Global Protection Cluster

© UNHCR/Rocco Nuri

ADVANCING THE LOCALISATION AGENDA IN PROTECTION COORDINATION GROUPS

LEARNING PAPER

ACKNOWLEDGEMENTS

This paper was produced and written by Anthony Nolan (CP AoR – UNICEF) and Marie-Emilie Dozin (IRC) on behalf of the Global Protection Cluster (GPC) and its four Areas of Responsibilities (AoRs). We would like to thank global and field clusters coordinators, international agencies, local and national partners and donors for their engagement and contributions to this piece of work.

CONTENTS

METHODOLOGY **4**

1. LOCALISATION IN COORDINATION **5**

1.1 Global Commitments on Localisation 5

1.2 Coordination Systems: Potential for a System-Wide Shift 5

1.3 Localisation in Coordination: A Conceptual Framework 6

1.4 Challenges to Localised Protection 6

2. KEY TRENDS AND LESSONS **8**

2.1 Lessons on Governance and Decision-Making 8

Why is it important? 8

What is the current state of play? 8

What can coordination groups do? 10

2.2 Lessons on Influence and Participation 11

Why is it important? 11

What is the current state of play? 11

What can coordination groups do? 14

2.3 Lessons on Partnership 14

Why is it important? 14

What is the current state of play? 15

What can coordination groups do? 17

2.4 Lessons on Funding 18

Why is it important? 18

What is the current state of play? 18

What can coordination groups do? 20

2.5 Lessons on Institutional Capacity 20

Why is it important? 20

What is the current state of play? 20

What can coordination groups do? 23

3. RECOMMENDATIONS **24**

3.1 For Coordination Groups 24

3.2 For UN Agencies and INGOs 24

3.3 For National Partners 24

3.4 For Donors 24

4. SUCCESSFUL APPROACHES AND TOOLS **25**

METHODOLOGY

Recognising the value of localisation and building on the World Humanitarian Summit (WHS) commitments, the Global Protection Cluster (GPC) and its four Areas of Responsibilities (AoRs) are seeking to meet the commitments made with regards to localisation and ensure that protection response strategies and coordination mechanisms are guided by the principle – "as local as possible, as international as necessary."

The GPC Localisation of Protection initiative is therefore an approach that supports, when appropriate, local partners to take their rightful place at the centre of the humanitarian system and to influence and shape the humanitarian strategies and interventions that affect them, ensuring they have a voice in coordination mechanisms and can bring vital information about protection needs on the ground. This means ensuring and increasing local actors' engagement in both field coordination mechanisms and global strategic decision making.

To contribute to this objective, the GPC piloted the localisation initiative in 7 countries (Nigeria, Somalia, Democratic Republic of Congo, South Sudan, Libya, Myanmar and Pakistan) over the course of 2017-2018, analysing local actors' engagement in protection coordination groups, identifying good practices and gaps as well as developing guidance and tools to advance the localisation agenda. The following methods were used:

- Desk Review
- Localisation Self-Assessment Session with Coordination Groups
- Key Informant Interviews
- Country visits
- Analysis of Partnership Surveys
- Review of Partnership Agreements
- Capacity Strengthening Workshop with Local Partners
- Continuous remote support

This work was carried out at the global level by the Child Protection Area of Responsibility (CP AoR) and the International Rescue Committee (IRC) and at the country-level by the Protection Clusters and Sub-Clusters. Similarly, the CP AoR also conducted this piece of work on behalf of the Global Education Cluster.

This learning paper is the final product of the GPC and its AoRs' localisation initiative. It aims to identify, describe and share:

- Key trends and lessons on the five dimensions of localisation in coordination: governance, participation and influence, partnerships, funding and capacity strengthening.
- Good practices and recommendations on how to effectively engage local actors in protection coordination structures and increase their influence in these platforms.
- Approaches and tools developed to guide Coordinators to advance the localisation agenda.

1. LOCALISATION IN COORDINATION

1.1 Global Commitments on Localisation

Recognizing the critical role that local actors play when a disaster hits, global donors, aid organizations and NGOs committed in 2016 at the World Humanitarian Summit (WHS) and through the 'Grand Bargain' to making principled humanitarian action "as local as possible and as international as necessary"[1]. By reinforcing localization as a priority issue , the 'Grand Bargain' addresses not only the issue of the humanitarian funding gap, but more broadly the pursuit of an international humanitarian system that is efficient, effective and fit-for-purpose, especially given the increasing frequency and intensity of natural disasters and the complexity of protracted conflicts. The signatories of the Grand Bargain committed to provide "more support and funding tools for local and national responders" by taking a number of commitments related to institutional capacities of local responders, reporting barriers and administrative burden, coordination mechanisms and funding. A summary of these commitments, drafted by the Global Localisation Workstream Co-Lead, IFRC, can be found here and the Grand Bargain Commitments are also explained in an ICVA Briefing Paper available here.

1.2 Coordination Systems: Potential for a System-Wide Shift

In many countries, local actors constitute up to 75 percent of coordination group members. As they are usually the first responders and continue to operate when international agencies withdraw, local actors bring cultural and historical knowledge and credibility; access to local networks and affected communities as well as understanding of political and social dynamics. 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 also 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.

[1] For more information: https://bit.ly/2FmZrMI

LOCALISATION IN COORDINATION CONCEPTUAL FRAMEWORK

Dimension	What this means for coordination
Governance and Decision-Making	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).
Participation and Influence	Local actors should also 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.
Partnerships	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).
Funding	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.
Institutional Capacity	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.

1.3 Localisation in Coordination: A Conceptual Framework

The CP AoR has developed a Conceptual Framework identifying five key dimensions and possible actions to advance the localisation agenda in protection coordination groups. The conceptual framework was developed in consultation with national and international members of the global and country level child protection coordination groups and coordinators. See the Localisation in Coordination Conceptual Framework above.

1.4 Challenges to Localised Protection

While there is a growing recognition of the contributions of local and national actors to the humanitarian response, their leadership in the protection sector remains subject to caution. The current literature suggests that local leadership might in some instances undermine protection outcomes or the quality of the protection response; some expressing doubts about the ability of local and national actors to implement impartial and independent humanitarian response[2], while others point to the differences of approaches (i.e. community-based protection) and disconnect of understanding of protection between national and international actors[3]. Localisation in protection coordination should therefore not be seen as an end state, but rather as 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 promoting complementary approaches[4]. In the case of a protection response, finding the right balance between international and national

[2] HPG Working Paper on 'Protection in Local Response to Disasters, Challenges and Insights from the Pacific Region', 2018, available here: https://www.odi.org/sites/odi.org.uk/files/resource-documents/12450.pdf

[3] "Challenging the established order: the need to 'localize' protection" in "Local Communities: First and Last Providers of Protection," Forced Migration Review Issue 53, October 2016

[4] 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)

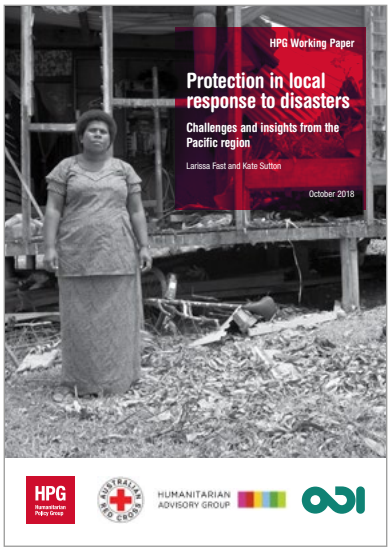
© UNHCR/Rashed Al Dubai

contributions is even more critical and should always be guided by the humanitarian principles and a rights-based approach to protection as well as supported by capacity building on the substance of humanitarian protection.

On the specificities of localisation and protection, please refer to the following piece of work:

- A recently published HPG Working Paper on 'Protection in Local Response to Disasters, Challenges and Insights from the Pacific Region' explores the existing literature on protection and localisation in disasters as the first stage of a joint research initiative of the Humanitarian Advisory Group (HAG), the Humanitarian Policy Group (HPG), and the Australian Red Cross. It explores the challenges and opportunities that a localized response can bring for protection outcomes. It is available here.

- The Local to Global Protection (L2GP) initiative is intended to document and promote local perspectives on protection in major humanitarian crises. Through community oriented studies, the project captures the experience of people faced with threats and challenges to their protection. Local perspectives on protection with key recommendations have been compiled from the different L2GP studies and are available here.



2. KEY TRENDS AND LESSONS

2.1 Lessons on Governance and Decision-Making

WHY IS IT IMPORTANT?

The Transformative Agenda was prefaced on a commitment to support national systems to both prepare for, and to respond to, humanitarian crises (see Box 01 below). This was further reinforced at the World Humanitarian Summit – partly, in recognition that the humanitarian community (including the Protection Cluster) had not made sufficient progress in this regard.

