



THE BEGINNING OF THE ROAD

A practical approach to defining and measuring localisation impact for communities



Acknowledgements

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About Humanitarian Horizons 2021–24

Humanitarian Horizons 2021–24 is a three-year research initiative that adds unique value to humanitarian action in the Indo-Pacific by generating evidence and creating conversations for change. It is supported by the Australian Government through the Department of Foreign Affairs and Trade.

The research program for 2021–24 builds on the achievements of the Humanitarian Horizons pilot phase (2017–18), the previous iteration of the program (2018–21) and Humanitarian Advisory Group's experience in supporting the sector for almost 10 years. The research is structured into three interlocking streams: 1) Power, People and Local Leadership, 2) Greening the System, and 3) Real-Time Analysis and Influence. It is underpinned by a fourth stream that considers governance, accountability, and monitoring, evaluation and learning processes.

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About the project team

Collaborate Consulting Pty Ltd (CoLAB) is a Fiji-based development consultancy company that has delivered projects with diverse partners in the Pacific, Asia, Africa and Europe. CoLAB's vision is to achieve localised responses to development that are inclusive and sustainable, enabled through genuine collaboration amongst all partners.

GLOW Consultants, based in Pakistan, is a leading national entity providing practice solutions and field implementation support to donors, their implementing partners and research institutions. GLOW has successfully completed more than 100 third-party monitoring and evaluation assignments.

inSights (the Institute of Innovation for Gender and Humanitarian Transformation) is a Bangladesh-based social enterprise providing insights that challenge the current ways of working in humanitarian aid and gender affairs. inSights aims to transform ideas within the humanitarian, social and businesses sectors, turning them into innovations, knowledge and strategies.

The Pacific Islands Association of Non-Governmental Organisations (PIANGO) functions as a regional secretariat to a network of umbrella organisations or platforms that are registered in 24 countries, territories and states across the Pacific region. PIANGO's primary role is as a catalyst for collective action, to facilitate and support coalitions and alliances on issues of common concern, and to strengthen the influence and impact of non-governmental organisations' efforts in the region.

The Pujiono Centre is a not-for-profit company established by disaster management practitioners in Indonesia as a new modality, institutional arrangement, and platform for obtaining, sharing and disseminating knowledge about disaster management by supporting evidence-based assessments for policymakers.

Humanitarian Advisory Group (HAG) was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that contributes to excellence in humanitarian practice.



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Introduction

The humanitarian sector has made significant progress in measuring the process of localisation, with various frameworks and tools supporting organisations on their journey towards more localised humanitarian action.¹ Despite this progress, there is insufficient sector-wide understanding of if and how localised practices are benefiting affected communities. The lack of evidence regarding the impact of localisation has become an obstacle to progress towards more locally led humanitarian action.² Working within the Power and Local Leadership stream of the Humanitarian Horizons 2021–24 research program, Humanitarian Advisory Group (HAG, Australia), GLOW Consultants (Pakistan), the Institute of Innovation for Gender and Humanitarian Transformation (inSights, Bangladesh), the Pujiono Centre (Indonesia), Collaborate Consulting Pty Ltd (CoLAB, Fiji), and the Pacific Island Association of non-Governmental Organisations (PIANGO) set out to explore how to fill this gap.

“ In the absence of stronger evidence of consistent and visible benefits [because of localised practices], many in the sector will remain unmotivated to change approaches.”³

Over the last three years, the research team sought to determine how to support the sector to measure localisation impact at the community level. The first paper, [A pathway to localisation impact: laying the foundations](#), put forward a model for impact measurement, including domains for change, suggested logic chains, and a process to guide articulation of intended outcomes and subsequent measurement of localisation impact against those outcomes. This model and approach was then tested by partnering with organisations implementing humanitarian programs in [Pakistan](#), [Bangladesh](#) and [the Philippines](#), with the research team working alongside them to define and measure changes that took place at the community level due to localised practices (Box 1).

Box 1: Supporting localised practices: The starting point

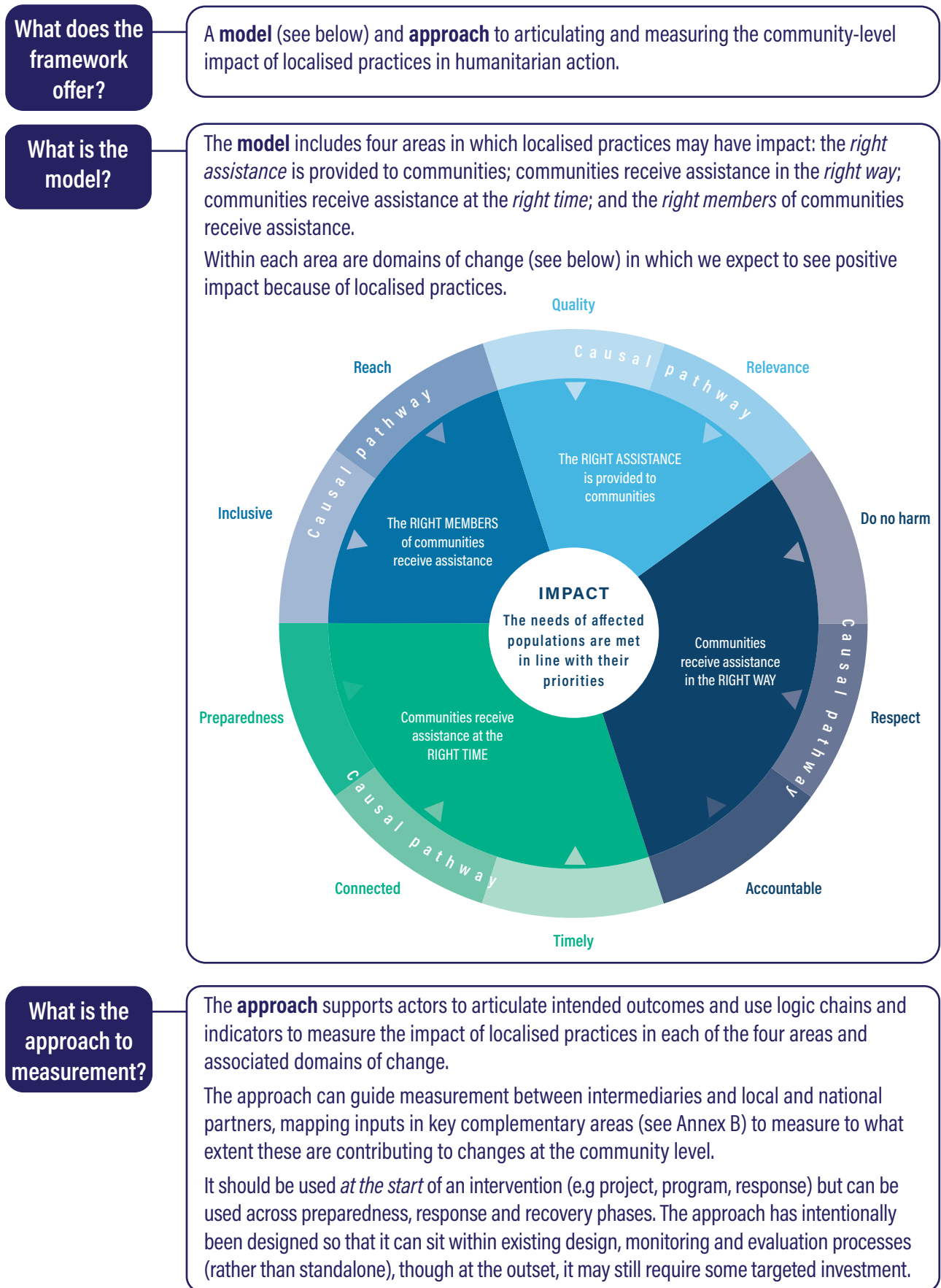
Localised practices refer to any activities or approaches intended to devolve power within the humanitarian system to national, local or community actors closest to the affected communities. This includes actions that transfer power and autonomy in decision-making, funding, leadership or partnerships that can be adopted by any humanitarian actor committed to supporting localisation and a more just humanitarian response model.

Examples of localised practices include international actors supporting their national partners to receive direct funding from donors while transitioning their own role to that of technical support;⁴ international actors supporting their local and national counterparts to provide insurance for frontline staff to ensure proper duty of care;⁵ donors providing flexible funding directly to local and community actors through simplified application (2 page concepts) and reporting processes (verbal debriefs)⁶ in order to reduce administrative hurdles to access and use funding; UN led funding platforms setting up tailored mechanisms for local and national actors to engage in advisory boards;⁷ and cluster coordination meetings taking place in local languages.⁸ Other collective initiatives by international actors such as [due diligence passporting](#) are also exploring pathways to simplify the heavy administrative processes that exist within the system that act as a barrier for greater localised practices.

What does this document do?

This document outlines a framework for defining and measuring the impact of localised practices at the community level, and offers detailed guidance for implementation with key partners. Tools and examples are provided for each impact area. Figure 1 provides an overview of the framework.

