ENVISIONING THE GRAND BARGAIN

Documenting the Child Protection Area of Responsibilities' Approach to Localisation from 2017-2019

AUGUST 2020

"We are best positioned to be able to carry out projects and offer sustainability. It is not rocket science. We are going to be here forever. It is only fair that we are given the opportunity to state our role and determine what our future should look like." – Local respondent

"But when the CP AoR come with this concept (localisation) we really accepted it, and it has changed us, especially with regard to local participation of community people in international gatherings." – Local respondent

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I. EXECUTIVE SUMMARY

Established in 2007, the Child Protection Area of Responsibility (CP AoR) within the Global Protection Cluster (GPC), led by UNICEF, is the global-level forum for the coordination of Child Protection in humanitarian settings. Despite commitments and certain successes at the 2016 World Humanitarian Summit (WHS) and subsequent Grand Bargain, there remains a lack of significant progress to shift power and resources into the hands of local actors. Coordination systems have an obligation to promote localisation as increasing local actors' power, decision-making, and funding access, leads to a faster, more effective, and more sustainable humanitarian response.[1]

The CP AoR's Localisation Initiative, grounded in the Localisation in Coordination Conceptual Framework (Annex I), has taken concrete steps to operationalize localisation. This was demonstrated in the establishment of the first global cluster Strategic Advisory Group (SAG), which has national representation and is chaired by a national actor. Anecdotally within the GPC, there was a sense that the CP AoR's approach to localisation may be instructive to others.[2] This assessment, led by Columbia University's Care and Protection of Children (CPC) Learning Network with the support of the CP AoR's Localisation Initiative, examines to what extent the CP AoR's approach and subsequent initiatives undertaken in the early years of the localisation mandate have helped to advance the agenda.

This assessment used a mixed-methods approach, including a thorough desk review of 90 relevant documents and twelve key informant interviews. Data were analyzed using an assessment methodology known as Outcome Harvesting, which assesses complex non-linear initiatives and determines how approaches and actions contribute to outcomes. The purpose of this assessment is to both guide the Localisation Initiative within the CP AoR, as well as its members and wider stakeholders, to inform existing approaches to localisation while promoting a principled and effective child protection response.

Outcomes which have been partially achieved, and are the most visible, remain decentralized, language-specific Help Desks and increased participation and co-leadership of coordination structures by local and national actors. Despite these advances, there has been little to no improvement surrounding equitable and transparent partnerships and access to direct funding for local actors. Challenges remain, including resistance to localisation within the broader humanitarian system and a lack of investment in institutional capacity building initiatives, the latter being an area that CP AoR has subsequently chosen to prioritize. Gaps include dedicated Child Protection Coordinators, and institutionalized methods of translation and dissemination of key information and resources at the global CP AoR and country-level Coordination Groups. The humanitarian community has a long way to go, but the CP AoR is well placed to accelerate the localisation agenda based on the progress of the Localisation Initiative to date.

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1   Wall, I., and Hedlund, K. (2016). *Localization and Locally-Led Crisis Response: A Literature Review.* Local2Global. *https://www.local2global.info/research.*

2   CPC Learning Network, and the CP AoR. (2019). *Documenting the CP AoR's Experience Localizing.* PowerPoint.

Key Outcomes

MOSTLY ACHIEVED
1. Tailored support through decentralized Help Desks organized by local language (Arabic, English, French, & Spanish)
1a. Translation of materials **1b.Collecting and sharing of good practices**
2. Support child protection capacity strengthening initiatives

PARTIALLY ACHIEVED
1. Increase inclusion and decision making power of local actors
1a. Ensure local leadership and co-leadership
2. Encourage strong partnerships

NOT ACHIEVED
1. Increase direct funding to local actors
1a. Increased transparency
2. Do not undermine local capacity
3. Increase participation of non-formal local structures
4. Increased visibility of localisation and local actors in the media

II. BACKGROUND

Localisation at the Global Level

Children in humanitarian settings are at risk of injury and disability, physical, emotional, and sexual violence, psychosocial distress, and mental health issues.[3] Established in 2007 by the Inter-Agency Standing Committee (IASC), Child Protection is an Area of Responsibility (CP AoR) within the Global Protection Cluster (GPC). Led by UNICEF, the CP AoR is the global-level forum for the coordination of child protection efforts in humanitarian settings in order to ensure children in emergencies are protected from abuse, neglect, exploitation, and violence.[4] Frontline responders that deliver aid at the onset of an emergency are predominantly community level groups. Although children and families rely on services delivered largely by local government and civil society organisations to keep them safe in emergencies, [5] traditionally these local actors have not been meaningfully integrated as change agents in prevention, response and coordination initiatives.

The 2016 World Humanitarian Summit (WHS) and subsequent Grand Bargain commitments prioritized the localisation agenda, identifying the aim of improving local capacities while providing additional aid directly to those most in need. Despite commitments and certain successes at the WHS and at the global level broadly, there remains a lack of consensus within the humanitarian system regarding how best to shift power and resources into the hands of local actors and promote localisation within the context of a principled response. In many cases, funding and power tend to remain concentrated in the hands of a

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3   CP AoR. (2020). *About us.* https://www.cpaor.net/About_Us

4   Ibid.

5   CP AoR. (2020). *Localisation*. https://www.cpaor.net/node/666

few large humanitarian actors while local actors continue to face large barriers in accessing power within the humanitarian system.[6]

Coordination systems therefore have an obligation to promote localisation, while localisation in turn helps coordination systems achieve critical goals through increased coverage and quality. [7] Evidence suggests that increasing local actors' power, decision-making, and funding access, leads to a faster, more effective, and more sustainable humanitarian response.[8] These benefits can be attributed to the fact that local actors have a greater understanding of the local context, can access affected populations more easily, and can navigate complex political and social dynamics more readily. These benefits are particularly true with regard to child protection initiatives, as children around the world rely on psychosocial support, family tracing, reunification, education and other services which are largely delivered by local government and civil society organisations.[9] Advancing the localisation agenda is therefore an opportunity to improve access, quality and efficiency of services, recognizing the fundamental responsibility of the State to protect its citizens. [10] Critically, coordination systems can support agencies and networks to amplify localisation efforts, take successful pilots to scale, and influence internal structural changes. [11] The CP AoR as member to the IASC's humanitarian coordination structure, known as the cluster system, plays a critical role in this.

Child protection is often not viewed as a priority or as life-saving, [12] and financial tracking mechanisms did not provide a means to report how much funding is targeted for children specifically until 2017.[13] Compared to other sectors of humanitarian response, the GPC, and specifically the CP AoR, remains significantly underfunded,[14] with global humanitarian funding data reported to the Financial Tracking System (FTS) in 2020 showing that child protection accounted for just 0.4% of all humanitarian funding.[15,16]

Review of Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs) conducted annually by the CP AoR similarly evaluate the positioning of child protection and inclusion of localisation within the humanitarian system. Child Protection was somewhat poorly represented within the HNOs and HRPs in 2019, with only 24% of HNOs providing a clear child protection needs analysis and 57% of HRPs providing a clear analysis of the child protection response plan both through a separate paragraph in the protection section or a separate child protection chapter.[17]

Despite global commitments to localisation, localized funding across all humanitarian response remains strikingly low with local agencies receiving just 0.4% of all humanitarian assistance funding in 2015 and

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6   Ramachandran, V., and Walz, J. (2012). *Haiti: Where Has All the Money Gone?* CGD Policy Paper 004. Washington, D.C.: Center for Global Development. http://www.cgdev.org/content/publications/detail/1426185

7   Nolan, A., and the CP AoR. *Localisation in Child Protection Coordination - Preliminary Conceptual Framework and Approach.*

8   Wall, I., and Hedlund, K. (2016). Localization and Locally-Led Crisis Response: A Literature Review. Local2Global. https://www.local2global.info/research

9   CP AoR. (2020). *Localisation*. https://www.cpaor.net/node/666

10   Ibid.

11   Anthony Nolan, CP AoR. *Localisation in Child Protection Coordination - Preliminary Conceptual Framework and Approach.*

12   CP AoR, *2018 Annual Survey.*

13   Prior to 2017 Child Protection was reported under Protection in the FTS.

14   Fletcher-Wood, E., & Mutandwa, R. (2018). *(DRAFT) Protection Funding: A Review of Trends, Challenges and Opportunities for a Localised and Women Led Approach to Protection Programming.* Research & Evaluation Services Ltd.

