LOCAL HUMANITARIAN LEADERSHIP PHILANTHROPIC TOOLKIT | RESOURCES

SECTION III – OVERVIEW: Briefing papers, articles, blogs, webinars and podcasts on localization for your own reflection or for educating stakeholders.

Resource	Description	Tips for the Reader
Localization Examined **Publication Type:** Briefing Paper **Publication Date:** September 2018 **Author:** International Council of Voluntary Agencies (ICVA)	Based on a review of documents, as well as ICVA's participation in ongoing localization-related evaluations, research, working groups, workshops and dialogues, this briefing paper has been informed (wherever possible) by the inputs of operational local, national and international NGOs in ICVA's diverse NGO membership.	This paper is intended to help inform a balanced understanding of localization in order to prompt further discussion and action -- recognizing that the positions of individual NGOs do vary.
Related Webinar Resource: **Localization: Perspectives on Change**	Perspectives of different actors' experiences working toward greater localization of humanitarian action.	Provides an overview of the concept of localization, how it has evolved and how it is currently used. Learn how governments, non-State donors, private sector actors, and diaspora actors see current opportunities, challenges and future trends, as well as the impact of localization initiatives on principled and effective humanitarian action.
IASC Definition of 'Local' and 'National Actors' – A Barrier to Achieving Grand Bargain Localisation Commitments **Publication Type:** Progress Report **Publication Date:** October 2019 Author: Alliance for Empowering Partnership	The World Humanitarian Summit Workstream tasked with promoting "more tools and funding to national and local responders" has 6 commitments, including for the Inter-Agency Standing Committee (IASC) to develop and apply a 'localization marker' to track progress on achieving "a global target of at least 25% of humanitarian funding to local and national responders as directly as possible by 2020."	This brief report summarizes progress to date.

Resource	Description	Tips for the Reader
Let Local Leaders Lead: Why Donors Should Create More Space for Local Leadership **Publication Type:** Blog Post **Date of Publication Type:** Sept. 27, 2019 **Authors**: Dan Honig/Center for Global Development	"Getting more of what you want sometimes leads to less of what you want," Dan Honig writes of donors' reporting practices. He argues that donors should become partners, rather than overseers, giving local leaders the space to use their local knowledge.	A good, quick read.
Is the International NGO System Broken? **Publication Type:** Podcast **Publication Date:** Sept. 17, 2019 **Author:** Bond	This podcast (episode #8 in a series), produced by Bond, an umbrella group of UK NGOs, notes only 1% of official aid and humanitarian assistance goes directly to local organizations in developing countries or the Global South. The episode brings together both sides of the system to discuss how INGOs can truly shift the power.	Focused on the problematic incentives for INGOs to grow and generate revenue through grants and contracts -- two realities that go against aspirations to see more locally-led development and disaster preparedness.
Mapping Local Capacities and Support for More Effective Humanitarian Responses **Publication Type:** Policy Brief Paper **Publication Date:** November 2019 **Author:** John Bryant/Humanitarian Policy Group (HPG)	Key messages: ▪ The capacities of local actors and resources that flow to crisis-affected people are not consistently recognized or monitored. This policy brief explores the implications that a fuller understanding could have for the humanitarian sector. ▪ The resources and capacities of international humanitarian actors account for only a small part of responses to crises. Assistance provided by local and national actors is often not recognized, which can result in inefficiencies, duplication and missed opportunities. Understanding what is valued by affected people and finding actors with the capacities to deliver – regardless of whether they are international or local – would ensure collective capacities are harnessed in order to deliver greater impact and enable effective responses beyond purely delivering aid.	This is an important addition to the literature on complementarity in humanitarian response and the need to map existing local resources and capacities. Key sections are: "Mapping capacities and resources for complementarity" and "The limits of mapping capacity and resources." This is an objective piece, by an independent research think tank (HPG is located within the Overseas Development Institute in London.)

