Localization of Protection
Capacity-Building Workshop on Coordination for Local and National NGOs
19-20 December 2018

Contents

Introduction

The World Humanitarian Summit (WHS) recognized that increased localisation is fundamental to the delivery of a dignified and effective humanitarian response, concluding that humanitarian action should be "as local as possible, as international as necessary." The associated Grand Bargain emphasized the need to make more deliberate and explicit efforts to better engage with, empower and promote the work of local actors. The Global Protection Cluster (GPC) is seeking to meet the commitments made in regards to localisation and is keen to ensure and increase local actors' engagement in both field coordination mechanisms and global strategic decision making. This work is being carried out by the Child Protection Area of Responsibility (CP AoR) and the International Rescue Committee (IRC) on behalf of the Global Protection Cluster (GPC) and with the collaboration of the country-level Protection Cluster and Sub-Clusters.

From January to June 2018, the IRC conducted an online survey to gauge interest from field colleagues in the GPC localisation initiative and start identifying obstacles for the participation and inclusion of national actors in the cluster system. The IRC then conducted a two-day workshop in Islamabad, Pakistan to build capacities of local and national NGOs on Localization of Protection. This report provides a summary of the discussions which took place during the workshop.

Objective

- Increase the knowledge of national partners on the humanitarian architecture and on the importance of coordination.
- Allow national partners to be equipped with the skills and capacities to participate in and influence coordination groups.
- Identify good practices, gaps, and recommendation to advance the localization agenda in the coordination groups in Pakistan.

Workshop

According to cultural norms, the workshop started with the recitation of the holy Quran verses followed by the introduction of participants, workshop rules setting and agenda overview.

Session 1 - Understanding the Localization Agenda

Facilitators started the workshop by presenting the localization agenda and the commitments taken by the humanitarian community with regards to the current humanitarian system which requires a radical and systematic change so that the world can deal better with the humanitarian challenges of today, and of the future**.** In this session participants were oriented on:
- Sustainable Development Goals - 2015
- World Humanitarian Summit - 2016
- Charter for Change - 2016
- Grand Bargain – 2016

The facilitators also introduced the Grand Bargain 10 commitments among which localization is one of them. Currently, local and national NGOs in Pakistan do not always have adequate capacity to apply for international funding. One of the Localisation commitment is to ensure that by 2020, 25% of the humanitarian funding globally is provided directly to local partners. To ensure the progress towards the Localisation commitments are monitored, the humanitarian community has agreed to undertake a transparent annual review. Furthermore another localisation commitment ensures that support will be provided to reinforce local partners' organizational capacities and operational processes.

Localization: *« As local as possible, as international as necessary »*

After an introduction about the localization agenda, a brainstorming session was undertaken with participants to identify what localisation means, who are national/local actors and what do local and international actors bring to the humanitarian response. The facilitator insisted on the fact that the localisation approach boils down to ensuring that the response is 'as local as possible, as international as necessary'. It was recognized that determining the right configuration or balance between international and national contributions is a difficult and subjective task and that the coordination group can support with constantly reviewing the situation and bringing the sector to a consensus on whether the balance is right.

Localization Rationale

The facilitator summarized the brainstorming session by providing the following key messages explaining the rationale for around the localization approach:

- National and local responders are first and last responders to crises
- Engage with local and national responders in a spirit of partnership
- Reinforce rather than replace local and national capacities
- Coordination system represent an opportunity for a system-wide shift
- Localization needs to be an integral part of the humanitarian response strategy

Participant feedback on Localization

Participants shared their concerns around achieving by 2020 the target of 25% of the funding channelling directly through local partners, particularly in Pakistan. According to participants, funding is usually granted to local organizations which are quite big (in terms of portfolio) and old in this sector; and to those already getting funds from the international donors, while new and small local organizations are usually ignored. It is also rare to see initiatives to build local organizations' capacity allowing them to compete for funding. Participants expressed that initiatives like this should be prioritized to ensure the capacities of local organizations in areas such as administration, finance, human resources, and operations are reinforced as well as skills for the representation in different strategic forums, and coordination and advocacy developed.

