

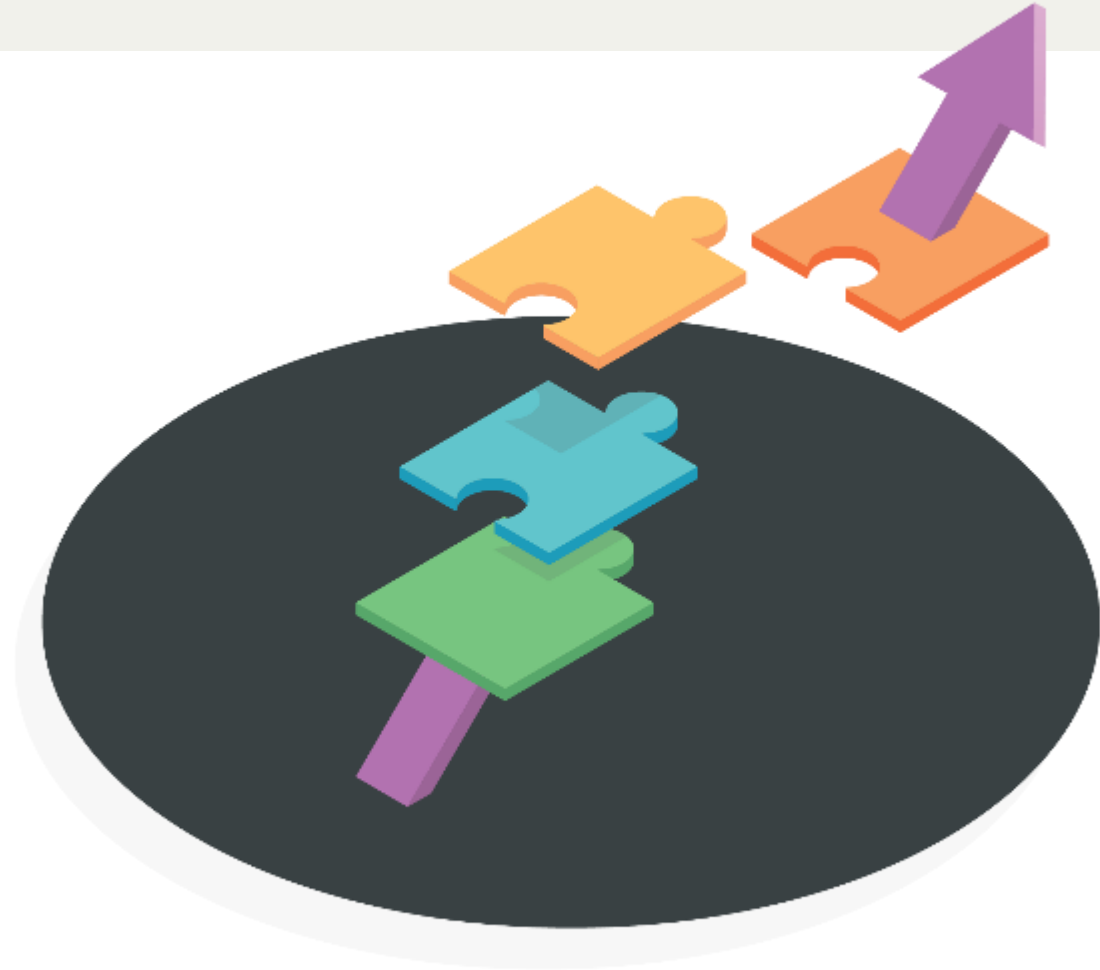


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**The Shift series:**

# **How to use NEAR Network's Localisation Performance Measurement Framework (LPMF)**

**22<sup>nd</sup> February 2024**





**Humanitarian  
Leadership  
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# **How to use NEAR Network's Localisation Performance Measurement Framework (LPMF)**

The Shift series

In partnership with



# Today's host & panel



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the Children

# Agenda

## Introduction

## Presentations:

- NEAR & the Localisation Performance Management Framework (LPMF)
- Application of the LPMF tool in the Asia and Pacific Region

