



Humanitarian  
Leadership  
Academy

HLA  
Webinar  
Series



## The Shift Webinar Series

# Personal perspectives on localisation



**21 August 2024**



**11.00 BST**



**Gita Modgil**

Senior Humanitarian Aid Director  
- Independent



**Carlo Gherardi**

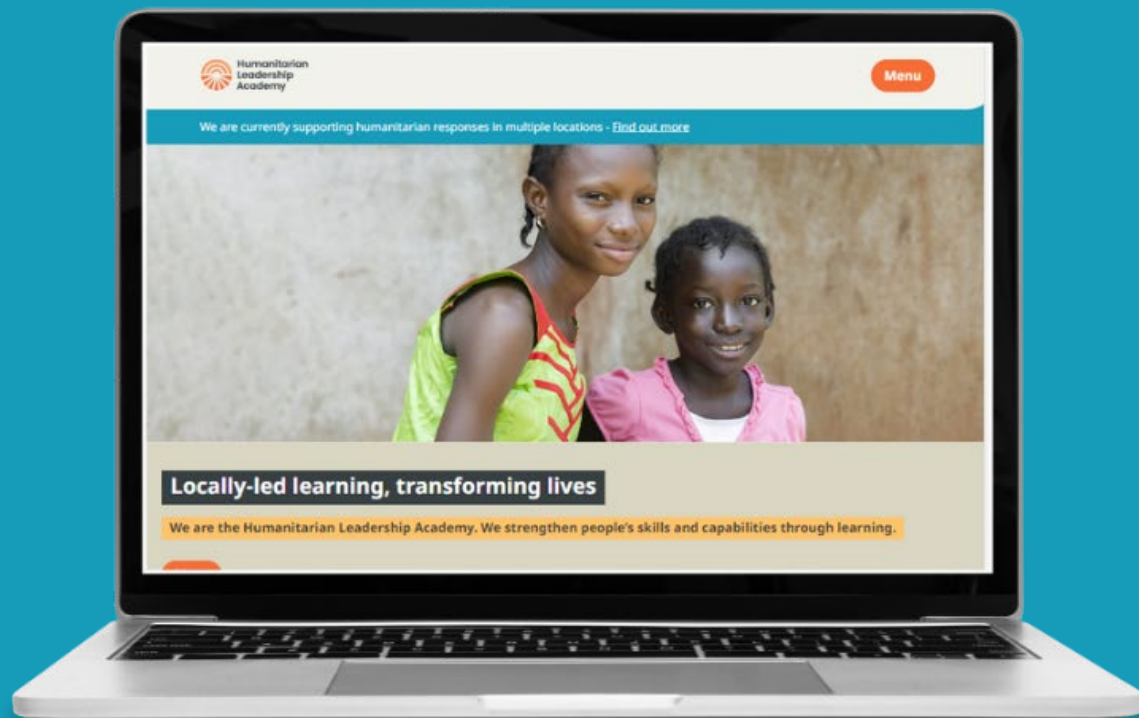
Regional Director, Central &  
Eastern Europe Regional Office  
- Norwegian Refugee Council



**Wahidun Nabi**

Regional OCD and Partnership  
Coordinator, Asia Regional Office  
- Save the Children International

# About us



At the Humanitarian Leadership Academy, we strengthen people's skills and capabilities through learning, working with people in the humanitarian sector and beyond to prepare for and respond to crises.



Humanitarian  
Leadership  
Academy

# Agenda

- Background to The Shift series and this session
- Panellist presentations: Carlo Gherardi & Wahidun Nabi
- Panel discussion: facilitated by Gita Modgil
- Submit your questions using the Zoom Q&A function

## The Shift

Looking to the future: The  
situation of social organisations  
supporting refugees in Poland

13 June 2024  
11:00 AM (UTC)



/ stowarzyszenie  
klon / jawor /



## The Shift: Building Capabilities for Local Resource Mobilisation

Wednesday 27  
September 2023

2pm BST



## The Shift Webinar Series

### MENA Region Perspectives on Localisation

22 November 2023

11.00 GMT



## The Shift Webinar Series

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


22 February 2024

11.00 GMT





# Housekeeping

- This webinar is being recorded: link and slide deck will be shared via post-event email
- Type your questions into the Q&A function, for our discussion at the end
- Use chat for any reflections & reactions
- Kind reminder: 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  ... and selecting your language
- An HPass digital badge is available for all live webinar attendees



# Carlo Gherardi

Regional Director - Central and Eastern  
Europe Regional Office  
Norwegian Refugee Council