BOX 01 – IASC CLUSTER COORDINATION REFERENCE MODULE

> "The ideal approach is to support national mechanisms for sectoral coordination. To the extent possible, any new clusters which are established should complement existing coordination mechanisms." (p.4)

> "…Under the IASC Transformative Agenda, Cluster Lead Agencies were encouraged to consider developing a clearly defined, agreed and supported sharing of cluster leadership by NGOs wherever feasible…" (p.21)

> "…Though difficulties arise in some cases, it is a goal of every response that national Government should fulfil its responsibilities to its people. Those in shared leadership roles should help to build national capacity …" (p.22)

IASC WG (2012). Cluster Coordination Reference Module. Transformative Agenda Reference Document

WHAT IS THE CURRENT STATE OF PLAY?

Local actors want to play a role in decision-making, but international actors continue to dominate at the national and international levels. In 2017, 35% national child protection coordination groups were led or co-led by government[5]. Around 65% of Education Cluster are led or co-led by government. This remains a challenge, particularly in countries where the government is a party to conflict, or where parts of government are perpetrating protection rights violations. In these circumstances, there are legitimate concerns that government leadership can undermine the coordination group and its members' capacity to deliver principled humanitarian assistance[6]. At the same time, governments retain ultimate accountability for the protection of their citizens and have several statutory responsibilities (for example, in relation to detention and alternative care) that require protection actors to collaborate when delivering services[7]. Abiding by the principle of neutrality, there is a need to acknowledge the potential risks that government-led coordination may represent, and support an approach that is based on needs only when engaging with government-led coordination mechanisms.

A further 20% of child protection coordination groups were led or co-led by a civil society organization in 2017[8]. None of these, however, are local or national NGOs. Conversely, local leadership and co-leadership is more common at the sub-national levels while international actors are predominantly leading or co-leading clusters at the national level. While decentralized coordination hubs lead to a more

---

5 CP AoR, Annual Survey, 2017, available here.

6 Medecins Sans Frontieres, The Challenges of Localised Humanitarian Aid in Armed Conflict, 2016, available here.

7 The CP AoR, together with ProCap, is preparing a Key Considerations Paper, which offers coordinators a collection of scenarios and subsequent considerations on balancing humanitarian principles, government accountabilities and protection outcomes, which could assist them and their coordination groups to decide how and when to engage with national authorities.

8 CP AoR, Annual Survey, 2017, available here.

open environment for local actors to engage with, leadership positions are rarely dedicated and funded and local actors do not receive specific coaching, mentoring or resourcing to understand the cluster system and fulfil key cluster coordination functions, which ultimately leads to promoting local leadership before it is ready (see Box 02). In some contexts, the participation of local actors in leadership positions is particularly difficult due to insecurity, access to consistent communications, and physical or resources barriers to participation (see Box 03).

BOX 02 – SUB-NATIONAL CO-LEADERSHIP IN SOUTH SUDAN AND DRC

In South Sudan and the DRC, local NGOs (AYA, TOCH, and MIDEFEHOPS) lead sub-national GBV and CP AoRs. When discussing the added value and expected benefits of a local co-leadership arrangement, they raised the following key lessons and considerations:

- Co-leading protection coordination groups has allowed national partners to **increase their visibility** within the sector and notably with donors;
- National partners holding a co-lead position have **gained greater exposure to the humanitarian system** and particularly to the decision-making, planning, advocacy and funding mechanisms of the cluster. They have been able to more easily navigate within these processes;
- NNGOs have been **appointed to co-lead positions at the sub-national level more easily than at the national level**.
- **Insufficient induction and trainings** about the coordination role has posed a challenge for national partners. The CP AoR NGO Co-Leadership Guidance has been used as a reference document, but the lack of guidance for other sectors has been mentioned as a gap (e.g. GPC and GBV AoR guidance).
- **Mentoring** approach for co-leadership is seen as a positive solution to build capacities and ensure transition to a local leadership. A **tripartite arrangement** (CLA, INGO, NNGO) would fill a gap in the availability of personnel if the security situation deteriorates and international staff are being evacuated. This arrangement also helps to share the responsibility and workload around coordination between three organisations.

BOX 03 – LOCALISATION IN SEMI-REMOTE MANAGEMENT CONTEXTS

In Libya, remote programming has become standard practice for a range of international humanitarian organisations. Due to volatile security and access constraints, much of the actual delivery of humanitarian aid on the ground is done through national and local actors while the coordination and decision-making processes are still managed by international actors based in Tunis and only recently in Tripoli. In this context, local actors play a significant role in the operationalisation of the response but have very limited leadership and decision-making power. Their participation in coordination mechanisms is relatively limited due to the semi-remote nature of humanitarian operations which creates a disconnect between international and national actors. The governance structure of the Protection Sector is hence predominantly dominated by international actors (UN agencies or international NGOs).

Many of these coordination groups have maintained the international leadership structure for many years and these groups could benefit from taking stock, reviewing their leadership arrangements and exploring whether there are roles that local actors could play, or begin to prepare to play in the near future. The GBV AoR has for example set a target, through the Call to Action of 50% of GBV AoRs being led/co-led by national partners by 2020[9]. A co-leadership transitions options paper has been prepared to support coordinators to think through how this could be achieved. In addition, local actors have recently participated in the core CP coordination training in Kiev and, together with the national coordination group leadership, are returning to prepare transition plans to advance this in 2019.

Aside from cluster co-leadership position, there are also other decision-making roles that local actors can fulfil. Several protection, child protection or GBV coordination groups have established a Strategic Advisory Group or a Core Group which includes equal international and national representation. The presence of national partners helps to enhance strategic direction, planning and decision-making

[9] Call to Action on Protection of Gender-Based Violence in Emergencies, Road Map 2016-2020, available here.

processes that are inclusive. Other leadership opportunities exist, such as leading specific working groups or time-bound task forces or having dedicated seats for national representation in the HCT (See Good Practices).

Governance at the global level has also historically been largely international (the GPC and AoRs are all led by UN agencies and the GEC is co-led by UNICEF and Save the Children) – but this is changing and there is also a growing recognition that more national representation is needed. The CP AoR established a Strategic Advisory Group, with 8 national representatives – the first global coordination group to do so and whilst the GBV AoR Core Group continues to be exclusively composed of international agencies, a dedicated Localisation Task Team has been established to support the GBV AoR to advance localization at both the global and national levels.

Finally, governance and decision-making is largely invisible in the Humanitarian Needs Overviews (HNO) and Humanitarian Response Plans (HRP), with only Bangladesh explicitly articulating the coordination arrangements planned for 2018. In addition, only Palestine explicitly references coordination capacity in the HNO and only Haiti makes reference to a transition to local co-leadership as part of the response strategy.

GOOD PRACTICES

- Several national partners co-lead Protection Cluster and CP/GBV AoRs at the sub-national level (South Sudan, DRC).
- Several national partners (Nile Hope, Hold the Child, Alnahla Organization for Education Awareness) are represented and play a pivotal role in Protection Cluster and GBV/CP Strategic Advisory Group or Core Group (South Sudan, Libya).
- Several national partners co-lead specific working groups or time-bound task forces (Pakistan).
- Some HCT have included local representation through one or more dedicated seats for civil society organizations (Myanmar, DRC).
- The Government is leading all sectors coordination mechanisms in Hargeisa (Somalia).
- A transitioning plan is in place to transfer the coordination responsibilities to the Government (Pakistan).
- The CP AoR Global SAG includes equal representation of international and national actors. As a consequence, the global work plan remained informed by, and grounded in, local practice and local context. The way the CP AoR SAG works in practice has changed, with more explicit focus on field support and country-level action (Global).

WHAT CAN COORDINATION GROUPS DO?

Governance and Decision-Making	Options for Coordination Groups
Establish a Strategic Advisory Group	There are several examples of this and the Global Helpdesks can source and provide examples of terms of reference or connect partners with SAG representatives in other countries.
Explicitly address leadership arrangements in the next HRP	Ideally, this would be done for all Clusters, but if this is not possible, a sentence can be added to the Protection Chapter to identify the current leadership arrangements and reference the plans for transition (or reasons for not doing this, if transition is not feasible). The Bangladesh JRP is the only current example of this.
Draft a Transition Plan	This would be highly context specific – however, there is considerable flexibility available to coordination groups to develop something feasible. In addition to the Options Paper developed by the CP AoR, examples of co-leadership are available at the sub-national level and the Global PC/AoR Helpdesks can assist to connect interested coordinators with lessons and groups with experience in this.
Support a local partner to develop a project sheet focused on taking on leadership functions	Leadership functions could include a lead/co-lead function or specific coordination roles (such as roving or sub-national support, leading a thematic working group or fulfilling a local actor liaison function). This could include budget lines such as salary, travel and participation in global coordination meetings and workshops. It might also include resources for coaching and mentoring support.

