

OTHER LEARNING RESOURCES

(SHORT DESCRIPTION AND LINKS)

Measurement framework and tools

Localisation has been explored in various studies and conferences and adapted in or informed numerous projects, programmes and initiatives since the World Humanitarian Summit. While debates still linger, the humanitarian sector has started to track what actors are doing and where and to measure the progress to which the Grand Bargain Localisation commitments are being implemented. A few measurement frameworks and tools have also recently been developed to measure evidence of the impact of localisation or what does a shift to a more localised humanitarian action mean in policy and practice. The NEAR Localisation Measurement Framework and the Humanitarian Advisory Group's Measuring Localisation: Framework and Tools are two of these.

Measuring progress on localisation is currently documented in several different ways:

- Self-reporting at the WHS commitment progress at the organisational and initiative level (e.g., Charter for Change Progress Report)
- Independent reporting on WHS collective commitment progress and individual WHS commitments (e.g., Global Public Policy Institute's Independent Grand Bargain Report)
- Independent research on sector-wide thematic localisation priorities (e.g., Ground Truth Solutions' report World Humanitarian Summit: Perspectives from the Field)
- Project, programme, organisational or donor level research reporting and evaluation frameworks (eg., Start Network's Shifting the Power project)

Source: Intention to Impact: Measuring Localisation, Humanitarian Advisory Group, February 2018

NEAR Localisation Performance Measurement Framework

The purpose of this Localisation Performance Measurement Framework (LPMF) is to evidence progress made towards achieving localisation commitments. While its focus is on local and national actors, it is anticipated that it will also be relevant to international NGOs, UN agencies and donors as well as research and academic institutions that are studying or evaluating localisation.

The development of the LPMF has been guided by the aspiration to offer an approach that is clear, practical, and that can assist in strengthening the evidence base for localisation and advance a common understanding of the progress that is being made towards achieving this, as well as identifying areas of weakness. While it has been conceived and structured in a particular way, it is anticipated that those using the LPMF will use the parts of it that are most relevant to them, or adapt it to meet their specific needs. The aim is to encourage measurement and research as a means of promoting localisation rather than tying users to one specific approach.

Below are key sections of the framework. The full document can be accessed using this [link](#). Translated versions of the LPMF can be found here for [Arabic](#), here for [French](#) and here for [Spanish](#).

Summary of the localisation performance measurement framework LPMF

The table below provides a summary of each localisation component included in the LPMF. It outlines the desired change that is anticipated, provides an impact indicator and summarises the key performance indicators.

Guidance notes: Six colour-coded localisation **components** are listed below. Each component has a **desired change** which outlines the shifts that needs to occur to contribute to achieving localisation; each has a number of **key performance indicators (KPI)** which are grouped thematically (e.g. quantity of funding, quality of funding etc.); each has an **impact indicator** which addresses whether localisation has impacted the humanitarian system.

1. Partnerships	
Desired change	More genuine and equitable partnerships, and less sub-contracting
Impact indicator KPIs	Equitable and complementary partnerships between L/NA and INGOs/UN to facilitate the delivery of timely, and effective humanitarian response (1.1) Quality in relationships, (1.2) Shift from project-based to strategic partnerships, (1.3) Engagement of partners throughout the project cycle
2. Funding	
Desired change	Improvements in the quantity and quality of funding for local and national actors (L/NA)
Impact indicator	Increased number of L/NA describing financial independence that allows them to respond more efficiently to humanitarian response
KPIs	(2.1) Quantity of funding, (2.2) Quality of funding, (2.3) Access to 'direct' funding (2.4) management of risk

