

“As local as possible, as international as necessary” – localisation in the humanitarian system

Key points for implementation by German humanitarian stakeholders¹

April 2018

1. Introduction

The World Humanitarian Summit (WHS) took place in Istanbul at the initiative of the UN Secretary-General on 23 and 24 May 2016. The WHS laid the groundwork for strengthening the humanitarian system in order to better meet growing challenges and greatly increased humanitarian needs.

German stakeholders also made voluntary commitments on the basis of the Agenda for Humanity initiated by the United Nations Secretary-General. In addition to the core commitments, the Federal Government has made a total of 174 voluntary commitments; individual non-governmental organisations (NGOs) based in Germany and numerous other German sections of international families and networks have also made commitments. A large proportion of the commitments concern different aspects of localisation.

In the two-year process of preparing the WHS, the German organisations submitted a comprehensive position paper within the framework of regional consultations calling for the role of local stakeholders in humanitarian assistance to be strengthened, thereby bringing their influence to bear on the agenda. The topic of localisation was addressed in greater detail at a meeting of the Humanitarian Aid Coordinating Committee in May 2016. Working groups on localisation, accountability to affected populations and simplifying administrative procedures were set up.

The Grand Bargain negotiated at the WHS between international donors, UN agencies and NGO networks to increase the efficiency of humanitarian assistance also focuses on localisation as one of ten key issues. Questions relating to localisation are addressed in work stream II, “Increasing support and funding tools for local and national responders”. There are further references to other work streams of the Grand Bargain, as well as to the civil society Charter for Change.

¹ These key points were drafted by the localisation working group of the Humanitarian Aid Coordinating Committee. They do not necessarily reflect the opinion of each individual member organisation of the Coordinating Committee.

The following paper summarises the most important results of the working group on localisation and formulates recommendations from the perspective of German state and non-state humanitarian stakeholders. The document is intended to offer a common understanding of the object and purpose of localisation and to serve as a guideline for implementing the pledges made within the framework of the WHS commitments, the Grand Bargain, the Charter for Change and other international processes.

2. The objective of localisation – a common understanding shared by German stakeholders

Localisation is a process that serves the overarching objective of increasing the effectiveness, efficiency and sustainability of the humanitarian aid system with the active involvement of those affected. The capacities of local and national stakeholders in humanitarian responses must be strengthened on a continuous basis to this end. This cannot be achieved without a change of role and a shift of decision-making powers in the humanitarian system to the local level. In keeping with the principle of subsidiarity, the motto here is “as local as possible, as international as necessary”.

According to the definition by the Humanitarian Financing Task Team of the Inter-Agency Standing Committee (HFTT-IASC), local stakeholders include both NGOs/CSOs (at the national and local level), the Societies of the Red Cross and Red Crescent Movement, whose headquarters are located in recipient countries of humanitarian aid and which take decisions there autonomously, as well as national government authorities, ministries and state institutions at national or local level in the respective recipient countries. The private sector is in a position to contribute to efficient and effective humanitarian assistance, but is not a national/first responder in the sense of the international definition.

An important indicator for the objective of localisation is the degree of direct (or as direct as possible) funding of local or national stakeholders in crisis regions. To this end, baseline data must be collected in order to determine the share of funds allocated directly (or as directly as possible) to local stakeholders. This applies to state, intergovernmental and non-state donors alike. At the same time, a dialogue with OCHA FTS, IATI and other relevant stakeholders can shed light on how tracking systems reflect financial flows in the future.

However, the extent of direct (or as direct as possible) funding for local stakeholders is not, taken by itself, sufficient as an indicator for localisation. This is also a question of the quality and conditions for the allocation of funds, as well as of changes in relations between partners and forms of cooperation between

international humanitarian stakeholders and stakeholders in affected crisis regions, as well as capacity building for local stakeholders.²

While humanitarian assistance alone cannot promote the development of an independent civil society, it can strengthen the organisational structure and the humanitarian capacities of local stakeholders in humanitarian crisis situations from the national level to the affected population at community level in the medium term in a preventive manner, thereby fostering resilience and local co-determination of the affected population.

