MEASURING LOCALISATION: FRAMEWORK AND TOOLS

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HUMANITARIAN
ADVISORY GROUP

PIANGO

Pacific Islands Association of | Association Des Ongs
Non-governmental Organisations | Desiles Du Pacifique

Acknowledgements

About PIANGO

The Pacific Islands Association of Non-Government Organisations (PIANGO) is the major regional NGO with membership in the 23 countries and territories of the Pacific Islands. For over 25 years PIANGO has served the Pacific through strengthening and building the capacity of the civil society sector. This is through giving the sector a voice for policy formulation and development, and strengthening National Liaison Units (NLU) or the umbrella organisations in member countries.

About Humanitarian Advisory Group

Humanitarian Advisory Group (HAG) was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that can positively contribute to excellence in humanitarian practice.

Partnership for research impact

PIANGO and HAG are partnering on this research on localisation in the Pacific. Working together increases reach and influence across the region. HAG and PIANGO previously produced a paper outlining Pacific priorities for measuring change, and four localisation baselines in Vanuatu, Tonga, Fiji and the Solomon Islands.

PIANGO has a strong civil society network of organisations involved in humanitarian preparedness and response in the Pacific, and has been involved in promoting localisation initiatives and perspectives in national, regional and global forums. PIANGO was actively involved in the Pacific lead-up to the WHS. Its priorities include reinforcing local leadership, strengthening community resilience and localisation of aid.

HAG is undertaking a three-year research initiative called Humanitarian Horizons. The first project in the Humanitarian Horizons research program is Intention to impact: the Localisation of Humanitarian Action. This project explores the action and impact of localised approaches to humanitarian action with a focus on four case study countries in the Pacific. The project aims to generate tools and approaches to measure localisation that can be adopted and used to inform humanitarian programming.

MEASURING LOCALISATION

I n 2018-19 PIANGO and Humanitarian Advisory Group, together with national CSO umbrella bodies, collaborated to design and undertake a localisation baselining process in four Pacific countries: Vanuatu, Tonga, Fiji and the Solomon Islands.

Pacific actors began by prioritising areas of measurement, articulating a set of 'localisation journeys' with defined outcomes.[1] This informed the research design and production of four baselines that provide a snapshot of progress on localisation at the country level. This document shares the overarching approach for measurement and how this can be adapted for use across the humanitarian sector.

What is this document for?

This document outlines an approach, including a framework and some tools, that can be used to measure the activity and impact of localised humanitarian action. The approach draws upon previous work in this area by the START Network in 2018.[2] This framework and set of tools provide a starting point that other humanitarian actors can adapt for their own organisational purposes, during a response or at a country level.

Why is this important?

Gathering data creates an evidence base for progress on localised humanitarian action. For international actors it is intended as a resource for tracking the implementation of localisation commitments. For national and local organisations, it is intended to be used a resource and evidence base to advocate for accountability.

SNAPSHOT OF THE APPROACH

What? — An approach, framework and tools to measure progress on activity and impact of localised humanitarian action.

How? — These tools can be used both at the sector or country level, as well as adapted for use at the organisational level.

For who? — This approach and tools are intended to be adapted and contextualised by local, national and international humanitarian actors to measure progress in a straightforward and useful way.

For local and national actors, this process provides an evidence base of action or inaction

For international non-government actors, it provides a means of tracking and understanding progress on localisation as well as directing localisation initiatives or resources

For donors, it promotes an understanding of progress on the localisation agenda in different country contexts

What does this include? —
1. The Measuring Localisation Framework
2. A sample Self-Assessment Survey Tool
3. How to use the approach in your context

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1 The Pacific priorities for measuring change were mapped out in Tracking progress on localisation: A Pacific perspective, 2018, https://humanitarianadvisorygroup.org/wp-content/uploads/2018/07/Tracking-progress-on-localisation-A-Pacific-Perspective-Final.pdf

2 Localisation in Practice: Emerging indicators and practical recommendations, START Network, 2018 https://startnetwork.org/resource/localisation-practice-emerging-indicators-and-practical-recommendations. PIANGO and HAG's baselining approach was also shared with the NEAR Network in 2018, where it was used to inform the subsequent development of their Localisation Performance Measurement Framework http://www.near.ngo/home/workdetail?id=21

MEASURING LOCALISATION FRAMEWORK

This framework provides a method for actors to measure progress on localisation in a holistic way. It is intended to be contextualised as needed – not all components may be relevant in all contexts. It is divided into seven areas. Each area has an impact indicator and a short set of progress indicators which cover both quantitative and qualitative aspects. For the entire framework, including means of verification, see Appendix 1.