2.2 Lessons on Influence and Participation

WHY IS IT IMPORTANT?

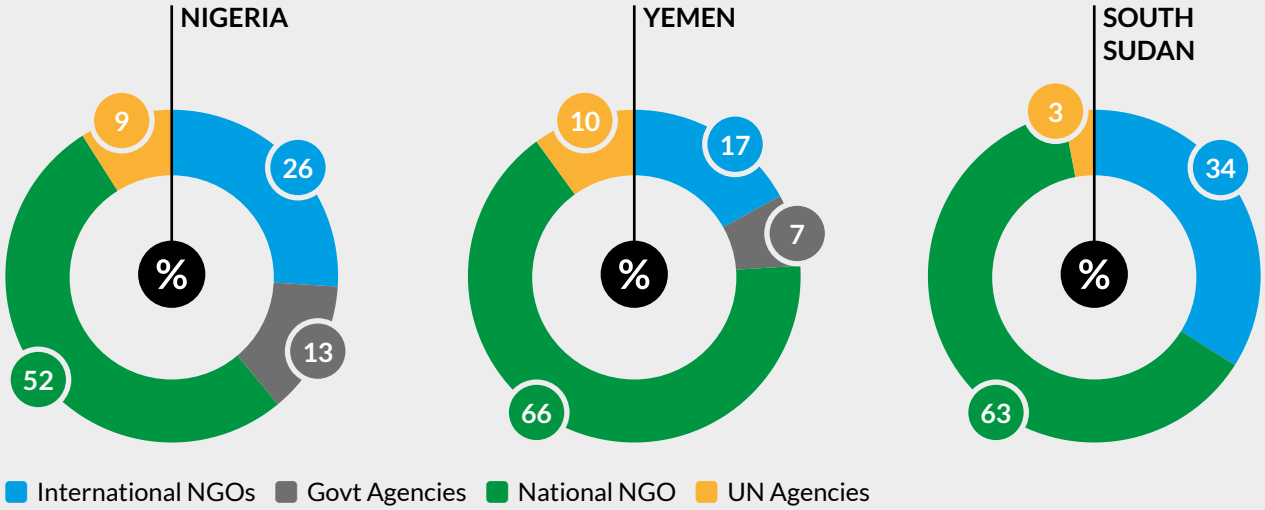
Not everyone can take decisions. But it is equally important that local actors influence decisions and participate in coordination group efforts, especially as they tend to be responsible for the delivery of a majority of protection and education services. It is already widely acknowledged that their connections and access to communities and their role as first responders mean that local actors are also well placed to design and deliver programmes and monitor effectiveness. This direct link with the operational level and first-hand information, contacts and practical advice usually leads to better needs and gaps analysis and to an improved and more efficient response capacity. In addition, local knowledge can be particularly useful in preventing harm (whether in terms of preventing conflict or direct protection concerns) or designing a more sustainable response by reviewing internationally designed interventions for cultural and contextual appropriateness. Having a diverse cluster membership, which includes local partners and women-led organisations, but also diaspora, academia, private sector, ultimately results in a diversification of technical expertise, greater information collection and analysis skills, coverage capacities and quality of services; which leads to better overall coordination outcomes.

WHAT IS THE CURRENT STATE OF PLAY?

Membership differs between sectors and countries but in most cases, national and local NGOs make up a majority of coordination group members (and this number appears to be increasing annually), followed by INGOs, UN agencies, governments and occasionally, donors. The diagrams below are examples of child protection coordination groups of typical membership profiles (See Figure 01).

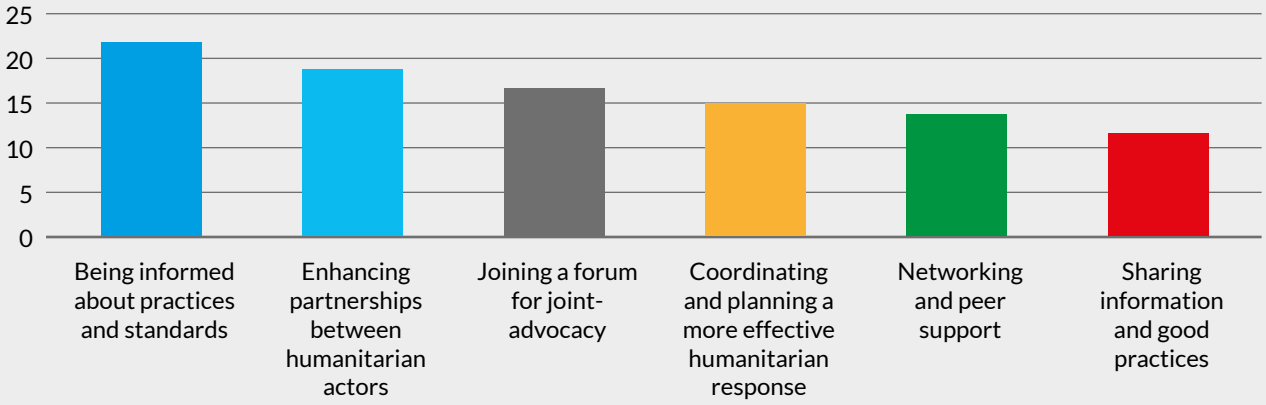
Whatever the mix, it is almost invariably dominated by partners who are in funding relationships with each other. Whilst there is increasing recognition that diaspora, private sector and academia play a role in humanitarian response, they are rarely represented in the coordination groups. Anecdotally, private sector representatives in Somalia and Nigeria have noted that the cluster system is too internally focused and takes a long time to make decisions and as such, tend to coordinate amongst themselves outside of the cluster system. They often maintain good networks with local NGOs and often provide financial and in-kind support to their programmes. Both academia and diaspora have expressed interest in engaging more with the cluster system, but lack information and experience connecting with the humanitarian system[10]. The CP AoRs in Nigeria and Somalia have, together with the DEMAC program, convened webinars to discuss the role of diaspora and identify opportunities to more effectively engage with diaspora organisations in 2019.

FIGURE 01 – CP COORDINATION GROUPS MEMBERSHIP PROFILE



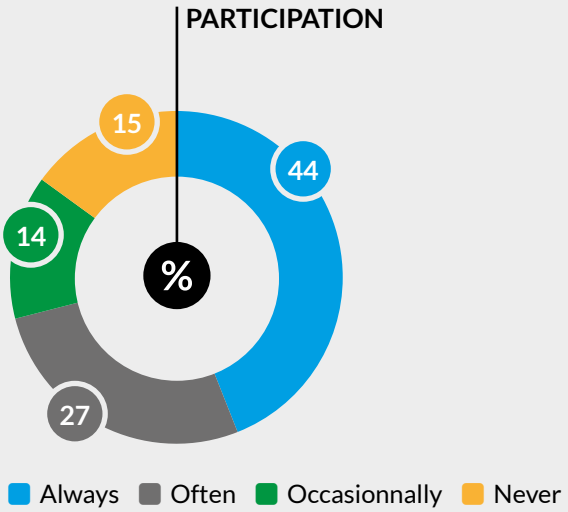
[10] DEMAC, Creating Opportunities to Work with Diasporas in Humanitarian Setting, Available here.

FIGURE 02 – BENEFITS OF THE CLUSTER SYSTEM[11]



Local NGOs increasingly recognize the benefits that the cluster system can bring to their organizations – such as being informed about practices and standards, enhancing partnerships between humanitarian actors, joining a forum for joint-advocacy, coordinating and planning a more effective humanitarian response, networking and peer support, sharing information and good practices (See Figure 02). They also tend to participate as often as possible in protection cluster meetings (See Figure 03).

FIGURE 03 – PARTICIPATION IN PROTECTION CLUSTER[12]



However, focus group discussions with local actors in Nigeria, Somalia, and Myanmar and the Localisation Scoping Survey conducted with local actors in DRC, South Sudan, Myanmar, Libya and Pakistan identified several barriers that significantly limit the ability of national actors to meaningfully participate and influence the directions of the coordination groups.

- **Language:** Only around 25 per cent of child protection coordination groups are held in English, yet a majority of material and information that is shared from the global level is provided in English, placing the burden on coordination groups and individual members to translate key documents and messages. Significant research has been done on this by Translators Without Borders, ultimately concluding that the humanitarian system continues to underestimate the difficulties associated with language and comprehension, which is in turn, compromising the coordination groups' efforts to achieve coverage and quality. Aside language, humanitarian jargon/acronyms and complex humanitarian planning processes do not create an enabling environment for local partners and concrete steps such as translation of key documents and limited use of acronyms need to be taken by coordinators to foster a culture of inclusivity within the cluster system.

