

TOWARDS TRANSFORMATION: PROGRESSING PARTNERSHIPS WITHIN THE DEC

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HUMANITARIAN
ADVISORY GROUP



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The views expressed in this publication are the authors' alone and are not necessarily the views of the DEC or DEC members.

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EXECUTIVE SUMMARY

The Disasters Emergency Committee (DEC) is a unique membership organisation that brings together 15 leading UK aid charities to more effectively raise funds during overseas crises. Equal and quality partnerships are central to DEC appeals, and funding allocations are kept flexible in order to support diverse member program approaches across contexts. DEC engaged Humanitarian Advisory Group (HAG), along with partner organisations GLOW Consultants, KAE Consulting and NSDation Consultancy Services, to review partnership practices in DEC Appeals in Afghanistan, Pakistan and Türkiye and Syria appeals, with the aim of developing a shared understanding of equitable and transformational partnerships for the DEC Secretariat and DEC members. The research approach was based on the effective intermediaries model proposed in the paper [Bridging the intention to action gap: the future role of intermediaries in supporting locally-led humanitarian action](#).

This partnership review identifies three key themes that emerged from the research in relation to partnership practices by DEC members in DEC appeals. It also presents an overall vision for the DEC and members to work towards, along with key responsibilities for stakeholders within the DEC to achieve the vision. Specific actions are put forward to guide the DEC towards the vision, in addition to proposed shared definitions.

KEY THEMES



Theme 1: The diversity of partnerships is largely driven by unique organisational and contextual factors.

The DEC mechanism incorporates many complex approaches to partnerships that are driven by largely organisational and contextual factors. There are clear linkages with how organisations define and conceptualise partnerships (including what constitutes a local and national actor or partner) and how this translates into practices on the ground. Some organisations work with federated country offices, considering these to be local or national partners. Other organisations have developed a strong focus on partnerships and demonstrate this in their practice with unaffiliated local and national non-state actors. The DEC mechanism also relies on partnerships with government authorities, communities and agencies that seek to strengthen local leadership. Context is also a significant driver of how organisations approach partnerships, because the extent to which they are provided with alternative delivery modalities depends on what is possible within the context (determinants include access, sanctions, existing partnerships, and operational requirements such as registration).



Theme 2: Motivation to shift towards more transformative and quality partnerships expressed by members needs to be leveraged and tested.

While strong in-principle motivation to support quality and transformational partnerships in the DEC was reported, this has not been fully tested and harnessed. The research identified interest in shifting towards more transformative practices, and scope to strengthen approaches to increase motivation within the DEC set-up. The need for a shared vision and collective understanding was identified as paramount, with members lacking visibility of the end goal or what is required of them to shift practices in the right direction. DEC lacks a platform for sharing learning and evidence about what works in partnerships; such a space is an important driver of motivation because it highlights momentum. In addition, a structured collaboration mechanism that minimises overlap, duplication and burdensome requirements on partners during appeals would support a sense of collective

progress and therefore increase motivation. Some of these actions are already being put into practice in the DEC, such as due diligence passporting being trialled in the Ukraine appeal by some DEC members.



Theme 3: Change is required within the DEC to create the space and opportunity for members to shift practices.

While retaining its role as a flexible funder (not donor) trying to motivate members towards good programming and partnerships, the DEC needs to seize the opportunity to support transformational partnering approaches by creating incentives for change. Creating the opportunity for members to shift practices, through changes in default processes and procedures that currently do not enable quality partnerships (such as proposal and reporting templates) remains a key need. It is also important to establish a more structured DEC-level accountability mechanism that enables local and national actors to provide feedback on DEC member partnership approaches. The research identified that DEC members and their partners recognise and value the flexibility of DEC funding and engagement, but also a need to explore current barriers within the DEC's funding structure that limit the development and maintenance of quality partnerships.

The need for clear and consistent definitions

The research identified the need for the DEC to adopt clear and consistent definitions to ensure (among other things) consistency in planning and reporting and enabling better tracking and monitoring. The proposed definitions represent the priorities of local and national actors; they do not give international actors a loophole allowing them to identify international actor offices or affiliates as local and national actors. While these definitions may vary from the definitions DEC members use in their ongoing work, it is recommended that that the DEC Board endorses these definitions for DEC members to use in DEC-funded work and to guide DEC reporting and tracking. Inconsistent definitions will diminish the ability of the DEC and members to achieve the proposed vision for quality and transformational partnerships.

PROPOSED VISION

The DEC and its members should work towards and challenge themselves to achieve the following vision.



The overarching vision is that:

DEC creates an enabling environment for long-term, flexible partnerships between its members and local and national actors. These partnerships centralise communities, facilitate equitable access to resources, elevate and communicate local expertise, leadership and practice, and enable growth and learning. Partnerships foster locally led decision-making that is grounded in contextual realities.

In practice, the vision will need to be realised differently across the DEC. Vision-in-action statements for key stakeholder groups are proposed below to support this differentiation.



DEC Board

The DEC Board is accountable for the membership progressing towards the vision.

The Board tracks progress towards an increasingly partnership-based mechanism, and ensures accountability, transparent governance, and risk management. The Board increasingly considers opportunities to facilitate member shifts towards long-term, flexible, principled partnerships. The DEC Board endorses changes to funding conditions that facilitate transformative practices.



DEC Secretariat

The DEC Secretariat enables member shifts towards long-term, flexible, principled partnerships. The Secretariat strengthens members' motivation through creating a culture of learning and good practice and demonstrating progress and momentum towards achieving the vision.

The Secretariat provides the opportunity for members, via systems, tools, templates, and processes that change default practices. The Secretariat creates space for local and national actors to elevate their visibility and voice and assure the accountability for good practices.



DEC Members

DEC members are responsible for driving the shift towards long-term, flexible, principled partnerships. These partnerships leverage the mutual capabilities of each partner, with a focus on six main areas.



Members continuously amplify the voices and promote the visibility of local and national partners, and share evidence and learning across the mechanism.



Local and National Actors

Local and national actors are engaged in long-term, flexible, principled partnerships. They are empowered to request support in key areas that align with their strengths, and areas for growth. Local partners are supported to work together to promote and advocate for good practice partnerships across the DEC. They have access to pathways that hold partners to account and elevate their experiences and expertise.

SECTION 1: INTRODUCTION

The Disasters Emergency Committee (DEC) engaged Humanitarian Advisory Group (HAG) and partner organisations GLOW Consultants, KAE Consulting and NSDation Consultancy Services to improve understanding of equitable and quality partnerships between DEC members and local and national actors. The research looked at experiences and learning from three active DEC appeals across four focus countries: Afghanistan, Pakistan, Türkiye and Syria. The purpose of the research was to deliver a position paper representing the DEC Secretariats' and DEC members' commitment and vision for quality and transformational partnerships with local and national actors, with a view to increasing and reinforcing their role in crisis responses. This report draws on examples from the three appeals, but applies an approach that is applicable to the DEC mechanism more broadly. Additional context-specific data is provided in Annex A.

BACKGROUND

The DEC is a unique and dynamic membership organisation that brings together 15 of the UK's leading aid charities. Its primary purpose is to raise funds efficiently during overseas crises. Over the past 60 years, DEC has responded to various crises, aiding millions of people in over 60 countries through 77 fundraising appeals.¹ Funding allocations within the DEC are kept flexible to support diverse member program approaches across contexts. Member agencies have decision-making authority over the allocation of DEC funds for projects or programs.²

Working in partnership is a central component of DEC appeals. The desire to shift towards a more transformational approach to partnership aligns with the notion of strengthening locally led humanitarian action, which has been increasingly acknowledged in recent years, particularly since the Grand Bargain.³ In more recent crisis contexts where issues of access and security are evident, the pivotal role of local and national stakeholders in humanitarian responses has become even more paramount, demonstrating the critical need for partnerships with local and national humanitarian actors.⁴

ABOUT THIS DOCUMENT

This document puts forward a vision for the DEC to progress towards transformational and quality partnerships with local and national actors. It has four main sections. Section 1 introduces the report. Section 2 provides an overview of the underpinning research methodology. Section 3 provides an overview of the context on how partnerships function within DEC. Section 4 puts forward the proposed vision for transformational and quality partnerships, key definitions and a way forward for changing practices across the DEC mechanism.