NORWEGIAN  
REFUGEE COUNCIL



Recreational retreat for the elderly "Christmas Evenings". Partner LAMPA – Snovsk Ukraine. December 2023

# LOCAL ACTORS IN THE UKRAINE RESPONSE

- Number of aid organisations working in Ukraine since Feb 22 has increased five-fold
- 60% of these are Ukrainian
- \$4.6 billion in 2022
- \$3.5 billion in 2023
- \$3.1 billion in plan for 2024
- 1 As of March 2024, in total only **0.07%** of total funding has gone directly to Ukrainian organizations.
- And yet...Ukraine ideal context for local actor engagement

# LOCAL ACTORS IN THE UKRAINE RESPONSE

- Vocal civil society holding the international community to account
- Open letter
- National Workshop on Localisation
  - 1) expanded priority funding for Ukrainian NGOs
  - 2) harmonising verification processes
  - 3) support for capacity expansion
  - 4) enforcement of equitable hiring practices and hiring practices
  - 5) tailoring coordination mechanisms to those used by Ukrainian civil society



# LOCAL ACTORS IN THE UKRAINE RESPONSE

- Some progress:
  - Local orgs now on the UHF board
  - 70 Million USD UHF envelope based on localisation principles
  - Of the total \$181 million allocated in 2023 30% in net funding was transferred to Ukrainian orgs
  - At least one major donor contracting local orgs directly with fast tracked procedure
  - Local orgs sit in HCT
  - Ukrainian run vetting platform established connecting verified orgs
  - UK DEC and Start Network established pooled fund for Ukrainian orgs only
- Obstacles remain, including:
  - Donor requirements
  - INGO requirements
  - Principles
  - Corruption and aid diversion

# CEERO LOCALISATION APPROACH

NRC has been present in Ukraine since 2014 and after the escalation of the war in 2022 NRC significantly scaled up operations in Ukraine as well as setting up operations in Moldova, Poland and Romania.

- Hybrid response model in Ukraine and Moldova between direct and partnership-based, and still scaling up the second,
- Entirely partnership – Poland.

**Since the onset of the RF invasion of Ukraine in 2022 NRC, has:**

- Over 12% of Total NRC CEERO Funding has been channelled through local actors.
- Over 70 Local actor partners (NGOs, Universities, Private Sector).
- Over 150 Partnership contracts

# CEERO LOCALISATION APPROACH

- **Government and local authorities:**

- Strong linkages with local authorities and line ministries.
- Multiple formal agreements
- Complement and support the efforts of local authorities under a principled response framework.

- **Corporate work and private sector:**

- Private sector's response to the war in Ukraine - from multinational corporations to local microenterprises - was unprecedented
- We collaborate with the private sector, to enhance self-reliance and access to durable solutions for war-affected individuals in Ukraine, leveraging technology and partnering with key national stakeholders.
- We strive to implement the localization agenda at the corporate fundraising level, we exchange expertise and aim to help corporations to maximise their social impact and achieve their strategic objectives.

# REFLECTIONS

- We are still bound by our internal NRC systems and processes which were designed for direct implementation...
- Lack of internal localisation performance measurement framework to measure progress and report on commitments
- Need for profound progress in shifting beyond implementing partnership towards transformative one
- Challenges of high-pace Emergency Response: Including urgency of response and high staff turnover
- Principled response
- Declining funding



# REFLECTIONS

- Ukraine response is the one that moves the needle on localisation but will take time
- Mindsets need to change as much as systems, but systems can't change fast enough
- Humanitarian principles a challenge for national organisations, especially in Ukraine
- International community needs to coordinate better and compete less
- Localisation and partnership still means very different things to different people/orgs.
- Lots of learning ongoing: HLA, FMR, ACAPs, Localisation baseline and framework, Poland NGO Forum report, we have to keep building

# Wahidun Nabi

Regional Organisational Capacity  
Development and Partnership  
Coordinator

Save the Children International, Asia  
Regional Office



**Save the Children**

# ASM Wahidun NABI

Regional Organisational Capacity Development (OCD) &  
Partnership Coordinator-Asia  
Save the Children International



## Career Snapshot:

- 11 Years in the Development and Humanitarian Sector
- Began in 2013 with a National NGO, gaining foundational experience.
- Joined UNDP Bangladesh in 2017 to support public service innovation across various ministries.
- Transitioned to Save the Children in 2019 as part of the country office partnership team, later advancing to a regional role in 2022.
- Coordinated the Humanitarian Partnership Platform for SCI Bangladesh
- Led Organizational Capacity Assessments for 38 CSOs across Asia
- Supported Localization Efforts by assisting various SCI country offices with self-assessments and roadmap development for localization.