Session 2 - Participating in the international coordination system

This session provided an overview of the history and the international humanitarian architecture and showed how it contributes to better coordination and improved humanitarian response. To better understand the four humanitarian principles which are **Humanity**, **Impartiality**, **Independence** and **Neutrality**, the facilitators conducted a group exercise in which each group was given case study on one humanitarian principles. All four groups shared their feedback on their respective case study; facilitator also explained each of the four humanitarian principles:

- **Humanity**: Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and ensure respect for human beings. It also means that when we seek to assist, we treat individuals as human beings with dignity who should be respected.

- **Neutrality**: The principle of neutrality dictates that humanitarian actors must NOT take sides in hostilities or engage in controversies of a political, racial, religious, or ideological nature.

- **Impartiality**: Humanitarian aid must be delivered impartially, regardless of the nationality, gender, race, religious belief, class, political opinions or ethnicity. People should get assistance on the basis of need, and need alone, giving priority to the most urgent cases of distress.

- **Independence**: Humanitarian actors must remain independent and autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

Humanitarian Architecture

Participants were given detailed orientation on the global humanitarian architecture to clarify how the coordination system is designed to make sure that humanitarian aid is as effective as possible. A brief explanation of each component of the system was shared with the participants:

- **Office for the Coordination of Humanitarian Affairs (OCHA)**
- **Inter-Agency Standing Committee (IASC)**
- **Humanitarian Coordinator (HC)**
- **Humanitarian Country Team (HCT)**
- **NGO consortia**
- **Cluster Approach**

During the session participants shared their thoughts on the humanitarian architecture in place in Pakistan:

- The role of NHN - being a network of local NGO and active participant of cluster, ICCM, HCT – in liaising with / representing local NGOs
- Clusters meetings are not taking place regularly – protection cluster is transitioned into a working group and FDMA is leading the group – participants shared their concerns around their representation in that forum and that voices of local NGOs are not always listened.
- INGOs get more opportunities to be in the role of leadership / co-leadership due to their representation in the national forum meetings where decision making takes place. While in the meantime, local NGOs representatives don't get access to this opportunity for various reasons, including that the representation of local organizations representatives in cluster meetings is ad hoc due to lack of funding, staff turnover, and lack of understanding of the importance of these meetings.
- Many of the local organizations were not even aware how the protection cluster is linked to the HCT, or what exactly is the role of cluster in addition to the coordination of organizations working in the humanitarian response.
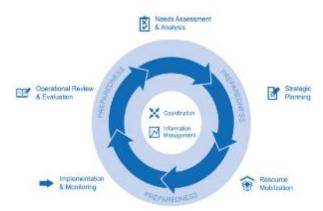
Humanitarian Program Cycle
The process that organizes the response to humanitarian emergencies is called the Humanitarian Programme Cycle (HPC). The HPC is a coordinated series of actions undertaken to help prepare for, manage, and implement humanitarian response. It consists of a number of elements coordinated in a seamless manner, with one step logically building on the previous and leading to the next. It is intended to be a collective, consultative process that creates an environment in which all those involved in a response can see their role in relation to others. Processes that are inclusive and consultative generate better planning decisions, more robust cooperation, greater accountability, and legitimacy. It is important for NGOs to understand the elements of the HPC so that they can fully participate in the phases of the emergency response alongside other humanitarian actors.

The facilitator therefore explained the main phases in the Humanitarian Programme Cycle and the role that local organizations can play in each of the steps of the HPC:
  • Needs assessment and analysis
  • Strategic response planning
  • Resource mobilization
  • Implementation and monitoring
  • Operational review and evaluation

In order to implement the HPC effectively, there are two elements at the heart of the cycle.
  ❖ *Effective coordination* with national and local authorities and humanitarian actors. Responding to the needs of affected people is at the heart of humanitarian response, and coordination facilitates that response.
  ❖ *Information management* which underpins each phase of the HPC and helps connect phases by carrying enriched information from one to another. It is important that organizations participating in the response collect and share information, including the "4Ws" of who is doing what, where, and when.