Figure 1: Snapshot of the framework



Who can use the framework

This document can be used by the following stakeholder groups in the following ways:

Local and national actors can use it to define objectives and track the impact of their localised practices at the community level. It can be used with intermediary partners to develop shared objectives and measurement processes.

Intermediaries can use it to identify the intended impact of their localisation activities. Intermediary partners can use it, in collaboration with their local/national partners, to develop shared objectives and measurement processes, and to define and measure the impact of their localised activities.

Donors can use it when considering the domains of impact in policy frameworks and setting the objectives of their localised activities.

What does the document include?

For each of the four areas, this document includes:

- working versions of *intended impact statements*, aligned to the *domains of change*
- *potential logic chains* as the basis for a *project log frame*
- an *example measurement matrix*, and
- applied examples of how to measure change for each area.

It also provides an overview of *how to use the framework*, to guide users to put it into practice.

The intention is for these to be used as a starting point that can be adapted and contextualised for specific programs.

Box 2: Achieving impact: The link to quality and accountable humanitarian assistance

By placing communities at the centre, this model offers a potential pathway for humanitarian actors to articulate their impact through a people-centred lens which may help to build localisation and AAP commitments into their planning, implementation and review processes. It is important to note that this framework draws on and complements the work of other quality, and accountability and inclusion resources.⁹ It does not seek to change the definition or understanding of positive impact at the community level – it continues to centre people’s rights to receive support and assistance as well as their right to protection.¹⁰ This framework supports the commitments articulated in the Sphere Handbook¹¹ and Core Humanitarian Standards (CHS)¹² to make assistance appropriate and relevant, and effective and timely, whilst strengthening local capacities and avoiding negative effects. It also incorporates and recognises the importance of age, gender and disability-inclusive impact.¹³ These existing commitments have been captured in the framework in four potential areas of change, as articulated in the model above.

How to measure change that results from localised practices?

This section provides a step-by-step guide to applying the model and measuring localised practices in your context. By following the steps below, you will articulate the intended community-level impacts of your localised practices, and develop a log frame that includes indicators for change.

Box 3: A note on contextualisation

Before embarking on this process, it is important to test the key terms used in the model to identify if they are relevant in your context. If not, use more appropriate terms. For example – the term 'localisation' or 'localised practices' may not translate well in some languages. What terms can you use to explain the same concept?¹⁴

It is also critical to ensure that project staff – particularly those closest to communities – understand the rationale behind measuring the impact of localised practices, and how it will support more appropriate approaches in programs. This framework is designed as a collaborative tool and should involve project staff at the outset, including ensuring that key terms resonate.

Step 1: Agree on the localised practices that you will adopt in your project/program

- Donors and intermediaries, or intermediaries and local/national actors, should identify localised practices collaboratively, based on the strengths of the implementing organisation. Articulate any localised practices that are already part of normal ways of working, as well as the new practices you want to implement.



In-country conversations

Questions to discuss with your team include:

- What do we (as an organisation/partnership) already do that is localised?
- What new localised practices do we want to try in this project or program?

Use Worksheet 1 in Annex A to support this conversation.

Step 2: Define the priority areas (e.g. *the right members of communities receive assistance*) and the intended *domain/s of change* (e.g. *reach or inclusive*) that are relevant to your program

- Donors and intermediaries, or intermediaries and local/national actors, should collaborate to identify the priority areas and domains. Ensure partners have a common understanding of the changes that the localised practices intend to achieve.



In-country conversations

When defining the priority areas, use the domains of change as a guide. Questions to discuss with your team include:

- Which domains of change are the most relevant for our program? Why is this the case?
- Are there any other areas (outside of the model) that are more appropriate for our program? If so, what are they?

Discuss as a team and agree on the most important domains in which to act. Focus on a small number of domains (e.g. 1–3) to avoid spreading resources too thinly.

Use Worksheet 2 in Annex A to support this conversation.

Step 3: Define *intended impact statements* that correlate to the domains of change

- The impact statements, like the domains of change, should be contextualised to each intervention. This document provides examples and guidance, but these may not be relevant within a specific context.



In-country conversations

Once you have chosen your domains of change, brainstorm the impact you seek from localised practices in the specific change areas. Questions to guide this conversation include:

- In the area of [domain] – what impact do we want to see at the community level?
- What specific localised practices will contribute to this impact?

The following structure can be used as a guide to prepare an impact statement:

Communities are [IMPACT – e.g. better able to influence and inform programs] due to [LOCALISED PRACTICE – e.g. regular and easy engagement with local actors who visit regularly].

Use Worksheet 3 in Annex A to support this conversation.

Step 4: Identify the *logic chains* that correspond to your impact statements

- Ensure that the logic chains clearly articulate the relationship between your proposed inputs, outputs and outcomes that are a result of localised practices, rather than other factors.
- Focus first on the inputs to the project (e.g. materials, staffing), including those from intermediary and donor actors (e.g. funding, capacity strengthening, technical support). Use inputs as the starting point for your logic chain.
- Build up the logic chain by articulating the outputs and outcomes that will ultimately link with your impact (already articulated in Steps 1 and 2)
- Agree on the assumptions that underpin the logic chains, and document them.
- Test these logic chains and your assumptions in discussions with communities.



In-country conversations

Once you have agreed on the impact you hope to achieve with your localised practices (impact statements), it is time to brainstorm *the inputs that will lead to the desired impacts*. This will be a part of your logic chains, which will form *outputs* and *outcomes* in your log frame. Consider the following questions:

- What inputs are required to support localised practices in this project?
- What inputs from donors and/or intermediaries will support those practices?
- What are the intended outputs and outcomes?
- What assumptions underpin our logic chains? (For example, are we assuming that local actors work in close proximity to communities and visit them frequently? Are we assuming that local actors reflect the community's diversity?¹⁵) How will you test these assumptions?

Use Worksheet 4 in Annex A to support this conversation.

Step 5: Develop *indicators* that correspond to the components of the logic chains

- Ensure that indicators correspond to the output, outcome and impact levels.



In-country conversations

Discuss and agree on what you are going to measure and how. Consider the following questions:

- What quantitative measures will provide evidence across your logic chain?
- What qualitative measures will provide evidence across your logic chain?
- How are you going to collect data, and when? Using what methods?

Example matrices are provided under each of the four areas. Develop one matrix for each logic chain that you think applies to your program and work out what you want to measure. These indicators can then be integrated into a larger monitoring and evaluation framework for your project or program.

Use Worksheet 5 in Annex A to support this conversation.

Step 6: Measure, adapt and learn

- On regular monitoring visits, continuously test the assumptions that underpin the logic chains.
- *Optional: if you've mapped intermediary inputs, organise partnership conversations to debrief following monitoring visits.*
- At the end of the project, ensure that the Terms of Reference for the end-of-program evaluation focus on measuring the impact of localised practices. Measure the extent to which changes in outcomes led to the desired impact.



In-country conversations

- Identify correlations in the data. For example, do changes in output data lead to changes in outcome data?
 - ▶ If so, why?
 - ▶ If not, identify why not. What shifts need to take place?
- *Optional:* During intermediary partnership debriefs, reflect on possible relationships between inputs and community-level data.
 - ▶ Are the inputs (e.g. technical capacity building, flexible funding, approaches to risk) influencing how local/national partners work with communities? If not, why not? If so, in what ways?
 - ▶ What shifts may be required to better link inputs with community-level results?

Use Worksheet 6 in Annex A to support this conversation.

Step 7: Communicate your evidence and learning

- Contribute to the global evidence base and learning on localisation impact by sharing evidence and what you learned during the measurement process
- Reach out to the HAG project team with any reflections or ideas on how we can strengthen the model and approach, via:

Jess Lees – jlees@humanitarianadvisorygroup.org,

Pamela Combinido – pcombinido@humanitarianadvisorygroup.org or

Sara Phillips – sphillips@humanitarianadvisorygroup.org

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Area 1: Communities receive assistance in the right way

How aid is delivered can directly influence preferences for support. Localised approaches influence the way in which assistance is delivered. Examples include local actors supporting communities respectfully, in ways that mitigate negative or harmful impacts of humanitarian assistance, and with accountability.

Defining domains



Do no harm: There has been some discussion in the sector of how strengthened local leadership can mitigate the negative impacts of humanitarian assistance on both people and the environment. For example, local actors may have a better understanding than international actors of how to approach sensitive issues in the community. Despite the many benefits of strengthened local leadership, it is important to recognise that localised approaches may not consistently result in more favourable outcomes, and that cultural, religious and ethnic factors can complicate the humanitarian agenda. For example, in some contexts, local actors mention their concerns that the people they are attempting to reach will not view them as impartial. In this case, it may be argued that international organisations are better positioned to provide what communities perceive as impartial assistance.



Respect: More localised responses may influence community members' perception of their treatment.¹⁶



Accountable: Localised processes are key to effective community feedback that informs program adaptations.