- **Roles:** Local actors continue to be perceived as implementers or data collectors and as such, are often not involved in strategic processes, including the analysis and interpretation of data. Local actors in multiple countries, for example, noted that they are often sub-contracted to undertake protection and child protection situation assessments, but do not participate in the

[11] IRC Localisation Scoping Survey, 2018

[12] Idem

FIGURE 04: BARRIERS OF THE CLUSTER SYSTEM

analysis and interpretation of results. They also consistently raised concerns that they were not adequately involved in program design. HNOs and HRPs also appear to reflect this – for example, only one 2018 HNO explicitly noted the role of a local actor (government) in data analysis.

- **Logistics:** Local actors struggle with resource constraints and simple administrative hurdles, which was consistently raised as the greatest barriers to participation. Many local partners do not have headquarters in the capitals, where most coordination groups hold their meetings. Coupled with the limited resources for transport, accommodation and internet connectivity, most find it difficult to attend meetings, send data and reports or connect with coordinators. Coordination groups are increasingly seeking to address this – for example, decentralized coordination hubs in South Sudan and DRC lead to a more open environment for local actors to engage with, and some child protection coordination groups have been holding more meetings in locations which are easier to access for national actors (Somalia – Kenya to Mogadishu, Ukraine – Kiev to Kramatorsk), or groupings meetings from different clusters into one meeting in the field or in one day each month to maximise the time of people who have to travel or who have cross-cutting responsibilities such as programme manager overseeing protection and education activities.

- **Funding:** The difficulty to access humanitarian funding remains one of the main challenges for local actors to participate in the cluster system. Without core funding, they experience high staff turnover and are unable to build the capacities of staff to strategically position their organisation within the cluster system.

- **Knowledge:** The overall lack of understanding of the cluster system and the humanitarian planning and response processes that go with it has resulted in that many national partners feel they lack the capacities to meaningfully influence the strategies and decisions of the Protection Cluster. Strengthening local actors' understanding of the international humanitarian system and highlighting areas or opportunities for local actors to fully engage in and influence processes such as the HNO/HRP has been identified as a priority for coordination groups to pursue. Potential participating local actors should also be consulted to understand what content or direction among coordination mechanisms would increase the added value for them to participate more consistently so the response can then derive the desired benefits from their participation as well.

WHAT CAN COORDINATION GROUPS DO?

Influence and Decision Making	Options for Coordination Groups
Systematic linkages with other local representatives in decision making roles	This could include routinely convening the NGO HCT Representatives or NGO Forum to coach and support local actors to draw on and maximise their influence.
Making meetings more accessible	This could involve permanently moving to a more accessible location (e.g. in an NGO office) or rotating through different locations to maximise the accessibility to lesser resourced partners. It could also include changing the language of the meeting or putting in place translation options, or identifying better/more appropriate ways to send out cluster meetings invitations and information (radio, WhatsApp group).
Support a partner to submit a project sheet that focuses on community liaison	This would enable a local partner to work with their peers to mitigate access barriers and could include meetings' budget lines such as: transport and travel reimbursements, translation, salaries for liaison staff and community consultations to share information and seek inputs.
Expanding the membership	Most coordination groups have limited involvement from diaspora, private sector, community groups and networks and academia. The Global CP AoR Helpdesk can provide tip sheets and facilitate connections with programmes and partners who have experience in working with these groups.
Strengthen/Build on local partner capacities in analysis	Local partners that are routinely involved in data collection could be paired with international peers with experience in analysis, supported to attend global, regional and local analysis workshops. The ability of local actors to interpret the statistical analysis should also be capitalized by coordination groups to better understand a particular outcome considering the context. The role of local actors in the analysis and drafting of the HNO should also be appropriately referenced and relevant local partners' project sheets should include analysis costs. Including national partners at the initial stages of strategic planning processes such as HNO/HRP will ensure greater ownership.
Provide training and capacity-building activities on cluster system	Local actors lack the understanding of the international humanitarian architecture and the different planning and response strategies such as the HNO, HRP and pooled funds mechanisms. Providing additional training and capacity-building activities on the cluster system is crucial to supporting local partners' participation and engagement in coordination mechanisms. Highlighting the relevance and added-value for local partners to invest the time, energy and resources needed to participate in coordination mechanisms is also crucial. A training curriculum has been consolidated and is available through the GPC.

2.3 Lessons on Partnership

WHY IS IT IMPORTANT?

Partnerships remain central to almost all humanitarian responses. The scale and urgency of emergency responses usually requires local and international agencies to work together to maximise coverage, to support scaling up and to ensure that quality standards are met. In some instances, governments have even insisted that international agencies work through local partners (such was the case in Sulawesi in Indonesia 2018). The recognition of the importance of partnerships led to the adoption of a common set of Principles of Partnership (Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity) by the Global Humanitarian Platform in 2007, which today provides a framework for all humanitarian actors to engage on a more equal,

constructive and transparent setting[13]. Given the clear links between the quality of partnerships and the quality of the humanitarian response, coordination groups should regularly assess the perceptions within their groups and track the quality of partnerships across their sector when preparing and monitoring response strategies.

WHAT IS THE CURRENT STATE OF PLAY?

Awareness of the Principles of Partnership remains low. For example, during country visits to Nigeria in 2017 and Somalia and Ukraine in 2018, only 8 individuals from the Child Protection and Education coordination groups could recall the Principles of Partnerships (out of over 100 people consulted). Similar observation was made during the delivery of capacity-building workshops in the DRC, South Sudan and Libya where it appeared that the Principles of Partnership were unknown to participants and their application inconsistent (particularly the principles of equality and complementarity). The Principles of Partnership were also not mentioned in any of the partnership agreements reviewed.

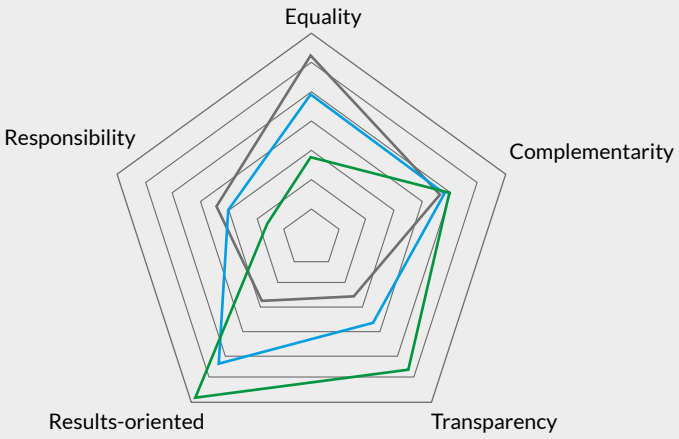
Self-perception surveys, based on the Principles of Partnership were undertaken in several countries. One of these surveys sought to understand how national and international actors believe that the coordination group and coordination processes are modelling the principles. Whilst results and perceptions differ across contexts, there was one constant – there were always considerable differences in the perceptions of local and international actors.

For example, in the case of one coordination group (See Figure 05), the international members of the coordination group reported much less confidence in the transparency of the group, compared with their national peers. Conversely, in Group B, national members of the group felt that the overall cluster approach was more results-oriented than their international peers.

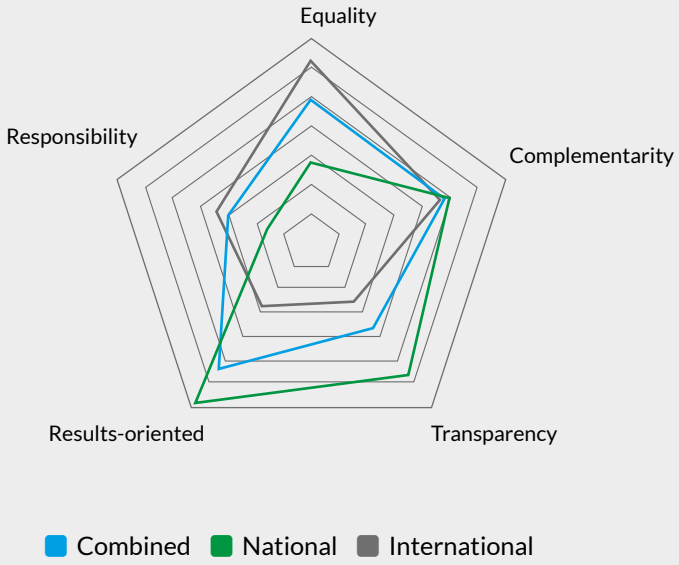
These surveys do not provide an indication of why these differences of opinion exist, but do point to a common trend that national and international members of the coordination group experience the effectiveness of the group differently – and this is likely to lead to misunderstandings, or at worst,