Box 1: Definitions

Key definitions used in this research are provided below.

Partnership: Partnerships can often cover a diverse range of ways in which national actors, international actors and donor partners work together. This can include both formal and informal ways of working together. However, in the context of this research, the focus was formal partnerships between DEC members and local/national actors.

...definitions cont

Transformative partnerships: Partnerships are transformative when they deliver sustainable outcomes through systemic, long-term and disruptive action; when they catalyse impact; and when all partners invest complementary resources (technical, financial, human, or knowledge) to create value beyond that which one partner could achieve operating alone.⁵

Locally led humanitarian action/localisation: ‘Locally led humanitarian action’ is used to emphasise the importance of recognising or respecting local humanitarian action and that humanitarian action needs to be owned and led from the ground up, and refers to humanitarian response mechanisms and programming where this is the case. ‘Localisation’ is used herein to mean the process of respecting, recognising and strengthening local leadership.⁶

Local and national actors: Organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international actor (through federations, alliances or networks).⁷

Donors: Institutions, organisations, or agencies that provide funding support to humanitarian and development actors; the term includes institutional government donors.

Intermediary: An organisation, network or mechanism acting in an intermediary role between donors and local and national actors through provision of funding or other support. It is important to note that being an intermediary is not a fixed status as organisations can play multiple roles in humanitarian preparedness, response and recovery programming, including being both an intermediary and a direct implementer.

Photo credit: Islamic Relief distributes food packs and hygiene products. Ali Gilani/Islamic Relief.



SECTION 2: RESEARCH APPROACH

In examining the practices and experiences of the DEC membership, the research built on the existing literature on localisation and partnerships. This section outlines the research approach, which framed data collection and analysis.

CONCEPTUAL FRAMEWORK

The conceptual framework used to structure the approach for this research was drawn from the effective intermediaries model proposed (Figure 1) in [Bridging the intention to action gap: the future role of intermediaries in supporting locally-led humanitarian action](#). Whilst designed specifically to understand the role of intermediaries in supporting locally led humanitarian action more broadly, it provided a robust framework to explore the partnership practices of DEC members – particularly as they function as intermediaries when working with local and national partners.

Figure 1: Proposed model for effective intermediaries – used as the framework to review the partnership practices of DEC members



Within this model, six core capabilities are identified for intermediaries to develop to empower national and local organisations. It also recognises that these capabilities alone will not facilitate the fundamental shift required without adequate motivation and opportunity for change. This is an important consideration in the setup of the DEC, where the responsibility to support effective and transformative partnerships doesn't just lie with DEC members, but the DEC Secretariat and Board.

The model is based on behavioural science principles, specifically the COM-B model,⁸ which posits three main conditions – *capability*, *opportunity*, and *motivation* – required for behaviours to occur.⁹ These are outlined in Table 1 below.

Table 1: Components of the COM-B model

Area	Descriptor
Capability	Capability refers to the ‘how’ – both physical and psychological – that makes it possible to action the desired behaviour, such as existing knowledge, skills, tools and training available within the DEC mechanism
Opportunity	Opportunity refers to the ‘what’ – in this instance, the environmental triggers and social contexts that encourage DEC members to build and strengthen partnerships to support greater equity and local leadership
Motivation	Motivation is the ‘why’ – people need to want to change behaviours because they believe it is important; DEC members need to be motivated to change their partnership practices

RESEARCH OBJECTIVES AND QUESTIONS

The research objectives were to:

- ▶ Develop a shared understanding of what it means for partnership approaches to be equitable and transformational, and a shared vision that the DEC Secretariat and members could adopt
- ▶ Identify what actionable steps are required to reach the vision, including articulation of roles within the DEC set-up
- ▶ Document types of partnership approaches and their opportunities and challenges.

The **overarching research questions** that the project sought to answer are provided in Box 2.

Box 2: Overarching research questions

- ▶ What is the DEC’s vision for quality and transformational partnerships that elevate local leadership?
- ▶ What actionable steps are required to increase opportunities, motivation and capabilities that will enable the DEC to realise this vision?

Photo credit: Mothers from Ukraine take part in a group support session run by social workers of Plan International and CNPAC’s mobile support teams. DEC / Andreea Campeanu



METHODOLOGY

The research applied a mixed methods approach, including a review of DEC appeal documents and external literature on partnerships. Over 80 documents were reviewed. Forty-four key informant interviews were conducted across three case study appeals (Afghanistan crisis appeal, Pakistan floods appeal, and Türkiye and Syria earthquake appeal), and with global representatives (from both the DEC Secretariat and DEC members). A visioning workshop involving 26 participants was hosted during the data collection phase to help formulate a draft vision, that was further tested and refined. At the end of the data collection and analysis phase, a validation workshop was held to elicit further feedback and refine the vision and findings. Figure 2 shows a summary of the methodology.