## Panel discussion & Q&A



# Housekeeping

- Type your questions into the Q & A, for our discussion at the end
- Please keep questions and comments respectful & on-topic
- You can turn on captions (including translated captions) by clicking 'More' at the bottom of your screen, then

**Show Captions** 

..... and selecting your language



## Seven dimensions of localisation

# Localisation in Humanitarian action

FUNDING	PARTNERSHIPS	CAPACITY	PARTICIPATION REVOLUTION	COORDINATION MECHANISMS	VISIBILITY	POLICY INFLUENCE
						
25%	Less sub contracting	Institutional development	Of crisis affected communities Gender, age, disabilities...	National actors greater presence and influence	Roles, results and innovations by national actors	National actors greater presence and influence in international policy debates
As directly as possible	More equitable	Stop undermining				
Better quality						

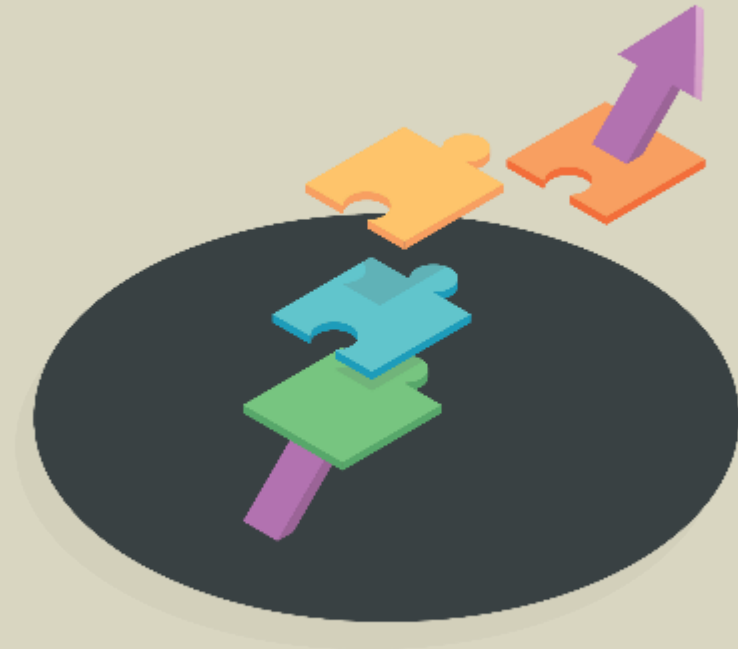
- Since the commitment as part of the Grand Bargain agreement in 2016, the localisation journey has evolved immensely
- “Making principled humanitarian action as local as possible and as international as necessary”
- Grand Bargain 3.0 Focus area 1: Greater support is provided for the leadership, delivery and capacity of local and national responders and the participation of affected communities in addressing humanitarian needs’ **Quality funding; Localisation and Participation**
- Progress on quality funding is slightly easier to measure than the other dimensions which are quite nuanced
- It is important for organisations to measure progress on localisation, reflecting on different dimensions and including feedback from local partners, peers and different areas of the humanitarian eco-system





## NEAR & the Localisation Performance Management Framework

**Wejdan Jarrah**  
MENA Regional Representative,  
NEAR Network





# NEAR & the Localisation Performance Measurement Framework (LPMF)

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February 2024



# Who is NEAR?

- **Founded in 2016**, Network for Empowered Aid Response (NEAR) is a movement of Local and National Civil Society Organisations (CSOs) from the Global South who share the common goal of a **fair, equitable and dignified Aid system**.
- NEAR aims to reshape the top-down humanitarian and development **system to one that is locally driven and owned**, and is built around equitable, dignified and accountable partnerships.
- NEAR is a network of **185+ Local and National NGOs** (members) from 32 countries across the Global South, reaching out Hundreds more through its partnership with networks (partners)



# What is the Localisation Performance Measurement Framework (LPMF)?

- *Designed and finalised: 2017 – 2019*
- *Original Purpose:* evidence of progress made towards achieving localization commitments framed within the Grand Bargain.
- *Target:* Local and National NGOs – also relevant to international NGOs, UN agencies and donors, as well as research and academic institutions that are studying or evaluating localisation.