FIGURE 05 – PRINCIPLES OF PARTNERSHIPS SURVEY

EXAMPLE – COUNTRY A SUB-CLUSTER

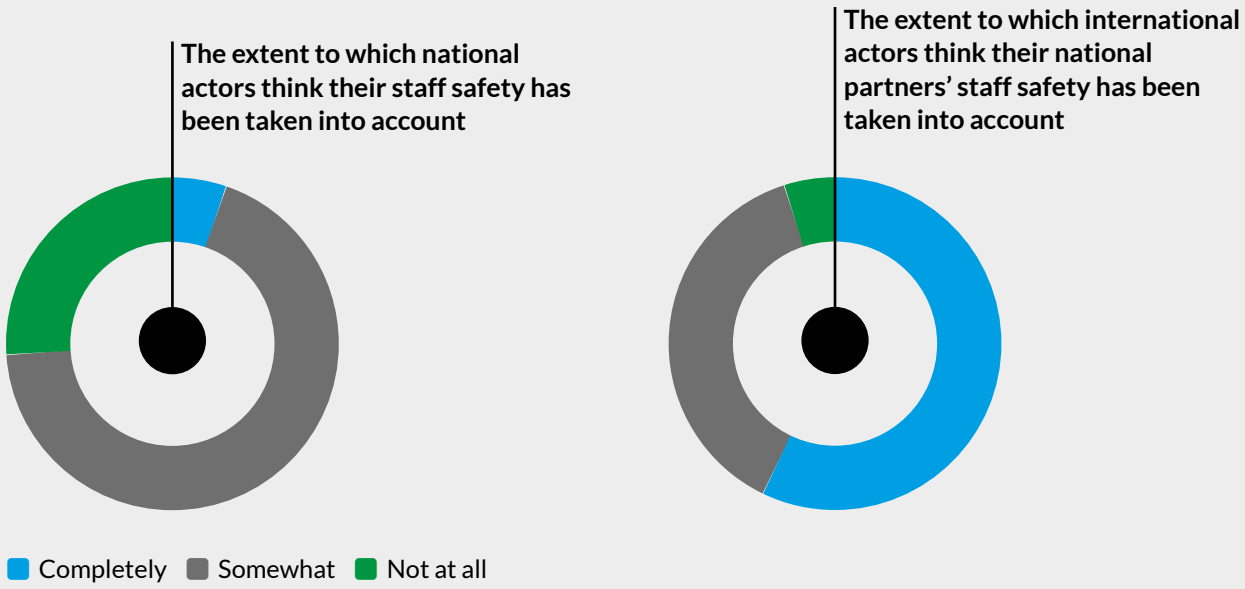


EXAMPLE – COUNTRY B SUB-CLUSTER



[13] Principles of Partnership: A Statement of Commitment, available here

FIGURE 06 – PERCEPTIONS OF CHILD PROTECTION STAFF SAFETY IN NIGERIA



decreased effectiveness of coordination efforts, leading to reduced coverage and quality of response.

Similar differences of perception were also identified when national and international actors reflected on their own partnerships with each other. In many cases, considerable differences were identified in the way they perceived their partnerships. For example, in Nigeria, international child protection partners were optimistic about the extent to which their partnership agreements took their national partners' staff safety into account. This perception was not shared by the national actors (See Figure 06).

Sub-granting and sub-contracting remain the predominant type of partnership in all the humanitarian responses reviewed. Some of these included references to other approaches, including coaching or mentoring, but these were rarely quantifiable inputs in partnership documents. Similarly, only one example of joint implementation was found in all the partnerships models reviewed during this initiative. Local partnership consistently raised concerns that partnership agreements were almost invariably focused on the budget, rather than the complete range of inputs and strategies required to deliver outcomes. This also led to partnership timeframes that matched grant expirations, rather than the timeframe required to deliver an agreed outcome. There was also a pervasive general view from national partners that their views and ideas were not taken into account in the project design (See

FIGURE 07 – CHILD PROTECTION PROJECT DESIGN IN SOMALIA

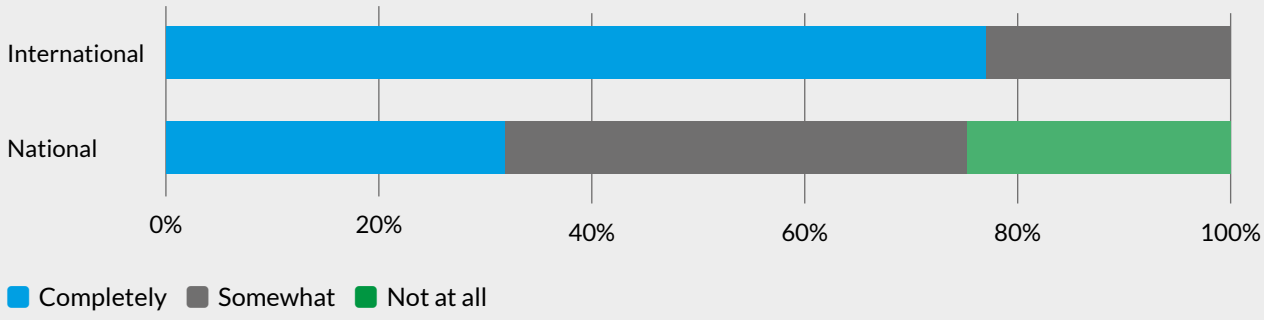


Figure 07). Finally, national partners felt that partnerships are often oriented towards meeting the objectives established by international organisations, which have often been agreed in advance with the donor.

The complementary nature of partnerships was often viewed simplistically. For example, in Somalia, international partners often noted that local actors' contributions were local knowledge and access. Local actors saw international actors as technical experts and sources of funding. Neither group were able to consistently provide more nuanced examples of complementarity and partnership agreements and rarely articulated the complementary contributions of each partner (other than co-funding).

GOOD PRACTICE

- The 2018 HRP South Sudan mentions as a clear strategy that the humanitarian community will "promote partnerships among international and national organisations to further localise the response where appropriate, recognising that nearly 100 NNGOs are on the front line of delivering the HRP, alongside the UN and INGOs".
- Accelerating Localisation Through Partnerships is an initiative to understand better how to unlock the power of partnerships, to build and promote local leadership and ultimately achieve a more effective humanitarian response. This programme provides an exciting opportunity for local and national networks and NGOs to position themselves as equal partners within the local humanitarian eco-system and identify the practical components of quality partnerships that support them to take the lead.

WHAT CAN COORDINATION GROUPS DO?

Partnerships	Options for Coordination Groups
Promote a culture of principled partnership within the coordination group and its processes	This should include routine monitoring of the national and international partners' perceptions of the extent to which the Cluster is achieving this. The Cluster Principles of Partnership tool is available for this and additional support can be sourced from the Global Helpdesks. Facilitating conversations with the coordination group where necessary to address discrepancies or perceived problems could focus on one or more of the principles – for example, it may be helpful to have a dedicated discussion about the complementary roles of national and international actors in the lead up to the next HRP.
Promote a culture of principled partnerships between members	This should include routinely monitoring the perceptions of national and international partners and facilitating conversations with the coordination group where necessary to address discrepancies or perceived problems. Coordination groups who conduct bilateral partnerships reviews against the Principles of Partnership should also be invited and encouraged to share the results of these reviews. In this way the coordination group becomes a more open and transparent forum for understanding and promoting better partnerships practices. The Partnership PoP tool is available for this and additional support can be sourced from the Global Helpdesks.
Promote coaching, mentoring and other similar models	This could include documenting, sharing and giving visibility to good practices within the group. It could also include articulating the link between the quality and nature of partnerships; and the coverage and quality of the humanitarian response in the HNO, HRP and other key HPC documents. Prioritise project sheets that adopt coaching, mentoring, embedding, secondment or joint implementation models (over sub-granting and subcontracting) by including in selection criteria; or prioritizing these strategies in pooled fund allocation strategies. If these approaches are not well understood or regarded, consider ways to model them – such as requesting a standby partner to second to a national NGO or convene donors to seek support for a pilot. Experiences in these approaches have been documented in several countries and the Helpdesks can connect coordinators with INGOs with experience in these approaches.

2.4 Lessons on Funding

WHY IS IT IMPORTANT?

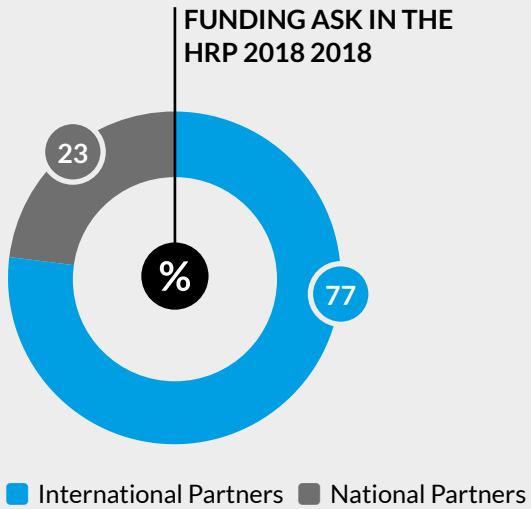
It was widely accepted in the World Humanitarian Summit that significant reform is required, to ensure that national partners receive a fair proportion of funding for their humanitarian work. This led to the Grand Bargain commitment to provide at least 25 percent of all humanitarian funding, as directly as possible, to local and national responders. Issues surrounding good donorship and the structural challenges for international donors who want to shift to more direct funding models for national actors have been well documented by the Good Humanitarian Donor Group [14]. This section will focus primarily on two aspects of funding that were most consistently raised by national actors in 2017 and 2018 – direct funding and unrestricted funding.

