

Center for Disaster Philanthropy

The when, where and how of informed disaster giving

LOCAL HUMANITARIAN LEADERSHIP PHILANTHROPIC TOOLKIT | RESOURCES

SECTION II – STRENGTHENING PRACTICES: Reports on how major international nongovernmental organizations (INGOs) and philanthropic organizations describe their work to move toward practices that strengthen local decision-making and action.

Resource	Description	Tips for the Reader
<p><u>From Words to Action: Towards a Community-centered Approach to Preparedness and Response in Health Emergencies</u> Publication Type: Thematic Report Publication Date: September 19, 2019 Authors: IFRC and Antropologica</p>	<p>Thematic report on community engagement around epidemics, developed by the International Federation of Red Cross and Red Crescent (IFRC) in collaboration with Antropologica, advocating for a coordinated and considered community-centered approach taken by all actors to reduce the spread of infectious disease.</p>	<p>Start with the four-page executive summary.</p> <p>A section on long-term capacity building and systems strengthening shares a set of lessons relevant to the localization movement.</p>
<p><u>Local Humanitarian Action in Practice: Case Studies and Reflections of Local Humanitarian Actors</u> Publication Type: Case Studies on Localization Publication Date: 2017 Authors: Humanitarian Leadership Academy and British Red Cross</p>	<p>Case studies highlight successes and challenges faced by local humanitarian actors, drawing on the real-world experiences of 10 national and local humanitarian organizations.</p>	<p>This 51-page document has many useful lessons gathered from local actors in Bangladesh, Myanmar, DRC, Somalia, Botswana and other contexts.</p>
<p><u>IFRC Policy Brief: Localization - What it Means and How to Achieve it</u> Publication Type: Lessons paper Publication Date: 2018 Author: IFRC</p>	<p>Summary includes key lessons learned and recommendations from convenings for strengthening localization.</p>	<p>Though agency specific, lessons paper includes principled, non-technical recommendations. At six pages, it is an easy read.</p>

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<p><u>On the Road to 2020: Grand Bargain Commitment to Support National and Local Responders</u> Publication Type: Summary of Policy and Practice Lessons Publication Date: 2018 Author: Trócaire</p>	<p>Recent and thorough summary of the current state of stakeholders' progress and the overall localization landscape.</p>	<p>A well-organized and easy 12-page read.</p>
<p><u>More than the Money - Localisation In Practice</u> Publication Type: Organizational Report Publication Date: 2018 Authors: Véronique de Geoffroy, François Grunewald (Groupe URD) and Trócaire Link Full Report Link Summary Document Link Partnership in Practice</p>	<p>In 2017, Trócaire and Groupe URD undertook research on what localization of humanitarian aid means in practice. Working in Myanmar and the Democratic Republic of Congo (DRC), this research examines localization within the framework of the Grand Bargain.</p>	<p>The full report provides recommendations to Trócaire on how to further strengthen partnership work with local actors in humanitarian settings.</p>
<p><u>Localisation of Aid—Are INGOs Walking the Talk?</u> Publication Type: Report Publication Date: 2017 Author: START Network (Shifting the Power project)</p>	<p>Examines whether INGOs are living up to their own promises to localize humanitarian aid. The report looks at current opportunities, challenges and good practices in relationships and calls for improved partnerships between INGOs and local and national NGOs.</p>	<p>Report of localization experiences from 6 large INGOs working on disaster response includes sections on:</p> <ul style="list-style-type: none"> - Practices of Partnerships - Organizational Support and Capacity Strengthening - Communication, Fundraising and Funding - The External Context - Looking to the Future
<p><u>Highlights and Ways Forward: A Synopsis of Grand Bargain Signatories' Achievements and Challenges Implementing their Grand Bargain Workstream 2 Commitments on Localisation</u> Publication Type: Summary Report Publication Date: 2018 Author: Charter for Change</p>	<p>A concise summary on progress and challenges by the 5 NGOs that are both Grand Bargain and Charter 4 Change Signatories and the NEAR Network. Highlights specific achievements for different stakeholder groups plus overall challenges and recommendations.</p>	<p>Summary includes:</p> <ul style="list-style-type: none"> - Five UN Achievements - Five Donor Achievements (bilateral) - Five NGO and Red Cross/Red Crescent Movement Achievements - Five Challenges - Five Recommendations