The LPMF is accessible on our website here:  
<https://www.near.ngo/lpmf>



# The LPMF – what are we talking about?

## 6 content sections

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Partnerships

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Funding

---

Capacity

---

Coordination and complementarity

---

Policy, influence and visibility

---

Participation

## *Structuration of each section*

- Desired change
- Impact indicator
- Performance indicator

*Can be used by various audiences*



# NEAR's Localisation Performance Measurement Framework

<b>1. Partnerships</b>	
<b>Desired change</b>	More genuine and equitable partnerships, and less sub-contracting
<b>Impact indicator</b>	Equitable and complementary partnerships between L/NA and INGOs/UN to facilitate the delivery of timely, and effective humanitarian response
<b>KPIs</b>	(1.1) Quality in relationships, (1.2) Shift from project-based to strategic partnerships, (1.3) Engagement of partners throughout the project cycle
<b>2. Funding</b>	
<b>Desired change</b>	Improvements in the quantity and quality of funding for local and national actors (L/NA)
<b>Impact indicator</b>	Increased number of L/NA describing financial independence that allows them to respond more efficiently to humanitarian response
<b>KPIs</b>	(2.1) Quantity of funding, (2.2) Quality of funding, (2.3) Access to 'direct' funding (2.4) management of risk
<b>3. Capacity</b>	
<b>Desired change</b>	More effective support for strong and sustainable institutional capacities for L/NA, and less undermining of those capacities by INGOs/UN
<b>Impact indicator</b>	L/NA are able to respond effectively and efficiently to humanitarian crises, and have targeted and relevant support from INGOs/UN
<b>KPIs</b>	(3.1) Performance management, (3.2) Organisational development (3.3) Quality standards, (3.4) Recruitment and surge
<b>4. Coordination and complementarity</b>	
<b>Desired change</b>	Greater leadership, presence and influence of L/NA in humanitarian leadership and coordination mechanisms
<b>Impact indicator</b>	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
<b>KPIs</b>	(4.1) Humanitarian leadership, (4.2) Humanitarian coordination (4.3) Collaborative and complimentary response
<b>5. Policy, influence and visibility</b>	
<b>Desired change</b>	Increased presence of L/NA in international policy discussions and greater public recognition and visibility for their contribution to humanitarian response
<b>Impact indicator</b>	L/NA shape humanitarian priorities and receive recognition for this in reporting
<b>KPIs</b>	(5.1) Influence in policy, advocacy and standard-setting, (5.2) Visibility in reporting and communications
<b>6. Participation</b>	
<b>Desired change</b>	Fuller and more influential involvement of crisis-affected people in what relief is provided to them, and how
<b>Impact indicator</b>	Affected people fully shape and participate in humanitarian response
<b>KPIs</b>	(6.1) Participation of communities in humanitarian response, (6.2) Engagement of communities in humanitarian policy development and standard-setting

# The LPMF – desired changes

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1. Partnerships - **More genuine and equitable partnerships, and less sub-contracting**
2. Funding - **Improvements in the quantity and quality of funding for local and national actors (L/NA)**
3. Capacity - **More effective support for strong and sustainable institutional capacities for L/NA, and less undermining of those capacities by INGOs/UN**



# The LPMF – desired changes

---

4. Coordination and complementarity - **Greater leadership, presence and influence of L/NA in humanitarian leadership and coordination mechanisms**
5. Policy, influence and visibility - **Increased presence of L/NA in international policy discussions and greater public recognition and visibility for their contribution to humanitarian response**
6. Participation - **Fuller and more influential involvement of crisis-affected people in what relief is provided to them, and how**



