



DanChurchAid

**GLOBAL  
LOCALISATION  
FRAMEWORK**

2021 / 2022

March 2021

## Mandate, strategic focus, and approach

This localisation framework aims to support DanChurchAid (DCA) staff with clear, concrete, measurable actions for accelerating localisation at respective programmatic and policy levels and to demonstrate joint commitments to long-term transformative change towards more equitable partnerships and locally led responses.

The framework operationalises DCA's commitments in Charter for Change and Grand Bargain as well as DCA's strategic priority to empower and strengthen civil society actors in the global south. Working with local partners is at the core of DCA's value base and embedded in DCA's statutes, strategies, and partnership policy. Partnerships are not just a way of working but are fundamental to DCA's values and identity.

The essential role of local and national civil society actors and the importance of inclusive, diverse, and complementary partnerships have been acknowledged by states and donors in numerous agreements and summits; from the Paris Declaration (2005), the Busan Partnership Agreement (2011) to the World Humanitarian Summit (WHS) in 2016. The changes or transformations needed to enable local and national actors to take a greater leadership role in humanitarian action were highlighted in all three major sets of commitments endorsed at the WHS: Agenda for Humanity (2016), the Grand Bargain (2016), and the Charter for Change (2015). In addition, the 2030 Agenda, in particular the Sustainable Development Goal (SDG)16, reconciles principles of humanity, human rights, and inclusive and complementary partnerships in a clear understanding of these agendas as deeply interlinked and mutually reinforcing.

Civil society partners throughout the world working to enhance enjoyment of rights, are under pressure. Similarly, the space for civil society organisations to operate effectively in humanitarian crisis situations is also shrinking. This is due to various reasons, such as government restrictions and push back on civil society but also lack of financial resources, lack of strong coordination among and mobilisation of civil society actors and movements in the global south, and sense of ownership, leadership and decision-making to processes. This calls for international civil society organisations, like DCA, to strengthen a stronger, more focused joint approach to supporting our civic society partners across the humanitarian-development-peace nexus.

DCA, as one of the founding organisations of Charter for Change and signatory to the Grand Bargain, and with a long tradition for empowering and partnering with civil society organisations is strongly committed to localisation. This commitment is further mirrored in DCA's international strategy and the Global Goals; Save Lives, Build Resilient Communities, and Fight Extreme Inequality. This framework is developed with a view to further align and guide the organisation, wherever it exists, around common localisation commitments and priorities. DCA has a long tradition working partnership based and practising localisation in both stable and fragile contexts. While the localisation agenda originated in the humanitarian sphere, and was framed around humanitarian action, DCA as a multi-mandated organisation aims to apply tools, knowledge and systems developed and refined in long-term development programmes to humanitarian settings.

### DCA'S LOCALISATION FRAMEWORK IS IMPLEMENTED THROUGH A COMBINATION OF FOUR MODALITIES:

<b>Partnerships</b>	Partnerships between DCA and local/national civil society actors are genuine and equitable.
<b>Capacity</b>	Robust local/national civil society actors able to design, manage and deliver effective people-centred humanitarian response and development programmes.
<b>Financial resources and support</b>	Local/national civil society actors have increased access to international and national funding.
<b>Coordination, policy &amp; advocacy</b>	Local/national civil society actors have greater presence, influence, and leadership in coordination mechanisms and policy fora.

## What is localisation and why do we need a framework on localisation

In the context of the Grand Bargain, “localisation” has mainly been used to refer to increasing international investment in the capacity, delivery, and leadership of local responders. The text of the Grand Bargain calls for ‘making principled action as local as possible and as international as necessary’ while continuing to recognise the vital role of international actors, in particular in situations of armed conflict.

The global NGO network ICVA, defines localisation as the ‘process through which a diverse range of humanitarian actors are attempting, each in their own way, to ensure local and national actors are better engaged in the planning, delivery and accountability of humanitarian action, while still ensuring humanitarian needs can be met swiftly, effectively and in a principled manner’ (Localisation Examined: An ICVA Briefing Paper, September 2018). Localisation is about strengthening complementarity between local, national and international actors, about fair power sharing and enabling quality partnerships between local and global organisations. It points to the need for shifting

more resources to local organisations who, through greater contextual knowledge and insights in to local developmental and humanitarian challenges, are often better suited to defining the problems, designing the solutions, and addressing needs on the ground.

