

ASIA PACIFIC CONFERENCE ON LOCALISATION  
JAKARTA

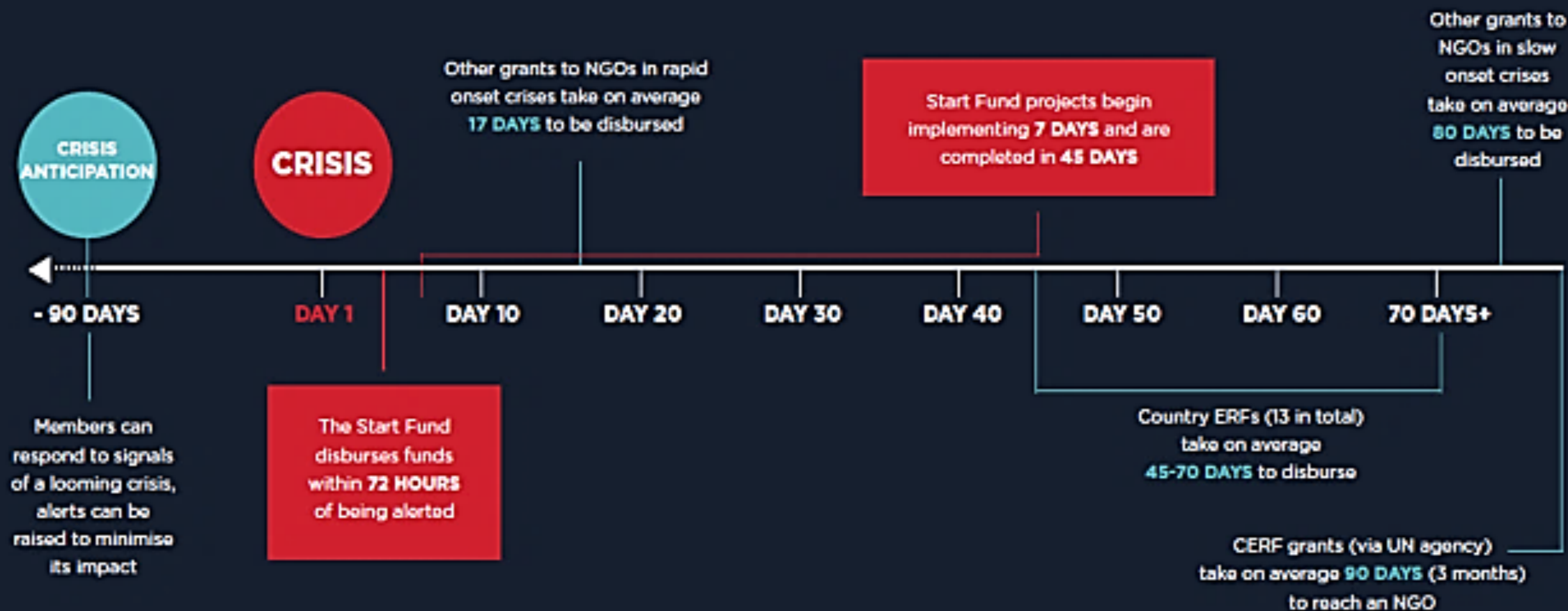
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# LOCALISATION IN ACTION