Partnerships

	Impact indicator	**Equitable and complementary partnerships between local, national and international actors**
	Progress indicators	1. Partnerships are based on equitable and ethical partnership practices 2. Longer-term strategic partnerships exist that aim to build systems and processes mirroring the ambition and goals of the local or national partner 3. Increased power and decision-making of local and national actors within partnerships

Leadership

	Impact indicator	**National actors define and lead on humanitarian action**
	Progress indicators	1. International actors support and strengthen national leadership 2. Local and national actors lead response and dominate decision-making 3. International actors work with and respect in-country leadership structures and mechanisms

Coordination and Complementarity

	Impact indicator	**Application of and respect for commonly agreed approaches to 'as local as possible and as international as necessary'**
	Progress indicators	1. National representation and engagement in coordination forums and meetings 2. Clearly defined parameters for international actors complementing local and national actors in humanitarian response 3. National civil society coordination mechanisms are funded and have technical capacity to operate in humanitarian response 4. Humanitarian response is delivered in a way that is collaborative and complementary (i.e. based on an analysis of the specific strengths/weaknesses of different humanitarian actors)

Participation

	Impact indicator	**Communities lead and participate in humanitarian response**
	Progress indicators	1. Community/contextualised standards exist for all actors working in that context 2. Communities have increased opportunities to shape programming, including evaluating international actor programs

Policy Influence and Advocacy

Impact indicator

Humanitarian action reflects the priorities of affected communities and national actors

Progress indicators

1. Policies are informed by local and national voice including communities
2. National actors are recognised as key stakeholders in national debates about policies and standards that may have significant impact on them
3. Local and national actors have influence on donor priorities in-country, including program design and implementation

Capacity

Impact indicator

Local and national organisations are able to respond effectively and efficiently, and have targeted and relevant support from international actors

Progress indicators

1. Use of local, national and regional surge capacity over international expertise
2. Actors do not undermine the capacity of national actors in emergency response
3. Contextualised humanitarian standards, tools and policies are available
4. Legislation and plans are in place to support national response capacity

Funding

Impact indicator

Increased number of national and local organisations describing financial independence that allows them to respond more efficiently

Progress indicators

1. Local and national actors have access to direct funding with limited or no barriers
2. Increase in the amount of humanitarian funding to local and national actors
3. Local and national actors have increased decision-making over financial matters

USING THE APPROACH IN YOUR CONTEXT

The below provides some steps for measuring localisation in your context using the framework and tools.

1. Articulate an end goal

Decide what success looks like in your context for the localisation journey.

▶ What does the endpoint of the localisation journey look like in this organisation/response/country? What are the signposts that show change is happening?

At the national level, this process to articulate end goals could be convened through clusters or the national civil society umbrella body. International organisations could also undertake this process in partnership with local actors.

▶ Use the impact indicators across the seven areas in the Measuring Localisation Framework as a guide. Prioritise which ones are important, and adapt them to your context.

For example, you might prioritise four areas, and use the existing impact indicators as a guide to develop your own set of impact indicators or 'success statements':
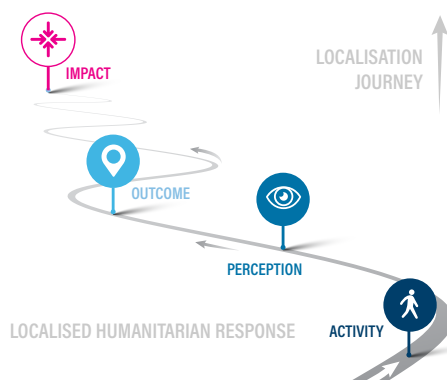
Example - choose your areas and contextualise your success statements

Agency X prioritised areas	Framework impact indicator	Agency X modified outcome indicator or 'success statement'
Partnerships	Equitable and complementary partnerships between local, national and international actors	Map out your own 'success statement'
Leadership	National actors define and lead on humanitarian action	Map out your own 'success statement'
Funding	Increased number of national/local organisations describing financial independence that allows them to respond more efficiently	Map out your own 'success statement'
Partnerships	Communities lead and participate in humanitarian response	Map out your own 'success statement'

2. Choose your signposts

Decide on the 'signposts' that show change is occurring.