The contexts in which DCA works are very different operating environments and are reflected in the diversity of local actors, the role of government authorities, and of donors, the UN, and other international organisations in country. Clearly, any moves to strengthen localisation in DCA’s operating environment will need to take these differences into account and consider the extent to which civil society organisations are free to engage in humanitarian work, with or without international partners. There is no quick fix to localisation and no-size-fits-all model. Hence, localisation approaches applied should be contextualised and harness more effective complementarity among local, national, regional and international actors responding to crises and durable solutions.

## Local partner definitions

DCA works with a wide range of different local partners, including both formal and non-formal actors, such as community-based networks, local committees, social movements, women, faith actors, activists, and youth groups. We also work with local state actors and local private business. However, in the definition below we refer only to our formal and non-formal civil society partners. These are the organisations to which DCA may provide direct funding and invest in long term capacity development of.

DCA’s definitions of local partners are:

**Civil society organisations** – this group refers to a wide variety of formal and informal groups and coalitions of people that operate in the civil society space where DCA works. This includes the categories of local non-government organisations; community-based organisations; faith-based organisations (FBOs); women-led organisations (WLO); rights based organisations (including women rights organisations); issue-based networks of activists; social movements; unions; and other such networks and organisations.

These are categorized as:

**National NGOs (NNGOs)** operate only in the country where they are headquartered but work in multiple sub-national regions. They have no affiliation to an international NGO.

**Local NGOs** operate in a specific, geographically defined, sub-national area, without affiliation to either a national or international NGO.

**Community-Based Organisations (CBOs)** including community-based networks/groups operate in a specific, geographically defined, community level without affiliation to NNGOs, sometimes affiliated with LNGOs but often non-formal and non-registered entities with government. In addition, DCA also includes other non-formal groups and actors in this category, such as social movements and activists.

## Instruments – how DCA country offices can support localisation

This Global Localisation Framework presents easy to follow pathways to localisation for DCA staff. The actions and indicators presented in the framework serve as guidance and inspiration for DCA country offices to tailor and develop their own contextualised localisation roadmap and plans (such as DCA Bangladesh road map for localisation). All actions and indicators have been developed in close collaboration with local and national civil society actors in the global south and in consultation with DCA country offices through localisation surveys (DCA survey reports available on the localisation site at fabo.org).

The framework is informed by other localisation frameworks, resource tools and approaches, most

notably Local2Global Protection (L2GP) research and programming related to the survivor and community-led response (sclr) methodology, initiated by DCA in 2009, and Accelerating Localisation Through Partnership Project led by a consortium of international NGOs, including Christian Aid. The commitment to advance localisation is further reinforced through DCA's membership of the ACT Alliance and ACT Fora bringing diverse actors together at both local and global levels.

Guided by the eight commitments in Charter4Change (C4C) and relevant commitments in the Grand Bargain (GB) the pathways to localisation in DCA are:

### FINANCIAL RESOURCES AND SUPPORT [C4C COMMITMENT 1, 3, 5; GB COMMITMENT 1, 2, 7, 8]

Funding is essential for local and national actors to become robust and self-reliant civil society actors. Many donors have regulations and incentive structures in place that prevent local actors from directly accessing funding. This often leads to local and national actors taking the role of co-applicants or as sub-implementing partners to INGOs.