Figure 2: Methodology

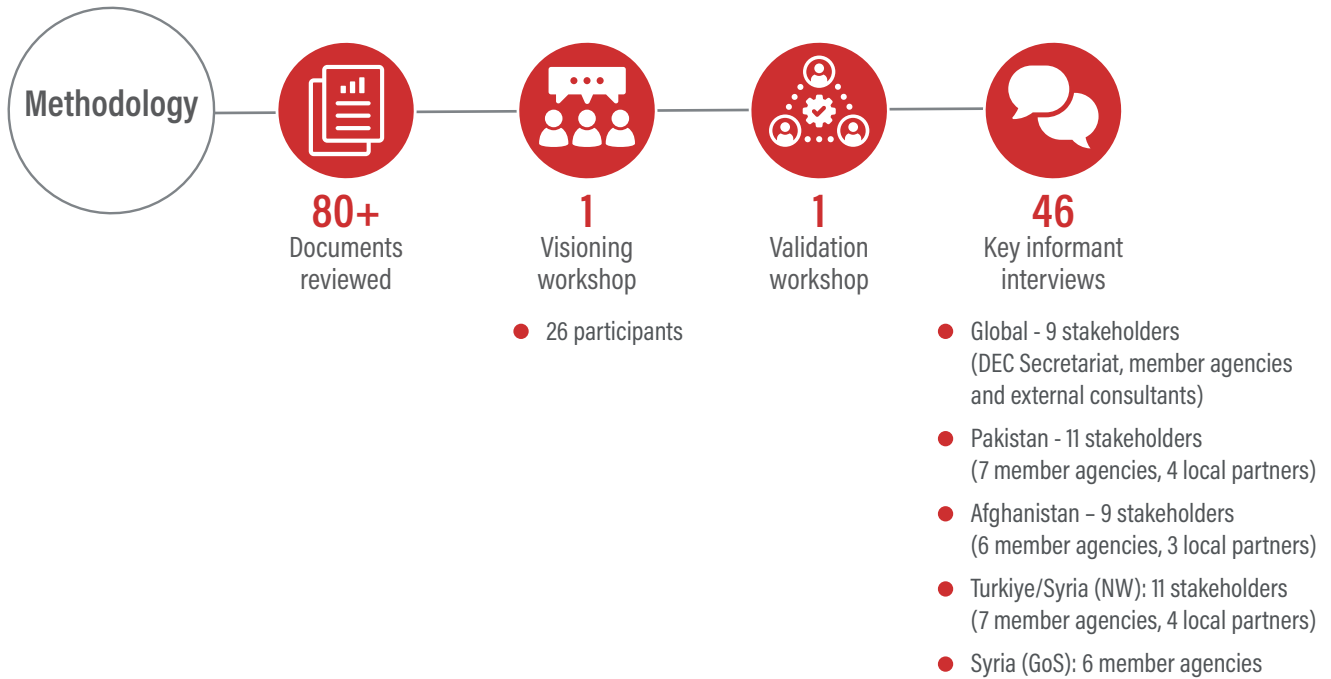


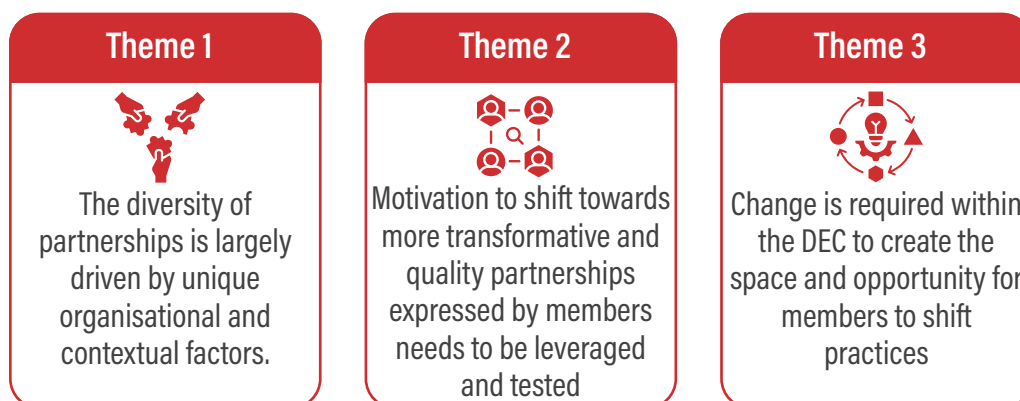
Photo credit: Islamic Relief Pakistan distribute aid to people living in one of the areas worst affected by the floods in Mirpur Khas, Sindh Province. Akifullah Khan/DEC



SECTION 3: PARTNERSHIPS WITHIN DEC: THE LAY OF THE LAND

This section explores the current partnership context within the DEC. It outlines three main themes that emerged from the data. These themes are important for understanding the vision and the key actions required to progress towards the vision (articulated in Section 4). Figure 3 lists the three main themes.

Figure 3: Contextual overview: key themes



Theme 1: The diversity of partnerships is largely driven by unique organisational and contextual factors.

The ways that DEC members define, prioritise and operationalise partnerships vary. Variations in organisational policies and the unique contextual needs in which each member is operating determine these differences.

Across the DEC there are diverse approaches to defining and understanding key terms. A shared understanding of key terms, including who the partnership is with, is a key enabler of transformative practices. Box 3 below provides an overview of the importance of terminology.

Box 3: What's in a name?

Each member understands and defines partnerships and local and national actors in different ways. This discrepancy then flows through to approaches, which are delivered in line with concepts and key terms.¹⁰ For example, for years local and national actors have advocated strongly that a definition of local and national partners should include only organisations based in the country of focus, not those part of or affiliated to an international organisation or federation.¹¹ However, some international organisations – including several DEC members – consider nationalised or federated offices to be local and national actors. This means affiliated offices of international actors can take advantage of partnership, leadership and funding opportunities to the detriment of true local and national actors.¹² It also creates a loophole that international actors can use to report better results, undermining the entire localisation process.

Consistent terminology across DEC members is essential to ensure a shared understanding of how partnerships take place, and with which stakeholders. Figure 4 provides a high-level categorisation of the types of partnerships DEC members reported at the country level under the three appeals. Note that each member's approach to partnerships is shaped by its own internal policies and definitions and what the context allows.

Figure 4: Partnerships in practice

Example of delivering with others	What it looks like in practice
<p>Partnerships with affiliated organisations (nationalised or federated offices of international actors)</p>	<p>Several DEC members work only through their nationalised or federated offices at country level. The way in which these partnerships take shape is often determined by federation or global guidance and policies. Country offices then manage direct implementation of work or the country-level partnerships with local and national actors. In most instances, these country offices are supported and given the space to determine the best approach for delivery</p>
<p>Partnerships with local and national state actors (including governments and de facto authorities)</p>	<p>Some DEC members indicated they have arrangements in place with either the national government or state/local structures to facilitate access and permissions to operate.¹³ These can be developed specifically for DEC projects but can extend beyond them and often lack a financial component, with greater focus on ensuring access and compliance. If DEC members are not operating in the field, then these responsibilities are transferred to their partners to manage at local/regional level</p>
<p>Partnerships with local/national non-state actors</p>	<p>The types of partnerships with local/national non-state actors (mostly non-governmental organisations – NGOs and community-based organisations – CBOs) vary by DEC member. Most of these partnerships are managed by DEC member country or regional offices, and pre-existing relationships largely determined the quality of the partnerships. Key types of engagements with local and national non-state actors include:</p> <ul style="list-style-type: none"> ▶ Project-based, short-term engagements (including subcontracting) – these have less focus on building relationships and commitments to quality partnerships, and can be transactional in nature ▶ Long-term relationships – these often take place where there was a history of partners working together and mutual commitment for ongoing collaboration
<p>Partnerships with communities</p>	<p>Some DEC members have direct engagements with communities or CBOs to deliver their programs. These are less common, and mostly managed by DEC member country or regional offices</p>

The centrality of context

How organisations approach partnerships varies significantly depending on the context in which they are operating.¹⁴ Several contextual factors determine partnership approaches, including levels of access, assessment and understanding of different types of risk, perceived capacity and capability of local leadership, and the pre-existing operational footprint of the DEC member in country, including already established partnerships and relationships.¹⁵ Other factors include any applicable international sanctions or regulations set by governments or de facto authorities for international actors to operate in a country or region. For example, many international actors must work with local and national partners in Pakistan due to government restrictions on international NGOs (INGOs), and limitations on INGO access to field locations and therefore affected communities.¹⁶






'Everything is different [in each context] – the operational environment is different, the government is different ... the capacity available for an organisation to hire is totally different. That's why having this kind of customised approach based on the context is really important.' *(Respondent from an international partner in Afghanistan)*

Partnership ethos of DEC members

Most stakeholders affirmed their organisational commitment to quality and transformative partnerships and recognised that such partnerships are critical to deliver humanitarian aid more effectively.¹⁷ Several DEC members are also Charter4Change or Grand Bargain signatories, where quality and principle-based partnerships are a key commitment. Whilst both these considerations provide a strong platform from which DEC can build momentum towards quality partnerships, there is significant variation in the degree to which members translate these into practice. The organisational-level commitment – reflected in existing strategic documents, clear commitments, and investments in capacity – is a defining factor in how partnerships are implemented on the ground. This is particularly relevant in terms of how DEC members prioritise and apply localisation principles to their partnerships with local/national non-state actors.¹⁸

Several DEC members centralise the importance of quality partnerships within their core ways of working. Some members have defined a clear vision of enabling and supportive partnerships with local and national actors.¹⁹ Figure 5 provides a snapshot of the good practice examples of partnership practices respondents (particularly local and national actors) identified.