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<p><u>Focus on Local Actors, the Key to Humanitarian Effectiveness</u> Publication Type: World Disasters Report Publication Date: 2015 Author: IFRC</p>	<p>Calls on the humanitarian community to work together to ensure more equal partnerships with local actors and more efficient financing flows, including at the community level where humanitarian needs are the greatest and development impacts are felt the most.</p>	<p>IFRC specific experience, but relevant given the Red Cross Movement’s scope.</p>
<p><u>Turning the Humanitarian System on Its Head: Saving Lives and Livelihoods by Strengthening Local Capacity and Shifting Leadership to Local Actors</u> Publication Type: Research Report Publication Date: July 2015 Authors: Oxfam America/Tara Gingerich and Marc Cohen</p>	<p>Oxfam reports that the humanitarian system must change to remain effective with locally-led humanitarian action whenever possible; adequate funding to state and non-state actors in affected countries; and stronger partnerships between international and local actors.</p>	<p>Excellent report focusing on strengthening local actors.</p>
<p><u>Accelerating Localisation Through Partnerships</u> Publication Type: Consortium Site Hosting a Series of Country-based Case Studies and Lessons Publication Date: 2017-2019 Authors: Consortium partners: ActionAid, CAFOD, CARE, Christian Aid, Oxfam and Tearfund.</p>	<p>This program will coordinate with more than 200 local and national NGOs and NGO networks across Myanmar, Nepal, Nigeria and South Sudan. Findings, recommendations and learning from the program will be used to advocate for localization.</p>	<p>Includes a series of posts and short reads such as: Localisation through genuine partnerships: what does it look like?</p>
<p><u>The Start Fund, Start Network and Localisation: Current Situation and Future Directions</u> Publication Type: Assessment Publication Date: April 2017 Authors: S. Patel and K. Van Brabant, Global Mentoring Initiative Link to Executive Summary Link to Full Report</p>	<p>Presents a “baseline assessment” of where the Start Fund currently stands within the localization agenda. The report also includes a brief examination of 3 Disasters and Emergency Preparedness Programme (DEPP) projects: 1) Shifting the Power, 2) Financial Enablers and 3) Transforming Surge Capacity. These projects are a strategic complement to the “capacity” challenge that cannot be effectively addressed during a crisis response when capacity is stretched or overwhelmed.</p>	<p>Includes a helpful framework to understand localization and graphics that represent localization.</p>