Potential intended impact statements:



1. Potential negative impacts of aid on social and environmental factors are mitigated because local actors understand community dynamics and the local ecosystem.



2. Communities feel respected because local actors engage in ways that consider cultural norms, customs and traditions.



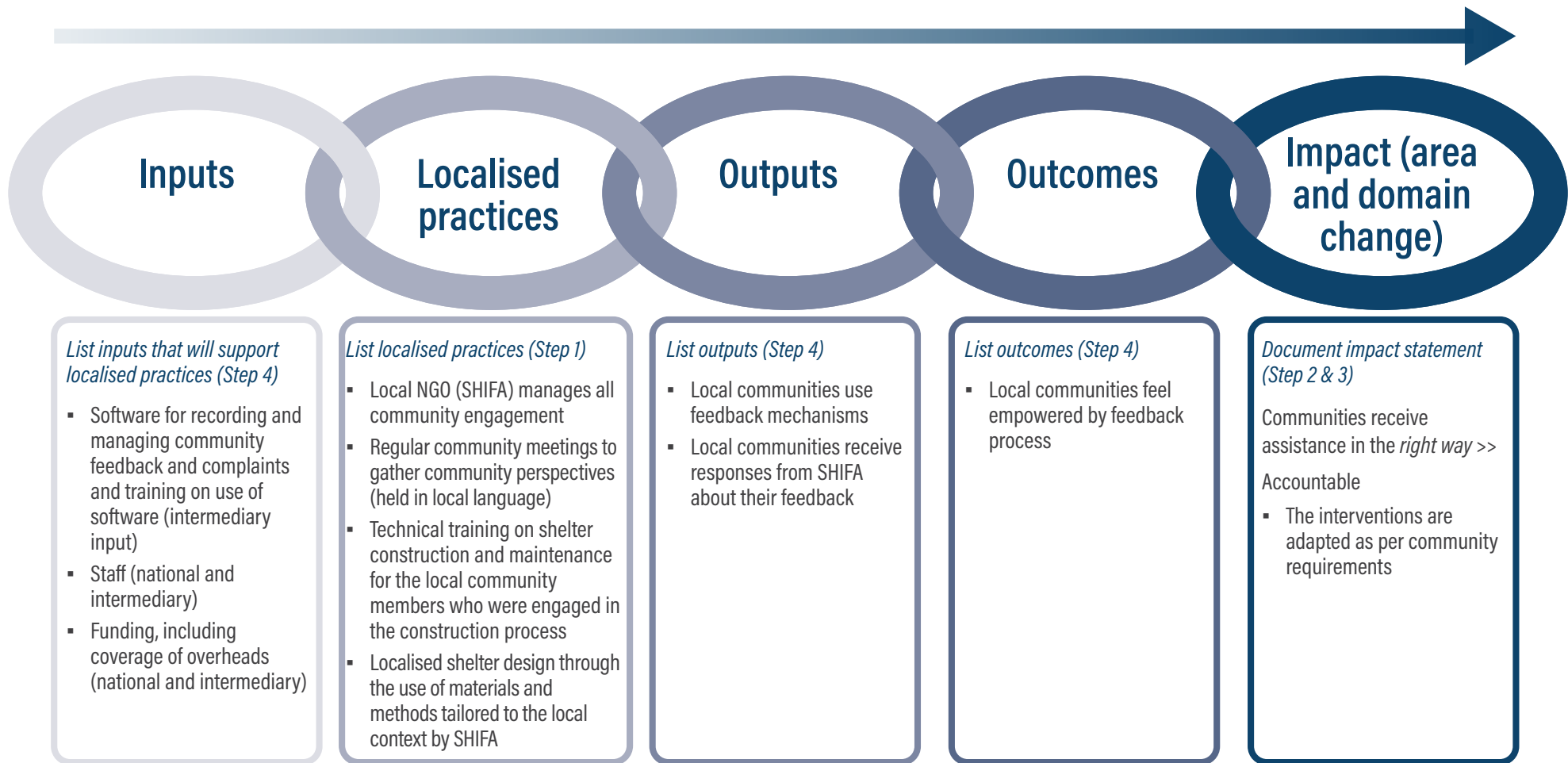
3. Communities can inform and influence programs effectively because they engage regularly and easily with local actors.

Potential logic chains

- 1.1. Community dynamics are strengthened (outcome) BECAUSE local actors understand and navigate community power dynamics and sensitives (output)
- 1.2. Programme activities support the local ecosystem and the environment (outcome) BECAUSE local actors source locally available materials, understand the local natural resources and can apply traditional knowledge (output)
- 2.1. Communities are more likely to engage with local actors (outcome) BECAUSE they feel their local traditions and customs are respected and incorporated into the project (output)
- 3.1. Communities are engaged and influence programming (outcome) BECAUSE local actors visit regularly and act on feedback (output)
- 3.2. Communities share opinions and concerns (outcome) BECAUSE they trust local actors (output)

Example measurement matrix: **Accountable**

Level	Inputs Map intermediary and national/local inputs <i>Refer to intermediary capability wheel in Annex B</i>	Output (Localised practices enabled by inputs)	Outcome	Impact
3.1	E.g. Technical capacity building with a focus on X Flexible funding Staffing	Local actors visit regularly and seek to engage with and understand community issues and perspectives	Local actors understand the issues and perspectives of communities and use this information to inform programming decisions	Communities can inform and influence programs effectively because they engage regularly and easily with local actors
Indicator/s		# of community visits local actors make to hear opinions and concerns	# of opinions or concerns shared by community and acted on by the organisation	% of community members that report being able to influence or inform the program
Assumptions	We are assuming that targeted support from intermediary partners will contribute to local actors' accountability to communities	We are assuming that an increase in local actors' community visits will lead to communities sharing their opinions and concerns more fully and frequently	We are assuming that when communities can share their opinions and concerns, they feel more able to influence and inform programming	
Questions	<p>Establish partnership check-ins between the project team and intermediary partners after regular monitoring visits.</p> <ul style="list-style-type: none"> ■ Has intermediary support contributed to shifts in programming? If not, why not? ■ If yes, in what ways? ■ Adapt approaches to better support accountable practices. 	<p>On regular monitoring visits, check assumptions and discuss them with your project team and the community.</p> <ul style="list-style-type: none"> ■ Do changes in output data lead to changes in outcome data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	<p>On regular monitoring visits and in the end-of-program evaluation, check the validity of assumptions.</p> <ul style="list-style-type: none"> ■ Did changes in outcome data lead to changes in impact data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	



Area 2: The right assistance is provided to communities

Localised approaches are claimed to result in more appropriate response outcomes than internationally led approaches.¹⁷ Some studies have correlated localised approaches with enhanced community perceptions of quality of support, and greater relevance of the support that they receive from actors.

Defining domains



Quality: Improved quality of support is a potential benefit of localisation, with affected populations asking for higher-quality support from actors who have an ongoing presence in their communities.¹⁸



Relevance: From the outset of a response, local and national actors usually take the lead in assessing community needs and prioritising types of assistance.¹⁹ Local actors have a deep understanding of the needs of communities and important community initiatives that can be supported and leveraged during an emergency.

Potential intended impact statements:



1. Communities receive high-quality humanitarian assistance because of local actor engagement in response design and procurement.