WHAT IS THE CURRENT STATE OF PLAY?

Direct funding

Most local partners have limited access to large-scale direct funding. Many local organisations indicated that they receive small investments from their Board or the local private sector; and some have established relationships with organisations or individuals in the diaspora. A majority of funding to operate, however, is drawn from the international humanitarian community (pooled funds for example) and very few national organisations receive funding directly from international donors.

FIGURE 08 – SOMALIA PROTECTION CLUSTER 2018



Additionally, in many humanitarian contexts, the Humanitarian Response Plan (HRP) consists of a greater number of international partners, who in turn, sub-contract national organisations (See Figure 08). Currently, none of the lists of partners with project sheets at the end of the Humanitarian Response Plans differentiate the partners as national or international and none of the Humanitarian Response Plans explicitly indicate the proportion of protection/child protection funding that is allocated to national actors.

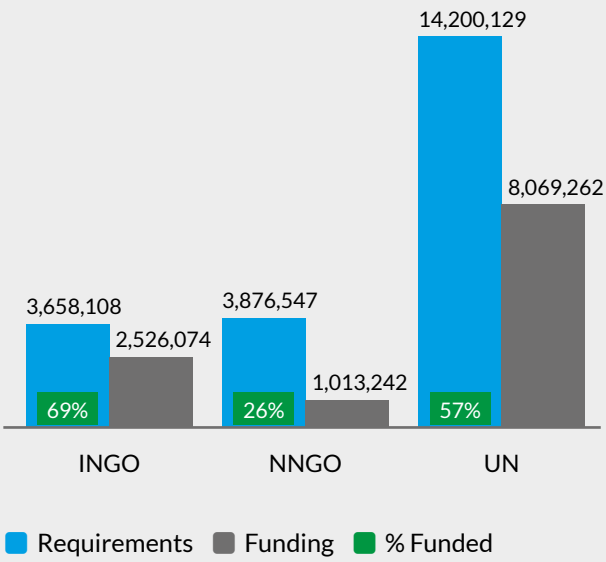
Local partners in Nigeria, South Sudan, DRC, Myanmar and Somalia all noted that the Country Based Pooled Funds (CBPF) remain one of the most reliable sources of direct funding for local partners. There is a general perception that they are empowered to operate as an integral part of the humanitarian response, delivering their own projects and not as sub-contractors of international organizations. Many Pooled Funds are also reporting annual increases in the proportion of funding that is going to national actors (See Good Practices).

Some local partners cautioned, however, that the Pooled Funds often have their own minimum funding caps, which favour larger and more established national NGOs and the positive messaging around increased direct funding to national actors by the Pooled Funds sometimes masks the ongoing lack of direct funding for smaller NGOs and community organisations. As stated by one national partner during the workshop, pooled funds are allocated to the "lucky few" national NGOs who have sound knowledge of the humanitarian architecture and have already consolidated their presence within the cluster system.

Most coordination groups routinely report on funding received (usually drawing on the FTS), however this funding is rarely disaggregated. A retrospective analysis of data from South Sudan in 2016 is shown in Figure 09, indicating how much funding was allocated and received by the child protection coordination group. Whilst national partners were prioritized by

[14] Good Humanitarian Donor Group, available here.

FIGURE 09 – CHILD PROTECTION FUNDING TRENDS IN SOUTH SUDAN 2016



the coordination group, and sufficient funding was available, decisions were made to allocate funding to international partners. Whilst the reasons for this were not systematically discussed at the time, the analysis highlights how this information can be used to promote more transparency and facilitate discussions about trends.

Unrestricted funding

When national partners were asked what they wanted in relation to funding, the almost universal response was – more direct funding. When these same partners were asked why they wanted direct funding, there was a general consensus that they want control over decisions about how the resources would be used, suggesting that the directness of the funding may be less important than the quality and flexibility of the funding when it reaches the national partner.

Other than the Country-Based Pooled Funds, national partners reported that almost all unrestricted funding came from their own diaspora or community-based partners. In Nigeria, for example, none of the national child protection or education partners who were going through the OCHA due diligence process reported receiving unrestricted funding from other international partners. They noted that other UN and international NGOs provide project support costs to cover operating expenses, however, these were almost invariably earmarked and limited to the project period. Many national actors expressed a view that this was unjust (as UN and INGOs who were also seeking pooled funding were in receipt of "recovery" or "overhead" budget lines from their donors). It also meant that all efforts to participate in the due diligence process had to be met by their own personal funds, or the diversion of the limited funding that they had available from remittances and local benefactors. They also noted that the lack of unrestricted funding made them more inefficient preventing them from mitigating unexpected financial shocks and gaps in income streams and from retaining high performing staff. Without core funding, these local organisations are stuck in a cycle of project based approaches and sometimes poorly targeted and designed interventions which pushes them often to have to accept funding for activities which fall outside of their areas of expertise. A more detailed analysis of the access to and consequences of not receiving, indirect funding has been documented by the Norwegian Red Cross and the IFRC is available here.

GOOD PRACTICE

- The Humanitarian Response Fund increased direct funding to local NGOs by 50% in 2017, which results in 23% of its total funding going directly to national NGOs (Myanmar).
- The proportion of funding from the Common Humanitarian Fund (CHF) going to NNGOs had steadily increased since 2006 reaching a rate of 21.4% in 2016. One seat is also assigned to a NNGO in the evaluation committee of the DRC CHF (DRC).
- There has been an increase of national partners featured in the HRP and allocation of funding to NNGOs through the South Sudan Humanitarian Fund has considerably expanded over the past years from 7% in 2013 to 23% in 2017 (South Sudan).
- Street Child UK, a London-based INGO has been providing direct unrestricted funding to its local partners.

WHAT CAN COORDINATION GROUPS DO?

Funding	Options for Coordination Groups
Promote unrestricted funding for national NGOs	In some contexts, it may be necessary to begin by building an evidence base for these investments – for example, working with OCHA to document how unrestricted funding from the Pooled Funds are being used by national partners. Where there is an active NGO forum, it may be possible to develop common positions about this and work collaboratively with other representative forums to advocate for changes. Consider also ways to incentivize international agencies, including through providing visibility to good practices or prioritizing partners who provide this type of funding in HRPs, project sheets etc.
Promote local partners' project sheets or other initiatives/projects not reflected in project sheets	Share and promote national partners' project sheets with diaspora organisations. It may also be helpful to advocate for greater transparency about partners in the HRPs – reporting on funding allocations and highlighting which partners are national and international in the list of partners in the HRP.
Routinely track and report on funding trends	Disaggregate funding data (allocation and funds received) by UN, INGO and NNGO and routinely provide this to the coordination group.

2.5 Lessons on Institutional Capacity

WHY IS IT IMPORTANT?

The humanitarian community is increasingly relying on national partners to deliver services in emergencies – and these national partners are undergoing rapid scaling up to meet the demands of both their communities and their international partners. Expanding the scope of a programme or moving into new or additional locations requires adjustments to a variety of internal systems, including finance, human resources, administration and management (See Box 04). If humanitarian strategies are to increase coverage, maintain quality and achieve greater cost-efficiencies, there must be a significant investment in building the institutional capacity of the national partners. These HR, finance and administration costs need to be reconceptualised as a part of the program strategy, not only a support cost.

WHAT IS THE CURRENT STATE OF PLAY?

Most Humanitarian Needs Overviews (HNO) indicate a larger number of people in need, than can be addressed in the subsequent Humanitarian Response Plans (HRP). These HRPs then go on to note the subsequent need to rapidly scale up services. The capacity of national actors is mentioned in only 38

BOX 04 – SCALE UP JOURNEY OF A SMALL LOCAL AGENCY IN NIGERIA

Three years ago, when conflict broke out in North East Nigeria, David (name changed) wanted to contribute to the response. He teamed up with a friend and they worked out of the back of his car on his personal laptop. They secured a few thousand dollars to begin a small-scale response. Articulate and motivated, David both delivered good results and communicated this effectively to his donor. He secured more money and continued to deliver well. In 2 years, he had established an NGO and expanded to $500,000; with a team of 30 staff and 350 volunteers. Of course, this is an exciting story of growth. But it also came with a lot of risk. David has junior staff members who rapidly assumed senior leadership roles. His financial systems had to rapidly evolve to absorb huge amounts of money. He suddenly had a duty of care to manage the safety of several hundred volunteers. Just recently, David's organization was one of a number of national NGOs that lost its partners and funding because they had problems accounting for funding and their programme results were called into question.

per cent of 2018 Humanitarian Needs Overviews. Almost half of the 2018 Humanitarian Response Plans indicate that capacity strengthening of local partners is necessary. However, less than half of these discuss specific strategies or approaches. The link between scaling up and institutional capacity strengthening is even less visible in the Protection Chapters, with only one Humanitarian Response Plan listing an approach that is recommended as part of the sector's response.