3. Core elements for localisation

The following core elements are a precondition for effective localisation. Positive experiences and approaches have been recorded in all areas. These must be multiplied and the framework conditions for the transfer of decision-making powers and capacities be improved.

3.1. Capacity development

A core element of strengthening local resources and capacities is the instrument of capacity development at the personal and institutional level, as well as for the creation of conducive framework conditions (see annex for information on systematisation with different topics, methods and cost categories).³

The overarching objective of capacity development for local stakeholders is to increase the efficiency, effectiveness and impact of humanitarian aid for the target groups. Capacity development can be systematically divided into three areas:

Personal capacity development to increase the capacities of local stakeholders' personnel.

Institutional capacity development to increase the efficiency and the institutional viability of local partners.

Capacity development with respect to the social/political environment with the objective of increasing the ability of local partners to engage in dialogue, bringing influence to bear on legal framework conditions for civil society stakeholders and achieving political and social changes for the target group.

² An overview of different partnership models and forms of cooperation, as well as general experiences in different crisis contexts, are available in the annex.

³ Capacity development denotes efforts to strengthen the capacities of local humanitarian stakeholders in order to be prepared for and respond to humanitarian crises.

Capacity development should be based on self-assessments completed by local stakeholders. The assessments should not be conducted in a top-down manner, but should rather be part of a process undertaken in the spirit of partnership (needs-based/upfront). It may make sense to provide a framework for identifying possible gaps in the capacities of a local actor. Capacity development taking place independently of ongoing operative projects, requires a longer-term perspective, good communication and close coordination between humanitarian and development policy, as well as human rights stakeholders.

Good practice 1: Supporting organisational development: dedicated Syrian doctors establish a medical aid organisation (Malteser International, see annex)

Good practice 2: Multi-sectoral approach and national advocacy of a Cambodian grassroots organisation (Johanniter International, see annex)

Good practice 3: Scholarships for management staff and young employees at local humanitarian organisations (ADRA, see annex)

3.2. Improved access to funding

As explained in the introduction, this core element has to do with access to direct (or as direct as possible) project funding, be it via UN-administered funds (Country-Based Pooled Funds, CBPF) or possible additional local funds that are managed, for example, by national NGOs and that only local stakeholders may access. Project funding should also comprise administrative allowances that have the potential to make a major contribution to strengthening local and national stakeholders. These are prerequisites for allowing the organisations to train and retain personnel, to network and participate in structures, to fundraise themselves and to have infrastructure for humanitarian crises at their disposal.

Good practice 4: Mentoring programme for accessing the Common Humanitarian Fund: the success story of the local NGO Afghanistan National Re-Construction Coordination - ANCC (Welthungerhilfe, see annex)

Good practice 5: Multi-annual funding of local partner organisations and self-representation organisations in the Philippines (ASB Foreign Aid, see annex)

3.3. Strengthening the role played by local stakeholders as well as changing one's own role

Localisation is a matter of strengthening local partners in disaster risk reduction and responses to crises, as well as changing the quality of partnerships. Local stakeholders should make up the majority in humanitarian coordination mechanisms (Cluster, Humanitarian Country Team, CBPF) in their own country. International coordination mechanisms may only be established on a subsidiary basis where, for example, national disaster risk reduction bodies do not exist or are unwelcome for political reasons. In the context of the international policy discussions at UN and EU level, it will also be necessary in the future to hold more intensive discussions with actors from the countries concerned and to create the conditions for qualitative involvement. In many conflict situations, an important requirement for the involvement of local actors are measures ensuring their protection.