3. Capacity	
Desired change	More effective support for strong and sustainable institutional capacities for L/NA, and less undermining of those capacities by INGOs/UN
Impact indicator	L/NA are able to respond effectively and efficiently to humanitarian crises, and have targeted and relevant support from INGOs/UN
KPIs	(3.1) Performance management, (3.2) Organisational development (3.3) Quality standards, (3.4) Recruitment and surge
4. Coordination and complementarity	
Desired change	Greater leadership, presence and influence of L/NA in humanitarian leadership and coordination mechanisms
Impact indicator	Strong national humanitarian leadership and coordination mechanisms exist but where they do not, that L/NA participate in international coordination mechanisms as equal partners and in keeping with humanitarian principles
KPIs	(4.1) Humanitarian leadership, (4.2) Humanitarian coordination (4.3) Collaborative and complimentary response
5. Policy, influence and visibility	
Desired change	Increased presence of L/NA in international policy discussions and greater public recognition and visibility for their contribution to humanitarian response
Impact indicator	L/NA shape humanitarian priorities and receive recognition for this in reporting
KPIs	(5.1) Influence in policy, advocacy and standard-setting, (5.2) Visibility in reporting and communications
6. Participation	
Desired change	Fuller and more influential involvement of crisis-affected people in what relief is provided to them, and how
Impact indicator	Affected people fully shape and participate in humanitarian response
KPIs	(6.1) Participation of communities in humanitarian response, (6.2) Engagement of communities in humanitarian policy development and standard-setting

Step 1

Understanding the framework

There are 6 localisation components

- Partnerships
- Funding
- Capacity
- Coordination and complementarity
- Policy, influence and visibility
- Participation



Each component has a number of key performance indicators (KPI) which have been grouped thematically



Each component has a desired change which outlines the shifts that needs to occur to contribute to achieving localization.



Each component has an impact indicator which addresses whether localization has impacted the humanitarian system.

Report ref.: Section 5

Step 2

Assessing localisation performance

Each KPI has one or more means of verification which are qualitative or quantitative measures which can be used to assess performance. Accompanying these are measurement strategies which provide tools and guidance to support performance assessment.



Before starting the performance assessment, a decision should be made about which of the localisation components listed in the framework to measure, and for each component, which KPIs outlined in the framework are most relevant.



Once the selection has been made, relevant measurement strategies should be selected from the framework. Performance against relevant KPIs can be assessed through a range of approaches which include key informant interviews, focus group discussions, direct observation, document review and secondary data review. The assessment does not have to include all the KPIs but should include those which are considered most relevant.



Once the scope of the assessment has been defined and measurement strategies have been selected, the research can be conducted.

Report ref. : Section 6

Step 3

Benchmarking performance

The localisation assessment summary offers a way to determine whether progress towards localisation commitments is being achieved.



The use of a simple 4-point scale (poor, modest, good, excellent) to indicate the level of progress that has been achieved against each of the localisation KPIs allows calibration and comparison of findings.



Using the findings of the research indicate the progress made for each KPI.



The results should be entered directly into the table.

Report ref. : Section 7

Step 4

Action planning

The localisation report and action plan summarises progress made and identifies key actions that are required to strengthen localisation



A brief summary should be written of the overall findings for each of the localisation components.



Changes that are still required to make progress towards the localisation impact indicators should be documented.



Actions that need to be taken to make further progress should be outlined.

Report ref. : Section 8

Measuring Localisation: Framework and Tools, Humanitarian Advisory Group (HAG) and Pacific Islands Association of Non-Governmental Organisations (PIANGO)

This document outlines an approach, including a framework and some tools, that can be used to measure progress and impact of localised humanitarian action in a wholistic way. These were jointly developed by HAG and PIANGO together with national CSO umbrella bodies, when collaborating to design and undertake a localisation baselining process in four Pacific countries: [Fiji](#), [Solomon Islands](#), [Tonga](#) and [Vanuatu](#). 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. It is intended to be contextualised as needed – not all components of the framework may be relevant in all contexts.

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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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

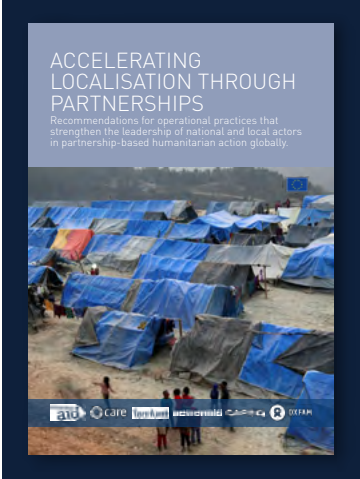
Capacity	
 Impact indicator	Local and national organisations are able to respond effectively and efficiently, and have targeted and relevant support from international actors
 Progress indicators	<ol style="list-style-type: none"> 1. Use of local, national and regional surge capacity over international 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	<ol style="list-style-type: none"> 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

The full document can be accessed using this [link](#) . Additional reports for reference on contextualising the framework for different countries and contexts:

- [Two steps forward, one step back: Assessing the implications of COVID-19 on locally-led humanitarian response in Myanmar](#) (December 2020) – our most recent publication looking at how COVID-19 has impacted localisation in Myanmar.
- [Elevating Evidence: Localisation in the 2019 Bangladesh Flood Response](#) (April 2020) – a review of Bangladesh’s response to 2019 flooding from a localisation perspective.