▶ Using the progress indicators or 'signposts' in the Measuring Localisation Framework, choose your signposts that show change is happening in your impact areas. Adapt or add signposts if necessary.
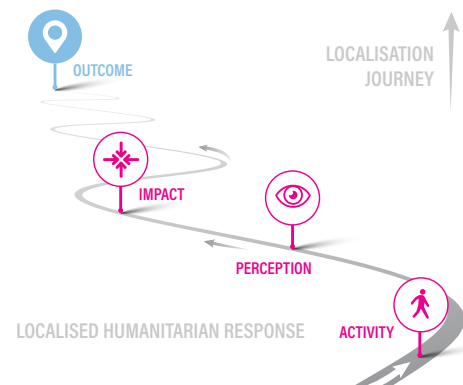
Example – contextualise your signposts

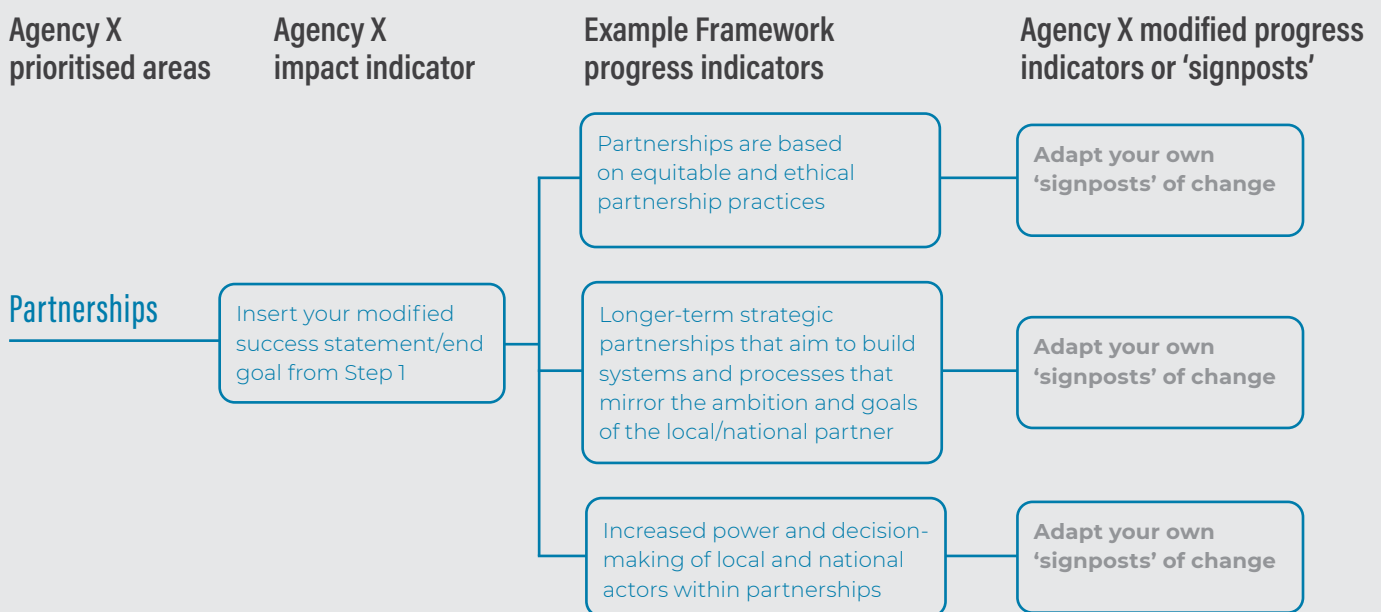| Agency X prioritised areas	Agency X impact indicator	Example Framework progress indicators	Agency X modified progress indicators or 'signposts'
		Partnerships are based on equitable and ethical partnership practices	**Adapt your own 'signposts' of change**
Partnerships	Insert your modified success statement/end goal from Step 1	Longer-term strategic partnerships that aim to build systems and processes that mirror the ambition and goals of the local/national partner	**Adapt your own 'signposts' of change**
		Increased power and decision-making of local and national actors within partnerships	**Adapt your own 'signposts' of change**

3. Gather and analyse your data

Decide how you will practically and easily gather data on the areas and indicators you have prioritised.

▶ Adapt and use the self-assessment tool (see Self-Assessment Survey and Interview Tool), and supplement with interviews with key staff and review of key documents. Use the means of verification contained in the extended framework in Appendix 1 to guide your data collection and analysis, and assessment of evidence.

Partnership – what evidence are you looking for to assess your progress against your indicators?

▶ Existence of partnership MoUs or agreements
▶ Existence of partnership principles embedded in documentation and review processes
▶ Opportunities for national partners to assess capacity of international partners
▶ Partnership funding allocated to anything other than project implementation, and investment in organisational systems and processes

▶ Perceptions of equitable partnerships, increased decision-making and shifts towards strategic funding and partnerships
▶ Public recognition of partnerships

▶ Consolidate and interpret your data to provide a baseline. Assess your level of progress against your 'signposts' and your 'success statements.'

Outlined below is one way of assessing progress.

PARTNERSHIPS

Key Finding: **LIMITED EVIDENCE.** There is limited evidence of action to support a shift towards equitable and complementary partnerships between local, national and international actors..