Actions	Indicators	Roles and responsibility
DCA transfers 25% of humanitarian funding directly to local partners* (GB, 2; C4C, 1)	% of funding transferred to local partners in DCA country programmes (disaggregated by humanitarian and development)**	This is calculated based on total humanitarian expenditure for the reporting period  HQ responsible for tracking of funds in Maconomy
DCA ensures that local partners are aware of the rapid financial support to civil society and human rights defenders at risk provided by the "Claim Your Space"	Local civil society actors are aware of the Claim Your Space funding modality	Claim Your Space is a new rapid response mechanism available through Global Focus. See Resources section for more info.  DCA country offices and HQ are jointly responsible for raising awareness of this emergency financial support mechanism provided by the Danish MFA
DCA reduces earmarking when channelling donor funds with reduced earmarking to partners (GB, 8)	% of unearmarked/softly earmarked humanitarian funding that is allocated by aid organizations, with flexibility, to implementing partners	DCA country offices responsible for assessing when reduced earmarking to partners is feasible  HQ responsible for tracking reduced earmarking to partners in Maconomy
DCA publishes the yearly direct funding to local actors (GB, 1; C4C, 3)	N/A	HQ responsible for publishing data on open sources, such as IATI

\* This should also reflect direct support to women-led organisations (GB).

\*\* Also, in alignment with indicator in DCA Global Result Framework

## PARTNERSHIP VALUES [C4C 2, 6, 8; GB 2, 7]

The first and most important priority is the *dialogue* with local and national partners. The dialogue should establish, maintain, and deepen the relationship with our civil society partners, improve the clarity about how we best work together for shared benefit, and increase the mutual knowledge and understanding.

**Annual Partnership Meetings** serves as an important platform for dialogue and negotiation between DCA and partners, and it is expected that such meetings are held, at least, on an annual basis. It is also priority to *document* the dialogue and what has been *agreed* during these meetings. A **Partnership Agreement (PA)** is signed with key partners. The importance of the PA is that it supports the continuity in our dialogue and ensures accountability to the partner, our own teams, and donors.

Partners are also gathered in the **partner platform meetings**. These often have a thematic focus and is a forum for dialogue, often combined with Theory of Change (ToC) Workshops.

Actions	Indicators	Roles and responsibility
DCA engages in trustful partnerships with local and national actors (C4C, 2; DCA partnership policy)	# of partner agreements per country office	It is expected that all DCA country offices engage in a number of partnerships with civil society actors where context allows
DCA organizes partnership meetings (DCA partnership policy)	# of annual partnership meetings	DCA country offices organize annual partnership meetings and document the results from these meeting (e.g., in minutes of meetings, workshop reports, etc.)
DCA gathers partners in partnership platform meetings (DCA partnership policy)	# of partnership platform meetings	It is recommended that DCA country office supports annual partnership platform meetings. The preparations of meetings may be delegated to partners but costed by DCA.
DCA assesses the capacities of relevant local partners to lead and deliver on programming (DCA partnership policy and international strategy)	<p>% of DCA local partners have sufficient capacity in areas essential for delivery of humanitarian response, development programming and advocacy work with duty bearers*</p> <p># of capacity strengthening plans highlighting respective gaps and contributions of both partners, recognising complementarity</p> <p># DCA partner capacity strengthening plans are informed by the capacity assessment of another agency (e.g., ACT members)</p>	DCA country offices are responsible for assessing all new partners and follow up with annual performance reviews that enable them to capture this result. See the partnership assessment tool under the <i>Resources</i> section



\* In alignment with indicator in DCA Global Result Framework

<p>DCA directly supports and partner with faith-based actors, youth groups, movements and women-led organisations (DCA partnership policy and international strategy)</p>	<p>% of projects which are in partnership with faith-based actors**</p> <p>% of projects which are in partnership with women-led organisations</p> <p>% of projects which are in partnership with youth groups, movements and organisations***</p>	<p>DCA country offices are responsible for reporting on support to FBA, youth, WLO, etc. in DCA annual report</p>
<p>International actors credit the role of their local partners in communications with supporters, donors and media (C4C, 8)</p>	<p># of instances of local and national partners being named in communications with donors and supporters, and in fundraising activities</p>	<p>Joint responsibility of DCA country offices and HQ, such as but not limited to social media, donor website and annual report</p>
<p>DCA and local/national partners collaborate jointly throughout the programme cycle (including design, planning, proposal development, MEAL), and with crisis-affected people/rights holders, sharing decision-making while taking on complementary roles and responsibilities (Accelerating Localisation Through Partnership Framework)</p>	<p># of programme proposals identifying the respective contributions/capacities of international and national/local actors in humanitarian action</p> <p># of consortia projects backed up by MoUs/ agreements signed by all members, including local/national partners, which outline roles and responsibilities of each agency</p> <p># of proposal development processes which actively involve local/national actors, international actors and crisis-affected people/rights holders</p> <p>% of self-reported satisfaction of L/NNGOs in collaboration</p>	<p>Joint responsibility of DCA country offices and HQ to assess feasibility of this action</p>
<p>DCA addresses and prevents the negative impact of recruiting national and local NGOs staff (C4C, 6)</p>	<p># of international actors respecting existing contractual agreements of staff joining from local and national organisations</p>	<p>DCA country offices assesses feasibility of this action</p>