# How has the LPMF been used?

Organisation	How it was used
NAHAB	Measuring challenges faced by LNNGOs in progressing localisation (measurement tool)
WHH and Maltezer	Used some components for framing the GLAM project (8 countries, 2 Africa, 2 MENA, Asia, LAC) outcomes (project design)
Asia Disaster Preparedness Centre (ADPC)	Adapted the framework for their regional Asian Preparedness Programme for six countries of Asia. Included benchmarked numbers – poor, moderate, good. (project design, measurement tool)
IRC	Partnership policy review (policy setting)
Turkey/StL (partnership with ACF)	Conducted base/end line measurement of localisation for Turkish orgs (measurement tool)
NEAR/StL/ALNAP chapter	Research in Somalia and Turkiye (measurement, analysis – end use was research)
Expertise France	Research in Lebanon (measurement, analysis – end use was research)
NORCAP	Localisation strategy (policy setting)
Japan Symposium	Socialising of key localisation dimensions (unpacking localisation)
Save the Children Norway	Baseline/Assessing progress on Localisation



# NW NGO Forum Syria: A Case Study

- In November 2020, NWS set out to initiate dialogues between parties involved in responding to the humanitarian crisis in Northwest Syria
- To achieve this, NWS adapted the LPMF as a tool to survey stakeholders: donors, UN agencies, INGOs and National NGOs
- After the surveys, these stakeholders were brought together in workshops to dialogue on the different views to localisation. This approach was a success in building understanding and common ground to advancing localisation in Northwest Syria





# NW NGO Forum Syria: A Case Study

For donors, the LPMF was adapted to survey:

- Equality, transparency, results-oriented approach, responsibility and complementarity in funding
- Frequent monitoring of project implementation
- Quality of funding and multi-year funds
- Financing for institutional and overhead costs
- Participation in coordination and cluster mechanisms
- Advocacy and visibility
- Capacity building
- Language translation in communication materials



# NW NGO Forum Syria: A Case Study

For UN agencies, INGOs and National NGOs, the LPMF was adapted to survey:

- Partnerships
- Funding. Access to 'direct' funding was only surveyed among National NGOs
- Capacity
- Coordination and complementarity. Humanitarian leadership was only surveyed among National NGOs
- Policy, influence and visibility
- Participation



# NAHAB Bangladash: A Case Study

- NAHAB adapted the LPMF to understand the progress/achievement towards localisation in Bangladesh
- The tool was also instrumental in finding the gaps in capacity and institutional preparedness
- It also helped in assessing the readiness of the L/NNGOs
- The process of adapting the LPMF included translation into Bangla (the national language), contextualizing words and retaining only indicators that were relevant to L/NNGOs
- Following this process, the LPMF was also used an advocacy tool for promoting localisation



### 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

# The LPMF process: Step 1

## 1. Understanding the framework

- Desired change
- Impact Indicators
- KPIs

### 1. Partnerships

#### Desired change

More genuine and equitable partnerships, and less sub-contracting

#### Impact indicator

Equitable and complementary partnerships between L/NA and INGOs/UN facilitate the delivery of relevant, timely and effective humanitarian response.

### Key performance indicators

#### 1.1 Group "Quality in relationships"

1.1.1 L/NA have power in partnerships

1.1.2 Relationships with L/NA are guided by the Principles of Partnership (PoP) (equality, transparency, results-oriented approach, responsibility and complementarity) and are periodically reviewed

1.1.3 Partnerships have a mechanism by which issues of concern can be raised and resolved

#### 1.2 Group "Shift from project-based to strategic partnerships"

1.2.1 Existence of longer-term strategic partnerships that commit to build systems and processes that reflect the ambition and goals of L/NA

#### 1.3 Group "Engagement of partners throughout the project cycle"

1.3.1 Projects and budgets are co-designed, implemented, monitored and evaluated with L/NA and affected people (see Section 6 - Participation)



# The LPMF process: Step 2

## 2. Assessing the localization performance

- Means of verification
- Measurement strategies

1. Partnerships	
<b>Desired change</b>	More genuine and equitable partnerships, and less sub-contracting
<b>Impact indicator</b>	Equitable and complementary partnerships between L/NA and INGOs/UN facilitate the delivery of relevant, timely and effective humanitarian response.