Impact indicator	Indicator	Evidence of progress
There are equitable and complementary partnerships between local, national and international actors.	4. Partnerships based on equitable and ethical practices	✔✔ Some
	5. Longer term strategic partnerships that build systems and processes which mirror the ambitions and goals of local/national partners	✔ Limited
	6. Increased power and decision-making of local and national actors within partnerships	✔ Limited

4. Use your evidence to change practice

This process gives concrete evidence about progress. You can use this evidence as:

▶ **The basis for discussion.** These facts and figures are intended to provide an objective basis for discussion about how localisation is progressing in context. This discussion would be useful at an organisational level, but also at a sector level. Cluster meetings would be a useful forum for examining some of the relevant datasets.

▶ **The basis for planning.** This process identifies areas where progress is limited and that could be prioritised in planning processes. Working as a group of international, national and local organisations, specific actions could be identified and targets set for change.

▶ **The basis for tracking future change**. Organisations can track how they are progressing against these key indicators at any time and, if interested, can develop their own organisational baseline in order to track their own progress.

TOOLS: SELF-ASSESSMENT SURVEY AND INTERVIEW GUIDES

What: This is a self-assessment tool that can be used to capture data on localisation progress.

How: It contains a set of quantitative survey questions, supplemented by exploratory open-ended questions to gather contextual information. This tool can be used by organisations to self-assess, or it can be used for external research. It can be used conjunction with other tools, such as a document analysis, to explore issues in more depth.

The self-assessment survey can be conducted face-to-face. The survey can also be conducted online, and the exploratory questions used to conduct supplementary interviews.

Who: The tool can be used by local, national and international actors. It is structured to generate both quantitative and qualitative information on each of the seven areas and indicators in the Localisation Measurement Framework.

What contexts: This survey can be used at the response level across a range of actors to reflect progress on localisation across the humanitarian sector, or it can be used at the individual organisational level to generate a baseline against which future progress can be measured.

Organisational Self-Assessment Survey and Interview Tool

How to use this tool:

▶ Both international and national/local actors can use this tool. It is divided into quantitative survey questions and exploratory/interview qualitative questions

▶ Adaptations/extra questions for international actors are provided in **dark blue**

▶ The self-assessment survey results can be used and/or provided to participating organisations to support tracking progress on localisation.

▶ The quantitative survey data can be entered into a tool such as Survey Monkey. This allows data to be compared over time, and across actors if required.

Key:

🌐 International actor

Partnerships

Survey questions	Response options	Exploratory questions
1. a) Do you have any partnership agreements with international agencies **(local/national actors)**? b) How many? 🌐 **(International actors) Approximately how many involve financial support from your organisation?**	Yes / No 0 / 1-2 / 3-4 / 5+ 0 / 1-2 / 3-4 / 5+	If yes, please briefly describe your partnerships in humanitarian response. Who do you partner with? How do those partnerships operate? Are they informal or formal?
2. Do the partnerships fund: a) project related work b) training for your staff <u>not</u> related to the project (e.g. finance training) c) operational staff costs of your organisation (staff not linked to project e.g. finance staff) d) overhead costs not linked to project (e.g. administration / office rent)	YES always / YES sometimes / NO never / Don't know	Is there anything else the partnership funds? Are you happy with the financial support provided in the partnership?
3. Are your organisations' ideas and views taken into account in the partnership?	All the time / Mostly / Sometimes / Rarely / Never	Are you able to explain your response? Do you have examples?

Survey questions	Response options	Exploratory questions
4. Is your organisation involved in decision making in partnerships e.g. decisions on changing geographic focus of a project / decisions on budget reallocations? 🌐 **(International actors) Is your partner organisation involved in decision making in partnerships e.g. decisions on changing geographic focus of a project / decisions on budget reallocations?**	All the time / Mostly / Sometimes / Rarely / Never	Are your projects co-designed, implemented and evaluated with your partners? How does this work? Can you provide an example?
5. Have you ever formally assessed the capacity of your partner in your partnership e.g. undertaken an assessment of their strengths and weaknesses and provided recommendations on areas for improvement? 🌐 **(International actors) Has your partner organisation ever formally assessed your capacity in your partnership? e.g. undertaken an assessment of your strengths and weaknesses and provided recommendations on areas for improvement?**	Yes / No / Don't know	What guides the partnership (values/principles)? a) What sort of partnership dialogue exists? b) Are there partnership review processes? c) Do you feel your partnership is meaningful?