Whilst national actors have consistently raised institutional capacity gaps as a major barrier to scaling up, capacity building approaches by coordination groups, these have tended to favour technical trainings. For example, in 2018, only 2 child protection coordination groups reported that they facilitated trainings that were not CPiE technical focused (and both were related to general project design and management). When asked to identify the main challenges to responding to child protection needs, coordinators consistently rated technical gaps, visibility and funding above institutional capacity. The tendency to focus on providing technical capacity building activities on different areas of protection rather than institutional capacity strengthening was also emphasised in the Localisation Scoping Survey. Figures 10 and 11 illustrate the type of trainings provided over the last 18 months to a sample of 112 local organisations in DRC, South Sudan, Libya, Pakistan and Myanmar compared to areas in which they expressed institutional capacity needs.

Almost all international agencies require their national partners to undergo a capacity assessment, which reviews their internal policy and risk mitigation measures. Some NGOs reported having been through over 7 of those assessments in one year. Each of these came with significant upfront costs, including salaries and staff time. Many NGOs reported having to bring staff back on short term contracts, just to support these assessments. Over a sample of 60 partnership agreements from multiple countries reviewed by the CP AoR, around one third of these agreements did not even reference the capacity assessment. The other two thirds provided an overall risk rating and guided the frequency and intensity of compliance monitoring processes. Notably, however, not one of the agreements reviewed made an explicit commitment to work together to address any specific recommendations from the assessment, nor made any budget allocation to support this institutional capacity strengthening. As one local NGO lamented, "telling us what is wrong is easy, helping us to fix the problem would be more useful."

FIGURE 10 – TECHNICAL CAPACITY BUILDING ACTIVITIES

Trainings provided (%)

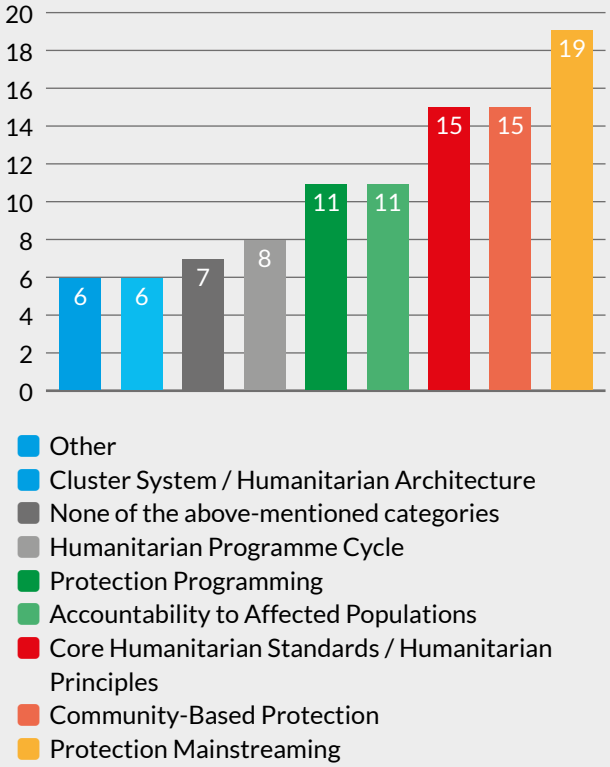
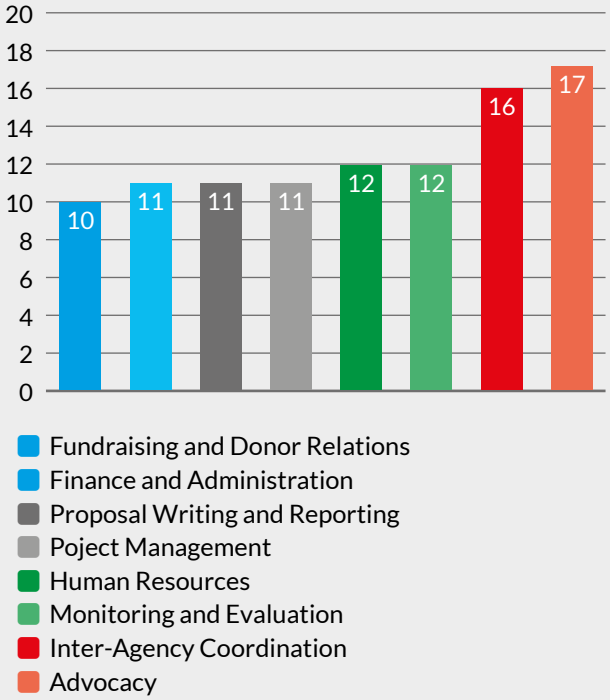


FIGURE 11 – ORGANISATIONAL CAPACITY-BUILDING NEEDS

Organisational skills needed (%)



© UNHCR/Will Swanson

When asked to provide examples of institutional capacity strengthening activities, most international agencies referred to training workshops, where individual staff are then expected to return to their organisation (without any additional resources) to transfer the new knowledge and skills to the rest of the organisation. In the absence of ongoing funding, local organisations very often lose these staff at the end of a project, before institutional systems can be put in place. Conversely, national actors frequently raised a preference for alternatives to training, including coaching, mentoring and other onsite, regular support (rather than standalone trainings). There are some notable exceptions (see below), where coaching and mentoring approaches have been adopted. These models – particularly when coaches or mentors are seconded to, or embedded in the local partner organisation allow the organisation to benefit from real time support, empowers the local organisation to find their own solutions and ultimately, provide for more sustainable institutional learning and growth. Whilst opportunities to explore onsite options, including embedding international staff or seconding experts to national agencies may be limited in insecure contexts, there are a number of current humanitarian emergencies that do not have this constraint and where these models would warrant further exploration.

It should be noted that many coordinators expressed concern that they were technical experts that were not equipped to assess institutional capacity or to develop sectoral capacity strengthening plans that focused on institutional capacities. At the same time, current information management systems only capture technical data and would benefit from support from the Global Cluster teams to develop ways of tracking and responding to institutional capacity needs.

GOOD PRACTICE

- The capacity strengthening component of the Shifting the Power project revolved around an in-depth 2 year programme of support for 55 selected local partners in five countries to strengthen their capacity to deliver humanitarian preparedness and response. The humanitarian capacity self-assessment and capacity strengthening plans were completed by each partner organisation using the 'Strategic Humanitarian Assessment and Participatory Empowerment' (SHAPE) framework. This framework was developed by the project based on a model of humanitarian capacity that emphasised the importance of power in the humanitarian system and recognised organisational attributes to not only deliver humanitarian response but also to control and influence the shape of that response.
- The Humanitarian Leadership Academy (Academy) and Save the Children (SC) are piloting a series of local humanitarian capacity strengthening platforms to enable local actors in a variety of crisis-prone countries to strengthen individual staff competencies through eLearning Pathways, and organisational learning capabilities with guidance to management and leadership. These platforms will test locally-owned institutional learning capability strengthening support with sector-wide applicability independent of the interests of international actors. In-country governance and content will be decided with local and national actors to enable ownership and sustainability, while global governance focuses on technical support, synthesis across contexts, and dissemination of learning for improved humanitarian action and partnerships globally.

WHAT CAN COORDINATION GROUPS DO?

Institutional Capacity	Options for Coordination Groups
Explicitly link institutional capacity to the sector's program strategy	Articulate the importance of institutional capacity strengthening as part of a sector strategy to scale up (in the HRP, cluster strategy etc).
Develop a sector institutional capacity strategy	This will could be done internally, through a review and analysis of partners' capacity assessments. If necessary, support can be requested from the global clusters (including with standby partners).
Encourage partners to include to support the implementation of recommendations in their partnership agreements	Whilst coordinators cannot compel partners to amend their partnership approaches, several advocacy levers are available, including providing visibility to good practices, prioritizing these good practices in the HRP and project sheets and supporting local partners to document and share sectoral trends with other influential advocacy forums.
Amend the coordination group IM system to capture progress on institutional capacity strengthening	It could include one additional reporting line, in which local partners provide the number of open audit/capacity assessment recommendations and report progress, alongside reach data reporting. This has not been done before, but Somalia CP coordination group is considering this for 2019.
Promote institutional capacity strategies	Several good practice models now exist and the Global Helpdesks can connect coordinators with relevant agencies and examples. Coordinators can support international and local partners to build these into their project sheets and then prioritise them in pooled fund allocations. Where this is discouraged or the HCT is unable to successfully influence the Pooled Fund Steering Committee, the Global Clusters/AoRs can be engaged to support advocacy at the global level. This will be easier if the importance of institutional capacity is highlighted in the HRP.