\*\* In alignment with indicator in DCA Global Result Framework

\*\*\* In alignment with indicator in DCA Global Result Framework

## ORGANIZATIONAL SUPPORT & CAPACITY STRENGTHENING [C4C 4, 7; GB 1, 2]

Capacity strengthening is a major element of Agenda 2030, the Busan Partnership Agreement, in the global commitments endorsed at the WHS – Agenda for Humanity, Grand Bargain, Charter for Change – and recognised as a key component of the localisation agenda. DCA localisation framework places a strong emphasis on the question of local/national actors' capacity and the need for capacity strengthening. Multiple definitions of capacity sometimes add confusion to the terms and discussions. This paper uses the term capacity strengthening as a catch-all for these terms. DCA distinguishes between three differentiations of capacity strengthening: technical/project related capacity strengthening; institutional/organisational capacity strengthening; compliance related capacity strengthening as per required by donors. To further support partners' organisational, technical and compliance related capacity needs DCA online learning site Fabo.org offers shared learning platforms for partners and DCA staff, including training, learning tools, research, communities of practice, etc.

Actions	Indicators	Roles and responsibility
DCA increases and supports multi-year investments in the institutional capacities of local and national civil society partners, including preparedness, response and coordination (C4C, 7; GB, 2)	% of partnership or funding agreements that incorporate multi-year institutional capacity strengthening support for local and national civil society partners, with optional reporting on the % awarded to women-led and or women rights' organization	DCA country offices report on their support to institutional/organizational development to partners in DCA annual report, and in GB self-reporting.
DCA jointly develop and deliver, as part of partnership and programme budgets, comprehensive capacity and organisational strengthening (and sharing) plans which are: informed by the priorities of the local/national actors, include long-term organisational development, and a transparent mechanism to measure results (Accelerating Localisation Through Partnership Framework)	<p># of funded project budgets which include a specific budget line for capacity and/or organisational strengthening of local/national actors</p> <p># of organisational strengthening activities and/or resources provided by DCA in support of local/national actors' rapid crisis response (civic space, pandemic, conflict, etc.)</p> <p>DCA takes steps to raise awareness of its staff to work collaboratively with partners throughout the project/programme cycle</p> <p># of mechanisms in place to regularly review progress and results of capacity strengthening efforts</p>	DCA country offices as part of partner assessment and partnership agreement processes develop appropriate plans that include long term organisational development. Plans are regularly reviewed as part of the partner assessment process
DCA supports shared learning and cross-country exchange (Accelerating Localisation Through Partnership Framework)	<p>% of capacity strengthening action plans that include a variety of methodologies (e.g., on-the-job coaching and mentorship, co-located working, job exchanges, secondments, access to e-learning in addition to training and workshops) and focus on learning by doing</p> <p># of peer-to-peer exchange and cross-country visits between DCA staff and partners to increase learning and capacity sharing</p>	DCA country offices are expected to include institutional capacity strengthening of partners in their budgets and capacity development plans for staff and partners

DCA publishes the percentage of direct funding to local and national partners (GB, 1)	DCA publishes IATI data and accesses IATI-compatible data platforms and tools in order to enable evidence-informed decision-making, greater accountability and learning	DCA HQ responsible for publishing these figures on IATI
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### COORDINATION, POLICY & ADVOCACY [C4C 5, 8]

Many local and national civil society actors and movements are not strongly mobilised and coordinated. Neither are they familiar with the international or national-led coordination structures and systems in their countries. Likewise, many donors and international agencies are not giving enough attention to the role of local coordination mechanisms. DCA should convene actors to meet and increase the level of understanding, awareness, and participation of local and national actors in the cycle. This engagement should also include both formal and non-formal networks and coordination mechanisms at local levels.