Leadership

Survey questions	Response option	Exploratory questions
6. Do you think that local and national organisations (including government) lead on decision making in humanitarian emergencies in your country? 7. Do you think that local and national NGOs lead on decision making in humanitarian emergencies in your country? 8. Do you think that local communities lead on decision making in humanitarian emergencies in your country?	All the time / Mostly / Sometimes / Rarely / Never	Please can you explain your response? Which other actors are involved? Is the balance right?
9. Do you think that international actors respect and work with in-country leadership structures and mechanisms?	All the time / Mostly / Sometimes / Rarely / Never	Do you have examples of when international actors have respected and supported national organisations' leadership?
10. How many times in the last six months has your organisation met directly with an international donor? 🌐 **(International actors) Does your organisation ever facilitate local/national partners to meet with international donors?** 🌐 **(International actors) How many times in the last six months has your organisation facilitated your partner to meet with an international donor?**	0 / 1-2 / 3-4 / 5+ YES/NO/Don't know 0 / 1-2 / 3-4 / 5+	Do you meet donors with your international/national partners? Do international actors facilitate/support those meetings?

Survey questions	Response option	Exploratory questions
11. What NUMBER of leadership positions (CEO/ Country Director and leadership team positions) are filled with national staff? What is the total number of staff in your organisations?	Number of staff in leadership positions: Number of staff that are national: Number of staff that are international:	

Coordination and complementarity

Survey question	Response option	Exploratory question
12. Do you participate in international-national coordination forums and meetings such as clusters? 13. What forums do you engage in the most (national or international)?	YES / NO / Don't know National International	What is your experience of engaging with/in coordination forums? E.g. notice given, has the invitation gone through you or partner? Which forums do you engage in?
14. Does your organisation co-lead in any of the cluster meetings?	Yes / No / Don't know	
15. Are cluster meetings conducted in the local language?	All the time / Mostly / Sometimes / Rarely / Never	
16. Are cluster reports written in the local language?	All the time / Mostly / Sometimes / Rarely / Never	
17. Do you think your ideas and suggestions are heard in the coordination forums?	All the time / Mostly / Sometimes / Rarely / Never	

Policy influence and advocacy

Survey questions	Response option	Exploratory questions
18. Are you aware of the humanitarian policies and planning processes in country?	Yes / No / Partially	What are the most important humanitarian preparedness and planning policies and processes from your perspective?

Survey questions	Response option	Exploratory questions
19. How much are you or your organisation involved in influencing / feeding ideas into the development of humanitarian policies and planning processes in your country?	All the time / Mostly / Sometimes / Rarely / Never	Are you happy with the extent to which you are invited to feed ideas into humanitarian policies and standard-setting? Who leads on preparing the Humanitarian Needs Overview and Humanitarian Response Plan in an emergency situation? Did international or local actors lead on this in the last response?

Participation

Survey questions	Response option	Exploratory questions
20. Does your organisation take opinions of affected people into account during design and implementation of programmes?	All the time / Mostly / Sometimes / Rarely / Never	Do humanitarian organisations have the flexibility to adjust their projects and programmes when conditions change / based on needs articulated by the affected population?

Funding

Survey questions	Response option	Exploratory questions
21. Approximately how many different sources of funding does your organisation have for humanitarian preparedness and response work?	0 / 1-2 / 3-4 / 5+	Can you access direct funding from donors? Do you have any examples of this?
22. Do you feel you receive a fair proportion of funding compared to international actors in humanitarian response?	All the time / Mostly / Sometimes / Rarely / Never	Are there mechanisms in place to provide local/ national organisations with rapid funds in an emergency? If so which ones?
23. How often do you feel that your organisation is financially stable e.g. good cash flow / operational budget in the bank for at least 3 months?	All the time / Mostly / Sometimes / Rarely / Never	
24. Do your international partners share project budgets and financial reports with you? 🌐 **(International actors) How often do you share project budgets and financial reports with your local/national partners?**	All the time / Mostly / Sometimes / Rarely / Never	

Capacity

Survey questions	Response option	Exploratory questions
25. Do you feel that the capacity of your organisation is strengthened by international support? 🌐 **(International actors) Do you feel that international support strengthens the capacity of your in-country team and/or partner?**	All the time / Mostly / Sometimes / Rarely / Never	Can you explain your answer. Why is it strengthened or not? What approaches are most effective?
26. a) Did international staff deploy to support your organisation in the last humanitarian response? 🌐 **(International actors) Did international staff deploy to support your partner in the last humanitarian response?** b) If yes, how many? c) Was this an appropriate amount?	Yes / No / Don't know 0 / 1-2 / 3-4 / 5+ Too many / right number / too few / don't know	Please explain your response.
27. Did you/ your organisation get to decide on who would be deployed and when into your organisation?	Yes / No / Sometimes / Don't know	
28. Did you/ your organisation provide a performance review on the deployed staff into your organisation? 🌐 **(International actors) Did your partner provide a performance review on the staff you deployed to them?**	Yes / No / Don't know	
29. a) Who defines the capacity needs of your organisation? 🌐 **(International actors) Who defines the capacity needs of your partners?** b) Is this appropriate?	International partners / our own organisation / combination of both Our organisation / our partner / Combination of both Yes / No / Partially	
30. Do international actors focus on the areas of capacity strengthening that you want them to? 🌐 **(International actors) Do international actors focus on the areas of capacity strengthening that local partners request?**	All the time / Mostly / Sometimes / Rarely / Never	What should international actors be focusing on? What would you like them to continue doing or do differently?