Figure 5: Snapshot of partnership practices²⁰

-  **Decentralising decision-making**
-  **Allocating most funding to partners**
-  **Jointly developing risk mitigation strategies, and funding partners to implement them**
-  **Co-developing capacity-strengthening plans with linked resourcing**
-  **Simplifying due diligence processes, including due diligence passporting with likeminded organisations**

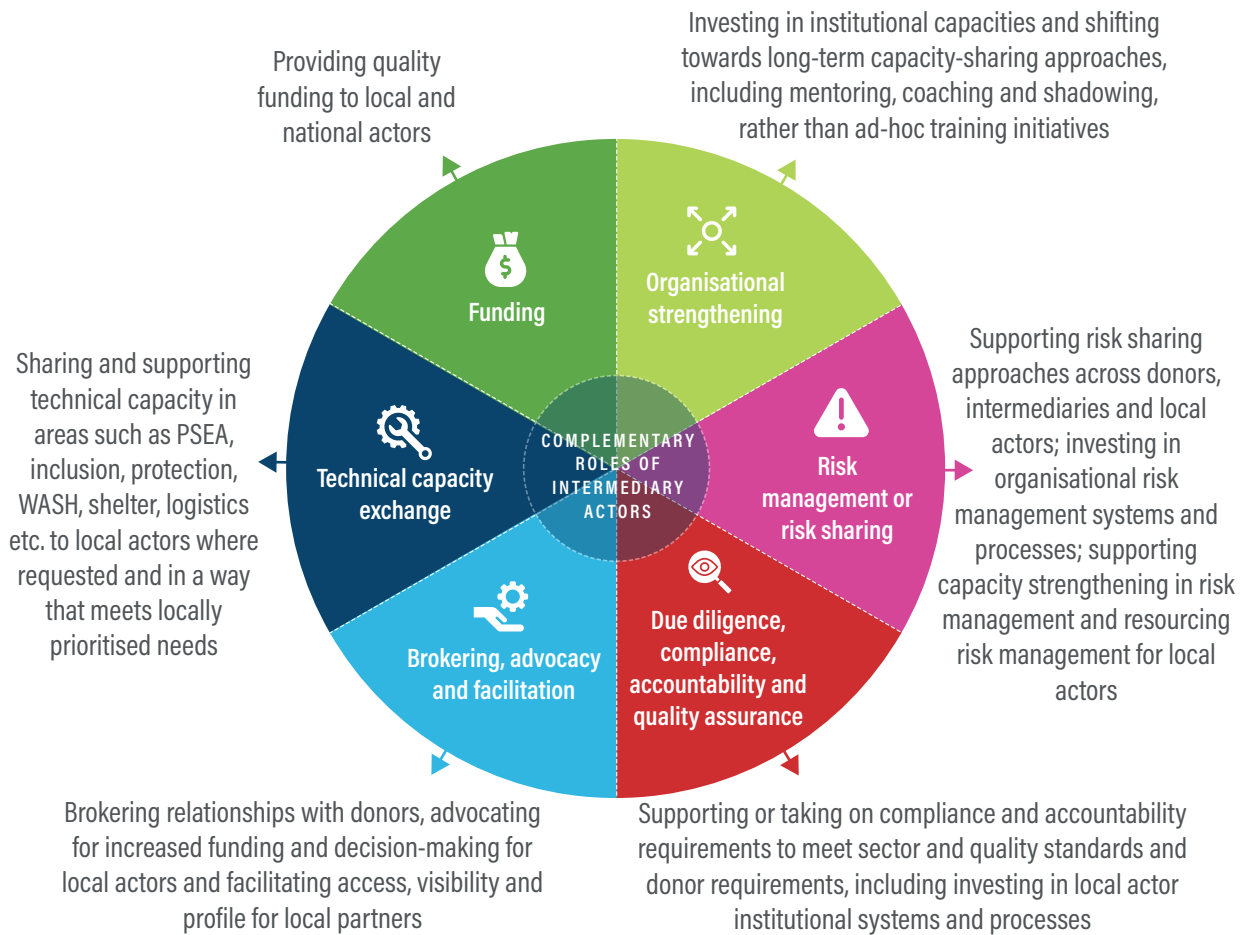
"We do everything through local partners. Capacity building and accompaniment within the partnership, [with a focus on being] transformational and not transactional is huge for us ... [it is a] big part of our vision going forward and our strategy." *(Respondent from a DEC member in Syria)*

This centrality of partnership is inconsistent across DEC members, with some organisations committing explicitly to the principles of partnership and reflecting significant progress towards more partner-led or locally led humanitarian action, and others not. This reflects the fact that many organisations who support the concept of localisation are not signatories to the Grand Bargain, Charter for Change or Pledge for Change, because signing up these requires specific commitments and reporting on progress. Some member agencies conflate the idea of quality partnerships with subcontracting, rather than a shift towards a more transformational relationship. There is, in some cases, a link between less transformative practices and the understanding of and appetite for risk, which becomes more challenging in complex settings in which DEC activations are likely.²¹

Box 4: Capabilities for utilising partner practices for better intermediary partnerships

While DEC members' understanding of and approaches to partnerships varied, the research revealed agreement among member staff (both at UK level and country level) that the DEC could benefit from a framework to structure its approach to intermediary partnerships. Research participants felt the capability areas (as outlined in Figure 6) of the effective intermediaries model proposed in [Bridging the intention to action gap: the future role of intermediaries in supporting locally-led humanitarian action](#) could serve this purpose, and resonated strongly with the areas they already prioritised or need to prioritise in their partnerships with local and national actors.

Figure 6: Capability areas in the effective intermediaries model (from the [Bridging the intention to action gap](#) report)



Underpinning the model:

- Strong, equitable and long-term partnerships and relationships that support locally led humanitarian action
- Analysis of relevant contextual factors that determine the most appropriate mix of components of the model

"This is a great model, very helpful to dissect partnership components. Useful tool for members to guide how to view partnerships ... [and] allows us to drill down to different areas. We can also use this to see how partnerships look like in a longer timeframe - for example two years. It's really helpful to go into details and gather influence of the members. Because ... the partnership approach is also very personality driven and there is no consistency in the approach. If this framework is used across DEC appeals, it can help to map out specific areas, how the partnership evolves within time to time and also create better ownership." (Respondent from a DEC member in Pakistan)



Theme 2: Motivation to shift towards more transformative and quality partnerships expressed by members needs to be leveraged and tested

Across the membership, it is widely recognised that there is a need to develop a shared understanding of what constitutes good practice in partnerships, and how the DEC can progress towards consistent good practice. While whilst interviews revealed widespread in principle agreement on the importance of quality and transformative, there are discrepancies in how it is put into practice. The level of commitment to undertake the necessary changes to embed these practices in DEC appeals and their own ways of working hasn't been fully tested. However, there are existing barriers to leverage the existing motivation. The absence of a shared understanding is a significant factor limiting members from making progress, as there is a lack of clarity around what changes are required, and in what direction. There is also a gap in a culture of honest learning and evidence sharing across DEC members on their experiences and practices around partnerships (systemic in the broader sector as well), which hampers progress.²² Finally, formal or structured platforms for collaboration do not currently exist, despite the appetite across the mechanism to work together to strengthen practices.

"I believe it will be beneficial to share findings across all member agencies ... Throughout the process, there could have been more opportunities for sharing learning, especially considering the varied thematic areas each agency was working on." (Respondent from a DEC member in Afghanistan)

The importance of collective understanding

Clear and consistent direction and messaging around partnerships has been found to be a key driver of motivation.²³ The well-recognised lack of a shared approach within the DEC (compounded by organisational processes and cultures) is a barrier to more transformative partnership approaches in DEC appeals. This absence has resulted in inconsistent understanding of and reporting on partnerships with local/national actors, and hindered the DEC membership and Secretariat discussing this issue openly. Prior to this study, there were attempts at consensus and driving change on partnerships among DEC members, including through board meetings, a study of localisation in 2020, and proposals for a minimum 25% allocation of funds to local and national actors.²⁴ However, there has been resistance from some members to these proposed changes – particularly when they could be linked to incentives that may advantage some members over others based on their existing progress on partnerships. In July 2023, the DEC Board agreed to some localisation commitments to be adopted in future appeals. However, given inconsistencies in definitions that allows members to count their country offices as local and national partners (as it stands at the time of this research), the reporting from partners will need to be tracked more closely to understand if it has led to any change in practice.