Resource	Description	Tips for the Reader
Beyond Local and International: Humanitarian Action at the Margins **Publication Type:** Briefing Note **Publication Date:** December 2019 **Author:** Larissa Fast/Humanitarian Policy Group (HPG)	Key messages: ■ Local humanitarian action is about 'shifting the power' but perhaps equally it needs to be about shifting perspective. At present, localization debates in the sector tend to approach the concepts of local and international as good or bad, or in terms of the need to shift power from international actors to local ones. It follows that humanitarian action is status-driven, in the sense that organizations are categorized as local or international, and they assist those who become refugees or internally displaced people (IDPs), vulnerable or conflict-affected people. These distinctions – and their associated identities – are not just important in terms of perspective, they have very practical implications for who receives assistance and who is eligible for donor funding. ■ Setting 'local' in opposition to or in tension with 'international' ignores the ways that such friction generates new opportunities for complementarity.	Excellent and brief piece addressing the spectrum of what local humanitarian action means and the range of intermediaries as well as what is required for rebalancing the power between external and local humanitarian actors.

Resource	Description	Tips for the Reader
Valuing Local Resources in Humanitarian Crises **Publication Type:** Research reports and studies **Publication Date:** October 2019 **Authors:** Barnaby Willitts-King, John Bryant and Alexandra Spencer/Overseas Development Institute (ODI)	Key messages: ■ HPG's research into the resources that households use to cope with crisis has revealed the narrow way that humanitarian agencies have been looking at resource flows. Locally led response starts in affected communities and the resources they mobilize and make use of, including community support mechanisms, remittances from diaspora, government and private sector funding and faith-based giving. But these funds and other resources are not easily measured or tracked and are not sufficiently understood by local and international humanitarian actors. ■ Globally, this study estimates that international humanitarian assistance comprises as little as 1% of resource flows to countries affected by humanitarian crises. Remittances are one clear example of a major resource flow that is potentially significant in crises but insufficiently understood or factored in; others include faith-based flows and local community resources. ■ Why does this matter? If international aid is only 1–2% of what people receive, then it needs to be managed in a much more complementary way and in better alignment with other resource flows to address the real needs faced by people in crisis. For example, international aid might focus on health needs, the most vulnerable or catalyzing business recovery to complement the typical focus of local aid on food and shelter.	This is a set of research studies and reports on the role of local resources in response, that includes the following pieces: • The Tip of the Iceberg: Why 99% of humanitarian resources in crises are ignored • The 2017 Nepal Flood Response: Resources beyond international humanitarian assistance • The Humanitarian Response in Iraq: Support beyond international assistance in Mosul • The Refugee Response in Northern Uganda: Resources beyond international humanitarian assistance The overall summary offers policy and practice suggestions for international aid providers who want to leverage existing local resources during response.

Resource	Description	Tips for the Reader
Anchored in Local Reality: Case Studies on Local Humanitarian Action from Haiti, Colombia, and Iraq **Publication Type:** Research report with case studies **Publication Date:** March 2020 **Authors:** Robillard, Jean, Gingerich, Mejía, Bohórquez Farfan, Grisgraber, Joseph, and Maxwell / Feinstein International Center and Oxfam America	- Local humanitarian actors are not a homogenous group. It is important to understand the layers of identity and how they contribute to power dynamics and relationships among them. - International actors are also not homogenous and can have both positive and negative effects on local humanitarian action and leadership. - In order to have a positive effect, international actors should engage before (or between) crises on issues that would not typically be considered humanitarian, such as governance or resilience; - Local actors see their governments as posing equal, if not greater, challenges to local humanitarian action. However, frustrations with the state were not generally seen as justification for international actors to bypass state authority during crises. - Significant reforms are still necessary to make international funding, coordination and partnership structures more transparent, consistent and accessible to diverse local actors. - There may need to be greater focus on reforms within affected governments in order to enable more effective local humanitarian leadership and action. - International actors may need to be more adaptable and willing to play nontraditional roles if they are to support local humanitarian action. - All types of actors must move away from transactional relationships in humanitarian crises and toward more equitable ones. - Funders and implementing organizations need to increase investments in partnerships, networks, coordination mechanisms and mutual capacity strengthening before (or between) crises.	This is the long-awaited Oxfam-Feinstein report that adds to the growing research on the role of local actors and the needs for reform in funding and coordination to develop true partnerships with international actors and with governments.