HOW WE USED THE APPROACH TO BASELINE LOCALISATION IN THE PACIFIC

The research journey

PIANGO, national civil society umbrella bodies and Humanitarian Advisory Group collaborated to design and conduct localisation baselines across four countries in the Pacific. These baselines provide a high-level snapshot of progress on localisation at the country level.

How did we do it?

1. **Development of the methodology:** The research teams collaborated to develop the methodology, ensuring that it reflected Pacific research principles and was contextualised to each country. A Localisation Measurement Framework was developed to reflect Pacific priorities for measurement that contained indicators and means of verification. It uses a baseline and endline approach to measure change – endlines will be conducted in 2020-21.

   The baselining process has two objectives:

   1. To provide baseline data against which changes in agency localisation knowledge and practice can be measured

   2. To identify the relative strengths and weaknesses of current agency practice in relation to localisation

This included measuring activity and impact across seven areas: partnership, leadership, coordination & complementarity, funding, policy & advocacy, capacity and participation. The Framework is contained in Appendix 1.

2. **Research tools:** The baselines used a mixed methods approach involving a data collection process led by PIANGO, national umbrella body and Humanitarian Advisory Group researchers.

   Research tools included:

   ► Guided self-assessment survey for all participating organisations outlined above

   ► Key informant interviews

   ► Group exercises and focus group discussions with key stakeholders and communities

   ► Document analysis

3. **Data collection in-country:** PIANGO, national umbrella body staff and Humanitarian Advisory Group representatives led the data collection process in country.

Data was collected with as many stakeholders involved in humanitarian action as possible:

► International actors including INGOs, UN agencies, donor governments, other multilateral structures/bodies and regional actors

► National actors including civil society organisations, National Red Cross Societies, government bodies, national NGOs, private sector, coordination forums & mechanisms, and umbrella bodies

► Local actors including community based organisations, civil society actors, provincial and local government authorities, traditional leadership structures and communities.

The process did not gather data across all indicators – availability in some cases of evidence was limited.

4. **Developing a country baseline:** Data was consolidated across actors and sectors to provide a baseline of localisation across the humanitarian ecosystem in-country, using the Measurement Framework.

Perceptions and practice were compared across international and national/local actors, and each of the seven areas was assessed against the following: no evidence of progress, limited evidence, some evidence and strong evidence of progress.

Several baselines have been launched by the national civil society umbrella body in country, and continue to be used for advocacy and planning purposes.

Walking the talk: localised approaches to research

A focus on the process: Localisation is a hot topic in the Pacific region. This research was designed collaboratively to not only focus on research outputs themselves, but the process of joint collaboration between research partners and the purposeful focus on bringing key stakeholders together to communicate and share ideas on the current state of progress.

This collaboration between PIANGO, their national umbrella body members in the four countries and Humanitarian Advisory Group sought to reflect localisation principles and practice, and support locally led and designed research.

Research design and implementation: This research was designed jointly between PIANGO and Humanitarian Advisory Group. Research ethics processes in each of the case studies countries were undertaken to meet national requirements. National researchers led the process in-country in the local language/s ensuring appropriate contextualisation and ability to engage relevant stakeholders. International researchers provided technical support and accompaniment in the research process. International and national researchers shared their different knowledge and expertise across the process.

Incorporating Pacific research methodologies: The research design and implementation incorporated Pacific research approaches, such as the Talanoa Research Methodology, informed by Pacific researchers at PIANGO, and the national researcher in the case study countries.

Consulting and socialising: PIANGO and their members, supported by Humanitarian Advisory Group, led consultations across the Pacific to ensure that the measurement approach reflected Pacific stakeholder priorities for measuring change, and to support socialisation of the research at national and regional events.

Interested in further collaboration or discussion?