15   OCHA - Financial Tracking Service (FTS). (2020). *Total Reported Funding - 2020.* https://fts.unocha.org/global-funding/overview/2020

16   For the period covered in this report Child Protection funding was reported in the FTS as follows: (2017) $123, 350, 655 (2018) $124,983,342 and (2019) $107,769,357. Noting that due to the new tagging of child protection in 2017 it is assumed this data is likely unrepresentative of child protection funding flows.
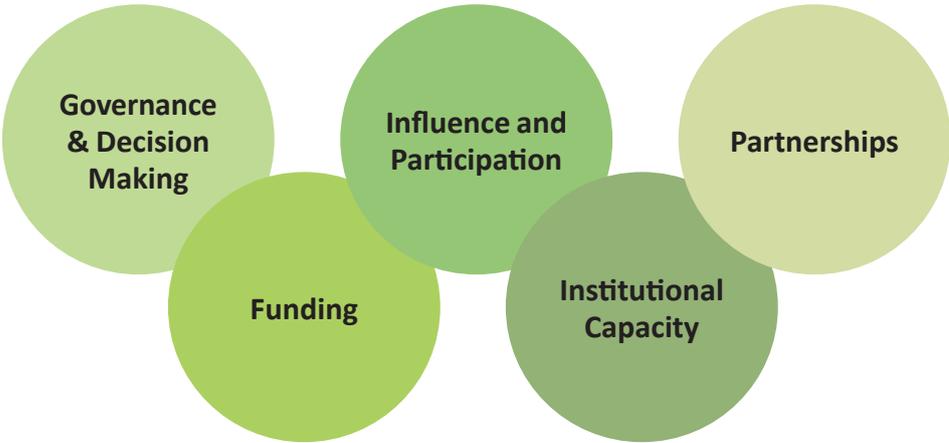
17   CP AoR. (2019). *HRO/HRP Review.* PowerPoint

0.3% in 2016.[18] In 2019, five HNOs (24% of the total) explicitly referenced localisation in the needs overview and seven (33.5% of the total) made reference to localisation-related terms (e.g. Grand Bargain, Principles of Partnership[19]), representing an improvement from 2018 when the figure was two and five respectively (8% and 21% of the total).[20] The trend significantly increased with HRPs, in 2019 19 of the HRPs (90% of the total) explicitly referenced localisation and 19 (90% of the total) make reference to localisation-related terms compared to 10 and 13 in 2018 respectively (43% and 57% of the total).[21]

The CP AoR's Approach to Localisation

After the WHS in 2016, the CP AoR has become a leader in advancing the localization agenda through humanitarian coordination by taking steps to operationalize localisation in line with best practices. The Localisation Initiative, one of nine core areas under the CP AoR, has been informed by field-level needs and is supported by the implementation of the CP AoR strategy and annual workplans.[22] In general, the CP AoR interprets local actors as government, civil society, academia and private sector from within the relevant country, as well as that country's diaspora community.[23] The CP AoR's approach to localisation is founded in the Localisation in Coordination Conceptual Framework (see Annex 1), [24] which identifies five key dimensions and possible actions to advance the localisation agenda in protection Coordination Groups.[25] Developed in consultation with Coordinators, and national and international members of the global and country-level Coordination Groups, this tool articulates areas where Coordination Groups can target their efforts in meeting localisation commitments.[26]

CP AoR Localisation in Coordination Conceptual Framework

Governance & Decision Making

Influence and Participation

Partnerships

Funding

Institutional Capacity

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18   IRC. (2017). *Localising Response to Gender-Based Violence in Emergencies.*

19   International Council of Voluntary Agencies. (2017). *Principles of Partnership - A Statement of Commitment Endorsed by the Global Humanitarian Platform.* https://www.icvanetwork.org/resources/principles-partnership

20   CP AoR. (2019). *Review of Child Protection Age & Gender Disaggregation, Positioning, Integration, Localization, and Leadership: 2019 HRO and HRPs.* PowerPoint ; CP AoR. (2018). *Review of Child Protection Positioning and Localisation – 2018 HNOs and HRPs*. PowerPoint.

21   Ibid.

22   See the CP AoR Starter Pack for all Localisation resources here under the General Coordination file.

23   CP AoR, and UNICEF (2017). *Localisation in Coordination- Q & A*.

24   Ibid; Global Protection Cluster and Global Education Cluster. (2017). *Better Protection Through Localisation*.

25   CP AoR. (2019). *Localisation : World Humanitarian Summit Commitments.* https://www.cpaor.net/node/5061

26   Ibid.

The CP AoR was also first to establish a global cluster Strategic Advisory Group (SAG) which is chaired by a national actor. The CP AoR Global SAG includes representation of international and national actors, including eight national representatives.[27] As a result, the way the CP AoR SAG works in practice has changed, with more explicit focus on field support and country-level action. National actors of the SAG have received regular mentoring support from the CP AoR to both strengthen their involvement and influence in global decision-making and to support them to develop local and regional networks and maximize their ability to play a representative role.[28] Annual work plans at the global level are therefore informed by, and grounded in, local practice and local contexts.

In 2017, key outputs reflected a preliminary approach to bring the localisation agenda to country-level Coordination Groups including: establishing a Global Strategic Advisory Group (SAG) that includes eight national representatives, an orientation module for child protection Coordinators to develop contextualized country-level action plans (including developing an example action plan for Nigeria), the development of a self-assessment tool for country-level Coordination Groups on the Principles of Partnership, as well as training for government child protection Coordination Focal Points in West Africa.[29]

In 2018, the CP AoR's approach incorporated hands-on support in developing capacity to realize localisation and develop contextualized plans. Key outputs included: development of tools and both in-country and remote support for Coordination Groups on the development of country-level action plans and self-assessments; guidance for Coordinators on working with governments; continued training for government child protection Coordination Focal Points in English speaking African countries; and the development of four language-specific Help Desks (Arabic, French, Spanish, and English).[30]

The 2018-2019 CP AoR Work Plan continued to build on concrete outputs through addressing challenges and gaps identified in the previous years: strengthening global Help Desk functions to provide remote support to field-based local actors including referral, decentralization of four language-specific Help Desks,[31] promoting local leadership in national coordination structures, guidance and development of localisation dashboards, and providing in-country support through the Rapid Response Team to review the current situation and support Coordination Groups to identify priorities for the next HRP.

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27   Global Protection Cluster. (2019). *Learning paper: Advancing the localisation agenda in protection coordination groups.*

28   UNICEF, Humanitarian Policy Section Office of Emergency Programmes. (2019). *A review of UNICEF's approach to localization in humanitarian action.*

29   CP AoR, and UNICEF (2017). *Localisation in Coordination- Q & A.*; Global Protection Cluster and Global Education Cluster. (2017). *Better Protection Through Localisation.*

30   Ibid.

31   Previously three of four Help Desks were hosted by National Organizations, and the fourth was hosted by an INGO. As of January 1st 2020 three language specific Help Desks are operational (Arabic, French, Spanish) plus the Global Help Desk supporting global requests in English. The Arabic Help Desk is currently hosted by the CPC Learning Network, the French by Institut Bioforce, the Spanish by Corporación Infancia y Desarrollo, and the Global Help Desk is hosted by Save the Children. Find out more here.

Anecdotally within the GPC there was a sense that the CP AoR's approach localisation might be instructive to others.[32] Building on existing localisation research conducted by the CP AoR and the wider GPC[33], this assessment examines to what extent the CP AoR's approach and subsequent initiatives undertaken in the early years of the localisation mandate have helped to advance the agenda. The purpose of this assessment is to both guide the Localisation Initiative within the CP AoR, as well as its members and wider stakeholders within the child protection community and across the cluster system, and to inform existing approaches to localisation while promoting a principled and effective child protection response.