- ▶ To provide up to 10% overhead to local and national partners in DEC-funded programmes.
- ▶ For members to channel at least 25% of DEC appeal funds via local and national partners (with due consideration for each appeal context, including partner capacity).
- ▶ To establish a country-level focus group of members' local partners.

Creating a space to communicate change

Motivation to change practices can be influenced by the communication of evidence of change and examples of best practice.²⁵ As noted earlier, the DEC needs to see more honest and open sharing of learning and evidence on partnership practices, including success stories and challenges.²⁶ This gap is present at the country/response levels and the UK/global level. Whilst the DEC has commissioned reviews of activations with a partnership focus, these are considered too broad to support the level of learning and sharing that is required.²⁷

"Each organisation typically includes individuals specialising in MEAL [monitoring, evaluation, accountability, and learning] and program quality. Bringing these experts together allows for group discussions, studies, and the identification of best practices." (Respondent from a DEC member in Afghanistan)

Box 5: The role of communications in amplifying partner voices

Communications are a core component of DEC practices, contributing to the ability of the appeal mechanism to raise funds and share stories and successes with donors and supporters. Whilst this review did not explicitly review communications approaches, or to the extent that they currently elevate local leadership, some stakeholders identified this as a priority area as DEC moves towards a transformative approach to partnerships.

Formalising collaboration

Collaboration across DEC members is seen as a motivator of transformational and quality partnerships with local and national actors – particularly in contexts where most DEC members have overlaps in their partnerships.²⁸ Collaboration can also benefit local/national actors via more combined capacity support and reasonable prioritising of project deliverables. Some DEC members spoke about initiating collaborations with other DEC members on capacity support initiatives when they identified mutual local and national partners – a practice that should be encouraged more broadly within the DEC appeals.

"If we discover that a partner is already working with another DEC member, we approach that member directly to request their assessment findings. This helps avoid overwhelming the partner and respects their limited capacity, as partnership assessments can be time and resource intensive. While I acknowledge there may be differences between regions, I believe within the same region, DEC should share information openly to facilitate efficient collaboration." (Respondent from a DEC member in Syria)

Photo credit: Focal person, Siddique Jan, collects tokens from flood affected beneficiaries at a ration and tent distribution organised by Islamic Relief at a village in Sindh, Pakistan. Khaula Jamil/DEC



The review unearthed some evidence of collaborative approaches in supporting or working with local and national partners across DEC members. Where collaboration was taking place, it was found to be positive, but ad hoc.²⁹ No interviewees gave examples of structured or formal mechanisms for collaboration.

Some ideas shared on what collaboration could look like in practice included country/appeal-level local and national partner coordination platforms, and UK-level collaboration mechanisms that focus on joining up approaches to supporting local leadership.³⁰ Other options for collaboration to facilitate better partnerships for local and national actors included human resources teams from member agencies developing common commitments on respectful recruitment practices (particularly to avoid staff poaching), and procurement, legal and risk teams working towards simplified compliance requirements and due diligence passporting.³¹

The study did not find examples of local and national partners having visibility across the broader appeal in their context. In Türkiye, local partners did not know which other local actors had received DEC funding. UK-based DEC member agency respondents agreed that there is substantial room for improvement in this regard, because enhanced coordination could streamline response efforts and yield more favourable learning outcomes. At a minimum, there is a need for more frequent data sharing, with local partners being adequately informed and integrated into the DEC consortium's activities.³²



Theme 3: Change is required within the DEC to create the space and opportunity for members to shift practices

The institutional structures and processes of the DEC do not provide sufficient opportunity for members to progress towards and be held accountable for more transformative partnership practices.³³ Existing tools and templates do not facilitate strong design of and reporting against partnership practices. No existing mechanisms either incentivise partners towards better practice or hold members accountable for delivering good practice partnership approaches. Whilst the flexibility of DEC funding is well received by members and partners, the two-year funding window of activations and conditions, including fixed activation windows and categorisation of spend, limit some approaches to partnerships. Members do have some flexibility with how retained income is used, including to strengthen partnerships, but this research did not find specific examples of this taking place.

Default proposal and reporting processes limit the focus on local partnerships

Existing defaults, such as tools and templates, are drivers of ingrained practices. Proposal and reporting templates and processes within the DEC do not prioritise or encourage transformative partnerships with local and national actors.³⁴ Whilst there are sections in these templates which speak to partnerships, these sections (i.e. Programme Implementation Arrangements (Partnership Arrangement), and Sustainability (Local Partners' Capacity)) tend to focus more substantially on operational and compliance aspects. There are also no dedicated indicators or measures for DEC members to report on in relation to their partnerships.³⁵ Stakeholders perceived that reporting against partnerships focused more on compliance than transformative approaches, or quality partnerships.³⁶

"Our expectations around localisation are really the key, we will [need to] revise our proposal and reporting template - making sure they specifically include localisation." (DEC Global stakeholder)

Increasing accountability encourages change

Ensuring accountability for practices is essential in encouraging change in intermediary behaviour.³⁷ Direct feedback processes can be a highly effective method for understanding how partnerships are experienced by local and national actors, who are often on the downside of a power imbalance with international actors.³⁸ Some interviewees gave examples of good practice accountability processes at the country level, with members holding regular reflections, workshops and partnership health check discussions. Others described partners reporting concerns directly to the management of member agencies.³⁹ These examples can be further communicated to other members, as examples of a shift towards more accountable practices within partnerships.

"We have the formal mechanism where we can directly communicate with the [DEC member] partnership department in the event of any issues or misunderstandings. For more sensitive matters, we escalate them to the attention of the CEO or Country Director for further investigation. Throughout the duration of projects, we conduct periodic meetings to regularly review and address any issues that arise. Additionally, together we hold kick-off meetings before the commencement of projects to ensure alignment and understanding of project objectives. At the conclusion of each project, we conduct lessons learned and feedback sessions, primarily led by the [a DEC Member Agency's] partnership department, to gather insights for improvement." (Respondent from a local partner in Syria)

No existing DEC mechanisms permit direct feedback from local/national actors to validate the approaches and performance of DEC members in their partnerships.⁴⁰ The DEC has tried to capture some of the insights from partners on the ground through regular reviews and evaluations, but given that such review processes tend to have a broader focus, local/national actors may be unable to delve into partnership experiences fully. Suggestions about how to create a culture of accountability included regular structured dialogue with partners to facilitate discussion of partnership quality and progress, identifying a dedicated focal point (within DEC or independent) to focus on partnership and localisation, establishing forums for local organisations to provide anonymous feedback, and providing funding local and national partners to do their own partnership health checks.⁴¹

"I think it [accountability in partnerships] happens ad hoc, and that's an area that could be done better. Members should report about their relationships and what good partnerships look like in more regular time. [The DEC] don't have solicitation mechanisms to capture these - [there is] the four months review, but it does not really check on the quality of partnerships." (DEC Global stakeholder)

No incentives for change




Currently, no explicit DEC processes incentivise change among members in relation to progressing localisation or partnership practices. This is linked to limitations around establishing and agreeing on shared definitions, reporting and accountability processes, as any incentives to support more localised and transformational partnership practices must be robust and consistent. The concept of incentivising members based on localisation and partnership practices has been tabled within the DEC before, with some members being enthusiastic and others strongly opposed.⁴² Given the role the DEC plays as a funder (rather than a donor) that encourages diversity of members and their practices, explicit incentives linked to partnerships can be challenging to achieve consensus on. However, the membership has advocated for commitments in other areas (such as signing up to the [Climate Charter](#)), and the reasons for their success and the learning that can be applied to partnership approaches should be explored.