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<p><u>Missed Opportunities: The Case for Strengthening National and Local Partnership-Based Humanitarian Responses</u> Publication Type: Report Publication Date: 2013 Authors: Ben Ramalingham, Bill Gray and Giorgia Cerruti Consortium of INGOs: ActionAid, Cafod, Christian Aid, Oxfam GB and Tearfund</p> <p>Follow-up publications by the same consortium:</p> <p><u>Missed Again: Making Space for Partnership in the Typhoon Haiyan Response</u> Publication Date: June 2014</p> <p><u>Missed Out: The Role Of Local Actors in the Humanitarian Response in the South Sudan Conflict</u> Publication Date: April 2016</p> <p><u>Opportunity Knocks: Realising The Potential of Partnerships in the Nepal Earthquake Response</u> Publication Date: Nov. 2016</p>	<p>The first output of a research project commissioned by 5 UK-based INGOs to look at the current and future potential of partnerships with national NGOs in humanitarian response. The additional publications demonstrate the issues of localization in country-level responses (the Philippines Typhoon, South Sudan Conflict, Nepal Earthquake).</p>	<p>Excerpt: Partnerships with national and local actors have long been identified as a source of problems in international humanitarian aid.</p> <p>Most relevant sections: SWOT analysis of increased local partnerships and the conclusions and recommendations presented at the end.</p>
<p><u>SHOULDER TO SHOULDER: Approaches to Strengthen Local Humanitarian Leadership: The CRUDAN–Tearfund Partnership in Northern Nigeria</u> Publication Type: Advocacy Briefing Publication Date: 2019 Author: Tearfund</p>	<p>Highlights key approaches to strengthening local humanitarian leadership informed by experience with long-term partnerships, mentoring and accompaniment to increase capacity to respond to humanitarian crises.</p>	<p>Summary of recommendations:</p> <ol style="list-style-type: none"> 1. Build a foundation of trust. 2. Hire staff who “walk the talk” In their approach to localization. 3. Prioritize long-term accompaniment and experiential learning. 4. Cultivate a culture of learning. 5. Identify and build on the strengths of local actors. 6. Allow time to find solutions. 7. Prioritize local partner visibility. 8. Strengthen institutional capacity. 9. Advocate for flexible, long-term funding for capacity building.

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<p><u>Building the Future of Humanitarian Aid: Local Capacity and Partnerships in Emergency Assistance</u> Publication Type: Report Publication Date: 2019 Authors: Christian Aid/Katherine Nightingale</p>	<p>A report of Christian Aid’s work with local partners in disaster risk reduction (DRR), preparedness, emergency response and recovery in India, the Philippines, Kenya, Burkina Faso, Malawi and Burma plus a detailed case study on Haiti.</p>	<p>Key Recommendations:</p> <ul style="list-style-type: none"> - Change in practice: Humanitarian agencies should develop best practices on collaborative partnership approaches for disaster prevention and response that builds local capacity. - Change in global perspective: Importance of DRR and emergency response in building resilience and development makes it central to global development and aid debates; the UN secretary-general should appoint a high-level panel to lead a global review of disaster prevention and response to feed into the post-millennium development goals agenda. - Change in funding, coordination and attitude: Donors, UN coordination mechanisms and national governments should fund, coordinate and deliver emergency responses as if local capacity mattered. They must develop structures that reinforce and fund best practices for working with local capacity in emergency response.
<p><u>Key Examples of Methods and Mechanisms for Engagement and Recommendations for Action from Localizing Response to Humanitarian Need Forum: The Role of Religious and Faith-based Organizations</u> Publication Type: Forum Summary Report Publication Date: October 2017 Author: Partnership for Faith and Development</p> <p><u>Call to Action from participants at the Forum</u></p>	<p>Report and Call to Action from the Forum on Localising Humanitarian Response in Sri Lanka, attended by over 140 humanitarian practitioners, religious leaders and local faith-based organizations. The Forum affirmed the value of intra- and inter-religious collaboration in humanitarian response and recognized the value of intermediary organizations providing technical, financial and advocacy support to Local Faith Actions (LFAs). Greater inclusion of women was highlighted in all aspects of LFA work.</p>	<p>Important contribution and call for concrete action on localization from Global South organizations.</p> <ul style="list-style-type: none"> - Emphasis on financial literacy, inclusion and protection. <p>List of attendees has many Global South practitioners.</p>