III. METHODOLOGY

In 2019, the CPC Learning Network with the support of the CP AoR's Localisation Initiative undertook an assessment to document the CP AoR's approach to localisation in the early years of the mandate through the lens of various stakeholders. This assessment utilized a mixed-methods approach, employing both qualitative and quantitative methods. A thorough desk review of relevant literature was conducted with over 90 documents; relevant quantitative data were collected from annual CP AoR surveys (see Annex 3), and qualitative data were collected from 12 key-informant interviews. Interview participants were selected through purposive and snowball sampling: 58% represent national NGOs (NNGOs, n= 7), 17% CP AoR Help Desks (n=2), 17% Global CP AoR (n=2), and 8% International NGOs (INGO, n=1). The sample was gender balanced as well with 50% females (n=6), and 50% males (n=6) being interviewed. Particular attention was paid to language-specific Help Desk leads, which represented 33% (n=4) of participants interviews. This assessment defines 'local actors' as those located in the same country of operation, including national NGOs and Civil Society Organizations (CSOs).

The interview guide, which can be found in Annex 2, and subsequent analysis were structured using evaluation approach known as Outcome Harvesting. Outcome Harvesting collects data from diverse sources and, working backwards, determines how approaches and actions contributed to outcomes.[34] Outcomes are defined as changes in policies, practices, and social relationships influenced by the intervention, or in this case, by the overarching Localisation Initiative. This method allows for the assessment of a complex, multi-year, and non-linear initiative such as localisation that involves a diverse range of stakeholders.

Through the desk review a list of outcome statements were compiled and then validated with core CP AoR staff. Outcomes were then analyzed and the level of achievement validated through 12 in-depth interviews with key national and global stakeholders. Outcome parameters included: concrete and specific themes connected to localisation, an observable change, and participant verification. Although traditional Outcome Harvesting utilizes surveys to verify outcomes, this process was slightly modified and validation was conducted through participant review of the final outcomes and report.

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32   CPC Learning Network, CP AoR. (2019). *Documenting the CP AoR's Experience Localizing.* PowerPoint.

33   Nolan, A., & Dozin, M. (2019). "(Draft) Global Protection Cluster Learning Paper: Advancing the Localization Agenda in Protection Coordination Groups." Global Protection Cluster.

34   Outcome Mapping was developed by Ricardo Wilson-Grau and colleagues, find out more here.

IV. FINDINGS

The humanitarian community and this study's key informants saw the CP AoR as a leader in the field of localisation through humanitarian coordination. Outcomes which have been partially achieved, and are the most visible, remain the establishment of and support to regional, language-specific Help Desks[35] and increased participation and co-leadership of coordination structures by local and national actors. At the same time, there has been little to no improvement surrounding equitable and transparent partnerships and access to direct funding for local actors. Since 2015, the top two challenges identified by Coordinators in preventing achievement of child protection quality and coverage remain inextricably linked to localisation: lack of sufficient funding for adequate operational capacity, [36] and limited technical capacity among child protection actors.[37] There is widespread recognition that although the CP AoR is only at the start of a very long process the Localisation Initiative is heading in the right direction.

> *"The major point where you can vividly see the impact of localisation is in the CP AoR. I can say it is one of the sectors that has embraced localisation much more than any other sector." – Local Respondent*
>
> *"It has really improved, but more needs to be done. If you ask me on a scale of 1 to 10 where is localisation, I would say 3. We still have a long way to go. We are coming up, but we are coming up very slow." - Local Respondent*
>
> *"Localisation is a relatively new concept and all actors in the humanitarian sector are still trying to come to grasp with it. We have been introduced to the concept of localisation, but we have not yet taken concrete actions. We are now thinking of practical and pragmatic initiatives to help take the concept forward. I am quite satisfied at the level at which we are going although more work needs to be done. But at this stage with how grey the concept is, I feel there is still room for growth and more solid outcomes in the future." - Local Respondent*

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35   For more information about the CP AoR Held Desks Visit: https://www.cpaor.net/HelpDesk

36   CP AoR, *2017 Annual Survey;* CP AoR, *2018 Annual Survey*; CP AoR, *2019 Annual Survey*. This was ranked as the top challenge in 2016, 2018, and 2019.

37   Ibid. This was ranked as the top challenge in 2017, second in 2018, and third challenge in 2019.

Key Outcomes

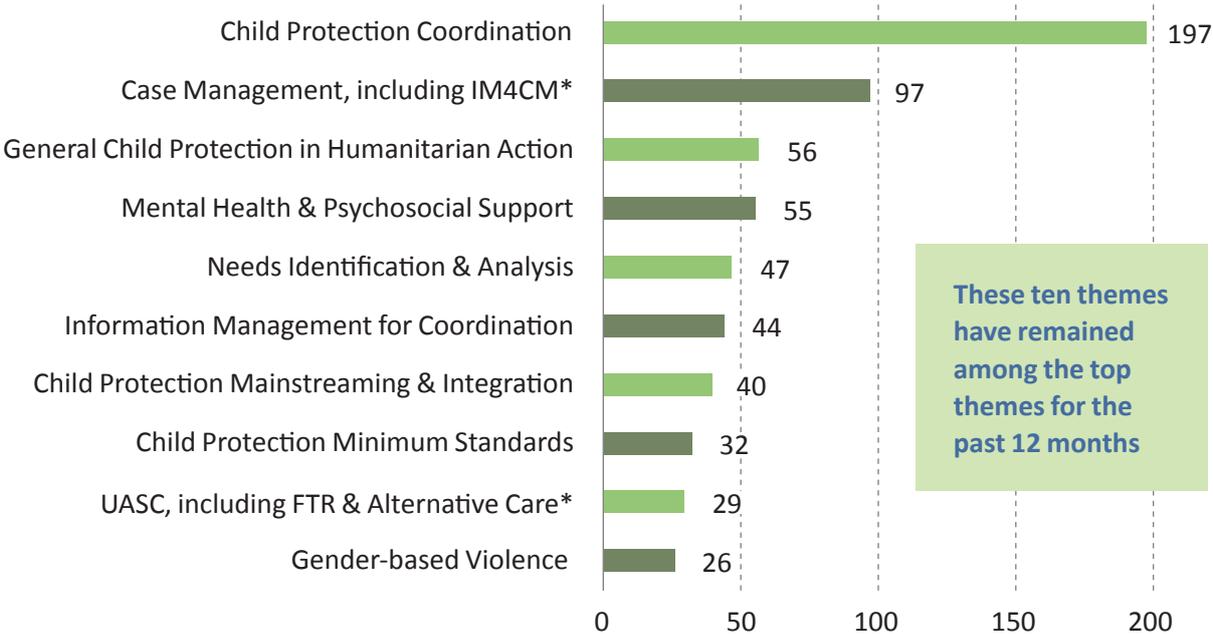| OUTCOME	KEY STEPS TOWARDS ACHIEVING THIS OUTCOME
MOSTLY ACHIEVED	
1. Tailored support through decentralized Help Desks organized by local language (Arabic, English, French, & Spanish)	Four decentralized language specific Help Desks have been established (Arabic, English, French and Spanish) to provide remote support for members of the CP AoR, with a specific focus on supporting local actors within country-level Coordination Groups.
1a. Translation of materials: Translation of documents into the four Help Desk languages when possible **1b. Collection and sharing of good practices:** Information is shared through the Help Desks in four languages including: guidance documents, webinars, trainings, and job postings. Information is also shared via Facebook (Community of Practice) and WhatsApp groups	
2. Support child protection capacity strengthening initiatives	Local actors have been targeted through workshops, trainings, and webinars aiming to strengthen capacity in technical child protection response in line with the child protection minimum standards
PARTIALLY ACHIEVED	
1. Increase inclusion and decision making power of local actors	Increased participation of local and national actors and decision making power within national and sub-national Coordination Groups, and increased local presence in international gatherings
1a. Ensure local leadership and co-leadership: Advocate for, and support local and national actors in leading or co-leading child protection coordination structures at the nation and sub-national level	
2. Affirm the Principles of Partnerships	Advocacy around the localisation agenda and Principles of Partnership has encouraged improved relationships between international and local actors
NOT ACHIEVED	
1. Increase direct funding to local actors	Increase direct funding to local actors as well as support for managing funding streams
1a. Increased funding transparency: Advocate for improved communication around direct funding within the cluster system, and advocate for direct access to donors by local actors	
2. Encourage Equitable Partnerships	Shifting away from implementing-partner and sub-contracting models towards equitable, principled partnerships between international and local actors
2a. Do not undermine local capacity: Ensure local staff are utilized as much as possible, and lessen the footprint of international employees within local communities	
3. Increase participation of non-formal local structures	Increase participation and inclusion of non-formal local structures and leaders including: community groups, social movements, civil society, private sector, academia, and the diaspora
4. Increased visibility of localisation and local actors in the media	Communicate to the public via the media about local and national partnerships, and CP AoR initiative objectives, with the aim of increasing the visibility of local actors

Outcomes mostly achieved

1. Tailored support through decentralized Help Desks organized by local language

Historically the CP AoR provided support to country Coordination Groups through a global CP AoR Help Desk in English, yet the annual survey in 2017 identified 70% of country-level Coordination Groups held their meetings in a language other than English, and 80% translated their material into local languages.[38] To address this shift in May 2018 the CP AoR introduced four decentralized, language-specific Help Desks to provide support in Arabic, English, French and Spanish[39].