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APPENDIX 1: DETAILED MEASUREMENT FRAMEWORK

Key

ALL	National/local and international actors
SAS	Self-assessment survey
DR	Document review - contracts / MOUs / partnership agreements

KII	Key Informant Interview
L/NA	Local/National Actors
MOU	Memorandum of Understanding

IMPACT INDICATOR: PARTNERSHIPS - Equitable and complementary partnerships between local, national and international actors

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
1. Partnerships are based on equitable and ethical partnership practices	Is there a partnership agreement/MOU?	ALL	DR
	Are there a set of partnership principles embedded in partnership documentation ?	ALL	DR - Partnership agreements/contracts
	Are there opportunities for national/local partners to assess the capacity of the international partner?	ALL	KII, DR - Partnership agreements/contracts
	Do the MOUs include reciprocal reporting?	ALL	DR - MOUs/Partnership agreements
	Are there partnership review processes?	ALL	KII
	Is there a perception that partnerships are equitable (partners feel respected and equally valued)?	ALL	SAS (Self-assessment survey)
	Is there a perception that partnerships are publicly recognised?	ALL	SAS

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
	Average duration of all partnership agreements that have any humanitarian component	ALL	DR - partnership agreements/contracts
2. Longer-term strategic partnerships that aim to build systems and processes that mirror the ambition and goals of the local/national partner	Average proportion of total partnership funding per contract that is allocated to anything other than project implementation	ALL	DR - partnership agreements/contracts
	Proportion of partnership contracts that go beyond funding for project-based activities (overhead, capacity development etc.)	ALL	DR - partnership agreements/contracts
	Do partnerships invest in long terms systems and processes for your organisation?	ALL	KII
	Perception of local and national actors of a shift from project-based to strategic funding and partnerships	ALL	SAS
3. Increased power and decision-making of local and national actors within partnerships	Evidence that projects are co-designed, implemented and evaluated with national and local partners	ALL	KII, DR - Partnership agreements/contracts
	Perceptions of local and national actors that they have increased decision making	ALL	SAS
	To what extent do L/NA lead on decision making about budget allocations?	ALL	SAS

IMPACT INDICATOR: LEADERSHIP- National actors define and lead on humanitarian action

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
1. International actors support and strengthen national leadership	Evidence of national organisations meeting with and directly engaging with donors on programs	Donors / national humanitarian leaders	KII
	Percentage of leaders that have mentoring support (designated mentors in structured process) disaggregated by national and international	National and international humanitarian leaders	KII & SAS
	Perceptions that international actors support and strengthen national leadership	National and international humanitarian leaders	SAS
	Representation of national staff in leadership positions - % across all organisations (top 2 tiers of the organisation)	ALL	KII & DR - org charts
2. Local and national actors lead response and dominate decision-making	Representation of national leadership in media reporting of recent responses	Media	DR-media
	Perception that L/NA lead response and dominate decision making (potentially in last response)	ALL	SAS
	Perception that there is investment in increasing national leadership	ALL	SAS
3. International actors work with and respect in-country leadership structures and mechanisms	Perceptions of local, national and international actors about respecting and working with in-country leadership structures and mechanisms	ALL	SAS

IMPACT INDICATOR: COORDINATION AND COMPLEMENTARITY - Application and respect for commonly agreed approaches to 'as local as possible and as international as necessary'

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
	% breakdown of national and international organisations leading national and subnational clusters	Cluster coordinators	KII & DR
	% breakdown of national and international organisations participating in clusters	Cluster coordinators	KII & DR
1. National representation and engagement in coordination forums and meetings	Proportion of coordination meetings conducted in local language	Cluster coordinators	KII & DR
	Ownership of cluster administration and report writing (who writes / who sets meeting agenda)	Cluster coordinators	KII
	Perception that local and national actors can engage as equal partners and are able to participate actively in coordination mechanisms	ALL	SAS
	Floor time of international and national actors in cluster meetings	Cluster meeting	Observation
2. Clearly defined parameters for international actors complementing local and national actors in humanitarian response	Perception that international actors support, rather than undermine, government coordination mechanisms	ALL	KII
	Perception that local, national and international actors have understanding of complementarity of roles	ALL	KII
3. National civil society coordination mechanisms are funded and have technical capacity to operate in humanitarian response	% of national civil society coordination mechanisms' budgets funded by international donors	National Co-ordination mechanism	KII - national coordination bodies
	Perception that civil society coordination mechanisms have capacity in humanitarian response	ALL	SAS
4. Humanitarian response is delivered in a way that is collaborative and complementary (i.e. based on an analysis of the specific strengths/weaknesses of different humanitarian actors)	Extent to which organisations felt their potential contribution to the last response was fully utilised	ALL	SAS & KII
	Extent to which organisations felt their capacity was strengthened or undermined in the last response	ALL	SAS & KII

IMPACT INDICATOR: PARTICIPATION - Communities lead and participate in humanitarian response