Resource	Description	Tips for the Reader
<p>Tearfund’s Approach to Localising Capacity Development Publication Type: Practical Tools, Assessment Tools and Guidelines Publication Date: Various Author: Tearfund</p> <p>Disaster Management Capacity Assessment (DMCA) Tool Also available in French</p> <p>DMCA Tool Summary Also available in French</p> <p>DMCA Guiding Principles Also available in French</p> <p>Self-Assessment Report Also available in French</p>	<p>Based on the results of the Start Network’s Shifting the Power project, Tearfund is now phasing in the Disaster Management Capacity Assessment tool across all disaster vulnerable countries.</p>	<p>Access to Disaster Management Capacity Assessment (DMCA) Tool.</p>
<p>START Network Financial Enablers Project Publication Type: Project Report Publication Date: 2019 Author: START Network</p> <p>Shifting the Power</p>	<p>This project sought to create financial autonomy and opportunities for national NGOs and civil society organizations (CSOs). It enabled them to develop their own solutions for humanitarian capacity development. Due to constraints on capacity, national actors often do not succeed in maximizing their contribution to the global humanitarian effort. To be effective and sustainable, capacity development for humanitarian response needs to be as appropriate as possible to the local place and context, which means national actors setting their own agenda.</p>	<p>Over three years, the project encouraged collaborative national partnerships (NGOs, CSOs and others such as research institutes, policy groups and private sector enterprises). It provided flexible grants for these partnerships for self-determined capacity development, based on knowledge of local needs.</p>
<p>Imagining and Creating a Decolonized World Recorded Series</p>	<p>Intersectional Feminist Foreign Policy and Adeso sponsored a three-part series on imagining and creating a decolonized world with racial and economic justice at its core.</p>	<p>Reflections from thought leaders and practitioners on the historic injustices inherent in humanitarian support.</p>

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<p><u>How Community-Based Organizations Work Toward Sustainable Development and How Funders Can Help Them</u> Publication Type: PowerPoint Presentation Publication Date: 2019 Author: Nina Blackwell and the Firelight Foundation</p>	<p>Focusing on advancing child welfare and rights, Firelight conducted research into capacity building needs of community-based organizations (CBO) using web-based surveys with 44 grantees based in Tanzania, Zambia, Malawi, Rwanda, Lesotho, Zimbabwe, Kenya, Namibia, South Africa and formal in-person and phone interviews with 18 CBO representatives, 25 strategic advisors and experts in the field, six funder partners, and Firelight team members.</p>	<p>This report describes the internal and external challenges that CBOs face, and delineates the limitations of funder definitions of success, sustainability and scale. The survey results and interviews have implications for how and to whom funders give and for what – making sure that the actual support that CBOs need is met.</p>
<p><u>Five Things We've Learned About How Funders Can Support Impact That Lasts at the Grass-Roots Level</u> Publication Type: Summary Report Publication Date: 2019 Author: Firelight Foundation</p>	<p>Summary describing how research has informed and confirmed the Foundation's approach to supporting local leaders through understanding community-driven systems change.</p>	<p>Key Findings:</p> <ol style="list-style-type: none"> 1. Invest in community-based organizations (not just NGOs). 2. Provide flexible, patient funding. 3. Invest in the capacity of CBOs. 4. Mobilize networks and facilitate sharing among CBOs working in similar thematic or geographic areas. 5. Harness the power of community-driven systems change.
<p><u>Council on Foundations Global Philanthropy Resources</u> Website: General information about issues related to international grantmaking, particularly equivalency determination and expenditure responsibility information.</p>	<p>U.S.-based foundations often puzzle over how to make grants to local organizations in other countries where the verification structures and reporting differs from common domestic practices. This site guides philanthropies in determining equivalency status and understanding the legal parameters for grantmaking.</p>	<p>Specific information on legal issues and determination of how local organizations compare with or comply with U.S. laws and internal philanthropic organizational requirements.</p>
<p><u>NGOsource</u> Website: Introduces the topic of equivalency determination and the team for assisting in equivalency determination for international funding. Link to site.</p>	<p>This is a collaborative project of Council of Foundations and Tech Soup to help grantmakers streamline equivalency determination and save in their international grantmaking.</p>	<p>Has local and native-speaking guides to assist foundations and donor-advised funds in evaluating potential grantees.</p>