Session 3: Coordination and Leadership Skills
During this session participants outlined the minimum commitments for participating in coordination groups and provided key lesson learned on effective humanitarian coordination and the skills needed to take coordination and leadership role. Coordination revolves around three main dimensions which are:
  • Stakeholders
  • Beneficiaries
  • Service Providers

A brainstorming exercise was done in which participants shared attributes of a good coordinator. Participants listed the below:
  - Avoid changing facilitators, to ensure the cohesion of the operation.
  - Be familiar with protection and human rights.
  - Be familiar with the language and local culture.
  - Have a clear coordinator profile and job description.
  - Be available to partners and give directions when necessary.
  - Be familiar with the mandate, expertise and experience of different partners, understand their concerns.
  - Have a work plan, terms of reference and basic rules that are clear.
  - Encourage and support joint activities, such as evaluations, planning and implementation.
  - Communicate and build relationships with other sectors / clusters.

- Be credible with commitment, professionalism, and respect.
- Recognize the value and contribution of all parties and ensure that everyone can participate in common activities.

Moving forward, the Principles of Partnership were presented as the standards defining how the various organizations collaborate to make sure the humanitarian response provided is as efficient, effective, and accountable as possible. The session was concluded by giving a short summary of the five principles of partnership:

1. Equality
2. Transparency
3. Results oriented approach
4. Responsibility
5. Complementarity

Session 4: Being responsible to place protection at the center of humanitarian action

The session started by doing the Protection definition exercise which consisted of asking participants to order the words of the IASC protection definition. It was explained that despite different ways to approach protection, humanitarian actors share a common definition of protection which has been adopted by the IASC: **"All activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law (i.e., human rights law, international humanitarian law, refugee law)."**

Legal Framework for Protection

Participants were taken through the below mentioned bodies of law which provide a comprehensive legal framework for protection in all situations of internal displacement, including during armed conflict.

- International Humanitarian Law
- International Refugee Law
- International and Regional Human rights Law
- Guiding Principles on Internal Displacement
- National legal framework

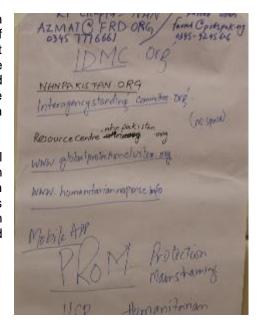**IASC Statement on the Centrality of Protection (2013)**

The facilitators presented the IASC Statement on the Centrality of Protection which outlines that: "All humanitarian actors have a responsibility to place protection at the center of humanitarian action". Participants shared the names of stakeholders responsible for ensuring the protection of people at the global, regional and national levels. With the endorsement of the Policy on Protection 2016, the IASC went further in defining the centrality of protection within humanitarian operations, and the process for its implementation at country-level.

The linkages between protection mainstreaming and other cross-cutting issues were discussed with participants who shared examples from emergency response where these cross-cutting themes were ignored and/or not taken in consideration. Some of these issues are:

- Age, Gender and Diversity
- Child Protection
- Gender-Based Violence
- Mental Health and Psychosocial Support
- Disability
- HIV/AIDS
- Mine Action
- Housing, Land and Property

During the workshop, the Representative of UNHCR Protection Unit shared UNHCR's role in ensuring the centrality of Protection and localization of protection actors. He shared that UNHCR leads the Global Protection Cluster, which priorities are to ensure effective leadership, coordination, advocacy and operational delivery at country level, and to drive and influence the development of global policy on protection in humanitarian action, including protection of IDPs in particular.

The protection mainstreaming video was shown to all participants and discussion was held around the four protection mainstreaming principles and how these can be integrated in other sectors. The role of protection actors / cluster members was also discussed in promoting the agenda of protection mainstreaming in other sectors. This discussion was held during the breakout session at lunch break.