Good practice 6: Establishment of disaster protection committees in Bangladesh (Christoffel-Blindenmission, see annex)

Good practice 7: Access by local and national stakeholders to the humanitarian architecture in Colombia (Diakonie Katastrophenhilfe, see annex)

Good practice 8: Philippine Relief and Development Services takes over responsibility for coordination and preparedness from the international partner (humedica, see annex)

4. Common priorities on the path towards humanitarian aid that is implemented and managed at the local level to a greater extent

All German humanitarian stakeholders intend to do the following:

- Reduce self-/direct implementation in humanitarian crises and implement projects via partners to an increasing degree
- Shift the focus from short-term project-based aid to long-term partnership
- Promote comprehensive capacity development of local actors
- Advocate inclusive international coordination forums in order to ensure that local stakeholders are involved. This includes communications, transparent processes, language and the reduction of technical barriers
- Promote efforts to simplify access to financial support and harmonised minimum standards or mutual recognition of due diligence audits for local stakeholders

The Federal Foreign Office intends to do the following:

- Introduce a budget line for quality development and capacity development
- Support projects by international NGOs that explicitly address humanitarian capacity development of local and national NGOs
- Ensure when introducing an administrative allowance that it is passed on to local partners to an appropriate extent
- Continue financial support for Country-Based Pooled Funds and ensure on a regular basis that local NGOs have genuine access to these, i.e. that they receive grants from these funds
- Assess together with other donors whether, in crisis situations in which there is no Country-Based Pooled Fund, a local funding mechanism for first-responder local organisations, preferably administered by local or international NGOs, could be a useful additional measure
- Step up efforts within the framework of humanitarian diplomacy to promote the scope for action and protection of local stakeholders working in the field of humanitarian aid
- Ensure that, in other processes to simplify administrative procedures such as harmonized reporting, the new standards facilitate access on the part of local stakeholders
- Establish its own baseline for the amount of the funds that are passed on directly or as directly as possible (via Country-Based Pooled Funds or NGOs/the UN) to local actors and collect and report on this data regularly in the future

German non-state humanitarian actors intend to do the following:

- Elaborate a process for a new understanding of international NGOs, e.g. international NGOs as capacity developers, moderators, trainers, consultants for local stakeholders
- Facilitate long-term funding of local partner organisations in their own organisations and call for public donors to step up to the plate
- Strengthen their own advocacy role in the countries of the north to protect local stakeholders and affected populations
- Actively highlight the key role played by local stakeholders and their capacities, as well as their own new role
- Pass on an appropriate part of their own administrative allowances to local stakeholders
- Significantly expand institutional capacity development as part of strategic or natural partnerships
- Lend their active support to local partners in their search for local sources of funding or their efforts to access international funds
- Support local partners' efforts to build up local networks and platforms as well as help them to access international and regional/global networks and platforms and – in accordance with humanitarian principles – promote cooperation of local civil society stakeholders with relevant state actors
- Notify support for local partners from their own resources to the Financial Tracking Service (FTS) of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) or to a comparable system in order to gain a comprehensive overview of funding for local actors and to improve transparency

Annex

Partnership models and forms of cooperation

The joint working group on localisation of the Humanitarian Aid Coordinating Committee has identified three models of partnership between international and local or national actors, as well as two forms of cooperation: natural partnerships, strategic partnerships and project-based partnerships, as well as cooperation as a network of international NGOs with affiliated national NGOs and direct implementation. These reflect the current practice of German humanitarian stakeholders. Typical features of these models include:

1. Natural partnerships (associations and networks)

Humanitarian projects are implemented with or through affiliated partners. These are national associations or sections that, as a network, generally have a (non-executive) secretariat. They act as equal partners in the international network.

These national associations/sections are legally and financially autonomous; generally speaking, they were established and are rooted in their own societies. Management bodies are exclusively local in their make-up. They are registered as a local legal entity under national law, are fully subject to national provisions, and are accountable to the national authorities.

2. Strategic partnerships between international humanitarian stakeholders and local/national stakeholders in the country concerned

This partnership constitutes an alliance based on common objectives and complementary capacities. Cooperation takes place on a long-term basis and is not limited to individual projects. The partnership is set out in a memorandum of understanding. A large part of this has to do with capacity development, including organisational development, both within and outside projects. Planning of individual projects is generally carried out by the local partner and coordinated through dialogue. Monitoring is undertaken on both sides. The German partner is accountable to the donors for public funds. Partners are registered in accordance with national law, as described in 1.