# ~~Decolonising~~ **Re-wiring** Mindset For Empowering Local Partners: A Personal Experience from Flexible Funding Modality Case in Asia





## Brief on Core Support Model: A Flexible Funding Approach by SCI

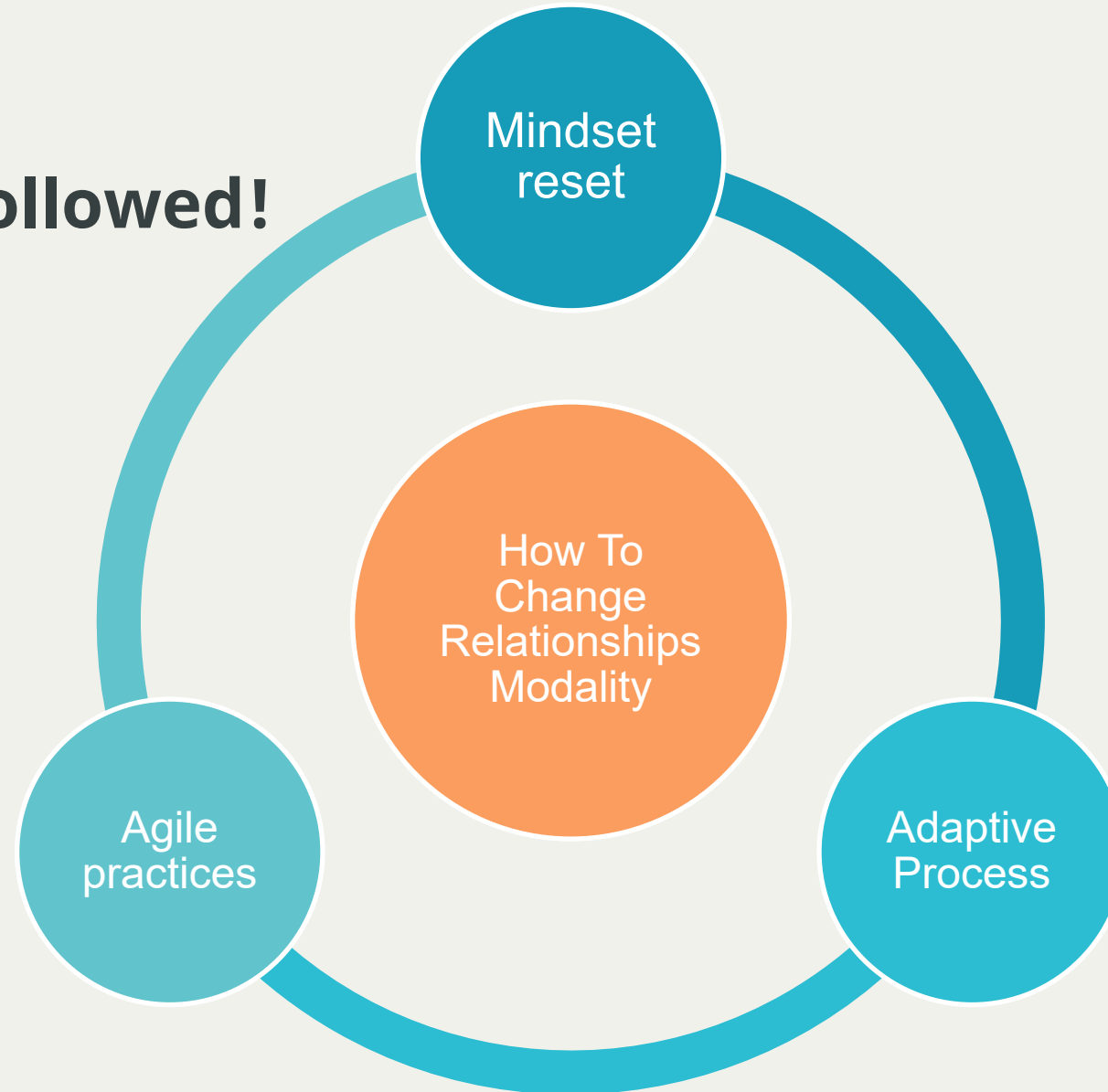
- Introduced by SC Sweden in 2021 by piloting in Asia, Africa and LAC
- Later scaled up in Sida CSO program 2022-2026 in Asia, Africa and LAC
- Commitment of SC Sweden's strategic period and donor's priority
- Developing from a **delivery model** to a **relationship model**, additional to project and programme support
- Providing **holistic support** to the **CSO-partner** for the implementation of their strategic plan
- **Shifting** capacity, resources and ownership to **national and local actors** will result in more timely, appropriate, and effective outcomes for child rights
- The CSO-partner is seen as **an actor in its own right**
- All processes should be **demand-driven and partner-led**.

