

Somalia Humanitarian Country Team

A Framework for Localisation in Somalia

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Localisation

“local and national humanitarian actors increasingly empowered to take a greater role in the leadership, coordination and delivery of humanitarian preparedness and response in their countries”. (ALTP 2018)

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Introduction

Localisation of humanitarian assistance has been a focus of discussion in the Somali Aid community for several years, but particularly since the Grand Bargain (GB) commitments of 2016¹. Recognising the importance of localisation, the Somalia Humanitarian Country Team (HCT) has committed to advancing the agenda across the entire aid community. This framework has been developed based on a comprehensive review of international and Somalia literature and substantial consultation with the Somalia aid community, the output of which is documented in a separate document². The framework outlines the proposed interventions to be championed by the HCT to progress localisation in the Somalia humanitarian context. Some proposed interventions are already underway or require minimal changes, others are challenging and likely to require significant shifts in mindsets and systems. It is expected that the framework will require ongoing discussion and negotiation before and during implementation; this negotiation is, of itself, an important part of the localisation process.

Purpose of Framework

The purpose of this framework is to progress the localisation agenda in Somalia with the aim that:

“Local and national humanitarian actors are increasingly empowered to take a greater role in the leadership, coordination and delivery of effective humanitarian preparedness and response in Somalia”.

Principles

In order for localisation interventions to be effective in the Somalia context, there are a number of key principles which need to be understood and embraced by all actors. These are:

- **Improved humanitarian assistance:** The **overall purpose** of the GB commitments including those on localisation, is to improve the **quality, efficiency and accountability** of humanitarian assistance to affected populations.
- **Local ownership of the agenda:** If localisation is about empowering local actors, then local actors need to have an **influential voice** in how that agenda is shaped and delivered.
- **Respect and trust:** Localisation requires **improved levels of trust and respect** between actors, and challenging the negative perceptions and generalisations which are barriers to mutual understanding and accountability.

¹ <https://interagencystandingcommittee.org/grand-bargain-0>

² Towards a localisation framework for Somalia; a literature review and consultation report

- **Mutual accountability:** All actors should be accountable for their actions and decisions, including to affected communities.
- **Complementarity:** Ensure a **balance** between the work of local and international actors, to maximise the **comparative advantages** of both and avoid duplication and undermining of either.
- **Quid Pro Quo:** The basis of the Grand Bargain is that each actor will **play their part** and make the necessary changes to achieve a stronger and more effective humanitarian system

Scope

In line with the *quid pro quo* philosophy of the Grand Bargain, everybody has a role to play. Localisation encompasses a wide cohort of local, regional and national humanitarian responders including government, NGO and private sector actors. While the localisation agenda is defined in terms of humanitarian action, to be truly effective in a complex context such as Somalia, the commitments need to be embraced not only by humanitarian actors but also those operating in the development and political spheres. Recommending actions for Government is outside of the scope of this document, however Government is a key stakeholder in localisation and their engagement and support to create an enabling environment is essential.

The framework proposes both collective and specific actions for Donors, INGOs, LNGOs, UN, and the Somalia NGO Consortium, recognising that the various actors face different organisational and operational constraints, and will not be able to participate or contribute to every priority action. It is developed as a tool for the collective to embrace the principles and work together to translate localisation commitments into action in a manner that works in the Somalia context.

Priorities

Over the next two years, the localisation process will focus on the following four priorities:

Funding

Partnership

Capacity Strengthening

Local Voices

These components have been compiled based on the **prioritised outputs** of the consultation process and comprehensive literature review, and linked to the GB Commitments. They are

also informed by the operating context and feasibility. **Table 1** summarizes the proposed interventions to address these priorities. Further detail is provided in the proposed action plan in **Table 2**, for which the annual targets will be collectively agreed by the HCT members.

Enabling Actions

There are a number of enabling actions identified which are necessary to deliver on the commitments of localisation. These include:

- **Refreshing the dialogue** throughout the sector, to ensure there is greater knowledge & understanding of the Grand Bargain commitments by all.
- Every organisation **embracing the principles** of localisation and identifying their role in translating them into action.
- **Investing adequate resources** (HR, time and financial) to advance the agenda organisationally and collectively.
- Collecting **accurate disaggregated data** based on agreed parameters.
- Ensuring **gender** equality is adequately considered in localisation approaches.
- Promoting sector-wide, honest and respectful conversations **on trust, transparency & integrity**.
- **Documenting and sharing** the learning locally and internationally.

Linkages

While this framework focuses on GB Workstream Two - *Localisation*, the proposed interventions have strong links to, and will contribute to progress in other workstreams including:

- **W/S 4:** *Reduce duplication and management costs with periodic functional review*
- **W/S 6:** *A participation revolution: include people receiving aid in making the decisions which affect their lives*
- **W/S 7/8:** *Increase collaborative humanitarian multi-year planning and funding and reduce the earmarking of donor contributions*
- **W/S 9:** *Harmonise and simplify reporting requirements*

Timeframe

The framework covers the 2020-2021 period leading up to the Grand Bargain review meeting in Amsterdam in 2021.