“Consider incentivising good practices by integrating them into the funding allocation process. Organisations receiving high ratings for their practices could be prioritised for increased funding in subsequent allocations. This mechanism not only incentivises excellence but also fosters a sense of shared benefit and enthusiasm among participants.” *(Respondent from a DEC member in Afghanistan)*

Understanding barriers to funding within the DEC approach

While the flexibility of funding from DEC is widely appreciated as being more conducive to good practice than traditional donor funding, elements of the funding approach continue to limit the opportunity for more equitable approaches to partnerships. Figure 7 provides an overview of these limitations.

Figure 7: Funding limitations

 Funding duration	<p>Some perceived the two-year funding period as restricting the development of quality partnerships, particularly when the relationships did not exist before the activation.⁴³</p>
 Fixed activation windows	<p>When country operational context resulted in activities being put on hold, the inability to request extensions beyond the two-year appeal window was seen as a limiting factor for developing stronger partnerships. The fixed window can restrict resource availability to partners, as well as transition planning for members.⁴⁴</p>
 Restrictions in financing capacity strengthening	<p>While some flexibility exists, there remain funding conditions that limit the ability of staff outside of the appeal country (e.g. in the UK) to provide targeted skills transfer with the objective of strengthening capacity.⁴⁵</p>

Whilst there are recognised challenges and complexities in changing the structure of DEC financing, efforts to overcome them are important to achieve more transformative partnerships. These are articulated in section 4.

“[there is a need to] recognise the funding cliff phenomenon and its impact on local partners. Strategise to provide sustainable employment and support beyond the initial crisis response.” *(Visioning workshop participant)*

SECTION 4: A WAY FORWARD

This section articulates the recommended vision for quality and transformational partnerships, and key actions to move towards the proposed vision. In suggesting a way forward, this section provides definitions of key terms that the DEC should adopt to ensure consistency in language, commitments and tracking.

PROPOSED VISION



The overarching vision is that:

DEC creates an enabling environment for long-term, flexible partnerships between its members and local and national actors. These partnerships centralise communities, facilitate equitable access to resources, elevate and communicate local expertise, leadership and practice, and enable growth and learning. Partnerships foster locally led decision-making that is grounded in contextual realities.

In practice the vision is realised differently across the DEC. Vision in action statements for the key stakeholder groups are proposed below. They detail what the vision means in practical terms at different levels.



DEC Board

The DEC Board is accountable for the membership progressing towards the vision.

The Board tracks progress towards an increasingly partnership-based mechanism, and ensures accountability, transparent governance, and risk management. The Board increasingly considers opportunities to facilitate member shifts towards long-term, flexible, principled partnerships. The DEC Board endorses changes to funding conditions that facilitate transformative practices.



DEC Secretariat

The DEC Secretariat enables member shifts towards long-term, flexible, principled partnerships. The Secretariat strengthens members' motivation through creating a culture of learning and good practice and demonstrating progress and momentum towards achieving the vision.

The Secretariat provides the opportunity for members, via systems, tools, templates, and processes that change default practices. The Secretariat creates space for local and national actors to elevate their visibility and voice and assure the accountability for good practices.



DEC Members

DEC members are responsible for driving the shift towards long-term, flexible, principled partnerships. These partnerships leverage the mutual capabilities of each partner, with a focus on six main areas.



Members continuously amplify the voices and promote the visibility of local and national partners, and share evidence and learning across the mechanism.



Local and National Actors

Local and national actors are engaged in long-term, flexible, principled partnerships. They are empowered to request support in key areas that align with their strengths, and areas for growth. Local partners are supported to work together to promote and advocate for good practice partnerships across the DEC. They have access to pathways that hold partners to account and elevate their experiences and expertise.

Photo credit: Rima is a Reproductive Health Awareness Worker at an ActionAid-funded hospital. Sonya Al Ali Maara/Action Aid



DEFINITIONS

Reaching agreement on definitions for key terms remains difficult in the broader localisation discussion.⁴⁶ Some organisations have used the lack of agreement about what constitutes a local or national actor to continue funding their country offices or federation members and labelling them as local and national actors. Within this context, it is important that the DEC Board, Secretariat and members agree on standardised definitions that will enable more consistent discussion, planning, reporting and progress monitoring.

The research team proposes the DEC adopt the following definitions based on Global South priorities (including NEAR⁴⁷ and A4EP⁴⁸ definitions). While these definitions may vary from those used by DEC members in their ongoing work outside the DEC, it is recommended that the DEC Board endorses DEC members' use of them in DEC-funded work and in all DEC reporting and tracking.

Local and national non-state actors: Organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international actor (through federations, alliances or networks). Local and national non-state actors include:

- ▶ **National NGOs/civil society organisations (CSOs):** National NGOs/CSOs operating in the aid recipient country in which they are headquartered, working in multiple subnational regions, and not affiliated to an INGO. This category can also include national faith-based organisations.
- ▶ **Local NGOs/CSOs:** Local NGOs/CSOs operating in a specific, geographically defined, subnational area of an aid recipient country, without affiliation to an international NGO/CSO.

National and sub-national state actors: State authorities of the affected aid recipient country engaged in relief, whether at local or national level, including:

- ▶ **National governments:** National government agencies, authorities, line ministries and state-owned institutions in aid recipient countries (e.g. National Disaster Management Agencies). This category can also include federal or regional government authorities in countries where they exist.
- ▶ **Local governments:** Sub-national government entities in aid recipient countries exercising some degree of devolved authority over a specifically defined geographic constituency (e.g. local/municipal authorities).

The following definitions can be used to identify actors with which DEC members may work or partner but are not considered local/national actors.

- ▶ **Local Affiliate Organisations:** Organisations that are affiliated to an international organisation through inter-linked financing, contracting, governance, branding and/or decision-making systems.
- ▶ **International NGOs:** NGOs not based in an aid recipient country and carrying out operations in one or more aid recipient countries.
- ▶ **International Affiliate Organisations:** NGOs that are a nationalised arm of an INGO.
- ▶ **Multilateral Organisations:** Agencies of the United Nations, multilateral development banks and other international organisations.
- ▶ **International Red Cross and Red Crescent Movement:** the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies, as well as Red Cross/Red Crescent National Societies operating outside of their own country.
- ▶ **Red Cross/Red Crescent National Societies:** National Societies that are based in and operating within their own aid recipient countries. Many National Societies have affiliations with their own governments through legislation.
- ▶ **International private sector organisations:** Organisations run by private individuals or groups as a means of enterprise for profit, that are not based in an aid recipient country and not carrying out operations in one or more aid recipient countries.

PATHWAY TO CHANGE

To achieve the vision, stakeholders agree that actions are structured in a way that will clearly and visibly demonstrate progress over time and remain achievable. This section outlines the key actions that are required for change, structured into three key windows, short term (within the next six months), medium term (12 months) and long term (24 months). Progress towards these actions can take place concurrently, though the timeframes have been provided to acknowledge the gradient of complexity in implementing different components. Actions are mapped against when they need to be actioned and who is responsible for them.