SAJID RAIHAN, START FUND BANGLADESH

27 AUGUST 2019

# The Start Fund niche



# How the alert cycle works

## A UNIQUE APPROACH



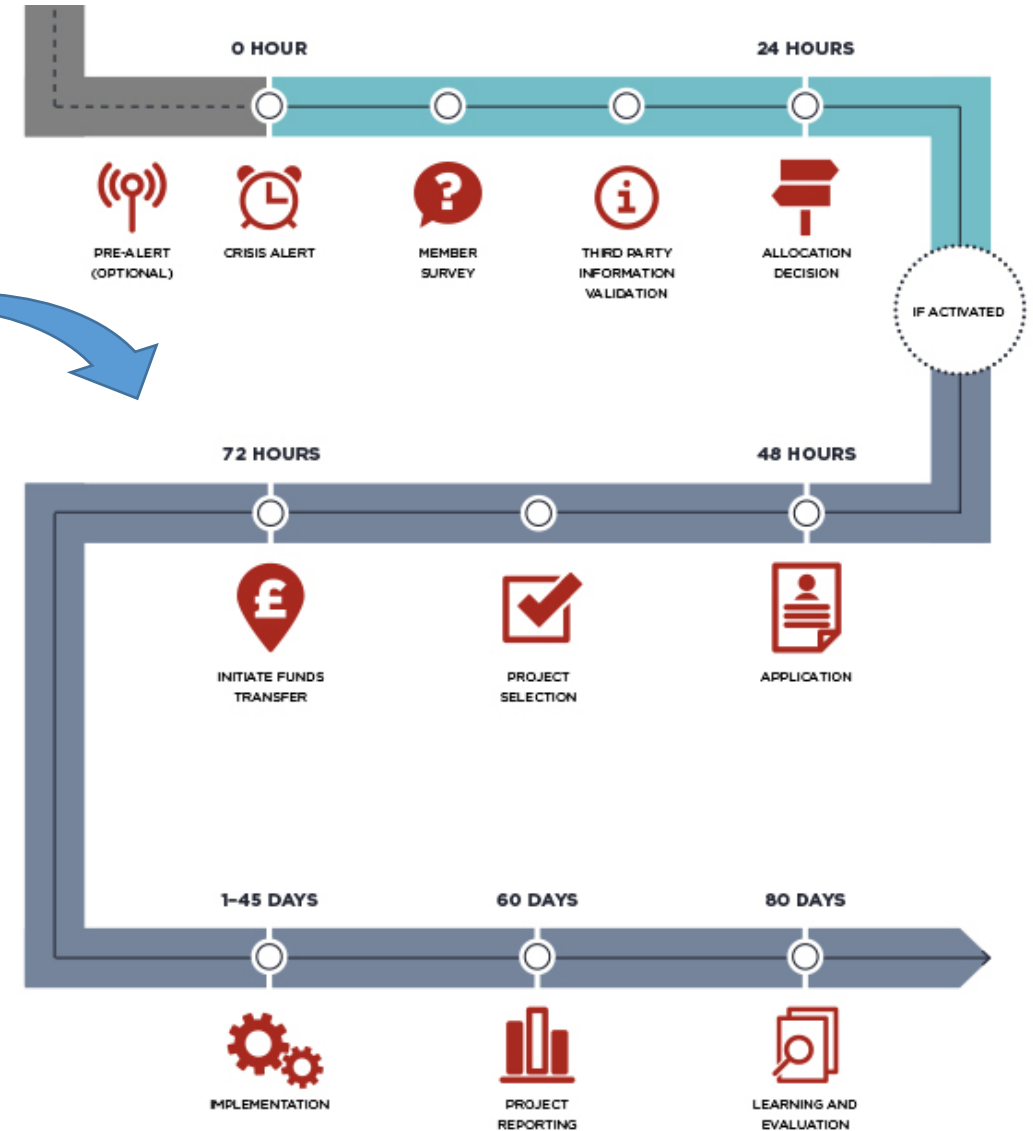
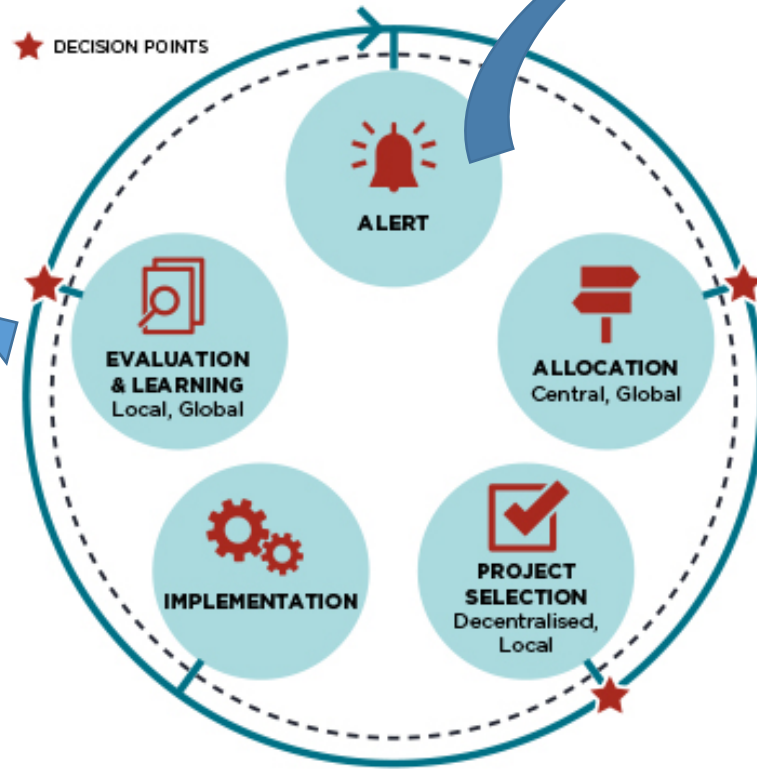
Through our swift decision making and allocation process, implementing organisations are awarded funds within 72 hours of being alerted to a crisis