Resource	Description	Tips for the Reader
Women Leading Locally: Exploring Women's Leadership in Humanitarian Action in Bangladesh and South Sudan **Publication Type:** Research report **Publication Date:** January 2020 **Authors:** Namalie Jayasinghe, Momotaz Khatun, Moses Okwii/Oxfam America	This report examines women's leadership in locally led humanitarian action with case studies from Bangladesh and South Sudan. Co-authored with two women's organizations, Ashroy Foundation of Bangladesh and Rural Women for Development in South Sudan, it seeks to understand whether and how local humanitarian leadership (LHL) can promote or constrain women's leadership. The report finds that women's leadership in LHL is limited in both countries, with women's leadership facing many of the same challenges as LHL itself. However, by encouraging collaboration between women leaders, women's organizations and LHL actors, progress toward a more gender-transformative humanitarian system can be achieved.	An Oxfam-commissioned report looking specifically at local women's leadership in humanitarian response. Examines the barriers to women's leadership and how international actors can help advance women's leadership in local responses.
Six Reasons to Fund Grassroots NGOs Overseas **Publication type:** Blog **Publication date:** November 2019 **Author:** Give2Asia	Key message: Whether your goal is to maximize the return of your philanthropic investments or achieve sustainable impact, local organizations deserve a closer look.	Short read, clearly written -- can be useful for internal champions as a set of talking points with senior management and Board leadership
How Funders Can Help Reimagine the Relationship Between International NGOs and Local Partners **Publication Type:** Blog **Publication Date:** February 2020 **Author:** Ruth Levine/Center for Effective Philanthropy	Key messages: ■ Private foundations working internationally have an even more challenging agenda to pursue if they want their practice to be consistent with organizational values. They need to figure out how to foster relationships of trust not only with their own grantees — almost all of which are international non-governmental organizations (INGOs) — but also with the in-country civil society organizations that grantees call their "local partners."	Short read, clearly written -- can be useful for internal champions as a set of talking points with senior management and Board leadership.
Guide to Constructing Effective Partnerships (2019) **Publication Type:** Practical guide with case studies **Publication Date:** November 2019 **Author:** ELRHA (Enhancing Learning and Research for Humanitarian Assistance)	This guide is a resource to support collaboration between humanitarian and academic organizations. Based on the experiences and lessons learned by people in both communities who have worked together, it is a practical guide to the opportunities and challenges specific to humanitarian/academic collaboration.	This guide is focused on partnerships between researchers and operational humanitarian organizations formed to increase evidence base for effective humanitarian action.

Resource	Description	Tips for the Reader
Partnerships Review: Research for Health in Humanitarian Crises **Publication Type:** Research report **Publication Date:** November 2019 **Author:** ELRHA (Enhancing Learning and Research for Humanitarian Assistance)	This report is an external review of research partnerships in the Research for Health in Humanitarian Crises (R2HC) program, carried out by Kate Bingley, co-head of the Centre for Excellence in Research, Evidence and Learning at Christian Aid. The aim of this commissioned review was to gain an understanding of the opportunities and challenges to fair, equitable and effective partnership-working in academic/humanitarian research collaborations. This report examines the experiences of R2HC-funded research teams within the wider discourse on research partnerships.	Useful guide for funders who work with health-focused local partners and government health agencies in crisis response.
No Shared Risk – No Partnership **Publication Type:** Primer/Introductory brief **Publication Date:** February 2020 **Author:** Global Mentoring Institute	Key messages: • Partnerships are quality collaborations for a common objective in which benefits, but also risks, are shared. • In order to manage the many real and perceived risks during crisis response in partnership with local partners, a large array of regulatory, supervisory and accountability measures are put in place generating 'compliance overwhelm.'	This primer makes the case that the risks for local and national organizations partnering closely with international ones need to be recognized and addressed. It offers policy and practice options to move beyond conventional "risk-thinking."
Localisation: A Bibliography and Video Links **Publication Type:** Bibliography **Publication Date:** March 2020 **Author:** Global Mentoring Institute	Background topics: • Broader policy references • General localization primers • Localization Why and What? • Implementing localization Thematic topics: • Partnerships • Community-led/Survivor-led response • Funding/Financing • Risk and localization • Gender/women's groups and localization • Surge and localization • Coordination and localization • European and Other Agency Networks on localization Geographic contexts: • MENA region • Africa • Latin America Video Clips	A list of thematic and geographical reports on localization and relevant video clips.