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| <p>3. Project-based partnerships between international humanitarian stakeholders and local/national civil defence institutions or affected communities.</p> | <p>This cooperation continues for the duration of a specific project. Funding is provided by the international NGO while the local NGO takes responsibility for implementing the project. The partnership is regulated by a project contract and not by a memorandum of understanding. Capacity development is restricted to the topics focused on in the project and partners are registered in accordance with national law, as described in 1.</p> |
| <p>4. Cooperation as a network of international NGOs with affiliated national NGOs (represented with programme components or local branch office in the region)</p> | <p>The international NGO is in charge of planning, funding and issuing instructions. The projects are carried out by the affiliated national NGOs, possibly by other local partners as subcontractors.</p> |
| <p>5. Direct implementation, cooperation with local stakeholders as representatives of the target group</p> | <p>Local stakeholders are only involved in implementation to a very limited extent. Responsibility for planning is assumed solely by the international NGO with a dedicated local office. The number of staff working at the office of the international partner is therefore considerable. Projects may focus on capacity development.</p> |

These partnerships and forms of cooperation are characterised by different degrees of localisation and enable different approaches to strengthening the capacities of local/national stakeholders. It is certainly possible for international humanitarian stakeholders – their structure or mandate permitting – to act within the framework of more than one partnership/form of cooperation. This depends on the context and the type of humanitarian crisis.

Against the backdrop of **regularly recurring or protracted natural disasters**, many international humanitarian actors have already established partnerships with local actors that go beyond emergency humanitarian aid, e.g. in the area of disaster risk reduction or development cooperation. Local/national partner organisations may be supported for years, thereby promoting both personnel and institutional capacities in a targeted manner. Inclusion in humanitarian coordination mechanisms and access to local funding should be pursued in the medium and long term. In so doing, local capacities can be strengthened primarily via the cooperation models of natural (1) and strategic (2) cooperation, as well as through networks (4). If a crisis/disaster then suddenly occurs, local/national partners are prepared and able to respond appropriately (in keeping with humanitarian principles and standards).

In **complex crises (protracted crises) and violent conflicts**, the security situation for the affected population and humanitarian stakeholders is often difficult

and can change rapidly. In many situations, state structures are part of the conflict and humanitarian needs vary widely (in sectors, regions and among those affected). This is a particular challenge facing the implementation of humanitarian principles and standards, as well as the establishment of strategic partnerships. The humanitarian response cannot be limited to one single form of cooperation, but requires stakeholders in the region to weigh up the advantages and disadvantages of the possible form of partnership and/or cooperation.

Sudden-onset disasters such as natural disasters or the breakout of a conflict often affect countries that were not previously the focus of international humanitarian stakeholders. Natural (1) and project-related (3) partnerships with new partner organisations, as well as implementation via networks/branches (4) come into play in particular here. A greater level of supervision is to be expected as the local/national branch office/affiliated NGO may not have worked in accordance with humanitarian standards and principles in the past and may have only limited prior knowledge of the respective humanitarian stakeholders (and their specific rules), as well as the system of coordination (with the exception of cooperation form 4). Capacity building and preparations for a humanitarian crisis/disaster often may have fallen by the wayside. In these situations, it is important to assess whether the emergency situation is one-off and short-lived or whether a humanitarian commitment with the same partner structures is required for years to come. In the latter case, a project-related partnership should give way to a strategic partnership from the acute humanitarian response stage. In capacity development, disaster risk reduction/preparedness in particular must be taken into account as an institutional challenge and provided with sufficient financial support.