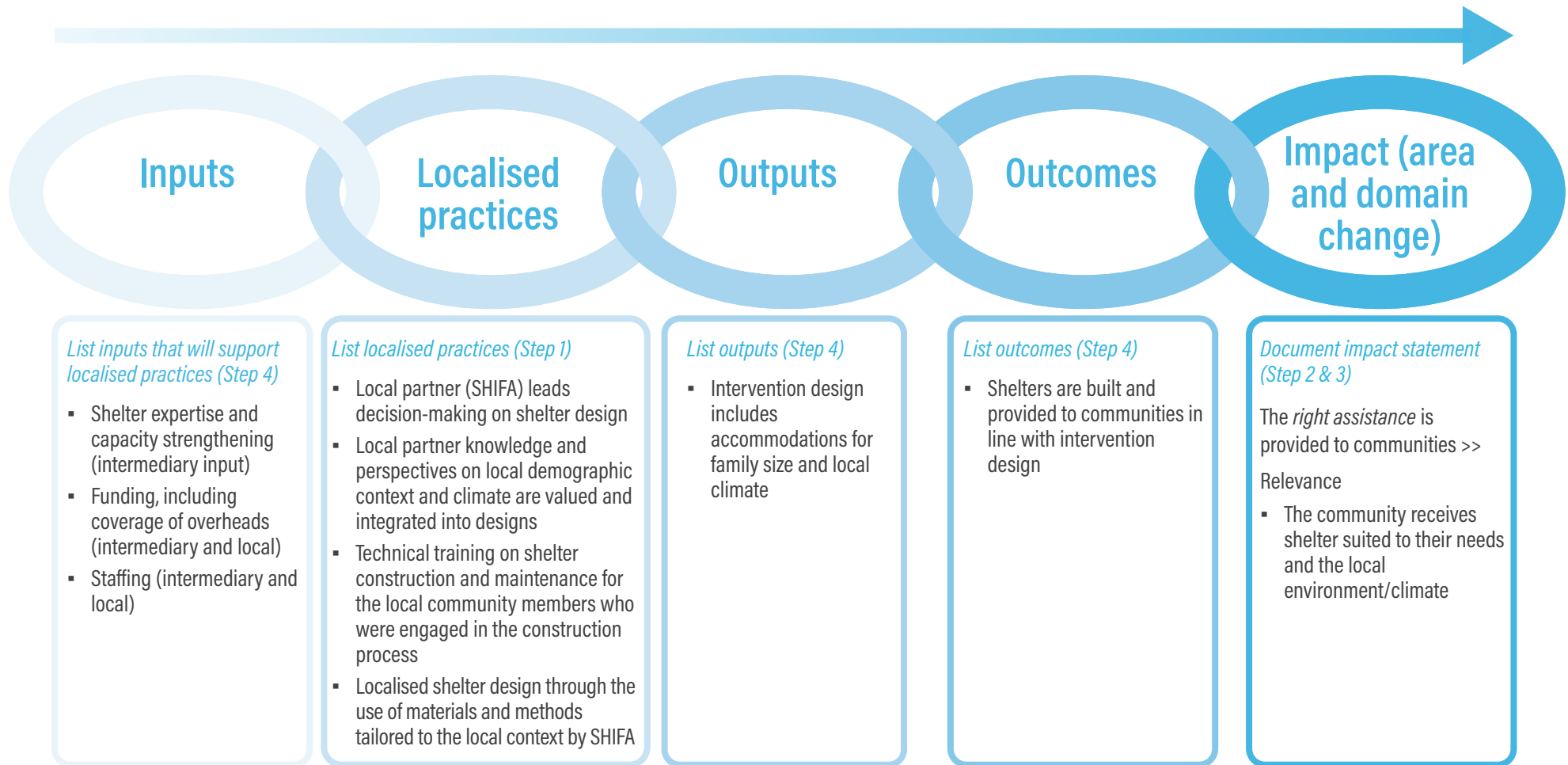
2. Communities receive support that is highly relevant to their needs because of local actor ability to understand and act upon community needs.

Potential logic chains

- 1.1. Communities receive support that meets their quality expectations (outcome) BECAUSE local actors source quality supplies locally (output)
- 1.2. Communities receive services that meet their expectations (outcome) BECAUSE local actors understand the 'quality' services available in context (output)
- 2.1. Communities receive services that are relevant to their needs (outcome) BECAUSE local actors have the access and language skills required to discuss needs with communities (output)
- 2.2. Communities receive services that are relevant to their needs (outcome) BECAUSE they trust local actors and can engage in effective conversations about what is working and what needs to change (output)



Level	Inputs Map intermediary and national/local inputs <i>Refer to intermediary capability wheel in Annex B</i>	Output (Localised practices enabled by inputs)	Outcome	Impact
2.2	E.g. Technical capacity building with a focus on X Flexible funding Staffing	Local actors are trusted by the community and can engage in effective conversations about what is working and what needs to change	Communities receive services that are relevant to their needs	Communities receive support that is highly relevant to their needs because of local actors' ability to understand and act upon community needs
Indicator		# of community discussions local actors hold to ensure that the project team has a good understanding of the community's needs	# of changes or improvements to initial assistance plans to increase program relevance	% of community members reporting that assistance provided (e.g. <i>livelihood opportunities / WASH services / NFI</i>) was relevant to them
Assumptions	We are assuming that targeted support from intermediary partners will contribute to local actors' accountability to communities	We are assuming that an increase in community discussions with local actors will lead to adaptations and improvements to the proposed services or goods	We are assuming that adaptations and improvements to proposed services and goods will increase the relevance of the program and satisfaction of communities	
Questions	Establish partnership check-ins between the project team and intermediary partners following regular monitoring visits. <ul style="list-style-type: none"> ■ Has intermediary support contributed to shifts in programming? If not, why not? ■ If yes, in what ways? ■ Adapt approaches to better support accountable practices. 	On regular monitoring visits, check assumptions and discuss them with your project team and the community. <ul style="list-style-type: none"> ■ Do changes in output data lead to changes in outcome data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	On regular monitoring visits and in end-of-program evaluations, check the validity of assumptions. <ul style="list-style-type: none"> ■ Did changes in outcome data lead to change in impact data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	



Area 3: Communities receive assistance at the right time

Localised practices can support more timely and better-connected responses. This may result from the speed with which local actors can respond to local disasters, but also their ability to support connections between preparedness, response, recovery and longer-term programming.

Defining domains



Timely: A widely referenced perceived benefit of localised approaches is the speed with which local actors can mobilise to support communities.²⁰



Connected: Some analysis suggests that localisation enables better connections between response and recovery and longer-term programming.²¹



Preparedness: Localising humanitarian action contributes towards better preparedness to respond.²²

Potential intended impact statements:



1. Communities receive timely assistance because of local actor proximity and established networks.



2. Communities receive support that is complementary to existing and longer-term programming because local actors can facilitate these linkages.



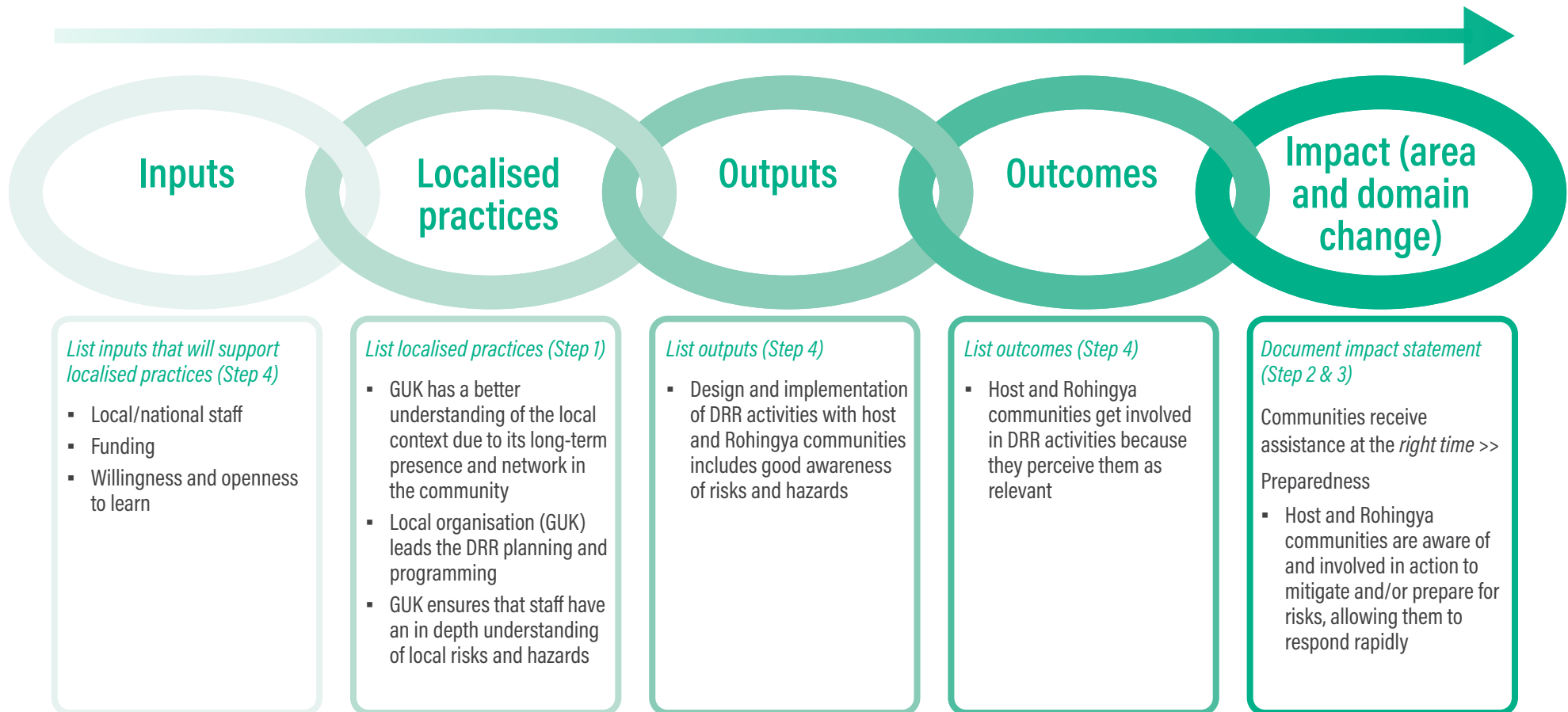
3. Communities are well prepared for future shocks because of local actor focus on and understanding of preparedness in context.