Session 5 - Contributing to collective and locally driven Protection Analysis

During this session participants were asked to list the main protection concerns that can arise in humanitarian crises and then build an inverted tree reflecting the causal analysis of these protection concerns. Participants were oriented on the inverted tree and causal analysis tool which helps to closely look at the hidden root causes of protection concerns and distinguishing that from the "effects" which are usually more visible.

The Risk Equation: RISK = $\dfrac{\text{THREAT} \times \text{VULNERABILITY}}{\text{CAPACITY}}$

Participants were also given an orientation on the Protection Risk Equation to which many humanitarian agencies are familiar to. This approach allows to appreciate the precise nature of the threats and vulnerabilities people are experiencing and the capacities they have to prevent and cope with them. The risk equation can therefore be used to identify the protection risks linked to humanitarian programming.

The Egg Model
Facilitators then explained the Egg Model which provides a common framework to define protection activities organized in three distinct spheres: responsive actions (short term), remedial actions (medium term) and environmental building actions (long-term). Protection needs collaboration and complementarily, the importance of all agencies working together in the clusters to ensure efficiency and maximize the use of resources is essential to achieving protection outcomes.

Session 6 - Brief Overview of National Humanitarian Network (NHN) - Pakistan

During the workshop, a short presentation was delivered by the National Humanitarian Network Coordinator and KP Chapter lead on NHN activities and how this forum represents local NGOs at different regional, national and international forums. The NHN Coordinator provided guidance on the procedure to become a member of such network. She shared that the National Humanitarian Network is having a significant role in humanitarian architecture in the country as it ensures meaningful representation of national actors at different stages of the coordination architecture. The Coordinator explained that the flow of coordination and information sharing starts from grassroot level by receiving information from NHN member organizations. Provincial secretariats gather the information and share it with National Secretariat which is further analyzed and scrutinized. National secretariat disseminates the final updates with NDMA, PHF, UN and various humanitarian forums and stakeholders in Pakistan.

Session 7: Planning Key Actions to Advance the Localization Agenda

This session aimed to review good practices and identify key gaps by national partners in terms of localization. The discussion was framed around the five dimensions of the GPC/CP AoR Conceptual Framework for Localisation in Coordination1: (1) Governance and Decision-Making, (2) Participation and Influence, (3) Partnership, (4) Funding, (5) Institutional Capacity. The table below provides a summary of the five dimensions of the Conceptual Framework and what each dimension means for coordination groups, such as Protection Cluster and Sub-Clusters.
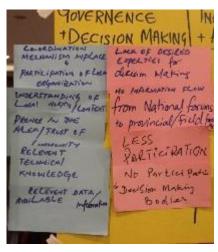

Dimension	What this means for coordination
Governance and Decision-Making	Local actors should have equitable opportunities to play leadership and co-leadership roles at national and sub-national levels; and have a seat at the table when strategic decisions are made (Strategic Advisory Groups, Steering Committees, Cluster Lead/Co-Lead, and Humanitarian Country Team).
Participation and Influence	Local actors should have the opportunity to influence the AoR/ Sector's decisions. To do this, they need equitable access to information and analysis on coverage, results; and the opportunity and skills to effectively and credibly convey their thoughts and ideas.
Partnership	Coordinators should be promoting a culture of principled partnership both in the way it interacts with its members; and the way in which members interact with each other. In some cases, this requires transitions from sub-contracting to more equitable and transparent partnerships, including recognising the value of non-monetary contributions by local actors (networks, knowledge).
Funding	Where they have the institutional capacity to manage their own funds, local actors should be able to access funds directly. Local actors should receive a greater share of the humanitarian resources, including pooled funds, where applicable.

Institutional Capacity	Whilst technical capacity strengthening is important, coordination groups should also actively encourage more systematic and coordinated opportunities to receive support to strengthen operational functions, as part of the overall sector strategy to scale up services.