Localisation Workstream Guidance Note related research

Accelerating Localisation through Partnerships



Recommendations for operational practices that strengthen leadership of national and local actors in partnership-based humanitarian action globally

This research was commissioned by the Accelerating Localisation through Partnerships programme – a multi-agency consortium programme funded by the European Commission’s Civil Protection and Humanitarian Aid department (ECHO) – to establish what operational elements of partnership between local, national and international NGOs are most likely to foster localisation of humanitarian action. It was conducted in the four countries – Nepal, Myanmar, South Sudan, and Nigeria – reflecting experiences of local and national NGOs.

Country level financing solutions for local actors



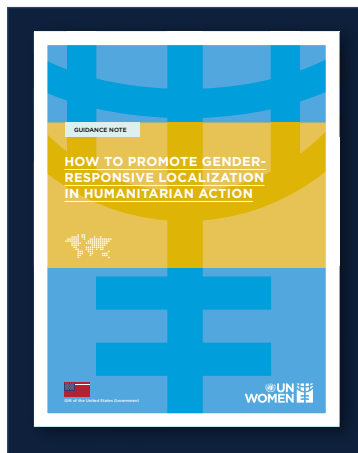
This document is the final report for a research project on “Country-level financing solutions for local actors” commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) with funding from ECHO and carried out by Owl RE research and evaluation consultancy. It is complemented by case studies on three countries, Colombia, Ethiopia and Ukraine and a literature review.

Re-thinking capacity and complementarity for more local humanitarian action



To better inform humanitarian action that is as local as possible and as international as necessary, the Humanitarian Policy Group at Overseas Development Institute launched a two-year research project on capacity and complementarity in 2017. This report draws on research conducted during the project, including an initial paper reviewing literature and practice; a case study on the response to the Rohingya refugee crisis in Bangladesh and a case study on the humanitarian response to conflicts in South Kivu and Kasai Central in Democratic Republic of Congo.

How to promote gender-responsive localisation in humanitarian action



The guidelines were developed to provide hands-on, practical guidance on how to promote gender-responsive localisation at the country level, drawing on relevant Grand Bargain commitments and global discussions in the context of the Grand Bargain Friends of Gender Group and beyond. The guidelines address key issues and entry points to advance gender-responsive localisation at the operational level with focus on funding, coordination and partnerships.

Desk Review on Enhancing the Potential of Pooled Funds for Localisation

- [Desk Review on Enhancing the Potential of Pooled Funds for Localisation](#)

This study was commissioned by Oxfam for the Grand Bargain Localisation Workstream and authored by Andy Featherstone and Tasneem Mowjee (September 2020). The objective of the study is to inform GB signatories of how pooled funds can better support localisation outcomes committed within the Grand Bargain.

Sample Localisation Framework and Roadmaps

Operational Framework for Localisation in Nigeria

- [Pathways to Localisation](#), a framework towards locally-led humanitarian response in partnership-based action
- [Nigerian National Localisation Framework](#)

NAHAB Accountability Framework and Localisation Roadmap

- National Alliance of Humanitarian Actors in Bangladesh (NAHAB) [Localisation Road Map](#)

Partnership Framework and Guidelines

- National Humanitarian Network (NHN) Pakistan [Localisation Charter of Commitments](#)

Framework for Strengthening Institutional Capacity of Local and National Actors

- Global Education Cluster, Global Protection Cluster [Localisation Framework](#)

Localisation in Practice

- [Seven Dimensions of Localisation – Emerging Indicators and Practical Recommendations](#)

Commissioned by the Disasters and Emergencies Preparedness Programme Learning Project this report builds on, and further develops, the Seven Dimensions of Localisation Framework that was developed by Global Mentoring Initiative [GMI].