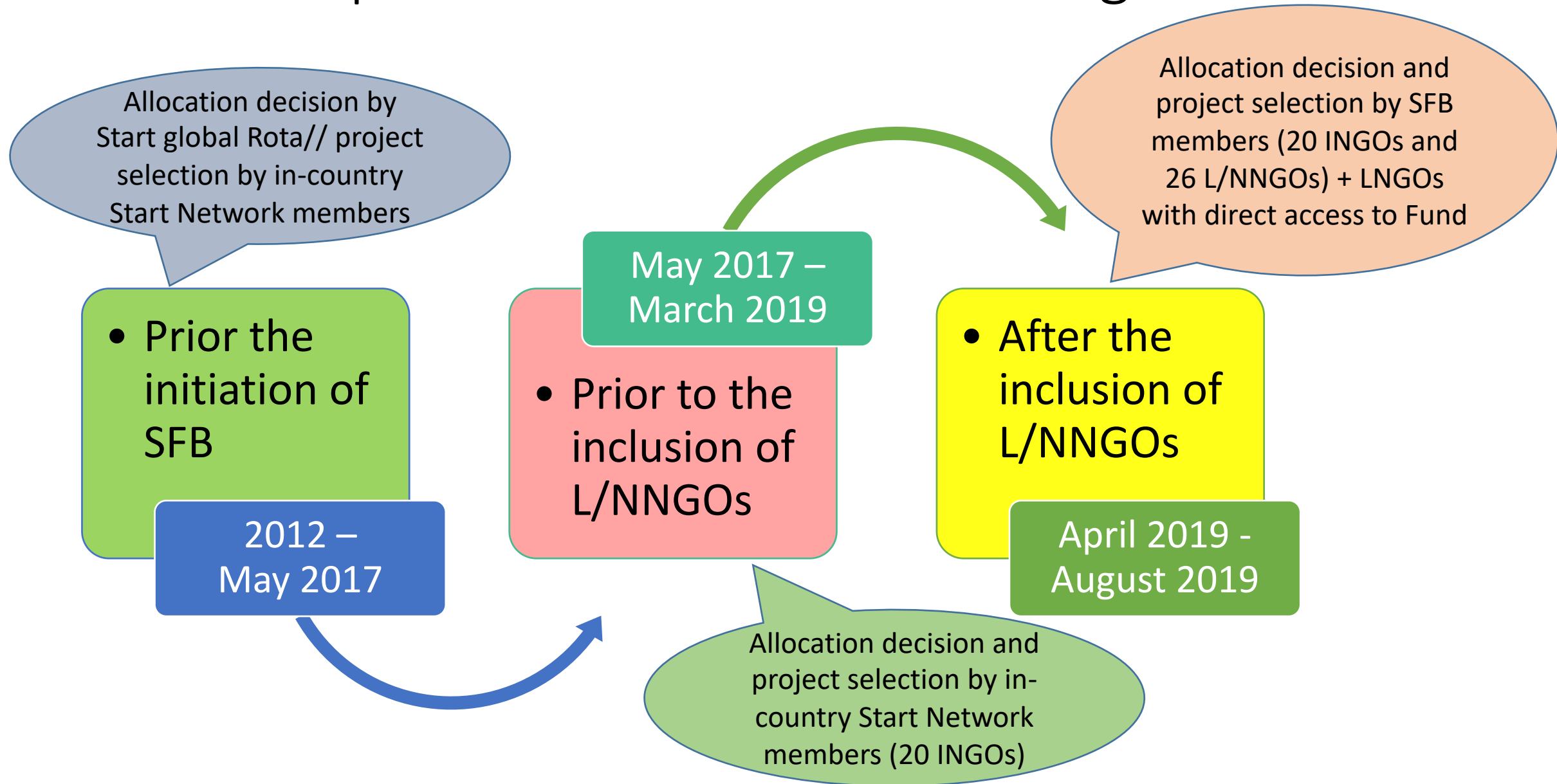
Crisis responses last up to 45 days - focusing on early intervention



Implementing organisations participate in collaborative learning exchanges after a response, to identify actionable learning for future responses



# The three phases of Start Fund in Bangladesh



ONE STEP CLOSER TO LOCALISATION

# Start Fund Bangladesh makes ~~a~~ direct award to ~~six~~ local NGO~~s~~

by Helen Guyatt  
31 Jul 19



In June 2019, Start Fund Bangladesh made its first national disbursement to a local NGO. This signifies a major step forward in the Start Networks localisation commitments, allowing funds to go directly to the organisation best placed to provide assistance, with major cost and time savings.