Each Help Desk is housed by a local NGO to ensure contextualized guidance, and are based in the Middle East (initially Lebanon), the Philippines, Senegal, and Colombia. They provide remote, and sometimes in-country, support for over 45 countries in humanitarian and preparedness / early warning contexts countries.[40] Satisfaction with the Help Desks is high, and in 2019 satisfaction scores on a scale of 1 – 10 were ranked as: 9.2 for appropriateness, 9.1 for timeliness, and 9.2 for quality[41]. This reflected a general improvement from 2018 satisfaction scores, which were 9, 8.6, and 8 respectively[42]. Between September 2018 and June 2020 over 901 individual requests were received by the four Help Desks supporting 56 Coordination Groups and contexts, 75% of which were in a language other than English[43].

Top Ten Request Themes across the Four CP AoR Help Desks from 2018 to 2020

Child Protection Coordination: 197
Case Management, including IM4CM*: 97
General Child Protection in Humanitarian Action: 56
Mental Health & Psychosocial Support: 55
Needs Identification & Analysis: 47
Information Management for Coordination: 44
Child Protection Mainstreaming & Integration: 40
Child Protection Minimum Standards: 32
UASC, including FTR & Alternative Care*: 29
Gender-based Violence: 26

These ten themes have remained among the top themes for the past 12 months

* IM4CM: Information Management for Case Management
* UASC: Unaccompanied & Separated Children
* FTR: Family Tracing & Reunification

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41 CP AoR, 2019 Annual Survey.

42 CP AoR, 2018 Annual Survey.

43 CP AoR. (2020). Consolidated Help Desk Report; the Spanish and French Help desks correspond almost entirely in Spanish and French, and the Arabic Help Desk provides support in both English and Arabic as many people in the region use English (particularly among Coordinators).

CP AoR Help Desk Requests by Language from 2018 to 2020

901

requests for individualized support across the four Help Desks, with 388 requests (43%) from January - June 2020

● Arabic HD   ● English HD   ● French HD   ● Spanish HD

> *"Help desks are set in local NGOs, and not in UNICEF offices, even though they could have done that. We are partners with the AoR and one person is dedicated to giving support to localities. The AoR recognizes the technical capacity that local organizations can provide for delivering services and has gone past talking about localisation to acting on it, and funding positions that allow this. It's created big changes, very big changes. They are funding a person. They are recognizing the abilities of us, and we are very aware what's going on in the AoR because like mentioned above, they are funding direct ways to have localisation be present in local agencies, and creating the space for trust to be built that if they say they want something to happen they would provide the financial support to make it happen." – Local Respondent*

Decentralizing support did not automatically support the location agenda for all Help Desks, and meaningful shifts have been necessary to ensure support is known and available to local actors within country-level Coordination Groups. As of June 2020 only 11% of requests came directly from national NGOs, while nearly half of all requests came direct from Child Protection Coordinators and Information Management Officers on behalf of Coordination Groups[44].

> *"At first we were receiving mostly INGO requests but realized we wanted to turn this around... the main objective of this Help Desk is to support national NGOs within Coordination Groups. Since then we have tried to change our way to communicate more towards national NGOs... talk directly to national NGOs and explain how the Help Desk is used...we are trying to make it more official and get in touch with them to collaborate with us and see any needs we can help them with. Nigeria had localisation funding, and the Francophone zone has had more requests from national NGOs compare to other Help Desks. But to reach better we need to be more in the field. A Help Desk is a good start but it would be great if we can move forward to meet those people who are in need and in the field, the impact would be greater." - Local Respondent*

Key informants highlighted that the CP AoR cannot push the localisation agenda forward alone, as funding and buy-in are necessary to ensure the continuation of the Help Desks.

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44 Ibid.

> *"Of course the problem is that it is always dependent on funding, when there isn't funding it is difficult to have a person in place… dedicated capacity made a huge difference. It is one thing to say to the CP AoR - this is where we need to be - but it is partly out of the CP AoR's hands, it is dependent on other peoples' hands equally … so I think the CP AoR did what it could do." - INGO respondent*

1a. Translation of materials

The translation of global level documents into the four Help Desk languages has been a welcome shift in increasing the inclusion and visibility of local actors, yet much more needs to be done. As of June 2020 11% of Help Desk requests have been for specific translation support[45]. All key-informants representing Help Desks stated that more core resources need to be translated, while Arabic and French were highlighted as key gaps in 2018[46]. The lack of translation of key resource and guides, including the Child Protection Minimum Standards (CPMS), into local languages was also noted as a key barrier in 2017[47]. Ensuring that Help Desks have an institutionalized approach to translation is critical as the current volunteer-based approach is unsustainable.

> *"A main outcome has been having more resources available in Arabic. Having someone who knows the region and the language who is available for technical support that is huge, and also someone who can advocate for more resources in Arabic and to help make the work that is being done in the region more visible on the global level." - Local respondent*
>
> *"While they are doing their best there is still a gap (for Arabic), there are many things that are not translated yet … it is clear there is an effort to have more language specific resources available, even if it not done yet, it is heading that direction." - Local respondent*

In 2019, 48% of country-level Coordination Groups held their meetings in a language other than English, a substantial decrease from 70% in 2017, although 68% made some form of language provision[48]. Although Help Desks provide translated materials from the global level respondents did not discuss progress made within country-level Coordination Groups regarding budgeting for translation. More work needs to be done not only at the global CP AoR level, but also at the country-level to prioritize language provisions to ensure all members can fully participate in coordination.

1b. Collection and sharing of good practices

Conventionally, all information (i.e., resources, learning opportunities, other news) passed through primarily UNICEF alone or UNICEF and INGO Coordinators (some double hatting[49] as coordinators), which meant information did not always reach all coordination group members, including government and other local actors. Local actors do not always have direct access to global and regional resources, especially in local

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45 CP AoR. (2020). Consolidated Help Desk Report.

46 CP AoR, 2018 Annual Survey.

47 CP AoR, 2017 Annual Survey.

48 CP AoR, 2019 Annual Survey; Additional language provision includes: minutes shared in national language (22.58%), separate meetings of national and international cluster members with exchange of minutes (19%), pre-meetings in national language (12.9%), written translation services in HRP/proposals (12.9%), (6.45%) verbal translation services in HRP/proposals, and other (25.81%).

49 The term 'double-hatting' indicates they have additional work-loads beyond coordination, including child protection programming.

languages. However, with more ways to engage through various [Help Desk platforms](), such as Facebook Communities of Practice, WhatsApp groups, and regional newsletters, information, resources, learning opportunities, and good practices are now being shared in four languages and reaching more local actors. There is agreement among local actors that information is power, and this shift has had an immense impact on increasing knowledge and access for local actors within the humanitarian system and leveling the playing field. Similar to translation, the collecting and sharing of key resources and best practices through the Help Desks is not a structured process, and a more systematic approach should be developed.