Key performance indicators
<p><u>1.1 Group "Quality in relationships"</u></p> <p>1.1.1 L/NA have power in partnerships</p> <p>1.1.2 Relationships with L/NA are guided by the Principles of Partnership (PoP) (equality, transparency, results-oriented approach, responsibility and complementarity) and are periodically reviewed</p> <p>1.1.3 Partnerships have a mechanism by which issues of concern can be raised and resolved</p>
<p><u>1.2 Group "Shift from project-based to strategic partnerships"</u></p> <p>1.2.1 Existence of longer-term strategic partnerships that commit to build systems and processes that reflect the ambition and goals of L/NA</p>
<p><u>1.3 Group "Engagement of partners throughout the project cycle"</u></p> <p>1.3.1 Projects and budgets are co-designed, implemented, monitored and evaluated with L/NA and affected people (see Section 6 - Participation)</p>

Means of verification	Measurement strategies
<p><u>1.1 Group "Quality in relationships"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Partnership Agreements clearly define the nature of the partnership (strategic, project-focused, sub-contractor) and refer to the PoP</li> <li>Partnership quality monitoring tools are routinely used which incorporate indicators for a constructive, quality relationship and which include periodic review</li> <li>Partnership Agreements have a mechanism to address concerns</li> </ul>	<p><u>1.1 Group "Quality in relationships"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Review L/NA Partnership Agreements</li> <li>Review partnership quality monitoring tools</li> <li>Interview senior leaders and partnership management staff from L/NA, their INGO/UN partners and donors</li> </ul>
<p><u>1.2 Group "Shift from project-based to strategic partnerships"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Year-on-year increase in the proportion of partnership contracts that go beyond project-based activities and provide tangible support for organisational development</li> </ul>	<p><u>1.2 Group "Shift from project-based to strategic partnerships"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Review the nature of L/NA partnership (strategic, project-focused, sub-contract) and document year-on-year change</li> </ul>
<p><u>1.3 Group "Engagement of partners throughout the project cycle"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Evidence of L/NA participation throughout the project cycle (review of assessment, project design,</li> </ul>	<p><u>1.3 Group "Engagement of partners throughout the project cycle"</u></p> <p>For example...</p> <ul style="list-style-type: none"> <li>Review engagement of L/NA participation in assessment, project design,</li> </ul>



# The LPMF process: Step 3

## 3. Benchmarking performance

Localisation component		Localisation progress			
1. Partnerships	Key Performance Indicators	Poor	Modest	Good	Excellent
1.1 Quality in relationships	L/NA exercise power in partnerships				
	PoP are explicitly referred to in all partnership agreements				
	Partnership quality monitoring tools are used				
	Partnership reviews are conducted				
	Concerns about the partnership can be effectively addressed				
1.2 Shift from project-based to strategic partnerships	L/NA has strategic partnerships which support organisational development				
1.3 Engagement of partners throughout the project cycle	L/NA routinely participate in all aspects of the project cycle				
2. Funding		Poor	Modest	Good	Excellent
2.1 Quantity of funding	Increases in humanitarian funding to L/NA				
	NGO/UN publish the % of funding that they pass to L/NA				
	Increases in the number of funding mechanisms being made available to L/NA				
2.2 Quality of funding	Provision of funding for L/NA for a new humanitarian response within 2-weeks				
	Funding for operating costs including relevant institutional costs				
	Overhead costs shared equally between L/NA and INGO/UN with no reporting				
	Funding is provided that is adequate to meet quality standards				
	Transparency of financial transactions and budgets with L/NA				
	Flexibility for L/NAs to make reasonable adjustments during implementation				
	Availability of multi-year financing for preparedness, stability and quality				
INGO/UN actively seek to strengthen the financial sustainability of L/NA					
2.3 Access to 'direct' funding	Changes in L/NAs access to direct funding				
	Changes in L/NAs access to funding with a single intermediary				
	Increases in L/NA direct access to donors				
2.4 Risk management	L/NAs have robust financial management systems and accounting procedures				