Short term (to be addressed in the next 6 months)

Key action	Stakeholder responsible
Adopt key definitions relating to partnerships, including what constitutes 'local' and 'national', in the true spirit of localisation (refer to proposed definitions above)	Board
Revise proposal template for members to include specific sections on partnership capability assessment/localised approach/commitment to principle-based partnerships	Secretariat
Revise reporting templates for members to report progress on commitments made in proposals, and detailed achievements of partnerships with local and national actors	Secretariat
Measure the effectiveness of partnership approaches and focus on localisation of the response through real time and end of appeal evaluations, with a focus on the six areas in the capability wheel. Ensure this focus is built into ToRs	Secretariat, DEC Members
Undertake partnership mapping at the onset of DEC appeals and ensure that members use the outcomes to foster collaborative approaches, rather than duplication. Facilitate shared capacity assessments between partners (using the capability wheel) to ensure complementary approaches	Secretariat and DEC Members
Establish and resource a mechanism that enables collective learning on partnerships among members (within and across appeals), through lessons sharing and generation and promotion of evidence on good and promising practices	Secretariat, Board
Explore options to allow members time extensions to complete project delivery with local/national partners in activations where contextual factors have necessitated unforeseen delays	Secretariat, Board
Ensure that public marketing and communications (e.g. ToRs for communications trips, and guidelines around storytelling) elevate local leadership as a default	Secretariat and DEC Members

Medium term (to be addressed in the next 12 months)

Key action	Who
Establish shared principles/parameters on partnerships that as benchmarks for members to work towards	Secretariat, Board
Progress towards a forward-looking target percentage of funding to be allocated from DEC appeals for capacity strengthening approaches for local and national organisations (in addition to overheads). Reconsider eligible costs relating to capacity strengthening, including supporting some UK-based staff time towards such initiatives	Secretariat, Board
Consider how members can be supported to use appeal funding to broker long-term partnerships with local and national actors with a view to continuing partnerships beyond the appeal timeframe	Secretariat, Board
Set up financial tracking on fund transfers to local and national partners based on agreed definitions (see above)	Secretariat
Identify standard indicators that partners can report on and can be communicated to the board level, with a focus on the six areas in the capability wheel	Secretariat
Ensure greater visibility of local and national actors, partnership practices and funding in public reporting of appeals	Secretariat, Board
Elevate local voices and expertise in DEC-supported knowledge generation (including mandating local researchers as partners in any DEC-commissioned research/evaluation at country level)	Secretariat
Develop exit plans for projects under DEC activation, in order to set out pragmatic commitments and more importantly, prioritise sustainable solutions that elevate local/national partners to lead roles from initial stages	Members, Secretariat

Long term (to be addressed in the next 24 months)

Key action	Who
Implement transformation plans to ensure that capability areas are collectively addressed by embedding them into DEC strategies, templates, and MEAL processes	Secretariat
Consider ringfencing a percentage of appeal funding to incentivise direct support for partnerships with local/national actors (based on DEC standard definitions)	Secretariat, Board

Look for opportunities to pool resources around due diligence screening of partners, and encourage due diligence passporting among members	Member, Secretariat
Establish a partner accountability mechanism for the DEC, involving a group of local/national partners in each response that can reflect and report on how the partnerships are progressing and how DEC members are reflecting and respecting local partner needs. Board to receive reports from partner accountability groups	Secretariat, Board
Mandate standard minimum overhead costs that should be applied to local and national partners by all members	Secretariat, Board
Adopt principles on respectful recruitment that must be applied when using DEC funding (not only to reduce practices such as staff poaching, but to focus on long-term upskilling of local/national partners)	Secretariat, Board
Create a commitment within DEC members to elevate local expertise at country level in their work –including prioritising local expertise as the first choice for technical support and using local experts for DEC-funded research and evaluations at country level	Secretariat, Members
Include commitment to localisation and screening of partnership practices as part of DEC membership criteria	Secretariat, Board

CONCLUSION

Through the lens of three appeals, this research assessed the partnership landscape within the DEC mechanism in order to determine how to achieve transformative and quality partnerships that support local leadership. Members understand and operationalise partnerships in a range of ways, but significant existing motivation can be harnessed to progress towards a mechanism that centralises supporting local leadership through partnerships. The DEC can create the space and opportunity required to enable members to build on existing capability and improve partnership practices.

This paper provides a vision for DEC and a phased timeline of actions. Implementing these actions will drive change and position DEC as a funding mechanism that elevates local leadership through quality partnerships in order to strengthen outcomes for crisis-affected communities.

ANNEX A: PARTNERSHIP LANDSCAPE IN SELECTED APPEALS

AFGHANISTAN CRISIS APPEAL



Amount of funding: GBP 50 million (including GBP 10 million from the UK government)⁴⁹



Appeal launched on 15th December 2021



Appeal activities ended in December 2023



13 DEC members received funding to support to affected communities

The operating context in Afghanistan has remained unpredictable and uncertain for humanitarian actors. While access improved after the Taliban takeover, changes to policy and operational context have hindered both local and international actors. Some of these changes include suspension of women's right to work in NGOs (both local/national and international),⁵⁰ and declarations that education activities led by international actors must be handed over to Ministry of Education approved local or national NGOs.⁵¹

Difficult operating circumstances have affected how most international actors operate in Afghanistan. Some of the challenges include:⁵²

- ▶ Trying to balance a principled stand on issues such as the restriction of the rights of women and girls by the de facto authorities (DFA) with the need to continue programming to serve affected communities
- ▶ Difficult operating conditions (including DFA regulations, international sanctions, and banking system collapse) falling most heavily on local and national actors, who are usually under resourced and insufficiently supported by international actors to navigate these issues
- ▶ Shifting from long-term development work to emergency response (partly to work within exemptions to sanctions) has reduced space for local decision-making and forced some international actors to deliver activities directly
- ▶ A loss of experienced local staff in the exodus in August 2021 and subsequent gradual migration as aid workers sought to escape persecution by DFA. Capacity support from international partners has not filled this gap.

The research also showed that in cases where INGOs are engaging local partners, they were looking for partnerships based on three key factors: a) the field presence of the local partner, b) the thematic expertise of the local partner, and c) the previous engagement history of the local partner with the INGO. Hence, DEC members' partnership approach in Afghanistan seems to be driven by complementarities, with most DEC members working jointly with local and national NGOs on relatively non-contentious problems, such as livelihoods.

PAKISTAN FLOODS APPEAL



Amount of funding: GBP 53 million (including GBP 5 million from the UK government)⁵³



Appeal launched on 1st September 2022



Appeal activities end on 31st August 2024



11 DEC members received funding to support to affected communities

Many INGOs (including DEC members) have a long history of operating in Pakistan, which has allowed them to establish strong relationships with both state and non-state actors. During this time, some of these INGOs settled into a direct implementation modality rather than working with local and national partners. However, as the operational context has become more complex (with strict registration processes and requirements to obtain no-objection certificates and charity registration to operate),⁵⁴ more international NGOs are opting for partnerships with local NGOs. This shift in approach was clearly visible in the 2022 flood response and recovery activities.

The partnerships observed during the DEC floods appeal are varied, with some local NGOs providing only implementation support while others provide more structured input, including to the redesign of assistance plans. Some local and national actors who had partnership histories with DEC members shared experiences of being consulted during the proposal development stage and invited to shape priorities and proposed solutions for the DEC appeal.

Contextual advantages like the capacity of local staff and the ability of local organisations to secure access to the affected population are contributing to greater localisation of response and the need for partnerships. However, DEC actors transferring administrative burdens and risks related to managing relationships with national and local governments do not necessarily result in extra resourcing for local and national partners, who must often deal with bureaucratic delays and hurdles.

During the research, even members who did not report partnering with local actors recognised the need to have more local actors engaged as part of their activities. Some are now looking at options for transitioning towards partnership-driven approaches.

TÜRKIYE AND SYRIA EARTHQUAKE APPEAL



Amount of funding: GBP 158 million (including GBP 5 million from the UK government)⁵⁵



Appeal launched on 9th February 2023



Appeal activities end in January 2025



14 DEC members received funding to support to affected communities

The Türkiye and Syria earthquake response highlighted some of the complexities in operating across countries with different problems, requirements and operating environments. As a country under international sanctions and with restricted access, Syria presents a difficult operating environment. However, the protracted crisis context meant that DEC members were already operating in the

country, with existing partnerships. Partnership models are well developed, with increasing numbers of partners transitioning to becoming direct recipients of donor funding over recent years. This shift signals that institutional capacity is being strengthened.