Direct implementation should be the exception and should arise from and be justified by the requirements of the humanitarian crisis, for instance if, after an earthquake or sudden exodus movement, existing local structures do not allow for rapid, appropriate, principled humanitarian action or this is only feasible in certain sectors. Even if there are no established local/national partner organisations in such cases or if it was not possible to identify the same within a period of a few days, it is particularly important that the humanitarian response does not ignore the local structures and initiatives of the people concerned, thereby weakening them still further. In these contexts, initial capacity development is usually implemented through projects – a different form of cooperation can be established in the region over a period of several years and would then be available in the event of a further disaster.

Selected good practice examples

Localisation working group of the Humanitarian Aid Coordinating Committee

Scholarships for executives and young employees at local humanitarian organisations (ADRA Germany)

ADRA awards a number of scholarships each year for students completing a Master's programme in international social science or taking part in an international development programme. Contracts of cooperation with a German and a US-based university are in place to this end. The courses are offered either as part-time courses in various countries of the global South or as full-time studies. This concept is used to train many young employees who will later assume management positions at humanitarian institutions and work as trained specialists in their local context.

Funding the course still poses a challenge at present. Moreover, temporary positions in the humanitarian sector often result in staff turnovers, which means that it is not always possible to maintain links to one's own organisation after completing the Master's programme. Nevertheless, the programmes have proven their worth over the years. Each year, more than 100 international students successfully complete the Master's programme and work in the humanitarian sector.

Multi-annual funding of local partner organisations and self-representation organisations in the Philippines (ASB Foreign Aid Germany)

ASB Foreign Aid Germany supports a total of eight local partner organisations in the Philippines within the framework of a multi-annual programme. The programme comprises orientation and training workshops, promotes participation in regional expert conferences and workshops and develops and/or defines modalities and standards for the joint implementation of humanitarian aid measures. Implementation requires sufficient funds for capacity development measures and improved funding opportunities to implement longer-term preparedness measures. The design of programmes must be flexible and offer scope for adaptation. This includes establishing adequate feedback mechanisms and responding to this feedback. Regular bilateral or multilateral exchanges with partners, e.g. within the framework of monitoring visits, training courses or joint workshops (reporting alone is not sufficient), are of key importance in order to anticipate possible challenges, in addition to regular adaptation of templates and processes that take feedback from local partners into account. Networking of stakeholders (NGOs, DPOs, government, universities) fosters better understanding and exchanges and helps to avoid tunnel vision (working in silos).

While compliance with reporting and financial standards on the part of partners is still a challenge, it can be facilitated by financial workshops and bilateral counselling, as can the collection of disaggregated data (on gender, age, disability, etc.). Training courses on applying the Washington Group Short Set of questions as a simple tool for collecting data on disabilities are a good solution in this regard.

Establishment of disaster protection committees in Bangladesh (Christoffel-Blindenmission)

As part of a three-year disaster risk reduction project from 2013 to 2016, local committees and especially self-representation groups of people with disabilities (DPOs) were established and subsequently strengthened both technically and professionally. The objective of this project was to enable these local structures to carry out disaster reduction and humanitarian aid measures in their region themselves on a long-term basis. This included promoting participation in national expert conferences and workshops, providing essential technical infrastructure (office equipment, life jackets and boats, tools, etc.), assuming costs for community risk assessments/community mapping, and holding orientation and training workshops on a range of topics (disaster risk reduction, inclusion, gender, advocacy, accounting, etc.), both as group training and individual courses for selected persons. Moreover, access to political decision-makers was established or facilitated. While the project demonstrated that strengthening local structures is a multi-year process, initial successes of such longer-term measures are already apparent: following flooding in the late summers of 2016 and 2017, the civil protection committees and DPOs were able to complete rapid needs assessments themselves and to acquire funding for emergency relief measures from the local government.