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<p><u>Putting People First: The transformative impact of small grant funds</u> Publication Type: Research and Analysis based primarily on interviews Publication Date: July 2019 Authors: Karen Kraan and Anneke Wensing</p>	<p>By describing the characteristics and impacts of small grants funds, this research explores their role in strengthening environmental protection and women’s rights in an effective, participatory and socially just fashion.</p>	<p>This study aims to provide insight and answers in the following three areas:</p> <ol style="list-style-type: none"> 1. The characteristics of small grants funds that enable them to effectively reach grass-roots organizations, movements and activists; 2. The impact that small grants have on the grantee, grantor or intermediary, as well as their impact on results on the ground; 3. The added value of small grants funds as compared to other mainstream funding mechanisms.
<p><u>Cutting Through the Complexity: A Roadmap for Effective Collaboration</u> Publication Type: Article Publication Date: March 2018 Authors: David Erlichman, David Sawyer and Matthew Spence</p>	<p>In this article from Stanford Social Innovation Review, the authors build on the work of the Community Tool Box, The Intersector Project, and NewNetworkLeader.org, the authors argue that collaboration must become a reality to address the complexity of the humanitarian landscape.</p>	<p>While the <i>why</i> (the focus) and the <i>what</i> (the activities) of collaborations differ widely, the <i>how</i> (the process) is remarkably consistent. Launching and sustaining effective collaborations and networks requires constant attention to five activities:</p> <ul style="list-style-type: none"> • Clarifying purpose • Convening the right people • Cultivating trust • Coordinating existing activities • Collaborating for systems impact
<p><u>The Thoughtful Funder’s Guide to Global Giving (The Philanthropic Initiative – TPI)</u> Publication Type: Donor Guide Publication Date: 2019 Authors: Maggi Alexander, Robin Baird, Rebecca Miller, Jennifer Montone</p>	<p>With this report, TPI intends to share knowledge with a variety of donors and organizations to increase impact in three issue areas:</p> <ol style="list-style-type: none"> 1. Increasing access to clean, safe water 2. Addressing the global refugee response crisis 3. Improving conditions for women and girls. 	<p>This guide outlines the three problem areas, discusses challenges to philanthropy to each and then suggest philanthropic strategies to address them.</p> <p>Contains list of repositories, networks, associations and conferences at work in regions and on issues of concern for this report.</p>
<p><u>Closing the race gap in philanthropy requires radical candor</u> Publication Type: Op-ed Publication Date: September 7, 2020 Author: Kennedy Odede</p>	<p>In this article from The Guardian, Odede the co-founder and CEO of Shining Hope for Communities (SHOFCO) based in Kenya, discusses the trust deficit that puts burdens on local African leaders to prove their worth to predominantly white INGOs and multi-laterals.</p>	<p>Odede argues against current understandings and emphasis on scale, and argues for recognizing and supporting leaders of color and requiring diversity among teams that made decisions about organizations and distribute funding.</p>

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<p><u>Search Engine for Country Specific Chambers of Commerce</u></p> <p>Website Organization: Federation of International Trade Associations (fita.org)</p>	<p>This website is a source for international import/export trade leads, events and links to related websites to assist in providing qualified service providers trading companies and agents across the world.</p>	<p>This search engine provides direct links to local chambers for philanthropies looking to partner with the private sector.</p>
<p><u>Giving Beyond Borders</u></p> <p>Publication Type: Webinar Publication Date: October 1, 2020 Host: New England International Donors (NEID)</p>	<p>This recording and <u>accompanying slide deck</u> shares data on international giving from several sources and, with guest panelists, explores new trends.</p>	<p>Excellent data on international giving to share with stakeholders.</p>
<p><u>Kuno Platform for Humanitarian Knowledge Exchange</u></p> <p>Publication Type: Website</p>	<p>In response to the question of how Dutch INGOs shift power to local humanitarian actors, Kuno (a collaborative of 10 NGOs and five knowledge institutes), has developed a “Humanitarian Knowledge Exchange.”</p>	<p>This platform provides links to resources, hosts events, publishes learning and links professionals working in the field.</p>
<p><u>Inform Severity Index</u></p> <p>Publication Type: Website</p>	<p>The INFORM Severity Index is a regularly updated, and easily interpreted model for measuring the severity of humanitarian crisis globally. This global severity analysis is coherent with other types of severity analysis conducted by ACAPS, in the field, at a subnational level.</p>	<p>This composite index, which brings together 31 core indicators, organized in three dimensions: impact, conditions of affected people, and complexity. All the indicators are scored on a scale of 1 to 5. These scores are then aggregated into components, the three dimensions (Impact, Conditions, Complexity), and the overall severity category based on the analytical framework.</p>
<p><u>COVID-19: Tracking Local Humanitarian Action and Complementary Partnerships</u></p> <p>Publication Type: Website</p>	<p>This mapping tool documents the role of local actors in the context of Covid-19. It collates evidence of change in practice at different levels, and how complementary ways of working contribute to humanitarian outcomes.</p>	<p>This platform allows the reader to select by country of interest.</p>