When I spoke with Sajid Raihan (Country Manager) and Imtiaz Ahmad (MEAL Coordinator), they explained the story behind this momentous event and what this will mean for the Start Fund Bangladesh going forward.

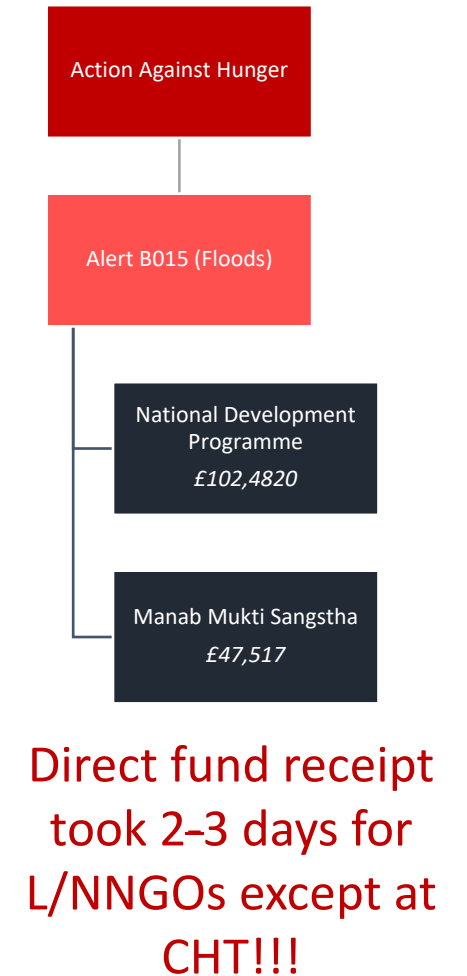
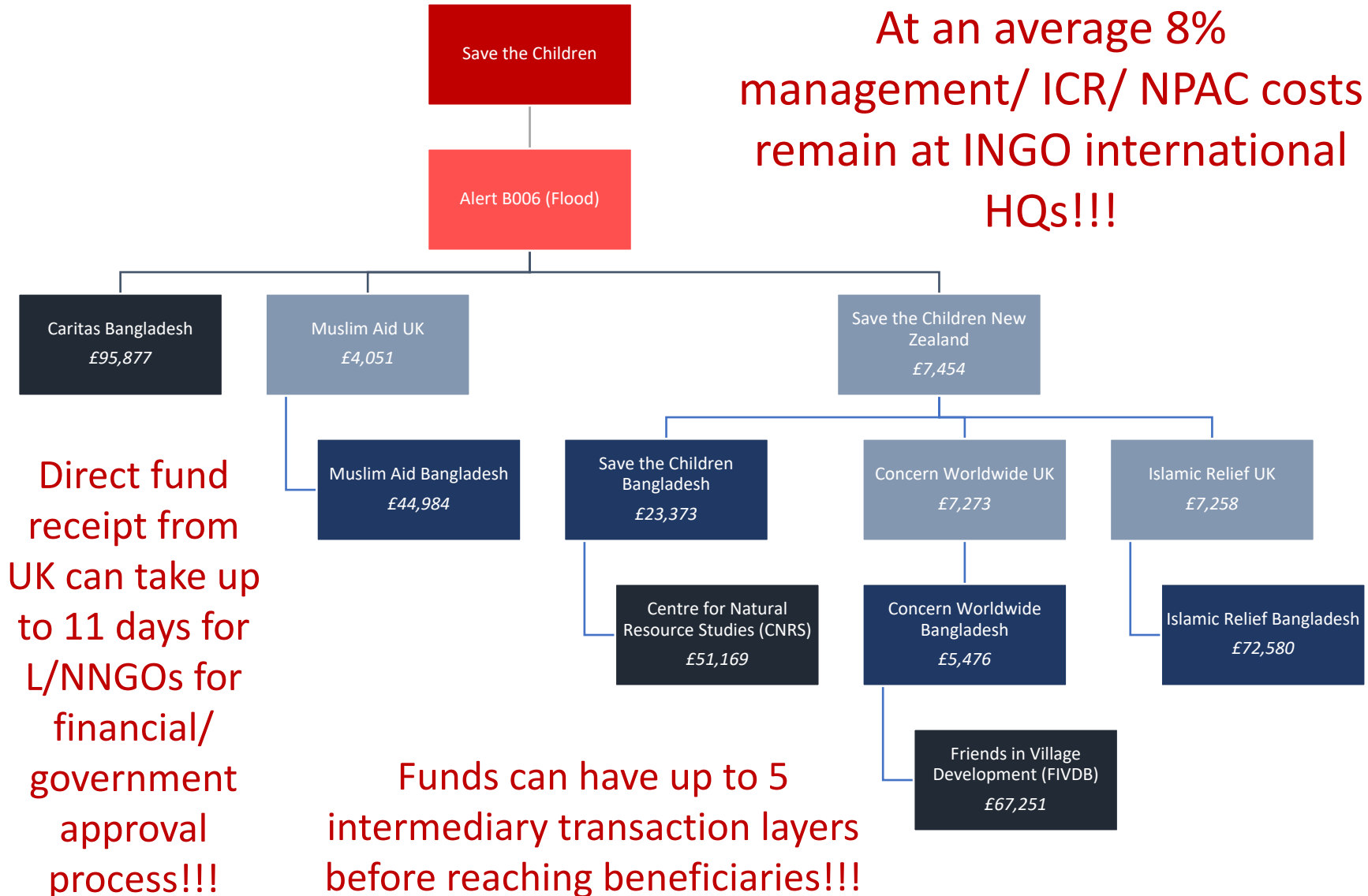
The Start Fund Bangladesh was launched in April 2017 with 20 of the Start Network members. In May 2019, the signing of 26 local NGO members was completed, opening up the fund to these