Potential logic chains

- 1.1. Assistance arrives quickly (outcome) BECAUSE local actors are based in communities and don't need to travel (output)
- 1.2. Assistance arrives quickly (outcome) BECAUSE local actors have established networks with businesses and community groups that provide goods and services (output)
- 1.3. Assistance arrives quickly (outcome) BECAUSE local actors can easily obtain authorisations and permissions for operations (output)
- 2.1. Projects and programs build on existing initiatives (outcome) BECAUSE local actors know what already exists and what will be sustainable in their context (output)
- 2.2. Projects and programs are linked into local government and key stakeholders such as faith-based groups (outcome) BECAUSE local actors have excellent connections with the relevant local stakeholders (output)
- 3.1. Activities strengthen preparedness alongside response programming (outcome) BECAUSE local actors are aware of specific risks and hazards in the community (output)
- 3.2. Prepositioned stock for preparedness is appropriate to context (outcome) BECAUSE local actors have a sound understanding of hazards and local needs (output)



Level	Inputs Map intermediary and national/local inputs <i>Refer to intermediary capability wheel in Annex B</i>	Output (Localised practices enabled by inputs)	Outcome	Impact
3.1	E.g. Technical capacity building with a focus on X Flexible funding Staffing	Local actors are aware of specific risks and hazards in the community	Activities strengthen preparedness alongside response programming	Communities are well prepared for future shocks because of local actors' focus on and understanding of preparedness in context
Indicator		% of staff who have lived and worked in the community for over three years	% of community members that feel the right risks and hazards have been included in the program	% of community members that feel well prepared for future risks and hazards because of local actors' focus on and understanding of preparedness in context
Assumptions	We are assuming that targeted support from intermediary partners will contribute to local actors' accountability to communities	We are assuming that a higher percentage of staff living and working in the community improves identification of risks and hazards (and therefore community members feel the right ones have been identified)	We are assuming that identifying and including the right risks and hazards in preparedness programming will result in community members feeling well prepared	
Questions	Establish partnership check-ins between the project team and intermediary partners following regular monitoring visits. <ul style="list-style-type: none">■ Has intermediary support contributed to shifts in programming? If not, why not?■ If yes, in what ways?■ Adapt approaches to better support accountable practices	On regular monitoring visits, check assumptions and discuss them with your project team and the community. <ul style="list-style-type: none">■ Do changes in output data lead to changes in outcome data?■ If no, why not?■ If yes, what qualitative data/examples can you document?	On regular monitoring visits and in end-of-program evaluations, check the validity of assumptions. <ul style="list-style-type: none">■ Did changes in outcome data lead to change in impact data?■ If no, why not?■ If yes, what qualitative data/examples can you document?	



Area 4: The right members of the communities receive assistance

Local actors, in some instances, can reach remote or hard-to-access areas that international actors may not have access to.²³ Local organisations might also represent specific groups of people (such as organisations of persons with disabilities (OPDs) or women's rights organisations (WROs)) or have deeper understanding of hidden or vulnerable groups, and therefore be in a better position to identify and reach these groups.

Defining domains



Inclusive: Through their ongoing presence and proximity to communities, local actors have deeper understandings of the community, including hidden or vulnerable groups, and therefore may be in a better position than their international counterparts to identify and reach them.



Reach: The ability of local and national actors to reach remote or hard-to-access areas is a driver of localisation and a documented benefit.²⁴ In areas where security constrains international actors' access, local and national actors can drive responses to needs.

Potential intended impact statements:



1. Members of the community that are most in need access humanitarian assistance because local actors have deep knowledge of the community.



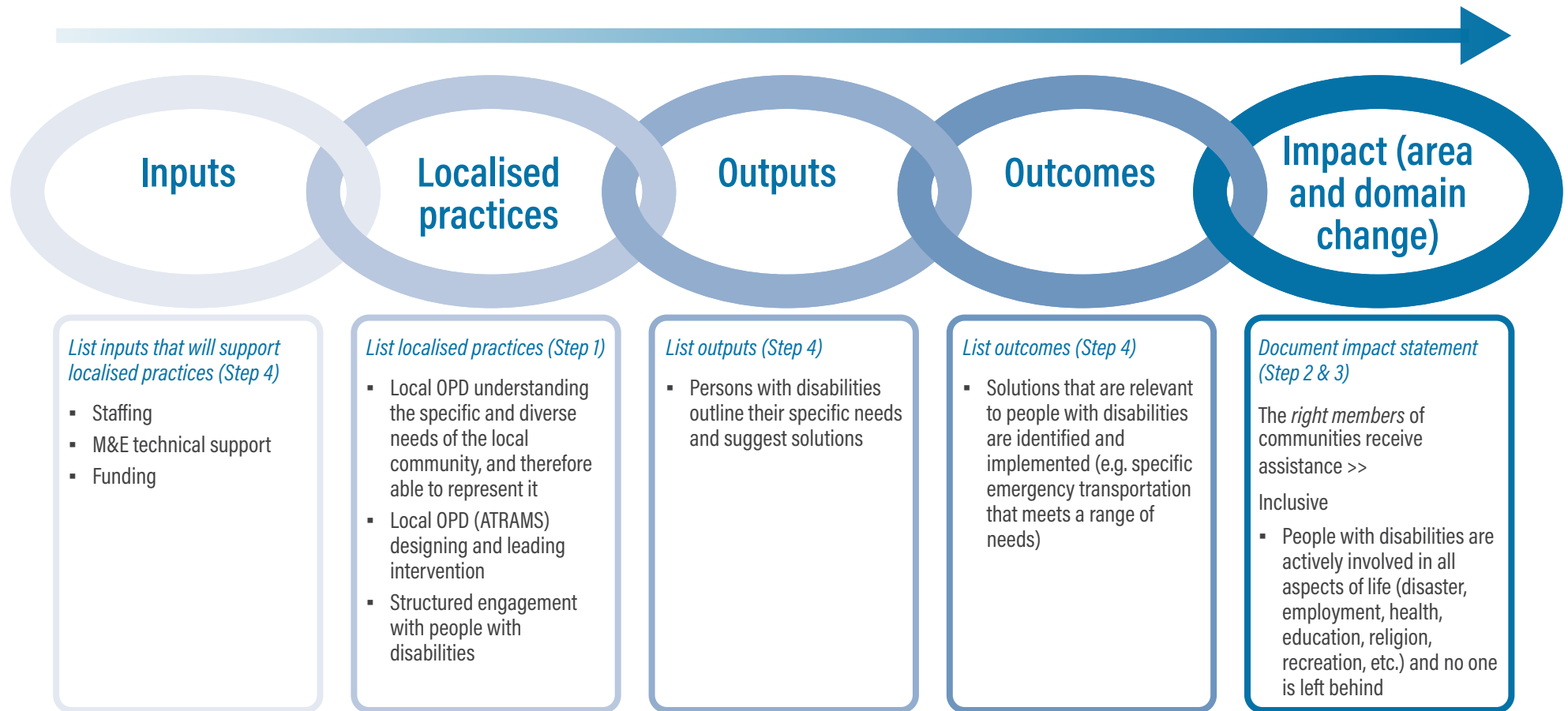
2. Remote or hard-to-reach communities receive support because local actors can establish an ongoing presence.

Potential logic chains

- 1.1. The most vulnerable people are identified and assisted (outcome) BECAUSE local actors have a comprehensive understanding of the community's make-up (output)
- 1.2. The specific needs of groups such as women's groups, organisations for persons with disabilities and sexual and gender minority groups are identified and met (outcome) BECAUSE local actors frequently and easily engage with these groups to discuss their needs (output)
- 2.1. Local actors can deliver assistance to remote or hard-to-reach communities (outcome) BECAUSE local actors have an ongoing presence or networks in these communities (output)



Level	Inputs	Output (Localised practices enabled by inputs)	Outcome	Impact
1.2	<p>Map intermediary and national/local inputs</p> <p><i>Refer to intermediary capability wheel in Annex B</i></p> <p>E.g. Technical capacity building with a focus on X</p> <p>Flexible funding</p> <p>Staffing</p>	Local actors can more frequently and easily engage with these groups to discuss their needs	The specific needs of groups such as women’s groups, organisations for persons with disabilities and sexual and gender minority groups are identified and met	Members of the community that are most in need access humanitarian assistance because local actors have deep knowledge of the community
Indicator		# of discussions local actors hold with women’s groups/ OPDs to identify their specific needs	# of changes or improvements to initial assistance plans to meet specific needs of women and people with disabilities	# of women and people with disabilities (and % of total reached) reporting that their specific needs were met in the response
Assumptions	We are assuming that targeted support from intermediary partners will contribute to local actors’ accountability to communities	We are assuming that an increase in local actors’ discussions with women’s groups and OPDs will lead to adaptations and improvements to the proposed services or goods	We are assuming that adaptations and improvements to proposed services and goods will lead to the specific needs of women and people with disabilities being met	
Questions	<p>Establish partnership check-ins between the project team and intermediary partners following regular monitoring visits.</p> <ul style="list-style-type: none"> ■ Has intermediary support contributed to shifts in programming? If not, why not? ■ If yes, in what ways? ■ Adapt approaches to better support accountable practices. 	<p>On regular monitoring visits, check assumptions and discuss them with your project team and the community.</p> <ul style="list-style-type: none"> ■ Do changes in output data lead to changes in outcome data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	<p>On regular monitoring visits and in end-of-program evaluations, check the validity of assumptions.</p> <ul style="list-style-type: none"> ■ Did changes in outcome data lead to change in impact data? ■ If no, why not? ■ If yes, what qualitative data/examples can you document? 	