A group activity was conducted to identify practical and actionable recommendations to advance the localization agenda around five dimensions, i.e., Governance and Decision-Making, Participation and Influence, Partnership, Funding and Institutional Capacity. Participants discussed each dimension in smaller groups and recorded good practices and gaps for each dimension. Each group was provided with the opportunity to provide their inputs on each dimension in rotation. Through group work and discussion in plenary, the following good practices and gaps were identified by national partners.

Governance and Decision-Making

Good Practices	Gaps
• Coordination mechanism is in placed with enhanced participation of national organizations in different forum. • Some of the national organizations often lead the taskforces formed within the cluster, which gives them an opportunity to be in the leadership role, however this is limited to that forum only.	• Representation of local NGOs in the leadership role in protection cluster remains limited. • Local NGOs lack the required expertise of the humanitarian architecture and have less opportunities for effective participation in decision making. • There is no information flow from national forums to provincial/ field forums. • Staff turnover due to limited job contract affect the engagement of local NGOs in cluster and decision-making processes.

Participation and Influence

Good Practices	Gaps
• National partners serve as directory – they have better understanding of the context, issues and needs of the affected population • National NGOs obtain NOC much quicker than INGO and are engaged in the assessment, studies and surveys taking place at the field level. • Opportunities for co-leadership in coordination forums is high.	• National partner's participation in different national forums is missing due to the fact that they do not have access to all the information and stake in the decision making. • Lack skills and to position themselves strategically through meaningful participation in clusters. • Local organizations often play very vital role in data collection however their involvement in data analysis and decision making needs to be strengthened by providing them with opportunities and the appropriate level of skills.

Partnership	
Good Practices	**Gaps**
• Representation/ membership of local organizations in NHN. • Due to NOC issues many INGOs are partnering with local/national NGOs which increases the funding opportunities for them resultantly contributing to their institutional strengthening and capacity building. • UN (UNICEF and UNHCR) mostly implement projects in partnership with local organizations recognizing that they are present in the area and better value for money.	• Excluded local partners during inception and design of programs and not in program decision making process. • Local authorities support for the engagement of national actors in the humanitarian response is seen by national partners as insufficient, particularly in terms of policy and advocacy. • Generally bigger national organization have more and easy access to funding and other capacity building opportunities than the smaller/local NGOs due to weak systems, experience etc.

Funding	
Good Practices	**Gaps**
• National partners are accessing pooled funds. • Representation of local organizations in proposal review committee. • Internal and external audit committee is in place. • Minimum or limited budget results in achieving maximum output. • Community engaging for volunteering/ non-monetary services and contribution.	• National partners feel that they do not have information on available funding opportunities. • Little % of funding is going directly to local NGOs. • National partners lack resources to fulfil the requirement of funding like baseline. • National organizations also lack expertise to compete with international organizations including proposal and project development skills. • Condition of matching grants and indirect funding to national factors. • Sustainability/existence of local NGOs are related mostly to budget limitations.

Institutional Capacity	
Good Practices	**Gaps**
• National organizations are present at local level in communities, having cultural adaptability and local human resources. • Existing partnership between NGOs and INGOs provide opportunities for institutional capacity building. • Local organizations have rich experience due to series of different disasters faced in Pakistan, i.e. earthquake, flood, conflicts (wars) and drought.	• Lack of skilled/technical human resources in Finance, HR, Operation and Program. • Lack of resources for institutional capacity strengthening of local NGO. • Institutional system is not established. • Short term funding does not provide opportunity for institutional capacity strengthening. • Lack of training/fellowship opportunities for the local NGOs to build their capacity and/or to increase their exposure for better practices.

Conclusion

All participants were requested to carry out the workshop evaluation. IRC Head of Office concluded the workshop with his closing remarks and paid vote of thanks to all the participants for their active participation in the workshop. Furthermore, he distributed certificates along with the training/resource material amongst all the participants.

Funding

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