# The LPMF process: Step 4

## 4. Action planning

**Localisation action planning template**

Component	Impact indicator	Summary of findings	Changes still required	Proposed actions
1. Partnerships	Equitable and complementary partnerships between L/NA and INGOs/UN	<i>Write a short description for each component of localisation to summarise the findings from the localisation measurement framework.</i>	<i>What additional changes are required in order to make progress towards the impact indicator?</i>	<i>What actions are required, by whom and by when?</i>
2. Funding	A funding environment that promotes, incentivises and supports localisation to enable a more relevant, timely and effective humanitarian response			
3. Capacity	L/NA are able to respond effectively and efficiently, and have targeted and relevant support from INGOs/UN			
4. Coordination and complementarity	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			
5. Policy, influence and visibility	L/NA shape humanitarian priorities and receive recognition for this in reporting			
6. Participation	Affected people fully shape and participate in humanitarian response			





Thank You





**Save the Children**

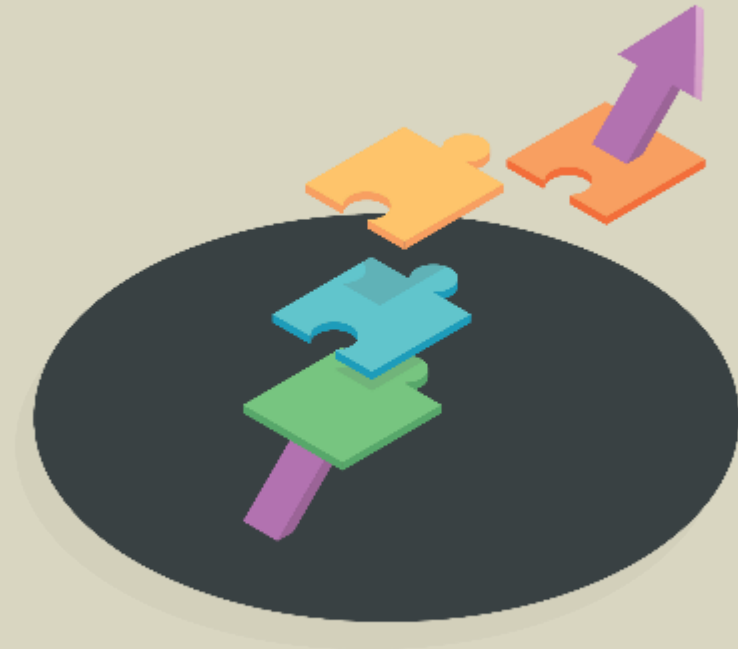


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## LPMF: Application of the tool in Asia and Pacific Region

**Asad Zia Iqbal**

Asia Regional Humanitarian Capacity-Building Lead,  
HLA/ Save the Children





Save the Children



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# Localisation Performance Measurement Framework

Application of the tool in Asia and Pacific Region

Asad Zia Iqbal

# Purpose

1

Establish a localization baseline at the regional office level and to measure localization progress so far.

2

Identify gaps and areas for improvement and make an action plan to bridge those gaps through various interventions.

3

Develop a harmonized approach across region

# Steps of Self-Assessment



Team formation considering and representing seven dimensions of localisation



Orientation of the team on the self-assessment tool



Self-assessment in each of the seven dimensions (seven sheets)



Collect best practices, cases in favour of the status against the dimensions



Report compilation and Internal Sharing



Share with ARO



Finalization of Report

# Self Assessment Process



Day-long workshop with key staff members



Participation of country offices' senior management team and cross-functional staff including field office representatives in the self-assessment process



Consultations with all functions and field offices to ensure data is accurately captured