Philippine Relief and Development Services takes over responsibility for coordination and preparedness from the international partner (humedica)

Philippine Relief and Development Services (PHILRADS) is the humanitarian arm of the Philippine Council of Evangelical Churches. Humedica's activities in the course of Typhoon Haiyan gave rise to a broad network and good contacts between humedica, the national MoH, DSWD (Department of Social Welfare and Development), NDRRMC (National Disaster Risk Reduction and Management Council), WHO, OCHA and the Philippine Army. Many of these contacts were originally managed directly by humedica in order to make the organisation's emergency measures as efficient and coherent as possible. In view of the subsequent rehabilitation and construction measures and the good cooperation with PHILRADS, humedica saw an opportunity to entrust PHILRADS with greater coordination measures and the implementation of further activities in the current situation, as well as to work more closely via PHILRADS in the future. This cooperation comprises both the implementation of preparedness measures with regard to future disasters and the promotion and improvement of PHILRADS's involvement in national and international response

activities for more minor disasters that do not require deployments on the part of humedica's medical teams.

PHILRADS was presented as a local partner at a network meeting in Manila. Although following up on contacts in the first phase of the project proved difficult on account of the international language, this task was swiftly taken on by PHILRADS. By the time Typhoon Melor came, PHILRADS already played an active and independent role. In contrast to previous years, this was in close cooperation with the ministries – particularly the MoH and NDRRMC – as well as the other teams in the region.

Multi-sectoral approach and national advocacy of a Cambodian grassroots organisation (Johanniter International)

Human & Health (H&H) is a Cambodian grassroots organisation from Ratanakiri Province in the northeastern part of the country, whose mission is to advocate unrestricted and improved access to health care for all Cambodians, especially the indigenous population. The cooperative partnership with H&H commenced in 2015. Johanniter International deliberately chose a grassroots organisation rooted in the region in order to be able to respond to specific contexts. Johanniter International is currently implementing a project funded by the Federal Ministry for Economic Cooperation and Development with H&H. The project thus planned in a multi-sectoral manner in order to tackle the roots of hidden hunger in the region. The livelihood/agricultural component is implemented by the Indigenous Community Support Organisation (ICSO). The project therefore also promotes cooperation between two national NGOs, something which is often difficult in Cambodia on account of its history. Mutual understanding of all stakeholders was increased and awareness of the challenges in Ratanakiri Province was raised at the central government level by involving H&H in technical working groups (WASH, Scaling up Nutrition, etc.) at the national level in Phnom Penh. Improved access to third-party funding was achieved through the strategic expansion and strengthening of H&H's portfolio in the WASH and nutrition sectors. A consortium of two national NGOs increases the impact of measures through a multi-sectoral approach and promotes civil society cohesion.

Many resources of the international NGO are tapped into as a result of H&H's capacity-building alongside the actual project implementation, additional coordination and consultations and ongoing efforts to promote confidence-building between the two consortium partners. However, the international NGO must have sufficient human and financial resources at its disposal in order to support small organisations in organisational development processes and the acquisition of technical knowledge in a needs-based way without overburdening them. Building relationships among civil society actors is extremely important in consortium projects, especially in post-genocide countries. This must be taken into account in planning and implementation alongside ambitious project indicators.

Supporting organisational development: dedicated Syrian doctors establish a medical aid organisation (Malteser International)

During the war, a group of dedicated Syrian doctors joined forces and established an NGO called the Independent Doctors Association (IDA). Registered in Turkey and in Syria, the young local NGO operates and supports health care facilities in northern Syria, particularly in the Aleppo region. These include hospitals, health clinics, mobile clinics and a referral system for war-wounded patients to Turkey.

Malteser International has cooperated with the IDA since 2015. The partner organisation's capacity development is very broad in scope. In addition to providing financial support and advice on the implementation of large-scale and, in some cases, complex measures, the partner is closely assisted and supported financially in organisational development, the establishment of networks and donor relations, programme development, monitoring and financial administration and logistics. At the heart of this is an office shared between the Syrian NGO and Malteser International, which facilitates daily on-the-job cooperation.

Among the biggest challenges facing the partnership was the establishment of the organisation while simultaneously implementing large-scale projects. At the same time, the lives of the local NGO employees in the war zone were at acute risk. The northern NGO also faced a degree of financial risk as remote control was the only approach feasible.