Actions	Indicators	Roles and responsibility
DCA advocates with donors to work through local actors (C4C, 5)	<p># of donors who have instituted policy changes to enable/ease funding and/or shift leadership to local partners</p> <p># of donors who make working through/ in partnership with local and national actors' part of their criteria for assessing framework partners and calls for project proposals</p>	<p>DCA country offices and HQ work jointly towards this action.</p> <p>DCA reports on this in C4C annual self-reporting</p>
DCA advocates with donors and key stakeholders in country to ensure coordination mechanisms – including clusters, Humanitarian Country Teams (HCT), other national-level coordination – have representation and active participation of local and national actors (Accelerating Localisation Through Partnership Framework)	<p>L/NA are actively present in local and national task forces and coordination mechanisms</p> <p>L/NA are members of Humanitarian Country Teams (HCT) or relevant national humanitarian leadership forums</p> <p>Locally led/sub-national coordination mechanisms are empowered and supported</p> <p>% of clusters which are led or co-led by local/national actors</p>	DCA country offices and HQ work jointly towards this action.
DCA advocates with donors to increase the year-on-year percentage of their funding going to national and local civil society actors (C4C, 5)	% of funded budgets which include budget lines for overhead and institutional development costs of local/national civil society actors	Donor-specific insights are welcome and useful for C4C advocacy and for DCA self-reporting to C4C



## Reporting and monitoring progress

Measuring progress is important to understand if and how change is occurring in relation to localization. International agreements such as the Grand Bargain and Charter for Change set out broad frameworks for action by individual stakeholders and a collective vision of change at the global level. Progress reporting is required for DCA as signatory to both Charter for Change and Grand Bargain on an annual basis and is a mandatory requirement to remain a signatory.

However, this framework provides DCA country offices and HQ with clear and measurable steps to demonstrate

progress against Charter for Change and Grand Bargain commitments at country level.

Most data above will be tracked annually as part of DCA annual reporting, and Charter for Change and Grand Bargain annual self-reporting. The data and self-reporting can be reviewed in partnership meetings and/or other NGO coordination forums at country level. The framework will be reviewed at the end of 2022 and in accordance with the new DCA international strategy 2023-2026.

## Related documents and resources

**Partnership Policy** (March 2014). A revised policy is expected by end of 2021

**Partner Assessment Tool (PAT)** (Jan 2020)

**Guidelines on Annual Partnership Meeting and Partnership Agreement**

**Organisational Development Guidelines**

**Country Programme Platform Guide**

Available on:

DCA PPM: <https://danchurchaid.sharepoint.com/sites/PPMv2/SitePages/PPM%20Document%20Library.aspx>

DCA Website: <https://www.danchurchaid.org/how-we-work/partnerships/local-partnerships>

DCA Learning Platform – fabo.org: [https://fabo.org/course/Organisational\\_Development](https://fabo.org/course/Organisational_Development)

DCA Organisational Development Guidelines

- Support partner driven Organisational Assessments
- Support partners to develop an Organisational Development Plan
- Support with technical capacity development as defined in the OD plan

DCA Learning Platform – fabo.org: <https://fabo.org/dca/nexus>

DCA Learning Platform- fabo.org: <https://fabo.org/dca/localisation>

DCA Learning Guide – Survivor and Community-Led Crisis Response, March 2021

Local2Global Protection research pack – <https://www.local2global.info>

Accelerating Localisation Through Partnership Project – resource pack: <https://www.christianaid.org.uk/about-us/programmes/accelerating-localisation-through-partnerships#reports>

Claim Your Space - a new rapid response mechanism available through Global Focus – <https://globaltfokus.dk/pulje/claim-your-space>