> *"The CP AoR strategy and approaches they are following, for me, this is the right approach, because they have come down and connected the local community through their Help Desk and activity facilitators to inform the system of accountability to affected populations. Right now most child protection colleagues here they access the Help Desk and so much information is coming through, unlike the conventional way things were being done all information was passed through UNICEF, and UNICEF would keep it to themselves. The sector lead does not believe in sharing and so they use the government to keep information between themselves, and not including civil society, so there was no level playing ground. With the coming of the CP AoR at least there is level playing ground, the information is available for everybody, everyone can showcase what they are having, unlike the past way whatever information or assistance you needed you had to go through the Coordinator of the cluster. Now we have so much vast information about Child Protection and localisation through the CP AoR." - Local respondent*

> *"Really decentralizing the Help Desks through different languages it is most likely a different level of localisation, it is still conceptual because we are still at the global level but there is an element of bringing into different languages and adopting to different countries. For example, in (Typhoon) Haiyan there were a lot of coordination problems, and we did not have a lot of resources, so I think if the Help Desk was there we would have a had a lot more support in doing protection work in the field. The sharing of experiences and resources can be an outcome that is promising." - Local respondent*

2. Support CP capacity strengthening initiatives

The global CP AoR has targeted local actors through in-person workshops and trainings and remote webinars to strengthen capacity in technical CP response. Help Desk informants confirmed they had witnessed an increase in the inclusion of local actors in initiatives, leading to improvements in capacity and adherence to the CPMS. In 2018, 45% of Coordination Groups had conducted capacity building assessments within the past 12 months, and 45% had specific capacity building plans in use (monitored and updated[50]).

> *"Personally I have a chance to travel out and attend a training in Ukraine on child protection coordination, and based on this training we understand the objectives of the humanitarian world. And we have come down to use localisation in (this context), it helps us with the consortium of national NGOs we are trying to form. We can push the implementation of the Grand Bargain, incorporation into the HRP, now each sector has one paragraph to how they can incorporate localisation into their programming and how they can make it as local as possible." - Local respondent*

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50 CP AoR, 2018 Annual Survey.

> *"In terms of outcomes, capacity building first and second funds, for the first one capacity building they took huge steps, and for funds unfortunately there is still a gap." - Local respondent*

Several key informants noted that the majority of capacity building has focused on one-off child protection technical skills training, whereas long-term mentoring and a focus on institutional capacity building is needed to advance the localisation agenda. Limited institutional capacity to absorb funding is recognized as a critical challenge, yet in 2019 only four Coordination Groups (13% of total) reported conducting institutional or organizational development trainings[51].

Buy-in and investment from INGOs that are members of the CP AoR is critical to strengthen local civil society and scale-up services.

> *"When we talk about capacity building there is a misconception or misunderstanding, most people believe that capacity building is like a two to three day workshop, no. Capacity building is a long-term strategy, for example next year localisation should focus on building capacity for national NGOs for programmatic issues, and then the next year Monitoring and Evaluation, and then for 2022 building capacity for financial department. So long-term capacity building is not just one or two trainings and say - this is fine, I provided you capacity building and built your capacity - we need continuous capacity building so we can hand off the localisation process." - Local respondent*
>
> *"I am of the opinion that local actors need to be trained in technical areas for example one I see the international community do well, which I would like to see the local actors have their capacity build on, is effective advocacy… to be able to influence the narrative and mobilize resources to help to equip us to carry out CP projects and initiatives in line with international standards while taking into account the (local) context." - Local respondent*

Outcomes partially achieved

1.Increase inclusion and decision making power of local actors

Between 2014-2019 participation of local and national actors within national and sub-national Coordination Groups has continued to increase. In 2019, the average national NGO membership at the national level was 52%, while national NGO membership at the sub-national level was 54%[52]. This continued the positive trend from 2018 which was 46% and 53% respectively[53].

> *"They [the CP AoR] say - how can these local actors, with my guidance, develop protection capacity to do it independently in the future? What are the necessities in the regions? …not decided by the people sitting in Geneva, but listening to what these local actors are saying." - Local respondent*

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51 Ibid ; 1 country for financial management; 1 for leadership and management; 3 for project design; and 1 for programme management.

52 CP AoR, 2019 Annual Survey.

53 CP AoR, 2018 Annual Survey.

> *"This term localisation I first heard it in 2017, two years ago... and of course at that time I designed and implemented my projects already in a very local way and I support my community. Initially we found it very hard to have local people included in international gatherings, and it changed to now we are bargaining between international organizations, and national organizations, and CPOs, that any activity or proposed implemented by any origination it has to consider local participation. This is looking at the partnership base, and the voice is being heard unlike before." - Local respondent*

Power and decision making by local actors has been greatly improved by the formation of national-level Strategic Advisory Groups (SAG), and in 2018 40% of national Coordination Groups had a SAG of which 75% had national NGO membership (See Annex 3).

> *"Since we started the localisation process there are some changes we have been able to make. Particularly with the child protection sub-sector working group that I operate in, you can clearly see the sector coordination is co-led by a local organization, which is a huge achievement. The in country SAG decides on the sector strategy, and in that SAG we have many local actors participating." - Local respondent*

Local actors see the localisation agenda as not only increasing the power of local and national organizations, but inclusion and voice of local communities. The lack of meaningful progress in including community voices, beyond those national NGOs already participating in localisation endeavors, indicates that there is still much work to do.

> *"Localisation can support changing challenges through two things. One – a practical system of accountability to affected population(s), let the population in that area and indigenous people be involved in planning and don't just bring new initiatives. When designing a new program involve the local people you want to support. Two – open a debate between communities to be candid about what INGOs are coming with, the local people have no need for a long time and INGOs think the local people don't know (anything). Don't just ignore them, just because you can't speak English does not mean you are illiterate and not intelligent. The international national bodies and donors can have a direct link with the communities." - Local respondent*

1a. Ensure local leadership and co-leadership

Despite commitments to shifting to local leadership of coordination at the national level, local actors continue to be excluded. In 2019, four HNOs made reference to the agencies responsible for child protection coordination at the national level, and 19 HRPs (90% of the total) indicate their leadership structure and 17 (80% of the total) reference a strategy for transition[54][55].

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54 CP AoR. (2019). Review of Child Protection Age & Gender Disaggregation, Positioning, Integration, Localization, and Leadership: 2019 HRO and HRPs. PowerPoint.; CP AoR. (2019). HRO/HRP Review. PowerPoint.

55 CP AoR. (2020) HRO/HRP Review. PowerPoint.; Noting that in 2020 no HNOs made reference to the agencies responsible for child protection coordination at the national level, and only 2 HRPs (10% of the total) indicated that national organizations were involved in their current leadership structure.

Despite commitments from the IASC and the GPC to develop transition plans within three months of the onset of a crisis, no HRPs outline neither how leadership decisions are made nor how transition plans will be executed or evaluated[56].

Within the CP AoR in 2018, no national NGOs led or co-led national coordination mechanisms, although 55% were led or co-led by governments[57]. There was an improvement in 2019 with five national NGOs (16% of the total) co-leading with two or three leads at the national level[58]. Some success has also been made at the sub-national level where as in 2019 seven countries reported national NGO leadership at the sub-national level[59].

This is an area for continued progress as between 2017 and 2019 50% of national Coordination Groups continued to report five or more sub-national groups. Intending to enhance the ability of governments to lead in coordination, the CP AoR has supported capacity building initiatives since 2015 in West Africa, and plan to launch additional initiatives in Latin America[60]. Although governments are included in the CP AoR's definition of local actors, and are central to the localisation agenda, this is not the same perception in the field.

In 2019, only two coordination groups (12% of the total) where the government was not leading or co-leading with a national NGO had a written plan to transition from international leads to national leads[61]. Insufficient capacity, and concerns surrounding neutrality, impartiality, and independence are often cited as concerns by international organisations regarding local leadership, although ample evidence exists which challenge these assertions[62]. While local actors are able to lead coordination at the local level, the national level is seen to garner greater visibility and influence, leading to resistance of international actors in ceding power[63].

> *"Organizations tell me, when you support us (local actors) that we can be co-lead at the national level this is for us localisation, not necessarily just financing. No other SAG has local members. But for example in Cox's Bazar localisation happened in a way so that cluster members were implementing partners but few had local co-leads, we have a long way to go. We have lots of local co-leads at sub-national level take for instance DRC, Somalia, Afghanistan… but not at national level, but this was prior to 2016. We need more co-leads at national level where strategies are influenced more than sub-national level." - Global Coordination Respondent*
>
> *"The new coordinator that has come from (a UN agency), and they systematically stopped working with national NGOs, they only work now with the UN, INGOs and government. When I finished my own tenure (as co-lead) instead of us selecting a new lead they systematically forgot about locals co-leading." - Local Respondent*

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56 Maina, U.A., Machuor, D. and Nolan, A. (2018). Forced Migration Review. Exclusion of local actors from coordination leadership in child protection.