Disbursing  
**50%**  
(£573,369)  
**funds directly  
to L/NNGOs  
for last 5  
alerts**

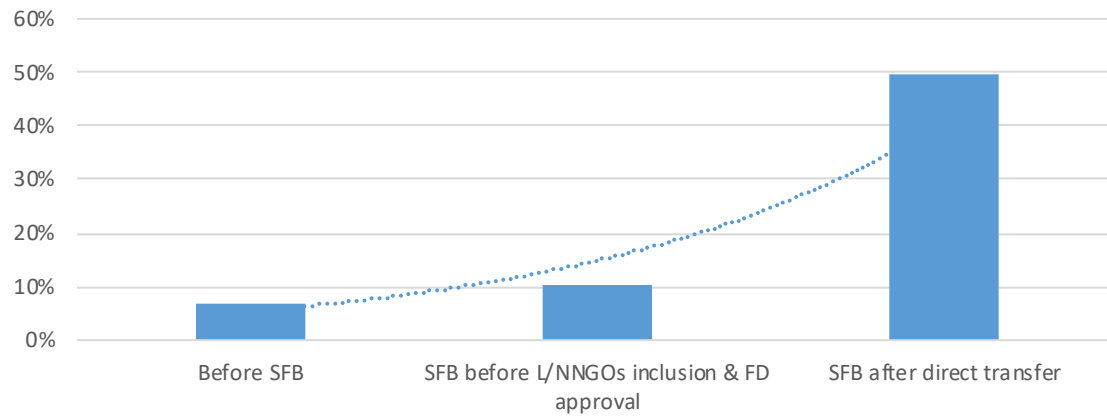
LEADERSHIP ASSEMBLY:  
START FUND BANGLADESH