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<p><u>Funding Collective Approaches to Communication and Community Engagement</u></p> <p>Publication Type: Research report Publication Date: October 2020 Authors: Oliver Lough, Alexandra Spencer</p>	<p>Collective approaches aim to improve the quality of humanitarian responses by providing consistent and accessible information, improving response-wide understanding and analysis of affected people’s priorities and needs, and fostering two-way communication. It does this by breaking CCE out of agency or sectoral silos and fostering collaboration across a wide range of actors.</p>	<p>A decade after collective approaches to communication and community engagement were first piloted, many still struggle to secure sufficient, good quality funding. This has negatively impacted their ability to set up quickly in new emergencies, to function at scale and gain political traction once established, and to develop or adapt over time in line with the evolution of a crisis.</p>
<p><u>Bridging the Intention to Action Gap: The Future Role of Intermediaries in Supporting Locally-led Humanitarian Action</u></p> <p>Publication Type: Research report Publication Date: June 2021 Authors: Lees, McCommon, Sutton, Flint, Robinson, Low, Khan, Islam, Antonios</p>	<p>A partnership of CoLab, Glow Consultants, inSights, and Humanitarian Advisory Group, this paper proposes a future role for intermediaries in supporting locally-led response using a behavioral science approach, and identifies interventions for change.</p>	<p>Suggests a revised role for intermediaries as well as the barriers preventing change.</p>
<p><u>Improving quality humanitarian funding through the Grand Bargain 2.0</u></p> <p>Publication Type: Article Publication Date: June 2021 Authors: Willitts-King, Metcalfe-Hough</p>	<p>Seven ways to increase quality humanitarian funding to advance the aims of the Grand Bargain and perhaps set the bar even higher for spending targets.</p>	<p>Short summary.</p>
<p><u>Why local expertise is key to PATH strategy</u></p> <p>Publication Type: Article Publication Date: July 2021 Author: Catherine Cheney</p>	<p>How one organization is changing their partnership strategy to elevate local expertise.</p>	<p>Based on work in Africa.</p>

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<p><u>Funding the Frontline: How an Oxfam Emergency Response Fund facilitated local humanitarian action</u></p> <p>Publication Type: Research Report Publication Date: August 2021 Author: Janice Ian Manlutac</p>	<p>From 2014-2020, Oxfam’s Emergency Response Fund supported 24 small-scale responses led by 15 local organizations in nine countries with speed, simplified administration and local design.</p>	<p>Study to determine efficacy of this approach.</p>
<p><u>Localization is Self-Determination</u></p> <p>Publication Type: Opinion piece Publication Date: August 2021 Author: Hugo Slim</p>	<p>Analyzes the main political arguments used against localization by international humanitarians.</p>	<p>Provides three recommendations to help humanitarian reform find a fairer balance of local, national and international organizations.</p>