57 CP AoR, 2018 Annual Survey.

58 CP AoR, 2019 Annual Survey.

59 Ibid.

60 Wagener, T. (2018). CP AoR. Review of UNICEF WCARO Initiative : "Strengthening Governments capacity in CPiE Coordination."

61 CP AoR, 2019 Annual Survey.

62 Maina, U.A., Machuor, D. and Nolan, A. (2018). Forced Migration Review. Exclusion of local actors from coordination leadership in child protection.; Noting that special consideration must be given when Government is party to a conflict, or where internal divisions in a given setting may lead global humanitarian coordinators to undertake close analysis to determine that a given national NGO is not aligned with a party to a conflict.

63 Ibid

2. Affirm the Principles of Partnerships

The sharing and affirmation of the Principles of Partnership by the CP AoR has had an impact on local actors' ability to assert their power within the humanitarian system. While there has been some progress in terms of advocacy with international organizations, the shift from models of implementing-partnership and sub-contracting to equitable principled partnership with local actors has yet to be realized on a meaningful scale. Meaningful adoption around the Principles of Partnership to date has been driven mainly by local actors.

> *"There has been some confidence that has been instilled in my organization… localisation helps to promote among local actors that ability to be able to say 'no' to externally imposed ideas. We have been able to take that confidence into our partnerships with international actors, we are able to let them know we understand the current debates around the localisation agenda, and in terms of developing programming we are able to tell them we want to be involved in the design of the program and make sure there is some level of fair distribution of risk within the partnership. We are able to advocate for, and making sure they respect, our ideas… they realize these people understand where the trend is moving and they are forced to listen to our inputs and allow us to have a decision making role." - Local respondent*
>
> *"Localisation has given me a better tool to explain the shift that needs to happen, before people could sort of hide behind – 'well we are working with them,' meaning they are implementing our programs, and now you can have a way to say this is not enough. (My organization) for example as an international INGO may have a different role in 10 to 15 years if this is going ahead in the direction we actually want it to be." - INGO respondent*
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> *"All partners will be coming together, and the donor will be asking you to adopt their own process, but now they have given room, a few of the donors not all of them, for negotiation of their project activities." - Local respondent*

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64 Introduction on the localization projects implemented by Street Child UK and Save the Children 08.07.2020: Street Child UK project duration, 1 August 2019 – 31 July 2020 (12 months) in Afghanistan, Bangladesh, DR Congo, Nigeria. Save the Children Denmark project duration, 1 September 2019 - 31 August 2020 (12 months) in Iraq, South Sudan. The implementation of the localization project in Yemen was put on hold indefinitely as a result of the shrinking humanitarian space.

Outcomes not achieved

1.Increase direct funding to local actors

Funding remains one of the biggest challenges faced by Coordination Groups. Child protection is often not viewed as life-saving, and financial tracking mechanisms do not provide a means to report how much funding is targeted for children or for local actors specifically.[65] In 2017, 75% of Coordination Groups stated the HRP allocation was not proportional to needs, compared to 50% in 2018.[66] Forty per cent of groups report a substantial decrease in funding in 2018, with the same percentage indicating a funding gap of 50% or higher.[67] This trend continued in 2019 with 40% of Coordination Groups reported a funding gap between 25-50% while 43% reported a gap of 50% or higher.[68]

The UN Office for the Coordination of Humanitarian Affairs (OCHA) is seen as the gatekeeper, which can help or hinder direct access to donors and equitable distribution of humanitarian pooled funds. Although access to pooled funds is one of the few channels for direct funding for local actors, in 2018 no Coordination Groups were aware what percentage of the HRP was specifically allocated to child protection funding.[69] Key informants noted that access to direct funding for local actors remains a significant challenge to localisation as they remain largely reliant on sub-grant funding.

> *"The Grand Bargain objective is still not implemented on the ground. If you see the Iraqi Humanitarian Pooled Fund (IHPF) for the last three or two years you will see most of the funds went to the INGOs, not national organizations. For example last year 90% went to INGOs, and this is totally against the Grand Bargain objectives. Sub-grants are not workable for national NGOs, it is a bad methodology for the donors that they apply with national NGOs. If they received funds directly from the donor this will be a great step." - Local respondent*

> *"In some countries local organizations have a good connection to donors, unlike the system in (this country) where only OCHA will connect you do donors or you may have to go bilaterally through INGOs. We at the national NGO level, we find it very hard, so we are getting access but it is very hard for us to sit down with donors, and for donors to hear our views and understand us better." - Local respondent*

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65   Fletcher-Wood, E., & Mutandwa, R. (2019). ActionAid. *Funding a Localised, Women-Led Approach to Protection from Gender Based Violence: What Is the Data Telling Us?*

66   CP AoR, *2017 Annual Survey.;* CP AoR, *2018 Annual Survey.*

67   Ibid.

68   CP AoR, *2019 Annual Survey.*

69   CP AoR, *2018 Annual Survey.*

1a. Increased funding transparency

Transparency to information regarding direct funding is critical to advance to the localisation agenda and ensure equitable distribution of resources. It was reported that some national NGOs choose not to submit HRP project sheets as child protection is often underfunded, and there is a perception that national NGOs will not be prioritized for funding.[70] The CP AoR must continue to advocate for improved communication and transparency around direct funding within the cluster system, as well as direct access to donors by local actors.

> " (In Nigeria and Somalia) The CP AoR looked into barriers to access to funding, this was information we did not have before, and looking into solutions or activities to lead us the way." INGO respondent

2. Encourage Equitable Partnerships

Although partnerships are identified as a key outcome area within the CP AoR's localisation framework little improvement has been made in shifting towards equitable and principled partnerships between international and local actors. No respondents discussed equitable partnerships, but rather discussed sub-contracting models which generally do not provided overhead funding, do not include the local actor in the proposal development processes, and often push down risk while pushing local actors to work at low costs.[71] Insufficient institutional capacity to absorb funds and scale-up is both a symptom and a cause for the exclusion of local actors in equitable partnerships.

> "You still see them (INGOs), they do not want you to let you take a section of the project. They are quick to point out your weaknesses as local actors for justifying why you should not be getting a certain amount of budget. They point to this inadequacy of managing funds at a certain scale and use this as justification." – Local respondent

> "There is recognition (of localisation) but this has not been translated into action around funding allocation and partnerships, this is not a two year agenda this is more like a ten year agenda. It is fine to encourage people to start working better together… but we need more directive style guidance on this." – Global respondent

2a. Do not undermine local capacity

Decentralization of the Help Desks were seen as utilizing local capacity without undermining local organizations, yet within the broader humanitarian system poaching (the recruitment of talented local staff by UN agencies and INGOs) and the impact of international staff on local communities remains a large challenge. Equitable, principled partnership remains critical to ensuring local capacity is not undermined.

> "With the coming of INGOS, if you read the principles of humanitarian response, the system of do no harm… we are closer to our people. The people complain that the UN and INGOs coming into the country, it is observed the economics of the state is being exploited. Goods and services have become very expensive to the indigenous people living in that state. INGOs they come and skyrocket all expenses including housing,

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70   CP AoR, *2018 Annual Survey.*

71   Bennett, K. (2019). GBV AoR. *Gender-Based Violence (GBV) Localization: Humanitarian Transformation or Maintaining the Status Quo?*

food, and stocks. They buy (everything) in a high price which makes life not easy to the host community. INGOs and UN are not minding the harm they cause to the indigenous community, and most donors do not know this." - Local respondent

"As we saw in Bangladesh international partners go in and hire 100 of their own staff, which is stealing local staff from NGOs, that is not ok. We don't have a contract with the CP AoR - to say if you are in the CP AoR this is the kind of partnership that is ok and this is not. To hold ourselves accountable (INGOs and the UN), we need this." - Global respondent

3. Increase participation of non-formal local structures

Although meaningful actions have been taken by the CP AoR to promote the participation and inclusion of local actors, there is recognition that little progress had been made in engaging with "informal" structures or non-traditional child protection actors, including: community groups, social movements, civil society, private sector, academia, and the diaspora community. In regard to non-traditional membership, in 2018 three countries reported universities as members of their coordination group, and one country reported diaspora members participating. [72] This trend improved in 2019, with six countries reporting universities as members, two countries reporting private sector membership, and one country reporting that members of the diaspora participate in coordination meetings.[73] No other actions to increase the participation of non-formal structures were reported by key informants.

