



## Better Protection Through Localisation

### Summary

Around the world, children rely on psychosocial support, family tracing, reunification, education and other services to keep them safe. The majority of these services are already being delivered by local government and civil society organisations. **Strengthening localization is therefore an opportunity to improve access, quality and efficiency of services**, recognising the fundamental responsibility of the State to protect its citizens.

Recognising the value of localisation and building on WHS Summit commitments, the Protection and Education Clusters are seeking to ensure their humanitarian response strategies are guided by the principle – **“as local as possible, as international as necessary”<sup>1</sup>**. This work is being led by the Child Protection Area of Responsibility, on behalf of the Protection and Education Clusters.

### Coordination systems: Potential for a system-wide shift

In many countries, local actors constitute up to 75 per cent of coordination group members. Local actors are usually the first responders and continue to operate when international agencies withdraw. They bring cultural and historical knowledge and credibility; and have access to local networks. Collectively, the global and country coordination groups work with hundreds of local government and civil society actors and can draw on these networks to improve analysis and coordination, document and disseminate lessons learned and encourage good practices to be taken to scale. Coordination groups lead the development of national humanitarian response strategies; and they help government, donors and pooled fund managers decide when and where to invest advocacy, funding and other resources.

As a consequence, the coordination system has both **an obligation** – to promote localisation and **an opportunity** – to support agencies to take successful localisation pilots to scale; to mobilise resources; secure structural or systemic change and ultimately – strengthen the humanitarian response.

### A conceptual framework for localisation in protection and education coordination

Dimension	What this means for coordination
<b>Governance and Decision-Making</b>	Local actors should have equitable opportunities to play leadership and co-leadership roles at national and sub-national levels; and have a seat at the table when strategic decisions are made (for example, in Strategic Advisory Groups or Steering Committees).
<b>Participation and Influence</b>	Local actors should have the opportunity to influence the AoR/Sector’s decisions. To do this, they need equitable access to information and analysis on coverage, results etc; and the opportunity and skills to effectively and credibly convey their thoughts and ideas.
<b>Partnerships</b>	Coordinators should be promoting a culture of principled partnership both in the way it interacts with its members; and the way in which members interact with each other. In some cases, this requires transitions from sub-contracting to more equitable and transparent partnerships, including recognising the value of non-monetary contributions by local actors (networks, knowledge).
<b>Funding</b>	Where they have the institutional capacity to manage their own funds, local actors should be able to access funds directly. Local actors should receive a greater share of the humanitarian resources, including pooled funds, where applicable.
<b>Institutional Capacity</b>	Whilst technical capacity strengthening is important, coordination groups should also actively encourage more systematic and coordinated opportunities to receive support to strengthen operational functions, as part of the overall sector strategy to scale up services.

<sup>1</sup> For more information: <https://www.agendaforhumanity.org/initiatives/3861>; <https://www.agendaforhumanity.org/stakeholder/252>



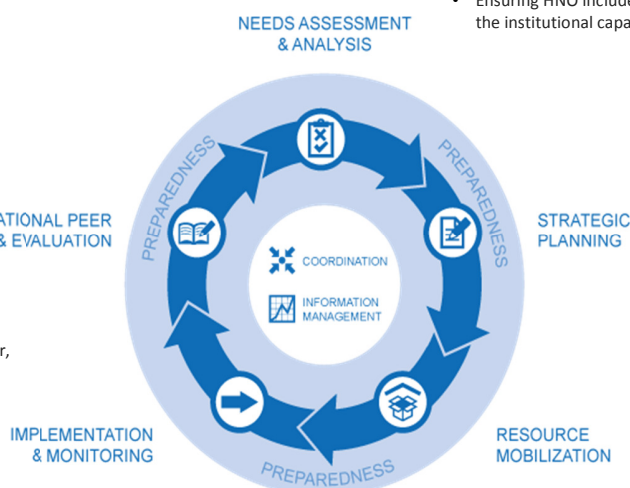
## Localisation: The Role of Coordinators and Coordination Groups

Localisation in coordination should not be seen as an end state, but rather a continuous *process that seeks to find an appropriate configuration* of contributions from local and international actors. The degree to which a response can be locally led; and the degree to which international support is necessary will change depending on local conditions, capacities and contexts. Coordinators are well placed to bring sectors to a consensus on how the humanitarian response should be best configured. Coordinators also have an important role in helping local and international actors to understand why and how localisation strategies should be incorporated into their humanitarian responses<sup>2</sup>.