Mentoring programme for accessing the Common Humanitarian Fund: the success story of the local NGO Afghanistan National Re-Construction Coordination - ANCC (Welthungerhilfe)

Twenty-one local NGOs were linked up with ten international NGOs as part of a twinning programme funded by DFID. Welthungerhilfe and ANCC took part in this from 2015 to 2017.

The programme focuses on strengthening local stakeholders in the area of humanitarian aid and access to the Common Humanitarian Fund (CHF/CBPF). Welthungerhilfe has assumed a mentoring/ orientation role for the local NGO with regard to organisational management, humanitarian work and strategic aspects. As a key milestone, ANCC has, on its second attempt, met all the prerequisites for applying for CHF funding as a local stakeholder.

Confidence-building is an essential aspect of this type of partnership, which is why it is necessary for the international NGO to budget sufficient time for the project. A long-term commitment to the process on the part of the international NGO is also necessary due to the Afghan context – patience is called for here.

ANCC was actively involved in all processes, including capacity development planning.

Open communication with a common objective was key to the success of the project. This included regular meetings of representatives of both organisations, also outside the twinning programme. Ownership on the part of ANCC was always a focus of Welthungerhilfe, including personnel, time and own funds. Learning from the local partner about communities and the local context is a major factor behind achieving longer-lasting results.

Access by local and national stakeholders to the humanitarian architecture in Colombia (Diakonie Katastrophenhilfe)

Diakonie Katastrophenhilfe cooperates with four local NGOs in the Córdoba, Cauca, Meta/Guaviare and Caquetá departments, as well as with one stakeholder that enjoys access to various regions of Colombia from the national level. In its cooperation with local stakeholders, Diakonie Katastrophenhilfe has facilitated access on the part of local partner organisations to local humanitarian coordination teams in the respective region. Personnel from the Diakonie Katastrophenhilfe office initially attended meetings together with their partner and advocated that the latter be involved in this coordination mechanism. This met with success in all cases with the exception of Caquetá.

Thanks to lobbying and advocacy activities with the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the humanitarian coordinator, as well as discussions within the group of the international NGO of the humanitarian coordination mechanism, it was possible to convince these instances of the localisation approach and the necessity to include local/national stakeholders in the humanitarian team in the country. Diakonie Katastrophenhilfe was subsequently tasked with organising a democratic selection process during which the national/local NGOs that had submitted an application (successful or otherwise) to the CBPF in recent years voted for an organisation working at the national level. Diakonie Katastrophenhilfe coaches this partner organisation in order to make its involvement as effective as possible.

Convincing humanitarian coordination mechanisms that it makes sense to include local/national stakeholders requires a clear strategy as well as commitment both in terms of time and at a personal level.

Access to national clusters via local coordination mechanisms is not always sufficient in order to articulate work approaches or needs. It is therefore especially important for local/national stakeholders to have liaison and representation offices and for them to network via a range of coordination mechanisms (such as local and national teams and clusters). As this is time- and resource-intensive, funds should also be made available for these activities within the framework of projects.

National and local NGOs do not always understand how the humanitarian architecture works and who decides on the allocation of funds to local/national stakeholders. It is therefore either not always possible for them to fight for better access to coordination

mechanisms and project funds, or they do not always take advantage of the opportunities that are available to them.

Capacity development (CD) in humanitarian assistance – levels, objectives, content, methods and funding strategies