Annex A: Worksheets

WORKSHEET 1 – IN-COUNTRY CONVERSATION ABOUT THE INTENDED CHANGE

Step 1: Agree on the localised practices that your project/program will adopt

REMINDER: Localised practices refer to any activities or approaches intended to devolve power within the humanitarian system to national, local or community actors closest to the affected communities. This includes actions that transfer power and autonomy in decision-making, funding, leadership or partnerships that can be adopted by any humanitarian actor committed to supporting localisation and a more just humanitarian response model.

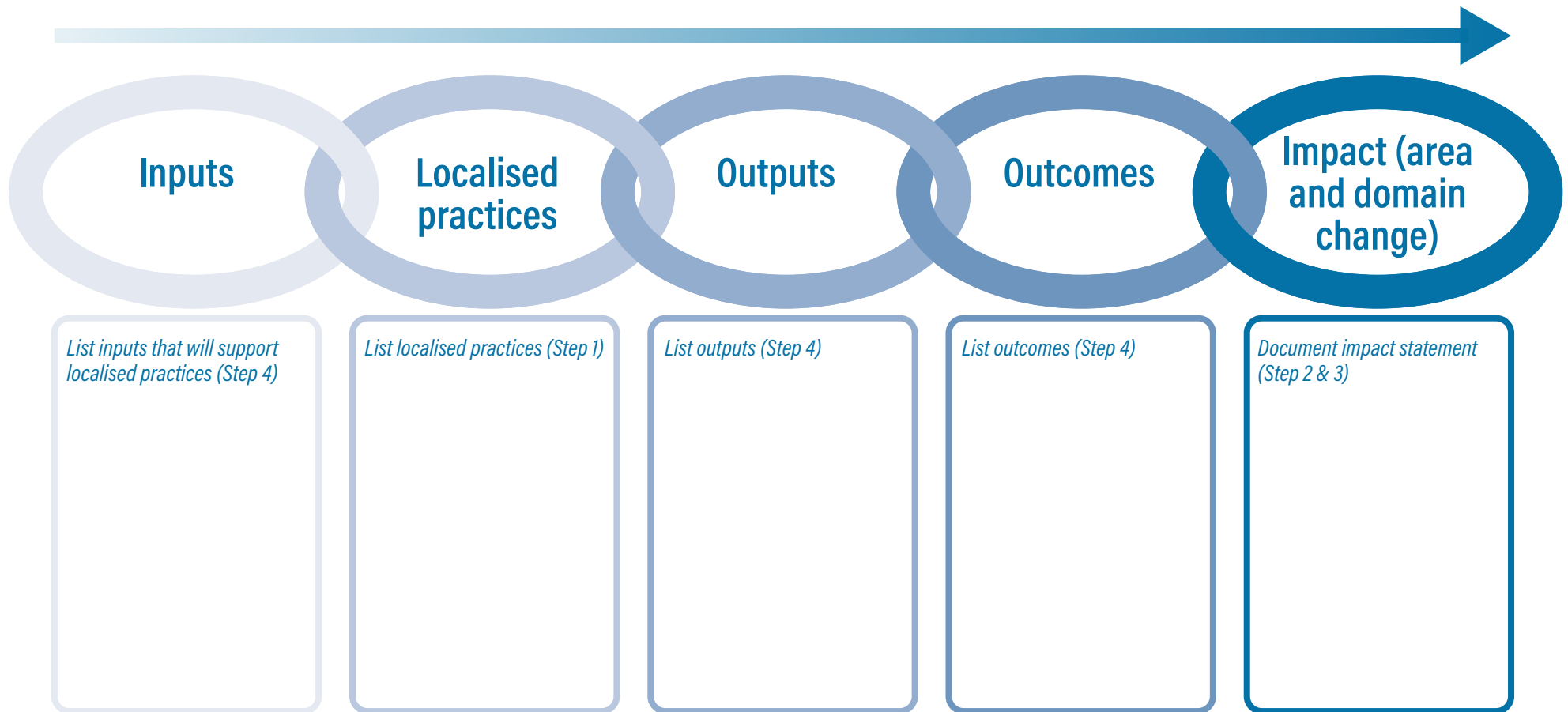
Examples of localised practices include international actors supporting their national partners to receive direct funding from donors while transitioning their own role to that of technical support;²⁵ international actors supporting their local and national counterparts to provide insurance for frontline staff to ensure proper duty of care;²⁶ donors providing flexible funding directly to local and community actors through simplified application (2 page concepts) and reporting processes (verbal debriefs)²⁷ in order to reduce administrative hurdles to access and use funding; UN led funding platforms setting up tailored mechanisms for local and national actors to engage in advisory boards;²⁸ and cluster coordination meetings taking place in local languages.²⁹ Other collective initiatives by international actors such as [due diligence passporting](#) are also exploring pathways to simplify the heavy administrative processes that exist within the system that act as a barrier for greater localised practices.

What do we (as an organisation / partnership) already do that is localised? What new localised practices do we want to try in this project or program? (list below)



Add your list of 'localised practices' to the Logic Chain (see Handout 1 below)

Handout 1: Logic Chain



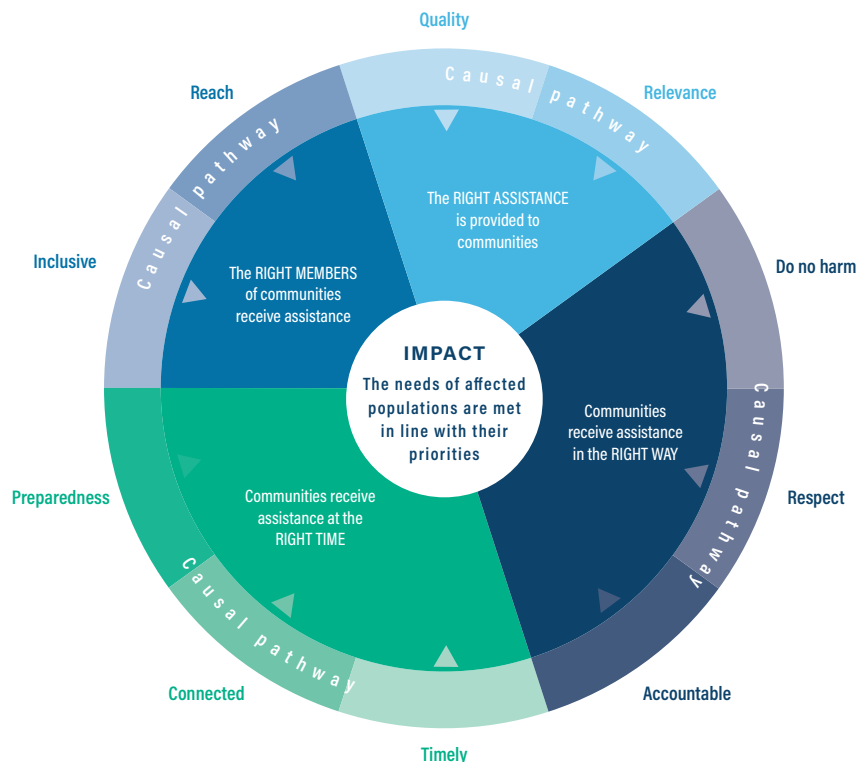
WORKSHEET 2 - IN-COUNTRY CONVERSATION ABOUT THE INTENDED CHANGE

Step 2: Define the priority areas (e.g. *the right members of communities receive assistance*) and the intended *domain/s of change* (e.g. reach or inclusive) that are relevant to your program

Why do we use localised practices?

What change will happen because of the localised practices we use in this project?

Which area and domain below is most relevant to the change you identified above?



WORKSHEET 3 - IN-COUNTRY CONVERSATION LINKING LOCALISED PRACTICES AND IMPACT DOMAINS

Step 3: Define the *intended impact statements*, which correlates to the domains of change

Discuss how the localised practices (Step 1) will lead to the desired changes (Step 2). Write down your ideas below.

Based on the discussion above, develop some impact statements using the following template:
Communities are [IMPACT – e.g. regular and easy engagement with local actors who visit regularly] *because of* [LOCALISED PRACTICES – e.g. regular and easy engagement with local actors who visit regularly]



Add your 'Impact statements' to the Logic Chain in Handout 1

WORKSHEET 4 - IN-COUNTRY CONVERSATION TO DEVELOP LOGIC CHAINS

Step 4: Identify the *logic chains* that correspond to your impact statement/s

REMINDER: Logic chain links actions with the result of those actions. They are IF... THEN... statements – ‘If I do X then Y will happen’.