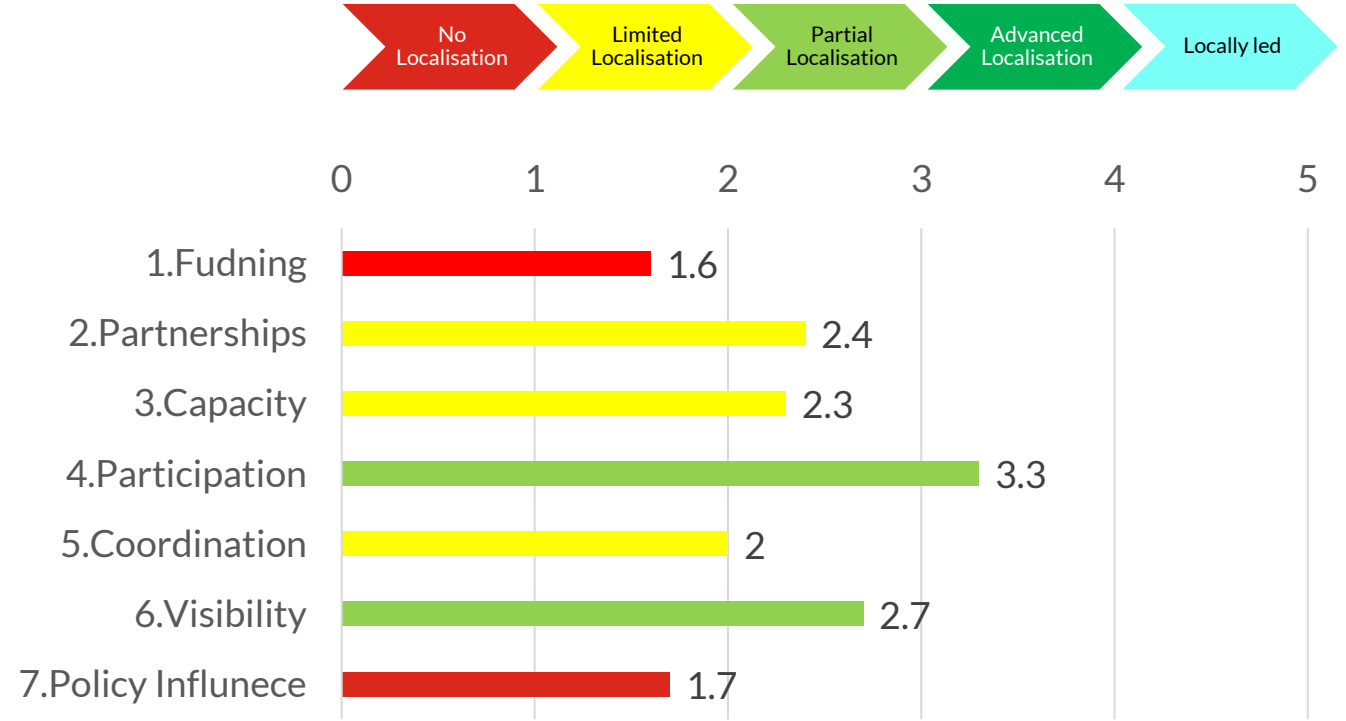
With the group score on each dimension, a consensus score was made in the plenary



Identified country offices' baseline score, set the desired score (target for next year) and put together an action plan for next year.