3. RECOMMENDATIONS

3.1 For Coordination Groups

- Train local NGOs for a **meaningful engagement with coordination groups**, fostering a better understanding of the benefits and the processes of coordination as well as of the substance of humanitarian protection and its rights-based approach. Take practical steps to address the barriers to meaningful participation (language, logistic, roles, funding).
- Support national actors to be **more engaged in governance structures** (e.g. cluster co-lead, SAG, steering committees, HCT) by providing guidance, orientation, training and funding; supporting local leadership transitioning strategies.
- Give space for local actors to **be part of decision-making processes** including them in planning of humanitarian strategies; moving away from a system dominated by international actors to a system where local actors can take the lead and mutually share decisions and power.
- Engage **diaspora in the humanitarian system** and build on their capacities in terms of project design, data analyses and institutional capacity strengthening.

3.2 For UN Agencies and INGOs

- Invest in **sustained institutional strengthening** for local and national organizations to strengthen their coordination capacities, including in the partnership agreement a section to identify priority recommendations that the national partner wants to work on over the course of the partnership.
- Ensure e**valuation of any localization approach or research** conducted in the sector. Share and replicate best practices and methodologies on localization that have worked and ensure those practices are taken to scale through coordination groups and are anchored in the cluster system.

3.3 For National Partners

- Encourage national partners to **complete the 5W** to increase their visibility and strategic positioning and meaningful participation within the cluster and increase their access to become HRP partners and funding mechanisms.

3.4 For Donors

- Prioritize funding for interventions that demonstrate effective **support to local partners' coordination capacities**.
- Commit to **multi-year flexible funding** to support core organizational costs of local organizations, to strengthen their leadership in protection coordination mechanisms.
- Support the idea that **country-based pooled funds** should be used to channel funds directly to local and national NGOs.

4. SUCCESSFUL APPROACHES AND TOOLS

This section describes the successful approaches and tools developed to advance the localisation agenda within protection coordination mechanisms at the global and field levels.

Approach	Description	Document	Author	Language	Link
Global Structures					
Localization Advisory Group established to coordinate activities around localisation in coordination mechanisms.		Advisory Group ToRs and Work Plan	CP AoR IRC	English	Available here
GBV AoR Task Team on Localisation established to share and map promising practices and priority challenges in addressing localisation of humanitarian GBV prevention, response and risk mitigation.		Report of the workshop to consult on the GBV AoR Task Team on Localisation	GBV AoR	English	Available here
CP AoR Decentralized Helpdesk created to address the language barriers, ensure contextualized guidance is provided and foster exchanges of good practices between local actors.		Guidance Note on the CP AoR Decentralized Help Desk	CP AoR	English French Arabic Spanish	Available here Available here Available here Available here
CP AoR SAG Membership is the first and only global cluster SAG that has national representation and that is chaired by a national actor.		CP AoR SAG ToRs	CP AoR	English	Available upon request through the CP AoR
Cluster Tools					
Localisation Dashboard to provide Clusters with a baseline of existing data showing the extent to which local actors are engaged in coordination groups. Useful tool to sensitise coordinators and members, provide a basis for a more informed discussion on localisation and track progress.		Guidance for Producing a Localisation Dashboard for Child Protection Coordination Groups	CP AoR	English	Available here
		Localisation Dashboard Sample South Sudan 2016	CP AoR	English	Available here
Self-Assessment Tool for Cluster Coordinators to monitor and measure progress on localisation. The first tool is for cluster members to provide feedback on the extent to which the coordination group is modelling the principles of partnership. The second tool enables the coordination leadership team to better understand the nature and quality of partnerships that exist between members.		Principles of Partnership – Cluster Review	CP AoR	English French	Available here
		Principles of Partnership – Partnership Review	CP AoR	English French	Available here

Approach	Description	Document	Author	Language	Link
Localisation in the Humanitarian Programme Cycle Guidance provides example of how localisation should be an integral part of each steps of the HPC and not a standalone issue; looking at HNO/HRP processes, project sheets and monitoring.		Guidance on How Localisation can be Integrated into the HPC	CP AoR	English	Available here
Localisation Review of 2018 HNO and HRP looking at evidence of the localisation commitment being reflected in humanitarian strategic products.		HNO and HRP Baseline 2018 CP Positioning and Visibility of Localisation	CP AoR	English	Available here
HNO and HRP Tip Sheet with concrete recommendations on how to integrate the localisation commitment in the humanitarian strategic products.		A Tip Sheet for Integrating Localisation in the HNO and HRP	CP AoR IRC GPC	English French	Available here Available here
Tip-Sheet with concrete recommendations on how to engage women-led organisations in humanitarian coordination mechanisms.		A Tip Sheet for Engaging Women-Led Organisations in Humanitarian Coordination Mechanisms	CP AoR CARE	English	Available here
FAQ on Localisation in Coordination provides brief information on the most frequently asked questions about localisation in coordination.		Localisation in Coordination Frequently Asked Questions (FAQ)	CP AoR	English	Available here
Guidance to Transition to Local Leadership provides country based protection coordination groups with guidance on how to prepare and implement the transition of cluster leadership to national authorities or civil society.		Guidance to Transition to Local Leadership/ Co-Leadership of Protection Clusters and Country Coordination Groups	CP AoR	English	Will be available soon
Guidance for Engaging with Diaspora provides a menu of option for Cluster Coordinators to engage with diaspora organisations.		A Menu of Option for Cluster Coordinators on how best to Engage with Diaspora	CP AoR DEMAC	English	Available here
Guidance for Engaging with National Authorities designed to support Cluster Coordinators to develop an engagement strategy when working with national authorities which are party to conflict or which are perpetrating protection rights violations.		Guidance for Cluster Coordinators on how best to Engage with National Authorities	CP AoR	English	Currently in development
Localisation Scoping Mission in Somalia and Nigeria to identify key actions and recommendations for Cluster Coordinators to advance the localization agenda in coordination groups.		Mission Reports	CP AoR	English	Somalia Nigeria
Local & National Partners					
Localisation Scoping Survey to identify the frequency, benefits and obstacles of local actors' engagement in coordination mechanisms as well as areas of technical and institutional-capacity strengthening.		Localisation Scoping Survey Questionnaire	IRC	English French	Available here Available here

Approach	Description	Document	Author	Language	Link
Results of the Localisation Scoping Survey conducted with 112 local and national organizations from DRC, South Sudan, Myanmar, Libya and Pakistan in 2018.		Localisation Scoping Survey Findings	IRC	English	Available here
Localisation Support Mission in Democratic Republic of Congo, South Sudan, Libya, Somalia and Pakistan to support local partners capacity to participate in the cluster system		Mission Reports	IRC	English	DR. Congo South Sudan Libya Somalia Pakistan
Training Material					
Localisation Orientation Module for Cluster Coordinators covers the concept of localisation, the conceptual framework of localisation in coordination and some tips for how to facilitate a discussion with coordination groups.		Localisation Orientation Module for Cluster Coordinators	CP AoR	English	Available here
Localisation Training Curriculum for Local and National Actors covers the international humanitarian architecture, the cluster system, the different steps of the HPC and the centrality of protection to equip local actors with the skills and capacities to participate effectively in the cluster system and to contribute to the HPC process, notably by bringing forward key protection priorities and local knowledge.		Localisation of Protection Facilitator Guide: Capacity-Building Workshop on Cluster Engagement for Local and National NGOs	IRC GPC	English	Available here
Global Briefing and Learning					
GPC Protection Conference Session on Localisation organized to guide field Protection Cluster and AoRs Coordinators on how to advance the localization agenda within coordination mechanisms and how to best address the five dimensions of the Localization in Coordination Conceptual Framework.		GPC Protection Conference 2018 Report	GPC	English	Available here
GPC Donor Dialogue Event held on the theme of localisation and how to effectively partner with local actors to ensure principled partnerships and institutional strengthening of local actors achieve better results for beneficiaries.		Localisation Donor Dialogue Summary Report	GPC	English	Available here
IRC Roundtable on Localisation organized to discuss localisation in protection coordination mechanisms as well as at the community level by inviting local partners to share good practices and lessons-learned.		Localisation Roundtable Summary Report	IRC	English	Available here
Article in the Forced Migration Review depicting that despite multiple commitments to and much guidance on the desirability of local actors leading coordination at the national level, they continue to be excluded.		Exclusion of Local Actors from Coordination Leadership in Child Protection	Various	English	Available here

Global Protection Cluster