policy barriers to funding local partners directly 	<ul style="list-style-type: none"> • Attendance Lists • TORs for the forum • Minutes of Meeting • Copies of funding agreements



The Nigeria Localisation Framework was developed in consultation with local, national and international NGOs, UN agencies, funding agencies, and government authorities in Nigeria in 2019. The process was facilitated by the Accelerating Localisation through Partnerships consortium and the national steering committee, with funding from the European Commission's Civil Protection and Humanitarian Aid Operations (ECHO).

Cover photo: People gather to collect water at a pump funded by Christian Aid and its partners in the small IDP village of Kellumeri, named after the village they fled when it was attacked by Boko Haram. Photo credit: Christian Aid / Tom Pilston
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