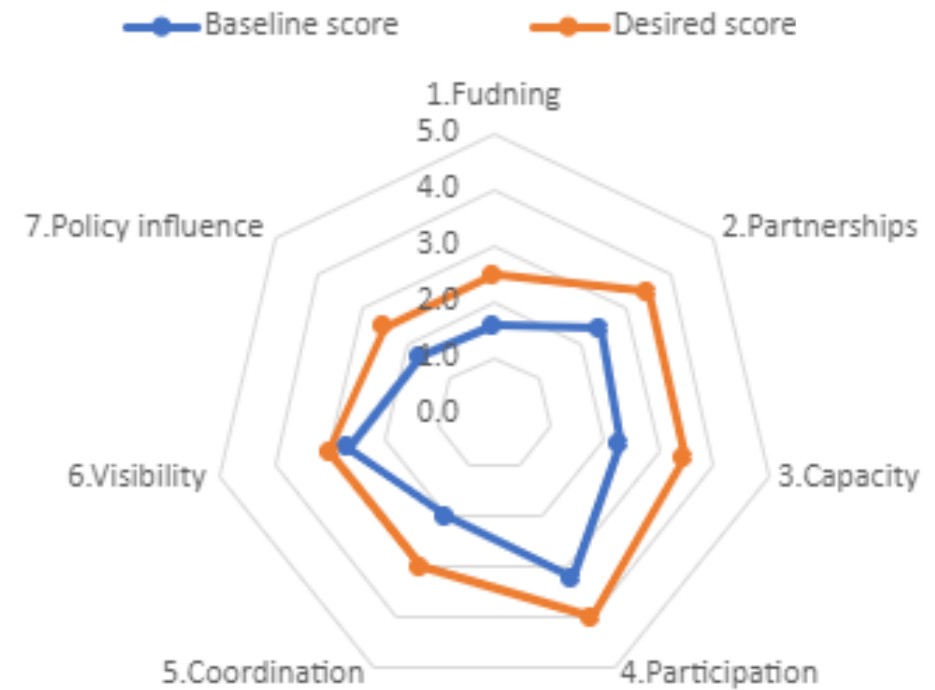
# Quantitative Analysis

- To get a better understanding of country office's current status of localisation based on the spectrum of 'no localisation' to 'locally-led'



# Baseline and Desired Score for next year

Dimensions	Baseline score Y1	Desired score Y2
1. Funding	1.6	2.5
2. Partnerships	2.4	3.5
3. Capacity	2.3	3.5
4. Participation	3.3	4
5. Coordination	2.0	3
6. Visibility	2.7	3
7. Policy influence	1.7	2.5





# Prioritized Action Plan for Y2

Dimensions	Proposed Action for Y2
Funding	<ul style="list-style-type: none"> <li>• More resources (minimum 60%) to the partner / CSOs in new designs</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement and revisit the overhead policy in line with tier-based graduation model</li> </ul>
	<ul style="list-style-type: none"> <li>• Engage partners in the design process and create visibility of partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure flexibility in the DEA/activity level, and Finance department will conduct risk analyses together with the programme</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Joint development of a sub-award agreement with partners. Negotiate with SC Center to make flexible the clauses based on Country needs and context</li> </ul>
	<ul style="list-style-type: none"> <li>• Jointly prepare and standardize partnership quality monitoring tools with partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate the feedback and learning into the existing partnership</li> </ul>
	<ul style="list-style-type: none"> <li>• Communicate with members for multi-year commitment and flexible funding for partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Partner scoping prior to project design (diverse partner)</li> </ul>
Capacity	<ul style="list-style-type: none"> <li>• Seek commitment from the Centre and members for more funds for partner capacity strengthening and partner preparedness</li> </ul>
	<ul style="list-style-type: none"> <li>• Commitment from SMT to use unrestricted funds for partner capacity building</li> </ul>
	<ul style="list-style-type: none"> <li>• Implementation of Partner Graduation Model</li> </ul>
Participation	<ul style="list-style-type: none"> <li>• Modify existing reporting systems to include disability as a category</li> </ul>
	<ul style="list-style-type: none"> <li>• Targeted interventions/mechanisms to get information from children and families with disabilities</li> </ul>
	<ul style="list-style-type: none"> <li>• Contextualise SCI policies, encouraging partners to adhere to partners' key policies</li> </ul>
	<ul style="list-style-type: none"> <li>• More engagement of the most affected and vulnerable people during the needs assessment</li> </ul>
	<ul style="list-style-type: none"> <li>• Update onsite and during implementation feedback collection methodology</li> </ul>
Coordination	<ul style="list-style-type: none"> <li>• Strengthen platform for partners and partners' role in coordination in the provincial and national level</li> </ul>
Visibility	<ul style="list-style-type: none"> <li>• Partner's visibility needs to be stressed at the policy level and make SC's leadership accountable for that</li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate visibility guidelines of partners in the Sub-Award Agreement</li> </ul>
Policy Influence	<ul style="list-style-type: none"> <li>• Provide a platform to create synergy and linkage between local and national actor</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct comprehensive partner scoping and mapping with child/youth-led organizations</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify and strengthen strategic partnerships with child/youth-led organizations</li> </ul>



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# Thanks!

Questions & discussion





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# Contact

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