| Level | <p>Overarching objective: Increasing the efficiency, effectiveness and impact for the target groups</p> <p>Objectives for different levels</p> | Content (important areas/ examples) | Methods | Funding needs and types of costs |
|---|--|--|---|--|
| <p>Personal capacity development</p> | <p>Increasing the capacities of local stakeholders' personnel</p> | <ul style="list-style-type: none"> - Sectoral training courses (e.g. in the areas WASH, Shelter) - Training on specific topics (e.g. DRR, cash vouchers) - Training on cross-cutting issues (e.g. gender, do-no-harm) - Emergency response training - Security conduct - Project cycle management - M&E, including financial monitoring | <p>All methods to promote expertise of local personnel, particularly:</p> <ul style="list-style-type: none"> Workshops Further training courses Training for trainers Coaching Online training Advice from colleagues Mentoring “Sitting next to xyz” | <p>The following types of project are conceivable in this category:</p> <ul style="list-style-type: none"> A) Own CD projects for one or several partners (managed by donor or partner(s)) B) Individual budget lines in operative projects <p>The following direct costs could arise:</p> |

- Impact monitoring/reporting
- Complaints mechanism

Internships
Scholarships for
Master's courses

- Consultancy contracts of remuneration (e.g. for external advisers, hosts, trainers plus transport/per diem, logistics costs (hiring rooms, catering, transport and accommodation for participants)
- Material costs (such as for putting together didactic material, printing)
- Course fees for external courses
- Fund for self-managed training measures

The following **indirect costs** could arise (no CD projects):

- Allowances for self-organised measures, needs that only arise in the course of projects or needs that are not directly related to projects, without specific accountability in advance (only reported)

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| | | | | <ul style="list-style-type: none"> - Continued payment of salary for completion of courses/internships |
| Institutional capacity development | <p>Increasing the operational capacity and the institutional viability of local partners</p> | <ul style="list-style-type: none"> - Management of non-profit organisations - Strategic planning (1 to 5 years) - Policies and processes (e.g. emergency preparedness response planning or risk awareness and risk sensitive planning) - Fundraising training (e.g. pooled funds, self-funding in the region) - Security plans - HR management (including staff wellbeing and volunteer management) - General quality assurance (e.g. SPHERE standards or CHS) - Involvement in the UN cluster system - Safeguarding and expanding one's own infrastructure (equipment, vehicles, office furnishings/ computers, office material, power supply, water supply, medical | <p>Similar to above, additionally:</p> <ul style="list-style-type: none"> Job rotation Job swapping Exposure visits Networking | <p>The following types of project are conceivable in this category:</p> <ul style="list-style-type: none"> A) Institutional funding projects (with clear organisational development objectives) B) Individual budget lines in operative projects <p>Like personal CD +</p> <p>Direct costs:</p> <ul style="list-style-type: none"> - Tangible investments (e.g. in communications and means of transport), investments in infrastructure (construction projects, e.g. offices, warehouses) - Stocks for emergency response, medical equipment |

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| | | equipment, etc.) | | <ul style="list-style-type: none"> - Certification costs - Personnel costs for the project partner for specific areas to be supported in which the PO still has no capacities or where resources are lacking in order to remunerate this personnel (e.g. establishing a quality assurance system) - End of contract payments (on termination of fixed-term contracts) <p>Indirect costs:</p> <ul style="list-style-type: none"> - Running costs of offices beyond the scope of the project - Administrative allowance - Fund for institutional funding |
| Capacity development relating to the | Enhancing the ability of local partners | <ul style="list-style-type: none"> - National legal framework conditions, international humanitarian law/human | Similar to above, additionally: Networking | The following types of project are conceivable in this category: |

**social/
political
environment**

to engage in
dialogue

Achieving
political
changes for
target group

Influencing
the legal
framework
conditions for
civil society
actors

- rights
- Political analysis (conflict analysis/context analysis, risk analysis)
 - Advocacy strategies (general or for specific population groups)
 - Documentation of infringements of IHL and human rights
 - Advocacy for specific population groups (e.g. children, those in need of protection)
 - Networking and exchanges with other local or international NGOs
 - Networking and involvement in coordination/decisions of the UN system

- A) Individual budget lines in an ongoing project
- B) Budgets of the umbrella organisations or international NGOs or funds

Like institutional CD

+

Direct costs:

- Membership fees for networks
- Fees and travel costs for taking part in international forums
- Personnel costs for networking and lobbying and advocacy activities