# Efficiency (Cost & Speed)

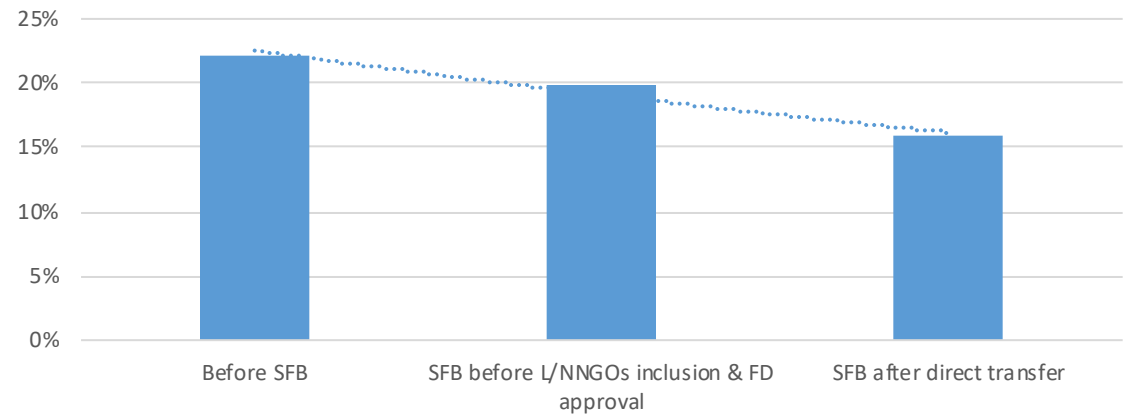


# Efficiency (Cost and Speed)

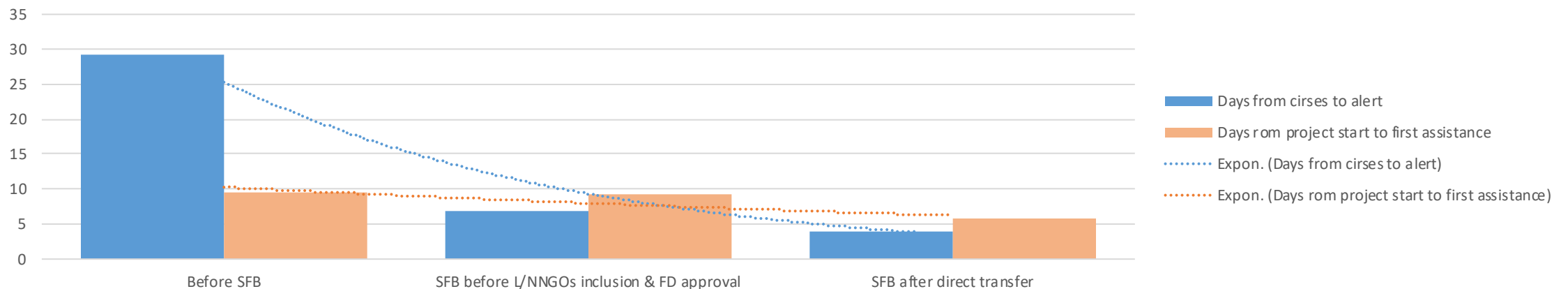
## L/NGO Direct Access to Funds in Bangladesh



## Operation & Management Cost (%)



## Timeliness of Bangladesh alerts



# Challenges

- Ambiguity on who is “local”. Spending our energy to debate in defining and dividing local/national/international; less on exploring means and ways for collaborative advantage
- "Money" Vs "value for money"
- Technology divide, language barrier obstructing participation, communication ... leading to aid divide... challenging to ensure participation of members agencies from outside Dhaka throughout the full spectrum of decision-making
- Individual capacity Vs organisational capacities and differential understanding
- Ensuring equitable ICR/ NPAC/ management cost sharing between awarded agencies and partners
- Breaking the norms of prevalent status quo of sub-contracting



# Way Forward

1. Exploring collaborative advantage through Innovation in Partnership – “Localisation” should not be used as an excuse to divide NGOs and INGOs
2. Equal (equitable?) sharing of management/ICR cost (INGO southern country offices need to negotiate with their Northern HQs to prove their commitments in aid localisation)
3. Changing behaviour and mindset to challenge the status quo (i.e. sub-contracting; from “risk-averting” to risk-sharing...
4. Donors should have earmarked funds for localisation (e.g. pooled funds)... prepositioned and pre-approved fund for Preselected NGOs
5. Adopting a nationally contextual due diligence passporting system to facilitate L/NNGOs direct funding access
6. A platform of I/N/LNGOs, donors, UN and government to have a shared understanding on our common but differentiated responsibilities on localisation... will contribute in building trust among and between NGOs – INGOs - donors - government

**Thoughts / Comments / Question?**

Selecting “southern” (local/national) NGOs through CSO mapping exercise

## Key documents reviewed

- ICVA’s comparative analysis of DFID, USAID, OCHA, UNHCR/ UNICEF/ UNFPA, ECHO, AusAid’s DDA/ PCA areas for rapid response funds
- CHS self assessment tool and Shifting the Power’s SHAPE Framework
- Oxfam’s Humanitarian Country Capacity Assessment (HuCoCA) Framework
- Save the Children’s Integrated Approach to Organizational Capacity Assessment (IAOCA) Framework
- Cash Learning Platform’s (CaLP) Organizational Capacity Assessment Tool
- Start Network membership DDA framework by Buzzacott
- ACF Bangladesh’s Partner DDA tool