4. Increased visibility of localisation and local actors in the media

Within CP AoR material, communication to the public via the media about local and national partnerships, and CP AoR initiatives and objectives is mentioned as significant with the aim of increasing the visibility of local actors. No action on this objective was reported by key informants.

V. CHALLENGES + GAPS

Resistance to localisation within the humanitarian system

Although many organizations have begun to speak the language of localisation significant actions to meaningfully achieve the agenda have not been taken. Key informants spoke of a lack of acceptance of the localisation agenda by international organizations, in that they support the agenda at the global level, yet internally they do not support localisation through strategic decisions and program implementation. The humanitarian system, critically Resident Coordinators / Humanitarian Coordinators and Humanitarian Country Teams, can both be a driver or a barrier to localisation. Although there is wide recognition that the Global CP AoR has been a champion of localisation, key informants perceived the Global Protection Cluster, and even country-level Coordination Groups, as being a barrier to localisation in some contexts.

"I think there is a stratified international community at the moment, there is a faction that does want to push the idea of localisation, then there is the operational or pragmatic old international community that still wants to be stuck in the past and

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72   CP AoR, *2018 Annual Survey.*

73   CP AoR, *2019 Annual Survey.*

does not want to move the initiative forward. You see this play out within INGOs whose headquarters are doing serious localisation work, but in the field they are quite resistant and hesitant – and their view of the concept is reflected in how they deal with local actors. We need to ensure there is coherence around local actors from the HQ down to what is actually happening in the field, and pushing this among their workers." - Local respondent

"We are still lagging behind… none of the other sectors are encouraging to accept localisation apart from child protection, even with all of these politics on ground now the child protection cluster has stopped at the national level, they are discouraging the localisation process, we only are working with the (global) CP AoR on localisation. Clusters here do not encourage localisation they think we need funding, no this is not what we are looking for, give us the knowledge, this is what we are looking for. Tell us your plans and involve us in your activities ." - Local respondent

"They (INGOs) make statements at the global level and have the intention (around localisation), but this has not been seen in international actors taking actions… accepting the localisation agenda is a big step. Local actors at the Help Desk are not seen as a valuable source, even to (UN) colleagues in the region, we need to change this perspective." - Global Respondent

Strong partnerships & institutional capacity building

The continued lack of equitable partnerships between international and local actors remains one of the most significant barriers to localisation. Supporting the shift from sub-contracting to equitable partnerships is key to improved access to direct funding, ensuring local capacity is not undermined, and ultimately increasing local actors' power within the humanitarian cluster system. Funding is inevitably part of the transfer of decision-making power and will be where tensions are likely to emerge.

Strong partnerships are also needed to move away from one-off technical child protection training, into what is most highly needed: long-term mentoring, accompaniment, and institutional capacity building. In 2018 and 2019, the top challenges identified by Coordinators in preventing achievement of child protection quality and coverage point directly to these challenges: limited institutional capacity to scaleup and absorb increased funding even if available, and a limited number of trained child protection actors on the ground.[74] Key informants echoed that institutional capacity building, with a specific focus on financial and human resources systems, is necessary for local actors to access direct funding and assume leadership roles. Increased advocacy is needed by the CP AoR global leadership, as well as buy-in and financing by CP AoR members. Localisation should not simply amplify the voices of a few national NGOs perceived to be strong by international actors, but rather strengthen greater civil society and transition leadership of the response to local actors. At the same time, this locus of funding transfer represents a site tremendous potential for the future of localisation.

"Institutional capacity building is more important as the first step, in Iraq there are more than 8,000 local organizations registered but on the ground only 5-10 organizations are strong and active. They have funds, they have projects, they are strong, they participate in the coordination mechanisms, but the others they stay as

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74   CP AoR, *2018 Annual Survey.;* CP AoR, *2019 Annual Survey.*; in 2018 out of the top 6 challenges this was challenge #4 and #6, in 2019 this was challenge #1 and #3.

the name only. The others, they are inactive and they are not working on the ground because they don't have funds, because they do not have enough capacity. We need to build real capacity for these organizations." - Local respondent

Dedicated Coordination

Dedicated coordination is critical in advancing the localisation agenda at the national level. In 2019 61% of Child Protection Coordinators were dedicated, steadily increasing from 55% in 2018 and 50% in 2017.[75] The remaining 45% of Coordinators are 'double-hatting,' meaning they have additional work-loads beyond coordination, including child protection programming. Additionally, there are challenges of maintaining neutrality and not representing UNICEF or the NGO when double-hatting as a coordinator. Coordinator roles are also considered international posts, which also represents an inherent tension between the localisation agenda and the Cluster system. As local actors' power within the humanitarian system grows, and relationships shift, Coordinators can mitigate potential competition and tensions by acting as a neutral broker. [76] Coordination work is incredibly time consuming and demanding, and Coordinators must be dedicated, and working on stable long-term contracts, to drive the localisation agenda at the field level.

Information access as power

Key informants discussed access to information and resources in languages beyond English as one of the ways the impact of localisation has been felt on the ground. Access to key resources and information in local languages, and in a timely manner, is critical to ensuring local actors can carry out child protection programming in-line with global standards, and more importantly to engage meaningful and equally in the cluster system. The information flow also appears to be one-way, with the "dissemination" of information flowing from the global level to national actors rather than bi-directionally. Information on humanitarian architecture, and the Principles of Partnership, enables local actors to hold the humanitarian community accountable on commitments to localisation. Current modes of translation and dissemination of key information and resources remains unstructured, piecemeal, and unsustainable.

VI. RECOMMENDATIONS

The CP AoR is well placed to accelerate the localisation agenda based on achievements to date, and to continue to advocate for the necessity of local leadership to improve the quality and coverage of child protection interventions. UNICEF, the CP AoR lead agency, bridges the development-humanitarian nexus at country-level, and therefore is equally well placed to support localisation and the strengthening of Government and civil society before, during and after emergencies.

In line with the CP AoR Localisation in Coordination Conceptual Framework, recommendations focus on continuing to operationalize localisation to ensure global commitments translate to meaningful actions on the ground. While the global CP AoR has enthusiastically supported the localisation agenda and made significant steps towards localisation, this progress has not been evenly matched at field level. These steps, if undertaken, will increase the likelihood of localisation within child protection across all contexts.

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75   CP AoR, *2018 Annual Survey.; CP AoR, 2019 Annual Survey.*

76   CP AoR, *2018 Annual Survey.*

Governance and Decision Making

- Global CP AoR: Advocacy for dedicated Child Protection Coordinators, especially those recruited in their own localities, as dedicated Coordinators can mitigate potential tensions over shifting power and are critical to advocating for the localisation agenda within the humanitarian system in country [77]

- Global CP AoR: Set a global target for country-level national NGO co-leadership of national Coordination Groups, and as coordination leadership roles are limited broaden the definition and measurement of local leadership to include leadership in technical working groups/task teams, representation roles within other clusters, and leadership in CP AoR response activities[78]

- Country-level Coordination Groups: Allocate 2–3 sentences in next year's HRP to explicitly outline leadership arrangements, and if local actors are currently not in a leadership role define a transition strategy including what preconditions are needed [79,80,81]

- INGOs & UN (especially co-leads): Commit to time-bound resourced strategies to shift to local co-leadership, and allocate the needed financial and internal resources for these changes [82]

Influence and Participation

- Local actors: Continue to advocate for localisation by reminding international actors of their commitments and holding organizations accountable

- Country-level Coordination Groups: Allocate funding for translation and interpretation in coordination group budgets

- Global CP AoR: Develop an institutionalized approach to translation of resources and information dissemination, and increase the sharing of practical resources and tools[83] as well as sharing evidence-based good practices coming from the local and regional level. [84] Ensure local actors are engaged in regional and global-level networks and have direct access to global and regional resources in local languages

Partnerships

- Global CP AoR: Continue to ensure that capacity deployments in the field are focused on supporting and linking principled partnerships, and ultimately increasing the power of local actors

- Global CP AoR & Country-level Coordination Groups: Ensure CP AoR members, INGOs and UN partners, understand their commitment to the Principles of Partnership and push for equal partnerships beyond sub-contracting modalities

- INGOs & UN: Move to equal partnerships beyond sub-contracting modalities, ensure transparency in partnership selection processes

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77   Ibid.