Measuring progress

Progress in localisation needs to be measured and documented if it is to contribute to system-wide change, learning and accountability. This requires clearly agreed definitions of the parameters, accurate data collection and analysis and periodic review of the strategy, progress and responsibilities. The framework needs to be updated, kept relevant and connected to the wider context both nationally and internationally.

Table 1: Summary of Somalia HCT Localisation priorities and interventions for 2020-2021

Priority	Funding	Partnership	Capacity Strengthening	Local Voices
What has to happen?	Increase in the quantity and quality of funding and accountability between funders and local actors.	Increase in the number and quality of partnerships.	Increase in effective capacity strengthening of local actors	Genuine participation of local voices in decision making and policy forums.
HCT/OCHA	<ul style="list-style-type: none"> Agree clear parameters and responsibilities for collecting accurate data and reporting on funding to local actors. 	<ul style="list-style-type: none"> Raise awareness on and promote adoption of the principles of partnership³ (POP) in humanitarian programming 	<ul style="list-style-type: none"> Explore and agree the utilisation of shared assessments. Explore and agree common reporting frameworks 	<ul style="list-style-type: none"> Continue and increase support for active NNGO representation in localisation discussions and coordination mechanisms.
Donors	<ul style="list-style-type: none"> Increase quantity and diversity of funds available and improve the quality of funds received by local actors. 	<ul style="list-style-type: none"> Incentivise greater localisation through inclusion of local partnerships in projects. 	<ul style="list-style-type: none"> Ensure adequate funding for effective capacity strengthening. 	<ul style="list-style-type: none"> Create space for NNGOs to collectively engage directly with donors and resource NNGO participation in coordination.
NNGOs	<ul style="list-style-type: none"> Work collectively to promote transparency, risk management and compliance with funder conditions among all actors and report promptly if problems occur. 	<ul style="list-style-type: none"> Advocate for partnership agreements which have clear, mutually agreed expectations, roles and responsibilities Explore partnership with emerging NNGOs 	<ul style="list-style-type: none"> Advocate for coordinated capacity support based on accurate assessment of needs. Support emerging NNGOs to strengthen their capacity 	<ul style="list-style-type: none"> Do collective advocacy on issues of importance to NNGOs Participate consistently and actively in coordination mechanisms, representing the positions and concerns of NNGOs.
INGOs / UN	<ul style="list-style-type: none"> Increase the quantity and quality of funds channelled to local actors Promote transparency, risk management and compliance with funder conditions among all actors and report promptly if problems occur 	<ul style="list-style-type: none"> Increase the quality & quantity of local partnerships based on the POP. Ensure partnership agreements have clear, mutually agreed, expectations, roles and responsibilities. Avoid overwhelming local capacity and be open to coordinated approaches with others Acknowledge where risk transfer is taking place and provide support to mitigate. 	<ul style="list-style-type: none"> Avoid undermining capacity by strengthening NNGOs existing systems. Ensure capacity strengthening support is appropriate, coordinated and effective. Pilot joint approaches to capacity strengthening Promote greater NNGO sustainability through multi-annual funding, fundraising support & equitable overheads 	<ul style="list-style-type: none"> Create space for bilateral INGO/NNGO and UN/NNGO dialogue on localisation that is not linked to funding agreements. Ensure greater visibility and acknowledgement of NNGO interventions.
SNC	<ul style="list-style-type: none"> Facilitate open and honest dialogue between all actors with regards to funding. Continue to promote transparency, integrity and risk management with all NGOs 	<ul style="list-style-type: none"> Facilitate dialogue on the principles of partnership among funders and grantees. Document and share learning on partnership approaches 	<ul style="list-style-type: none"> Advocate for effective long-term capacity support for members. Document and share learning on best practice. Clarify capacity strengthening role of SNC and ensure it is properly resourced 	<ul style="list-style-type: none"> Create space for and support NNGOs to do collective advocacy. Document and share learning on local voices in aid delivery. Facilitate bilateral INGO/NNGO, UN/NNGO and Donor/NNGO dialogue

³ Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity

Table 2: Proposed HCT Localisation Action Plan for 2020-2021

Priority 1: Funding					
Relevant GB Commitments:					
2.4: Achieve by 2020 a global aggregated target of at least 25% of humanitarian funding to local and national responders as directly as possible.					
2.6: Make greater use of funding tools which increase and improve assistance delivered by local and national responders.					
2.5: Localisation marker to measure direct and indirect funding to local and national responders					
What has to happen? Increase in the quantity and quality of funding and accountability between funders and local actors.					
	Actions	Target 2020	Target 2021	Lead Agency	Timeline
HCT/ OCHA	1. Agree clear parameters (definitions, process, responsibilities) for collecting accurate disaggregated data and reporting on quantity and quality of funding to local actors including women-led and gender rights organisations. <ul style="list-style-type: none"> • Clarify definitions and establish baseline • Provide timely, accurate and transparent reports on amount /quality /routing of funding to local actors • Compile six monthly consolidated Somalia report and review by HCT 				
Donors	1. Increase quantity of funds available to local actors through: <ul style="list-style-type: none"> • Increasing funding for SHF (while acknowledging that the SHF is not a “localisation fund”) • Exploring options to establish a small grants/innovation fund for NNGOs • Restricting eligibility for smaller funds (< \$250,000) to local actors • Increasing overall engagement of local actors in projects by encouraging partnerships, NNGO membership in consortia and subcontracting where appropriate. • Ensure inclusion of women-led and gender rights organisations 2. Improve the quality of funds received by local actors and reduce transaction layers. <ul style="list-style-type: none"> • Reduce the number of intermediaries between original funder and local actor and require clear justification for engagement of more than one intermediary. • Increase access to multiannual funding for local partners including provisions for capacity strengthening. • Ensure local partners receive adequate funds for the action including security costs, administration costs and overheads support. 				

NNGOs	<p>1. Work collectively to promote transparency, risk management and compliance with funder conditions among all actors and report promptly if problems occur.</p> <ul style="list-style-type: none"> • Initiate a dialogue among the NNGO community around funder concerns on transparency, risk management and accountability and how these can be addressed. • Utilise peer support & pressure to promote and uphold integrity in the sector. • Encourage use of the SNC RMA self-assessment tool to identify weaknesses in organisational systems and advocate for support to address these. 				
UN / INGOs	<p>1. Increase the quantity of funds to local actors by:</p> <ul style="list-style-type: none"> • Increasing the percentage of overall budget channelled to local actors including women-led and gender rights organisations and reducing transaction layers. • Avoid competing with LNGOs for grants of less than \$250,000 • Allocate project Indirect Cost Recovery funds proportionately with local partners <p>2. Increase quality of funding for local actors by:</p> <ul style="list-style-type: none"> • Ensuring adequate budget to deliver the action (administration, security costs, overheads, security costs) • Approve and release funds to local actor in a timely manner, which reduces interruptions in implementation and cash flow challenges <p>3. Promote transparency, adequate risk management and compliance with funder conditions among all actors and report promptly if problems occur.</p>				
SNC	<p>1. Facilitate open and honest dialogue between all actors with regards to funding.</p> <p>2. Include awareness on localisation commitments including gender commitments, when advocating for increased NGO funding.</p> <p>3. Continue to promote use of the RMA self-assessment tool by SNC members and advocate for capacity support for common areas of weakness.</p>				

Priority 2: Partnership
Relevant GB Commitments:
2.2: Understand better & work to remove / reduce the barriers that prevent organisations and donors from partnering with local and national responders

What has to happen? Increase in the number and quality of partnerships with local actors.

	Actions	Target 2020	Target 2021	Lead Agency	Timeline
HCT/ OCHA	<ol style="list-style-type: none"> 1. Raise awareness on and promote adoption of the Principles of Partnership (POP) in humanitarian programming 2. Collect accurate disaggregated data on partnerships by: <ul style="list-style-type: none"> • Agreeing HCT definitions of “partnership” • Agreeing roles and responsibilities in terms of data to be collected • Establishing a baseline • Compiling six monthly consolidated Somalia report and review by HCT 				
Donors	<ol style="list-style-type: none"> 1. Incentivise greater localisation through encouraging inclusion of genuine local partnerships based on the POP, in projects where possible. 2. Include concrete indicators to measure progress in partnership approaches. 				
NNGOs	<ol style="list-style-type: none"> 1. Advocate for partnership agreements which have clear, mutually agreed roles and responsibilities and a means to discuss and address concerns and challenges. 2. Encourage funders to coordinate where possible to reduce transaction costs 3. Explore partnering with smaller emerging LNGOs to help them gain experience. 				
UN/ INGO	<ol style="list-style-type: none"> 1. Increase the quantity of local partnerships by; <ul style="list-style-type: none"> • Advocating with HQ and funders for greater levels of partnership in programme implementation including in consortia. 2. Increase the quality of local partnerships by; <ul style="list-style-type: none"> • Ensuring staff understand the POP and the organisational commitments to same. • Ensuring partnership agreements with local actors are developed in line with POP and having clear, mutually agreed, roles and responsibilities. • Recognising that an organisation’s approach to partnership needs to be measured using concrete indicators, and to be adequately resourced in terms of staffing and funding • Creating space for local actors to discuss ideas and challenges. • Avoiding overwhelming local capacity and being open to coordinated approaches with others • Being clear where risk transfer is taking place and providing support to mitigate these risks. 				