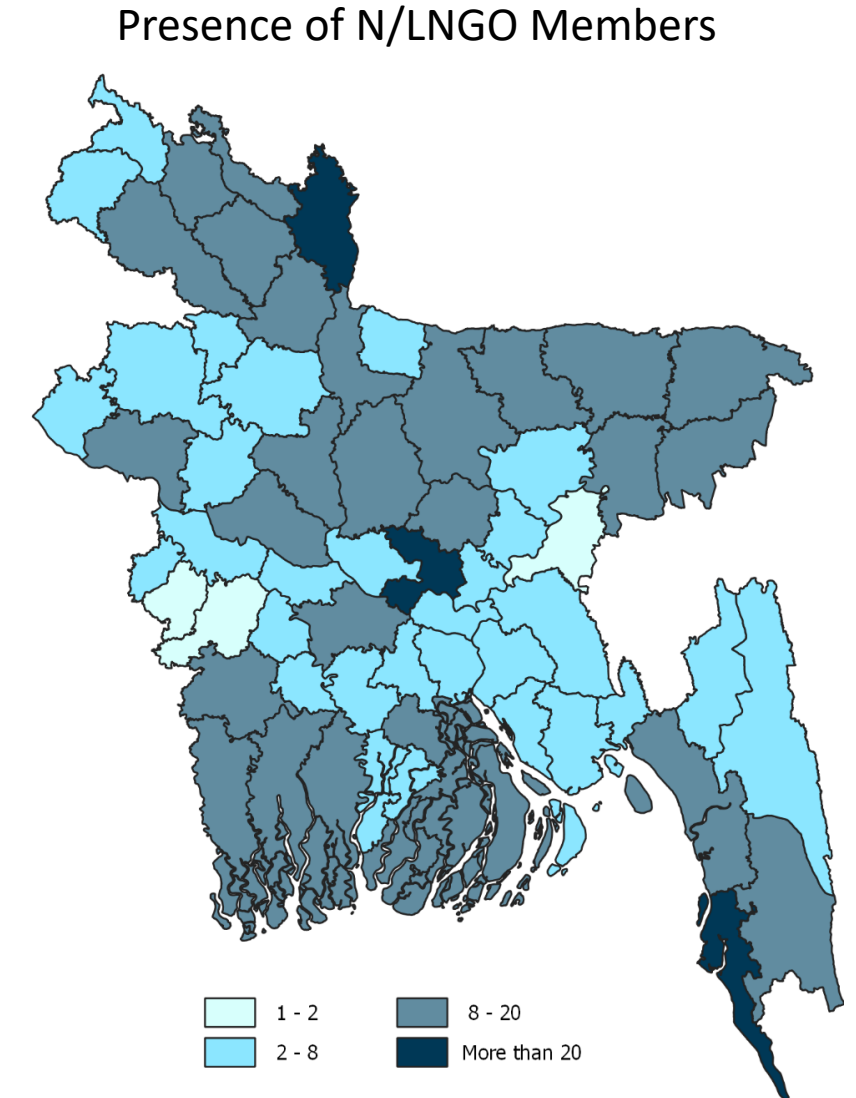
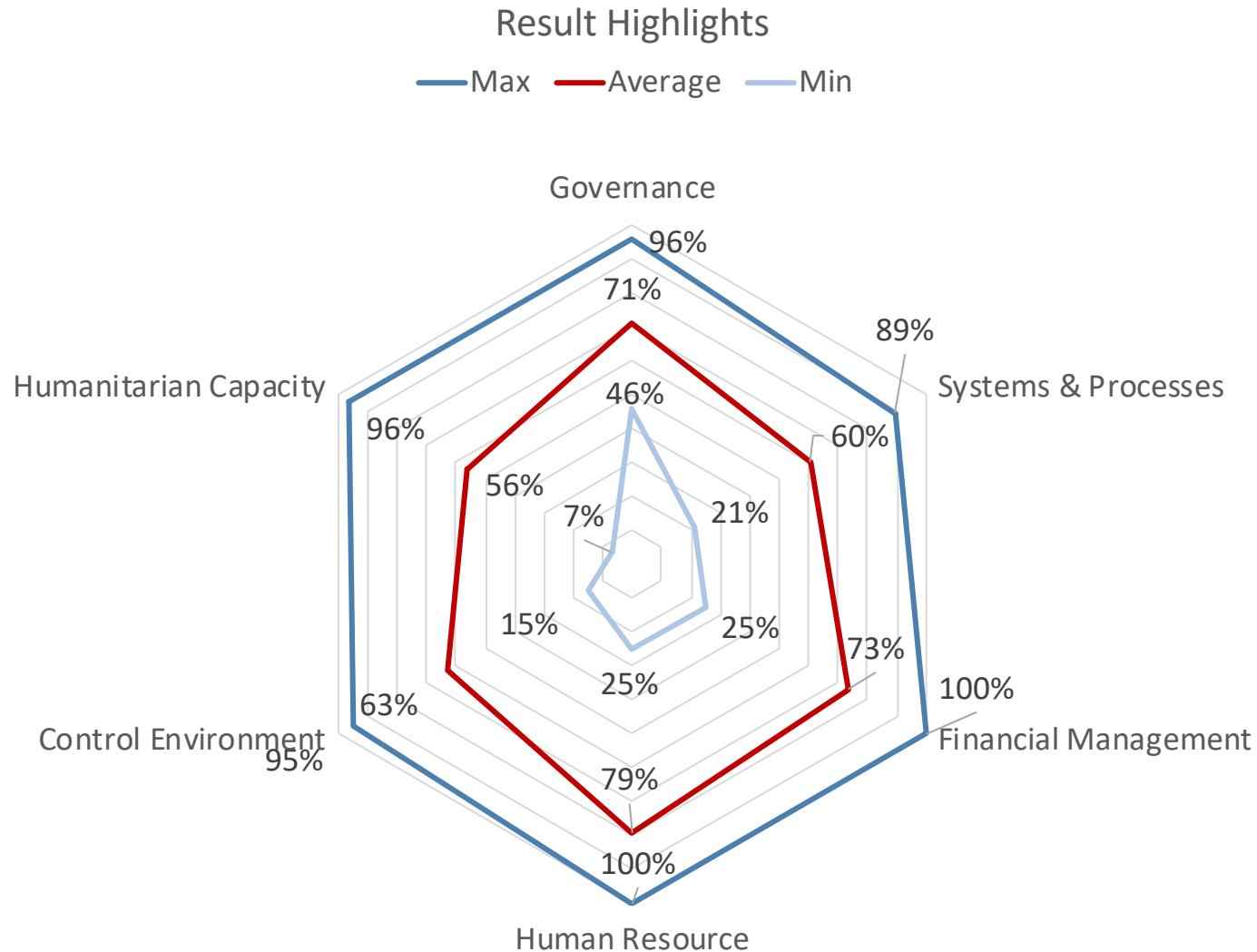
# CSO mapping:

## assessing the due diligence and humanitarian capacities

Due Diligence					Hum. Capacity
Governance	Systems & Process	Financial Management	Human Resource	Control Environment	Humanitarian Program Capacity
<ul style="list-style-type: none"><li>• <b>Legal Status</b> and Compliances</li><li>• Mission/Vision</li><li>• Transparency and Accountability</li><li>• Board Functionality</li><li>• Other Compliances</li></ul>	<ul style="list-style-type: none"><li>• Organizational Structure</li><li>• Travel policies and Procedures</li><li>• Procurement Policies, Procedures and Practices</li><li>• Fixed Assets Control</li><li>• Staff Remuneration and Payroll System</li><li>• Risk Management</li><li>• Safeguard</li></ul>	<ul style="list-style-type: none"><li>• Banking Operations</li><li>• Accounting and Bookkeeping System</li><li>• Financial Management Personnel</li><li>• Budget Systems</li><li>• Financial Viability</li><li>• Cost Share</li></ul>	<ul style="list-style-type: none"><li>• Personnel Policies</li><li>• Senior Management Profile</li><li>• Staffing Levels</li></ul>	<ul style="list-style-type: none"><li>• Internal Control</li><li>• Financial Control</li><li>• Audit and Financial Review</li><li>• Monitoring, Evaluation and Data Security</li><li>• Program Delivery</li></ul>	<ul style="list-style-type: none"><li>• Staffing Emergency Responses</li><li>• Early Response Capability</li><li>• Downward Accountability</li><li>• Government Collaboration and Relationship</li><li>• Application of Humanitarian Principles</li><li>• Humanitarian Needs Assessment</li><li>• Cash Distribution in Emergency</li></ul>

**Score Threshold: NGOs scoring above national average i.e. over 68% in DDA and 56% in Humanitarian Capacity Assessment**

# CSO Mapping: assessing the due diligence and humanitarian capacities



*“Funds normally take more than 2 months to reach us, but in this case, it was around 3 days. ... and we made our first distribution among the vulnerable households within 7 days from the project start date by using Kobo for rapid beneficiary data collection... These localized small crises don’t often receive mainstream response ... this is the first time we have received fund directly as well as independently planned and implemented a response in consortium with other local NGOs... This will also help to enhance our confidence for future responses as well as tap into other donor funds ...”*

**[Duke Ivn Amin, the Consortium Manager for B012 response at JAGO NARI]**