78   For example, expanded leadership roles may include: Chair or co-chair of the working group on MHPSS, the representative of the CP AoR to the Education Cluster, and person or organization that takes the lead in the production of 4Ws

79   Maina, U.A., Machuor, D. and Nolan, A. (2018). Forced Migration Review. *Exclusion of local actors from coordination leadership in child protection.*

80   Global Protection Cluster. *Tip sheet to integrate localisation in the HNO and HRP.*

81   Global Education Cluster, and Global CP AoR. *Tips for integrating Localizaiton in the COVID-19 HNO and HRP.*

82   Maina, U.A., Machuor, D. and Nolan, A. (2018). Forced Migration Review. *Exclusion of local actors from coordination leadership in child protection.*

83   CP AoR, *2018 Annual Survey.*

84   Wagener, T. (2018). CP AoR. *Review of UNICEF WCARO Initiative : "Strengthening Governments capacity in CPiE Coordination."*

Funding

- Global CP AoR & Country-level Coordination Groups: Advocate for greater transparency, access to donors, and direct financial support for local actors in adherence to Grand Bargain commitments to provide 25% of global humanitarian funding to local and national responders by 2020, a target that has been woefully ignored. Advocate with OCHA for greater transparency and direct financial support for local actors through country-based pooled funds

- Country-level Coordination Groups: Support capacity building for local actors around advocacy and fundraising

- Donors: Shift funding from INGO co-leadership positions and prioritize direct support for local co-leadership.[85] Invest in both institutional capacity building initiatives and local leadership

Institutional Capacity

- Local actors: Identify organizational strengths and capacity building needs and proactively discuss with partners

- Country-level Coordination Groups: Advocate for and develop strategic and comprehensive institutional capacity building plans geared towards national NGOs and host governments[86]

- INGOs & UN: Develop and support institutional capacity building initiatives which including coaching and mentoring

- Donors: Invest in both institutional capacity building initiatives and local leadership

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85   Maina, U.A., Machuor, D. and Nolan, A. (2018). Forced Migration Review. *Exclusion of local actors from coordination leadership in child protection.*

86   CPC Learning Network, CP AoR. (2019). *Documenting the CP AoR's Experience Localizing.* PowerPoint.

VII. ANNEXES

Annex 1: CP AoR Approach to Localisation

CP AoR's Localisation in Coordination Conceptual Framework[87]

LOCALISATION IN COORDINATION CONCEPTUAL FRAMEWORK	
Dimension	**What this means for coordination**
Governance and Decision-Making	Local actors should have equitable opportunities to play leadership and co-leaders hip roles at national and sub -national levels; and have a seat at the table when strategic decisions are made (for example. in Strategic Advisory Groups or Steering Committees).
Participation and Influence	Local actors should also have the opportunity to influence the AoR/Sector's decisions. To do this they need equitable access to information and analysis on coverage , results etc ; and the opportunity and skills to effectively and credibly convey their thoughts and ideas.
Partnerships	Coordinators should be promoting a culture of principled partnership both in the way it inter-acts 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.

The CP AoR's approach to localisation has included concrete steps outlined in annual workplans, frameworks and key guiding documents. Between 2017-2019 specific outputs are as follows.

2017 Outputs: [88,89]

- Establishing a Global Strategic Advisory Group (SAG) that includes national representatives
- Self-assessment tools for Child Protection Coordination Groups on the Principles of Partnership
- An orientation webinar for all interested Coordinators
- An orientation module for Coordinators to use in-country, to develop a contextualized Action Plan
- A sample action plan from Nigeria
- Training for Government Child Protection Coordination Focal Points in West Africa

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87   Ibid.

88   CP AoR, *Workplan 2016-2017.*

89   Ibid.; CP AoR, and UNICEF. (2017). *Localisation in Coordination - Q & A.*

2018 Outputs:[90]

- In country support visits and remote support for Coordinators who would like to develop country-level action plans
- Guidance for Coordinators on working with governments
- Training for government Child Protection Coordination Focal Points in English speaking African countries
- 4 language-based Help Desks

2018-2019 Outputs (CP AoR Work Plan): [91]

- Objective 2: Decentralizing the global Help Desk led by four national NGOs in four regions: Spanish, French, Arabic and English
- Objective 3: Ensure that the Child Protection responses are adequately integrated with local systems (dashboards)
- Developing tools for country Coordination Groups to support self-assessment and action planning
- Providing in-country support to review the current situation and support Coordination Groups to identify priorities for the next HRP

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90   CP AoR, and UNICEF. (2017). *Localisation in Coordination - Q & A*.

91   CP AoR, *Workplan 2018-2019.*

Annex II: Interview Guide

1. Tell me about your current role/relationship with the Global CP AoR.
2. What does localisation mean to you?
3. Has the CP AoR's localisation work changed what you are working on?
4. Has the CP AoR's work on localisation had an influence on other parts of the humanitarian system?
5. What outcomes have been influenced by the CP AoR's work on localisation? This can be small or large, direct or indirect, positive or negative. (If need be, define outcome: a change in the behavior, relationships, actions, activities, policies, or practices of an individual, group, community, organization, or institution.)
6. Why do you believe this outcome was influenced by the CP AoR's work on localisation?
7. Tell me about the CP AoR's approach to localisation.
8. Is there anything else that you would like to share with me about the CP AoR's work on localisation and/or your role in this work?

Annex III: Key Qualitative Data[92]

	2019[93]	2018[94]	2017[95]	2016[96]
# of county-level CP coordination groups (HC humanitarian context)	39 total 24 HC + 15 EW [97]	38 total 23 HC + 15 EW	33	
Shared coordination leadership[98]	38% led or co-led by govt (12),with one country only government-led, and 15% (5) including NNGO co-chair	55% led or co-led by govt (11) - 3/11 govt alone, 0% NNGO	35% UNICEF + gov, 20% UNIFEF +gov + NGO, 0% NNGO	81% shared (2016)
Local language usage	48% held meetings in a language other than English, 68% made some form of language provision	61 % (16/ 26) language other than English	70% language other than English, 80% translate documents	
Average # of county-level CP coordination group members @ national level	29	25	22	
% of National NGO county-level CP coordination group members @ national level	52% NNGO members	46% NNGO members	69% NNGO members	49% NNGO members
Sub- national CP coordination groups	50% of reporting contexts have five or more sub-national groups	50% of reporting contexts have five or more sub-national groups	50% of reporting contexts have four or more sub-national groups	
Average # of CP coordination group members @ sub-national level	27	29	26	
% of National NGO CP coordination group members @ sub-national level	54% NNGO	53% NNGO	65% NNGO	51% NNGO
Sub-national CP coordination group NNGO leadership	25 countries (18 government, 7 NNGO)	12 countries (NNGO or government)	13 countries (NNGO or government)	
Countries with dedicated coordinator role	61% dedicated (28% double hatting) *of 31 respondents	55% dedicated (45% double hatting)	35% respondents (50% records)	43% (2016)
% of countries with Strategic Advisory Group (SAG), and NNGO SAG membership	50% have a SAG (93% have at least one NNGO member, 87% have 2 or more NNGO members sitting on the SAG)	40% (with NNGO membership in 6 of 8), 28% NNGO (21/74 SAG members)	30%[99] (all with NNGO membership), 49% NNGO (20/41 SAG members)	

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92 Data represents only those coordination groups or contexts that completed the survey for that year. The annual survey is completed by an average 20 countries from both humanitarian (HC) and early warning (EW) contexts, though the 2019 survey was completed by 30 humanitarian or early warning contexts (with an additional country partially completing the survey).

93 CP AoR, 2019 Annual Survey.

94 CP AoR, 2018 Annual Survey.

95 CP AoR, 2017 Annual Survey.

96 CP AoR, 2016 Annual Survey.

97 Respondents to the survey are grouped by Humanitarian Context (HC) and Early Warning/Early Action contexts(EW)

98 For more detail on shared coordination arrangements, contact cp-aor@unicef.org

99 National NGOs are present in all reported SAGs, whereas Governments are represented in only three of the six.