	3. Specifying whether agreements are for partnership or subcontracting, recognising that both have a place in the aid response.				
SNC	1. Facilitate dialogue on the POP among funders and grantees. 2. Collect and share learning on partnership approaches				

Priority Three: Capacity					
Relevant GB Commitments:					
2.1 : Multi-year investment in institutional capacities & incorporate capacity strengthening in partnership agreements					
What has to happen? Increase in multi-year, effective capacity strengthening of local actors focussed on sustainable growth and empowerment.					
	Actions	Target 2020	Target 2021	Lead Agency	Timeline
HCT/ OCHA	<ol style="list-style-type: none"> 1. Explore and agree the utilisation of shared assessments. <ul style="list-style-type: none"> • Reduce the number of assessments of implementing organisations by promoting the sharing of assessment reports and encouraging funding organisations to supplement existing assessments with any additional information required, rather than conducting a whole new assessment. • Promote the use of the SHF capacity assessment/UN micro-assessment format. • Differentiate between capacity assessments for the purpose of due diligence and assessments for planning for capacity support. 2. Explore and agree common reporting frameworks <ul style="list-style-type: none"> • Promote the use of harmonized reporting frameworks such as the 8+3 format⁴ (piloted in Somalia between 2017 and 2019) and the Money where it Counts Protocol⁵ developed by NRC. 				
Donors	<ol style="list-style-type: none"> 1. Ensure adequate funding for effective capacity strengthening. 2. Explore country based pooled fund and /or joint programme for capacity strengthening. 				
NNGOs	<ol style="list-style-type: none"> 1. Advocate for coordinated capacity support based on accurate assessment of needs. 2. Support emerging NNGOs to strengthen their capacity and access support available. 				
UN/ INGO	<ol style="list-style-type: none"> 1. Capacity strengthening should be coordinated, based on agreed needs and driven/owned by local actors. 				

⁴ https://www.gppi.net/media/83-Template_final.pdf

⁵ <https://vimeo.com/232022296>

	<p>2. Improve the quality of capacity strengthening approaches by:</p> <ul style="list-style-type: none"> • Utilising effective trainers/mentors for all capacity strengthening interventions, recognising that technical knowledge and experience is not the most important criteria for a trainer. • Adapt content, methodology, materials and language to the local context and needs of the participants • Provide follow up to ensure interventions have delivered results in term of improved practice. • Distinguish between capacity strengthening and training to deliver on funder requirements. • Where possible coordinate with others who are interested in strengthening capacity of same local actors. <p>3. Pilot joint approaches to capacity strengthening of local actors</p> <p>4. Avoid undermining capacity by strengthening NNGOs existing systems.</p> <p>5. Promote greater NNGO sustainability through multi-annual funding, fundraising support & equitable overheads</p>				
SNC	<p>1. Advocate for effective long-term capacity support for members.</p> <p>2. Document and share learning on best practice and the challenges of poor/uncoordinated capacity interventions.</p> <p>3. Clarify capacity strengthening role of SNC and ensure its properly resourced</p>				

Priority Four: Local Voices					
Relevant GB Commitments:					
<i>2.3: Support national coordination mechanisms and link them with international</i>					
What has to happen? Genuine participation of local voices in decision making and policy forums.					
	Actions	Target 2020	Target 2021	Lead Agency	Timeline
HCT/ OCHA	<ol style="list-style-type: none"> Continue and increase support for active NNGO representation in localisation discussions and coordination mechanisms <ul style="list-style-type: none"> Consultation with NNGOs on how best to facilitate their participation Provision of logistical support. Ensure language/processes are not exclusionary. 				
Donors	<ol style="list-style-type: none"> Create space for NNGOs to collectively engage directly with donors and resource NNGO participation in coordination. 				
NNGOs	<ol style="list-style-type: none"> Develop shared positions on issues of importance to NNGOs. Organise to do collective advocacy on these issues and actively engage in dialogue when opportunities exist. Participate consistently and actively in coordination mechanisms, representing the positions and concerns of NNGOs. 				
UN/ INGO	<ol style="list-style-type: none"> Create space for bilateral INGO/NNGO and UN/NNGO dialogue on localisation that is not linked to funding agreements. Ensure greater visibility and acknowledgement of NNGO interventions 				
SNC	<ol style="list-style-type: none"> Create space for and support NNGOs to do collective advocacy. <ul style="list-style-type: none"> Utilise convening role Provide technical and administrative support Share relevant information and opportunities Facilitate bilateral INGO/NNGO, UN/NNGO and Donor/NNGO dialogue Document and share learning on local voices in aid delivery. 				