For example, IF I buy seeds THEN I can plant crops. IF I water and look after the seeds THEN they will grow. IF I harvest the crop THEN I can sell it. IF I sell the crop THEN I will have an income.

Discuss and note here any logic chain examples from your own life / culture:

IF... THEN...

IF... THEN...

IF... THEN...

START with INPUTS

- What inputs are required to support localised practices for this project?
- What inputs from donors and/or intermediaries will support those practices?



Add your ‘Inputs’ to the Logic Chain in Handout 1

IF you have the required inputs THEN what outputs do you expect?

- What are the intended outputs?

IF... (input) THEN...

IF... (input) THEN...

IF... (input) THEN...



Add your 'Outputs' to the Logic Chain in Handout 1

IF you achieve the outputs THEN what outcomes do you expect? (work through each output above and discuss what outcome you should expect)

- What are the intended outcomes?

IF... (output) THEN...

IF... (output) THEN...

IF... (output) THEN...



Add your 'Outcomes' to the Logic Chain in Handout 1

- What are the assumptions that underpin the logic chain?

Assumptions linked to the above example might be that: the weather will support crop growth; people will want to buy the crop.

WORKSHEET 5 - IN-COUNTRY CONVERSATION TO DEVELOP MEASUREMENT APPROACHES AND TOOLS

Step 5: Develop *indicators* that correspond to the components of the logic chains

Review your final logic chain and discuss how you will measure change at each stage of the chain. Write ideas for indicators below.

- 'What will you measure to know if X [input/activity/output/outcome] has happened?

Check!

- Is there a mix of qualitative and quantitative indicators to measure change?
- Is it feasible to collect the data?

For each proposed indicator:

- Who will collect the data?
- How will data be collected, and how often?



Add your indicators and collection data into the M&E matrix (see Handout 2 below) or add them directly into your project / program M&E system.

Handout 2: M&E Matrix

Performance indicator	Summary	Indicators	Unit of measurement	Where is the data held?	Who will gather it?	How often will it be gathered?
Impact						
Outcome						
Outputs						
Localised activities						
Inputs						

WORKSHEET 6 - IN-COUNTRY CONVERSATION TO MEASURE PROGRESS AND ADAPT BASED ON LEARNING

Step 6: Measure, adapt and learn

What changes have taken place, and why?

Did some expected changes fail to occur? If so, why?

Does anything need to be changed? Different inputs / localised practices / outputs or outcomes? Should your assumptions change?

[optional] During intermediary partnership debriefs, discuss

Are the inputs (e.g. technical capacity building, flexible funding, approaches to risk) influencing how local/national partners are working with communities?

If not, why not? If so, in what ways?

What shifts may be required to improve the link between inputs and community-level results?

Annex B: Intermediary capability wheel

The capability wheel below is part of a model developed for the [Bridging the Intention to Action Gap: The Future Role of Intermediaries](#) report. This report puts forward that to improve support for a localised humanitarian system, core and complementary roles must be established between intermediaries and local and national partners in six main areas.

This model may help guide conversations between intermediaries and local and national partners around unique roles and support the definition of inputs.



Annex C: Methodology

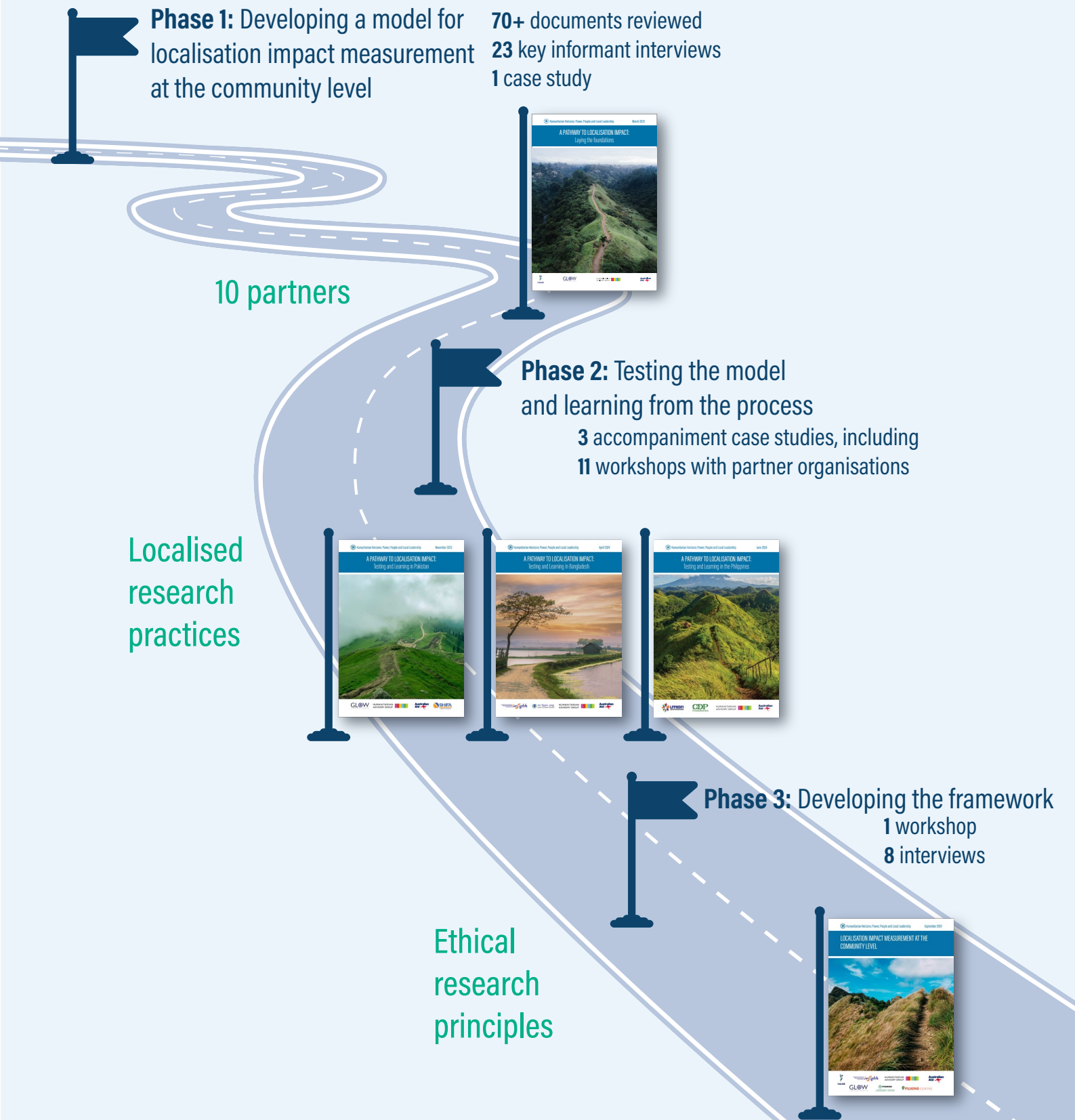
The research took place over three years and had three main phases: developing a model for understanding the impact of localisation (phase 1); testing the model and learning from the process (phase 2); and developing the framework for localisation impact measurement at the community level (phase 3) (see Figure 2 below).

During phase 1, HAG, GLOW Consultants and CoLAB undertook research to determine what is known about the impact of localisation, the barriers to measuring localisation impact, and to propose an approach to overcoming those barriers and documenting change. Ultimately, the objective of the research was to support humanitarian actors to better define and understand the impact of their localisation practices on crisis-affected populations. The research team carried out an extensive document review, key informant interviews, and a case study of the Pakistan flood response in 2022. The first paper, [A pathway to localisation impact: laying the foundations](#), summarises the research findings from this phase and proposed a model for and approach to community-level impact measurement.

Phase 2 of the research involved testing the proposed model and approach from A pathway to localisation impact. In [Pakistan](#), [Bangladesh](#) and [the Philippines](#), the research team – HAG, GLOW Consultants, inSights and Pamela Cajilig, an independent researcher – worked with organisations in an accompaniment process to define and measure change in their projects resulting from localised practices. This resulted in three papers from each context that shared learning from testing the proposed model and approach for measuring localisation impact. The examples from accompaniment case studies are drawn on in the framework to illustrate how it can be applied in practice.

The research and learnings from phases 1 and 2 were brought together to inform the development of the framework for localisation impact measurement at the community level. This involved one workshop and interviews by HAG, GLOW Consultants, Pujiono Centre and inSights. In particular, the research team was keen to ensure the framework was practical and user-friendly for different actors in the sector, including organisations implementing humanitarian programs and working directly with affected communities, as well as intermediaries and donors, as part of efforts to strengthen the evidence base for a more locally led humanitarian system. This document, including the framework and tools, is the output of that process.