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
1. Development of community/contextualised standards for all actors working in that context	Number of common humanitarian standards, tools and policies that have been contextualised	ALL	KII & SAS
	Number of key documents such as emergency response procedures that have been translated or developed by L/NA	ALL	SAS & DR - Response plans, standards, policies, needs assessments
	Perception that standards, tools and policies are appropriate to meet the needs of the affected population	ALL	SAS
2. Communities have increased opportunities to shape programming, including evaluating INGO work	Existence of formal mechanisms within L/NA and international organisations to provide information to, and ensure the participation of affected populations (including feedback mechanisms)	ALL	KII

POLICY INFLUENCE/ADVOCACY/VISIBILITY - Humanitarian action reflects the priorities of affected communities and national actors

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
1. Policies are informed by local and national voice including communities	Involvement of L/NA in the preparation of the Humanitarian Needs Overview and Humanitarian Response Plan	ALL	KII
	Recognition of partner role, and credit for local design and implementation of programming in international partner reporting	ALL	KII & DR- INGO reports
	Perception that humanitarian policies and approaches are informed by local and national voice including communities	ALL	SAS
2. National actors are recognised as key stakeholders in national debates about policies and standards that may have significant impact on them	Increase in the number of times that the names of national and local collaborators, including sub-contractors, appear in reports to donors and external communications, relative to those of international actors	Documents	DR - INGO report and public documentation
	Engagement of L/NA and NGO networks in humanitarian policy issues and standard-setting		
	Proportion of national and international authorship of significant research products related to humanitarian issues in country	Research publications (within selected locations for specific time period)	DR - research publications
3. Local and national actors influence on donor priorities in country, including program design and implementation	Increase in L/NA access to the largest in-country donors	National actors	SAS

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
	Use of national and regional surge capacity over international expertise	ALL	KII, DR - response reports
	Pre-mapping of surge support in national and local organisations	ALL	KII, DR - project plans, organisational development documents
1. National and regional surge capacity and use of local over international expertise	Number of Australian based staff on deployment registers / number of annual deployments	ALL	DR- organisation reporting
	Number of national and local organisations that have been facilitated to engage with international frameworks and standards such as CHS, HQAI, Sphere etc.	ALL	KII, DR
	Perception that L/NA are appropriately supported by partner/international organisations in advance of and during humanitarian response	ALL	SAS
	Are L/NA receiving an explicit funding line item to determine their own capacity?	Budget proposals	DR - budgets/funding agreements
2. Actors do not undermine capacity of national actors in emergency response	Perception that L/NA are able define their own organisational capacity needs	ALL	SAS
	Perception that international actors do not undermine capacity of national actors in emergency response	ALL	SAS
	Number of humanitarian standards, tools and policies available in the local language	ALL	DR - standards, tools and policies
3. Contextualised humanitarian standards, tools and policies are available	Perception that humanitarian standards, tools and policies are accessible and appropriate	ALL	SAS
	Key documents such as emergency response procedures and needs assessments have been developed by L/NA (authorship of documents)	ALL	KII, DR - emergency response procedures, policies
4. Legislation and plans in place to support national response capacity	Disaster response legislation and plans in place with clear roles for international and national actors	ALL	

Indicator	Means of verification (or evidence of activity)	Data source	Data collection tool
1. L/NA have access to direct funding with limited or no barriers	Perception that L/NA have increased control over funding decisions	ALL	SAS
	Perception that humanitarian funding is more directly allocated to L/NA	ALL	SAS
	Transparency of financial transactions and budgets as perceived by L/NA. Do L/NA have visibility over project budgets?	ALL	SAS, DR - contracts
	Do L/NA actors receive over heads?	ALL	KII, DR - budgets
	Mechanisms exist to provide funding quickly in emergency response for national actors (e.g. Emergency Response Funds)	ALL	KII, DR - policies and procedures
	L/NA can access funding without intermediary	ALL	KII
	For the top five largest national/local organisations, how many have direct engagement with key donors (without presence of international partners)?	ALL	KII, DR - annual report
	Perception that more humanitarian funding is being allocated to local and national actors	ALL	SAS
2. Increase in the amount of humanitarian funding to local and national actors	%/$ of funding that is directly given to L/NA	ALL	DR - funding agreements, WHS commitment reporting
	Increase in the number of international actors that publish the percentage of funding passed on to local NGOs	ALL	DR - response reporting/ annual reports
	Perception that L/NA receive a fair proportion of funding compared to international actors in humanitarian response	ALL	SAS
3. Local and national actors have increased decision making over financial matters	Perception that L/NA have increased control over funding decisions	ALL	SAS
	Do partners see overall budgets?	ALL	KII