There are opportunities at every stage of the Humanitarian Programme Cycle to ensure that localisation is taken into account. Over time, localisation should be seen as an integral part of the humanitarian response strategy; and not a standalone issue. For example, this includes ensuring that localisation considerations are taken into account during the HNO and HRP processes, when developing and prioritising project sheets and when monitoring the humanitarian response (e.g. the 5Ws).

### Examples of how localisation can be integrated into the HPC

- Supporting local agencies for Lead/Co-Lead positions or putting leadership transition strategies in place
- Including local actors in Strategic Advisory Groups (SAG) and HCT
- Modelling and monitoring a culture of principled partnerships in Clusters
- Constantly reviewing service delivery and funding arrangements (such as localisation dashboards) with the SAG and AoR members and using recommendations to inform strategy and response.
- Ensure that Cluster membership accurately reflects the diversity of the humanitarian community – including diaspora, private sector, academia etc
- Translating key communications into local languages
- Facilitate onsite coaching and mentoring support from international partners
- Share good practices and promote these in future response plans
- Adapt the 5Ws to allow for disaggregation by implementing and funding agency
- Produce and share dashboards that provide analyses disaggregated by local/international implementing agencies
- Continuously identify and advocate for local actors to be supported for service provision and capacity building opportunities



- Ensuring the HNO incorporates the views and data from local actors. This could also include academia, diaspora, private sector, in addition to civil society
- Ensuring HNO includes both needs of affected populations **and** the institutional capacity needs of local actors

- Prioritising service delivery by local actors
- HRP and cluster strategies, *where possible*
- Developing a sectoral institutional capacity building strategy as part of the HRP
- Disaggregate cluster indicators by local/international
- Promoting partnerships that draw on coaching and mentoring approaches, rather than sub-granting
- Including explicit references to institutional capacity building outputs (e.g. reduced risk ratings) in project sheets

- Supporting local actors to contribute to FTS tracking
- Prioritising approved local actors' project sheets in funding rounds (e.g. pooled funds)
- Advocate for and include investments for institutional capacity building for local partners in pooled funds

<sup>2</sup> The CP AoR and Education Cluster have developed a brief Q&A which may be a helpful resource for this (available on the CP AoR Website)



### Specific Localisation Initiatives: Child Protection and Education

The Child Protection AoR (and its partners) will be leading a range of specific initiatives on behalf of the Protection and Education Clusters. A summary of these initiatives, based on the localisation in coordination conceptual framework, is below:

#### CP AoR and Education Cluster: Key Results Planned for 2018/2019

##### Governance and Decision-Making

- At least 3 child protection coordination groups co-led by a national civil society actor (together with Save the Children, Plan International and UNICEF)
- Guidance for working with national authorities in conflict settings available to all coordinators (together with ProCap)
- Government capacity building programme rolled out in at least 2 new regions (together with IFRC)
- Global EC Strategy Guidance and associated tools include localisation considerations and guidance
- Global CP AoR Strategic Advisory Group, including local actors, in place to guide strategic planning and monitor workplan implementation

##### Influence and Participation

- Localisation dashboard routinely used in at least 10 country coordination groups during key stages of HPC
- Engagement with diaspora initiated in at least 2 CP and Education coordination groups (together with DEMAC/DRC)
- Helpdesk decentralised to 4 locations and operating in at least 4 languages (together with UNICEF and Translators Without Borders)

##### Partnerships

- Principles of Partnership self-assessment tools finalised (together with ICVA)
- Partnerships assessments done in at least 4 countries
- Commitments secured from senior partnership policy managers from key CP AoR and Education Cluster members to explore new coaching and mentoring models (together with Caritas, Care International, ICVA and IFRC)

##### Funding

- Pooled funding guidance adapted to enable local actors to access funding for institutional capacity building (together with OCHA, IFRC and Care International)
- Support to ECW to ensure localisation considerations are included in funding criteria
- Institutional grants trialled and documented for at least 4 local NGOs

##### Institutional Capacity

- SHAPE Framework trialled in at least 2 countries (together with Actionaid)
- Institutional capacity strengthening guidance, including recommended approaches issued by Global CPAoR in advance of 2019 HRP preparation
- Mentoring models initiated and documented in at least 4 country coordination groups (together with NRC, Mercy Corps and Plan International)

- Activity fully funded
- Activity partially funded
- Activity not funded

### For more information or to become involved, please contact *(updated in September 2020)*:

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