Figure 2: The research journey and methods used



Annex D: Abbreviations & Glossary

ABBREVIATIONS

CHS	Core Humanitarian Standards
CoLAB	Collaborate Consulting Pty Ltd
DRR	Disaster Risk Reduction
HAG	Humanitarian Advisory Group
inSights	The Institute of Innovation for Gender and Humanitarian Transformation
PIANGO	Pacific Islands Association of Non-Governmental Organisations

GLOSSARY

Impact: 'Lasting or significant change – positive or negative, intended or not – in people's lives brought about by an action or a series of actions.'³⁰

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.

Local and national actors: Local and national non-state actors that are 'organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO.'³¹

Localisation: A process of recognising, respecting, and strengthening the independence of leadership and decision making by national actors in humanitarian action, to better address the needs of affected populations.³²

Localised practices: Localised practices refer to any activities or approaches intended to devolve power within the humanitarian system to national, local or community actors closest to the affected communities. This includes actions that transfer power and autonomy in decision-making, funding, leadership or partnerships that can be adopted by any humanitarian actor committed to supporting localisation and a more just humanitarian response model. See Box 1 on page 5 for specific examples.

Locally led/locally led action: Locally led is used to refer to approaches where programmes are 'conceived, shaped and delivered closer to the affected communities; designed in accordance with local norms and needs; and which may occur with or without support from the formal international system.'³³

Endnotes

- 1 Including, for example, Global Mentoring Initiative's [Seven Dimensions of Localisation](#), PIANGO and HAG's [Measuring Localisation Framework](#), and NEAR's [Performance Measurement Framework – Accelerating Localisation through Partnership: Global Localisation Framework](#).
- 2 HAG, CoLAB & GLOW (2023), [A pathway to localisation impact: Laying the foundations](#). Melbourne: HAG; HAG (2024), [Evidence to influence more effective, efficient and equitable action – The missing link in localisation](#), London: Start Network (forthcoming).
- 3 HAG, CoLAB, GLOW Consultants, inSights & Ziad Antonios (2021), [Bridging the intention to action gap: The future role of intermediaries in supporting locally led humanitarian action](#), Melbourne: HAG, p.24.
- 4 HAG and Myanmar Development Network (2020): [Localisation Through Partnership: Shifting Towards Locally-led Programming in Myanmar \(Phase 3 – Outcomes of the Transition\)](#)
- 5 HAG and Myanmar Development Network (2020), [Two steps forward one step back: Assessing the implications of COVID-19 on locally-led humanitarian response in Myanmar](#), pg 21
- 6 HAG, PIANGO, CSFT, VANGO, DSE and FCOSS, (2021) [Demonstrating change in locally led humanitarian action in the Pacific: Ki Namuka vata ga nikau](#), pg 39-41
- 7 HAG and Myanmar Development Network (2020), [Two steps forward one step back: Assessing the implications of COVID-19 on locally-led humanitarian response in Myanmar](#), pg 27
- 8 HAG and VANGO, (2020) [No turning back: Local leadership in Vanuatu's response to tropical cyclone Harold](#)
- 9 See IASC Accountability and Inclusion Resources Portal, <https://aap-inclusion-psea.alnap.org>
- 10 Sphere Association (2018) [The Sphere Handbook](#); CHS Alliance, Groupe URD, Sphere Association (2024) [Core Humanitarian Standard on Quality and Accountability](#).
- 11 The Sphere Handbook sets out a set of principles and minimum humanitarian standards in four areas of a humanitarian response: Water supply, sanitation and hygiene promotion (WASH), food security and nutrition, shelter and settlement, and health. See Sphere (n.d.) 'Humanitarian standards' (date accessed 16 August 2024), <https://www.spherestandards.org/humanitarian-standards/>
- 12 The Core Humanitarian Standard (CHS) sets out nine commitments to people affected by crisis and is one of the three foundational chapters in the Sphere Handbook. The CHS Alliance includes 200 humanitarian and development organisations. See CHS (n.d.), 'The Standard' (date accessed 16 August 2024), <https://www.corehumanitarianstandard.org/the-standard> and CHS (n.d.), 'About us' (date accessed 16 August 2024), <https://www.corehumanitarianstandard.org/about-us>
- 13 See for example, UNPRPD and UN Women (2022), [Intersectionality Resource Guide and Toolkit: An Intersectional Approach to Leave No One Behind](#).
- 14 The Philippines case study provides an example of how this happened in practice. See Pamela Gloria Cajilig and HAG (2024). [A Pathway to Localisation Impact: Testing and Learning in the Philippines](#). Melbourne: HAG.
- 15 For further discussion and examples of some of the assumptions about localised practices, see HAG, CoLAB & GLOW (2023), [A pathway to localisation impact: Laying the foundations](#). Melbourne: HAG.
- 16 Ground Truth Solutions (2022) [People at the centre? A reality check on post-quake accountability to affected people in Haiti](#); IFRC (2022) [Study: localisation of humanitarian action in the Red Cross Red Crescent](#), p. 40
- 17 Kraft K & Smith JD (2018) [Between international donors and local faith communities: intermediaries in humanitarian assistance to Syrian refugees in Jordan and Lebanon](#); Guyatt H (2022) [Unpacking the value of locally led humanitarian action](#), ODI, HPN.
- 18 OECD (2017) [Localising the response](#).
- 19 Barbelet V, Davies G, Flint J & Davey E (2021) [Interrogating the evidence base on humanitarian localisation: a literature study](#), HPG, ODI & HAG.
- 20 IFRC (2022) [Study: localisation of humanitarian action in the Red Cross Red Crescent](#); Action Aid (2019) [Leading the way: women-led localisation in Central Sulawesi: towards gender transformative action](#); IFRC (2018) [IFRC policy brief: localisation – what it means and how to achieve it](#); Groupe URD (2017) [More than just money: localisation in context](#); Somalia NGO Consortium, Rift Valley Forum, Centre for Humanitarian Change & NEAR (2017) [Dialogue for action on aid localisation in Somalia](#)

- 21 Barbelet V, Davies G, Flint J & Davey E (2021) [Interrogating the evidence base on humanitarian localisation: a literature study](#), HPG, ODI & HAG; IFRC (2022) [Study: localisation of humanitarian action in the Red Cross Red Crescent](#)
- 22 Groupe URD (2018) [Humanitarian aid on the move No. 19 – January 2018](#), pp. 2–7; CARE (2021) [Does gender responsive disaster risk reduction make a difference when a category 5 cyclone strikes?](#)
- 23 Action Aid (2019) [Leading the way: women-led localisation in Central Sulawesi: towards gender transformative action](#), p. 68; Trocaire (2017) [More than the money – localisation in practice](#); DEC & Groupe URD (2021) [DEC CVA real-time response review: Yemen country report](#), p. 15; Fast F (2020) [From the ground up: it's about time for local humanitarian action](#), HPG; IFRC (2018) [IFRC policy brief: localisation – what it means and how to achieve it](#).
- 24 Action Aid (2019) [Leading the way: women-led localisation in Central Sulawesi: towards gender transformative action](#), p. 68; Trocaire (2017) [More than the money – localisation in practice](#); DEC & Groupe URD (2021) [DEC CVA real-time response review: Yemen country report](#), p. 15; Fast F (2020) [From the ground up: it's about time for local humanitarian action](#), HPG; IFRC (2018) [IFRC policy brief: localisation – what it means and how to achieve it](#).
- 25 HAG and Myanmar Development Network (2020): [Localisation Through Partnership: Shifting Towards Locally-led Programming in Myanmar \(Phase 3 – Outcomes of the Transition\)](#)
- 26 HAG and Myanmar Development Network (2020), [Two steps forward one step back: Assessing the implications of COVID-19 on locally-led humanitarian response in Myanmar](#), pg 21
- 27 HAG, PIANGO, CSFT, VANGO, DSE and FCOSS, (2021) [Demonstrating change in locally led humanitarian action in the Pacific: Ki Namuka vata ga nikau](#), pg 39-41
- 28 HAG and Myanmar Development Network (2020), [Two steps forward one step back: Assessing the implications of COVID-19 on locally-led humanitarian response in Myanmar](#), pg 27
- 29 HAG and VANGO, (2020) [No turning back: Local leadership in Vanuatu's response to tropical cyclone Harold](#)
- 30 Chris Roche (1999), *Impact Assessment for Development Agencies*, Oxford: Oxfam/NOVIB
- 31 NEAR (n.d.), [NEAR Definitions Paper](#).
- 32 Yaseen Ayobi, Ayla Black, Linda Kenni, Railala Nakabae & Kate Sutton (2017), [Going Local Achieving a More Appropriate and Fit-for-Purpose Humanitarian Ecosystem in the Pacific](#), HAG.
- 33 Vijayalakshmi Viswanathan (2023), [Learning to be more 'locally led'? Current practice and evidence gaps in the international humanitarian system](#), London: ODI/ALNAP.