# What does the core support model look like?

- **Programme Development & Technical Expertise** (technical and methodological support, in our areas of expertise but also acting as a broker)
- **Joint advocacy** (as equal partners targeting a common goal/agenda)
- **Organisational Capacity Development** (good governance)
- **Core funding towards a strategic plan** (flexible but not unrestricted)
- **Financial sustainability** (how to raise funds and care for costs)



## Approach We Followed!



## Rewiring Mindset

Leadership  
Driven

Reaching the  
partners  
transparently

Co-wide  
transformation

Clarifying  
What's in it for  
me!



# How the Rewiring Happened!



- Partners were asked to follow their **strategic plan not any project log frame!** (Organisational annual plan and operational budget as basis)
- Except a simple donor conditions, partners were **free to use their own policies!**
- No donor reporting or intermediary organisation's **reporting templates!** (i.e. Partner annual report or learning document)
- Instead of traditional sub-awardee monitoring, **learning is an integral part** of the core support model and all its components.
- SCI TEs/staff concentrate **more on technical support role** rather than compliance and operational roles
- Most importantly, **delegating decision-making authority** to empower the CSO partner



- Empower CSOs to Break Free from the **Traditional Mindset of Seeking Validation** from Intermediary Organisations.
- Foster More Equitable and **Locally-Led Decision-Making** Partnerships.
- Invest in **Organizational Capacity Development** to Thrive in a Changing Context.

# Self-reflection

- ☐ Localisation should be **diverse and context specific** or **fit for purpose**, no need for uniformity in definition and terminology i.e. local and national actors, nationalization etc.
- ☐ Localisation should be **seen as “MOVEMENT”** not a funding trend or donor appetite to fulfil!
- ☐ **Avoid of cloning ‘INGOs’** in localisation streams and more focus on evidence, advocacy and policy influence role of communities (i.e. involving Gen Z in movement)
- ☐ Before **“Shifting Power”** comes the **“Sharing Power”**





# Panel discussion & Q&A



**Gita Modgil**

Senior Humanitarian Aid Director  
Independent  
[Facilitator]



**Carlo Gherardi**

Regional Director  
Central and Eastern Europe Regional  
Office  
Norwegian Refugee Council



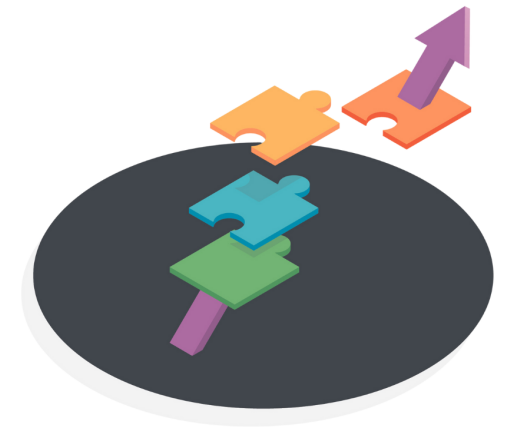
**Wahidun Nabi**

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Asia Regional Office



# Thank you and next steps

- Please share feedback via quick Zoom survey
- Keep an eye on your inbox: post-event email & HPass badge email
- Share any suggestions for future sessions with us!



**HLA The Shift Webinar**  
**Personal perspectives on localisation**  
Webinar attendee

# More on localisation

## New HLA podcast episode on localisation

With Bidjan Nashat, co-founder of PotentialU and former Save the Children International leader

## Webinar tomorrow from Trust Consultancy & Development:

Localisation and Accountability to Affected Populations

**Tomorrow, 22 August, 16.00 TRT**

**Localisation and talent:  
advocating for a different approach**

**In conversation with Bidjan Nashat**



# Next webinar

19 September, 11.00 BST

Explore **innovative financing mechanisms** that can enhance the impact and sustainability of humanitarian efforts, focusing on emerging trends and practical applications.

## Thank you!



The banner features a blue header with the Humanitarian Leadership Academy logo on the left and the 'HX Webinar Series' logo on the right. The main content area has a white background with a black text box containing the title 'Catalysing change: how innovative financing fuels humanitarian progress'. Below the title, the date '19 September 2024' is shown next to a calendar icon, and the time '11.00 BST' and '10.00 UTC' are shown next to a clock icon. On the right side of the banner is a photograph of a smiling woman in a patterned headscarf holding two young children, one in a red shirt and one in a yellow headscarf, in a dry, outdoor setting.

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HX Webinar Series

**Catalysing change:  
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