In Türkiye, the collaborative approach evolved more rapidly following the earthquake; operations of DEC members in Türkiye prior to the earthquake had primarily been directed towards Syria, under remote management. The earthquake response prompted the formation of new partnerships with local and national actors that needed to swiftly scale up their capabilities and redirect their focus. In general, these partnerships involved small to medium-sized organisations that offer specialised expertise in various geographic areas or sectors, thereby enabling DEC members to bolster their capacity and governance structures.

During the research, good examples of collaborative partnerships aimed at sustained impact that emerged from the Türkiye/Syria appeal included:

- ▶ Offering ongoing training and workshops beyond grant durations, alongside a 3% flexible funding allocation for capacity support across all grants
- ▶ Consistent responsiveness of DEC members to their partners' specific needs, including aiding in building organisational capacity, and collaboration on developing automated accountability mechanisms, policies, procedures, and animated videos to help schoolchildren use accountability channels
- ▶ Allocation of funds to support community-led responses, empowering grassroots groups representing community interests like women's unions, children with disabilities, and parent-teacher associations.

Some of the key issues that emerged from the Türkiye / Syria appeal were:

- ▶ Some partnerships became draining due to excessive management involvement from DEC members. Some middle managers perceive partnerships through a compliance lens, with capacity building, trainings and meetings as checkboxes rather than meaningful engagement
- ▶ While decisions are sometimes made collaboratively, partners may still impose program designs without allowing space for local input. Some partners felt deterred from giving opinions about what works or doesn't work, fearing repercussions such as program termination or replacement
- ▶ Transparency regarding field and security risks was lacking, preventing partners from sharing information about incidents freely. In some cases, this led to prolonged investigations and program suspensions, reducing operational efficiency and program effectiveness
- ▶ Power imbalances continue to affect decision-making, resource allocation, and programmatic control within partnerships. These dynamics sometimes lead to unequal distribution of resources, little autonomy for local partners, and challenges in achieving program objectives
- ▶ The current funding cut for Syria is a major concern for DEC members and partners. There is widespread uncertainty surrounding their programs, activities and sustainability, particularly due to the absence of a clear strategy.

ANNEX B: ABBREVIATIONS

A4EP	Alliance for Empowering Partnership
CBO	Community-Based Organisation
CEO	Chief Executive Officer
CSOs	Civil Society Organisations
DEC	Disasters Emergency Committee
DFA	De Facto Authorities
HAG	Humanitarian Advisory Group
INGO	International Non-Governmental Organisation
MEAL	Monitoring, Evaluation, Accountability, and Learning
NEAR	Network for Empowered Aid Response
NGO	Non-Governmental Organisation
PSEA	Prevention of Sexual Exploitation and Abuse
ToR	Terms of Reference
UK	United Kingdom
WASH	Water, Sanitation and Hygiene

END NOTES

- 1 Disasters Emergency Committee. (2023). [Who We Are](#).
- 2 To ensure the accountability, DEC Secretariate maintains oversight of the appeal while members agencies are required to report back to DEC. See more here: DEC. (2019). [DEC Strategy 2019-2024](#).
- 3 Inter-Agency Standing Committe. (2016). [About the Grand Bargain](#).
- 4 Ullah, Z., Khan, S., & Wijewickrama, E. (2021). [COVID-19: Implications for localisation, a case study of Afghanistan and Pakistan](#), HPG Working Paper.
- 5 This definition is derived from FAO (2023) [Transformative partnerships guidance](#)
- 6 This definition is adapted from Gingerich et al (2017) and Barbelet (2019). This report will refer to locally led humanitarian action or local humanitarian action in most places. Where it refers to the process of supporting local humanitarian action, it will use the term 'localisation' drawing on the following definition: "Localising humanitarian response is a process of recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses" (from OECD, Localising the response, Commitments into Action series, 2017).
- 7 NEAR: [NEAR definitions paper](#)
- 8 Michie, van Stralen, & West. (2011). [The behaviour change wheel: A new method for characterising and designing behaviour change interventions](#).
- 9 The COM-B model is a key framework for understanding behaviour, used widely across many disciplines such as healthcare and environmental sustainability, and is instrumental for linking drivers of behaviour to interventions/solutions for change.
- 10 Interview 4; 6
- 11 A4EP: [IASC Definition of 'Local' and 'National Actors' – a barrier to achieving Grand Bargain localisation commitments](#) (2019); NEAR: [NEAR definitions paper](#);
- 12 Charter4Change: [Localisation and NGOs: Different Interpretations, Different Outcomes](#) (2016); HAG, PIANGO, FCOSS, CSFT, DSE, & VANGO: [Demonstrating change on locally led humanitarian action in the Pacific: Ki Namuka vata ga nikau](#) (2022)
- 13 Interviews 2, 4–6, 8, 10, 15
- 14 Interviews 2–5, 34
- 15 Interview 4, 5, 6, 15, 24
- 16 Interviews 8, 10
- 17 Interview 1–9, 11, 14, 20, 23, 26, 28, 29, 37, 38, 40, 41
- 18 Interview 3, 7, 22, 23, 28, 37
- 19 Interviews 1, 2, 8, 14, 22, 34, 39
- 20 Interviews 1, 14, 34, 39
- 21 Interview 8, 15, 19, 22
- 22 Interview 38
- 23 HAG, GLOW Consultants, CoLAB, inSights & Ziad Antonios: [Bridging the intention to action gap: The future role of intermediaries in supporting locally led humanitarian action](#) (2021)
- 24 Interviews 1, 5
- 25 HAG, GLOW Consultants, CoLAB, inSights & Ziad Antonios: [Bridging the intention to action gap: The future role of intermediaries in supporting locally led humanitarian action](#) (2021)
- 26 Interviews 23, 38
- 27 Interviews 5
- 28 Interviews 24, 41
- 29 Interview 9, 20; visioning workshop
- 30 Interviews 17, 41; visioning workshop
- 31 Interviews 1, 39
- 32 Interviews 4, 5
- 33 Interviews 1, 4
- 34 Interview 5; multiple MAs' reports
- 35 Interviews 3, 5
- 36 Interviews 4, 20; visioning workshop
- 37 HAG, GLOW Consultants, CoLAB, inSights & Ziad Antonios: [Bridging the intention to action gap: The future role of intermediaries in supporting locally led humanitarian action](#) (2021)
- 38 Interviews 32, 39
- 39 Interviews 1, 32
- 40 Visioning workshop; interviews 4, 5,
- 41 Interviews 26, 89; visioning workshop
- 42 Interviews 1, 5, 30
- 43 Visioning workshop; interviews 4, 16
- 44 Interviews 13, 26; visioning workshop
- 45 Visioning workshop, Interview 24
- 46 A4EP: [IASC Definition of 'Local' and 'National Actors' – a barrier to achieving Grand Bargain localisation commitments](#) (2019)
- 47 NEAR: [NEAR definitions paper](#); NEAR: [NEAR localisation policy](#)
- 48 A4EP: [IASC Definition of 'Local' and 'National Actors' – a barrier to achieving Grand Bargain localisation commitments](#) (2019)
- 49 DEC: [Afghanistan Crisis Appeal](#) (accessed 2024 May 05)
- 50 ICRC (2022) Afghanistan: [ICRC deeply concerned for millions of women and girls](#)
- 51 Associated Press (2023) [UNICEF concerned by Taliban move to bar international groups from Afghan education sector](#)
- 52 HAG (2023): [Challenges and ways forward in supporting local leadership of crisis response in Afghanistan](#)
- 53 DEC: [Pakistan Floods Appeal](#) (accessed 2024 May 05)
- 54 HAG, GLOW, et.al (2023): [Localisation in Protracted Crises and Fragile Settings](#)
- 55 DEC: [Turkey Syria Earthquake Appeal](#) (accessed 2024 May 05)