

Research on the Progress of Localization in Somalia and Somaliland

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Acronyms and Abbreviations

| | |
|-----------------|--|
| ACTED | Agency for Technical Cooperation and Development |
| ASEP | Action for Social and Economic Progress |
| CBO | Community-Based Organization |
| CERID | Centre for Research and Integrated Development |
| CPD | Centre for Peace and Democracy |
| CSO | Civil Society Organization |
| DRC | Danish Refugee Council |
| GMI | Global Mentoring Initiative |
| GREDO | Gargaar Relief Development Organization |
| HAVOYOCO | Horn of Africa Voluntary Youth Committee |
| HCF | Humanitarian Country Forum |
| HCT | Humanitarian Country Team |
| INGOs | International Non-Governmental Organizations |
| KIIs | Key Informant Interviews |
| NAPAD | Nomadic Assistance for Peace and Development |
| NGOs | Non-Governmental Organizations |
| OCHA | Office for Coordination of Humanitarian Affairs |
| RDA | Rural Development Association |
| SADO | Social-Life and Agriculture Development Organization |
| SHF | Somalia Humanitarian Forum |
| SSWC | Save Somali Women and Children |
| TASCO | Taakulo Somaliland Community |
| UN | United Nations |
| WASDA | Wajir South Development Association |
| WHS | World Humanitarian Summit |

Executive Summary

In 2016, at the global humanitarian forum, 31 donors and humanitarian aid providers signed the Grand Bargain commitments, which sought the localization of humanitarian aid response through quality funding, visibility and accountability. Additionally, it emphasized the greater support for the leadership delivery and capacity of local responders where 25% of funds directly go to local and national actors. Five years down the line, this is yet to take cause. Somalia is one such area where a growing number of Somali-led NGOs are looking to play a greater, and more equal role in tackling the desperate situations that exist in the country, alongside their international counterparts, which currently lead the humanitarian response. However, due to financial/fiduciary issues related to fraud or diversion risks, many international organizations are still engaged in direct program implementation in Somalia, leading to a decline in funding for local NGOs and subsequent crippling of the localization process.

Nexus through Save Somali Women and Children (SSWC) commissioned Research Care Africa to conduct a study that details the progress, successes, challenges, and opportunities for the localization of humanitarian and development action in Somalia/Somaliland. The study used a variety of qualitative data collection methods of desk research, KIIs with select stakeholders and an organizational survey. The Sampling was done through purposive sampling and 31 key informants composed of donors, local, national and international actors were interviewed.

Summary of findings

According to local NGOs, localization is the decolonization of aid that aims to ensure local actors spearhead interventions in Somalia. Other parameters include ownership of project designs, prioritization of issues, collective engagements and complementation, enhanced local participation, utilization of locally available technical and human resources and enhanced sustainability of local initiatives. Donors interviewed also view that localization does not mean that everything gets localized but it is about finding a balance between the provision of technical support by international actors and giving credit to local actors' grassroots influence and capacity to handle projects. Another perspective is that localization goes hand in hand with accountability; the more accountable local actors become more vibrant, would the localization agenda prosper.

In terms of technical focus for capacity development, local actors interviewed mentioned revamping the accountability mechanisms for local CSOs to secure more funding and gain donor trust - this coupled with effective, yet collective capacity development on human resource systems, resource mobilization, finance and procurement systems and security and safeguarding measures. In addition, leveraging on local and national consortia such as NEXUS and Somalia NGO Consortium (SNC) that can develop the financial, operational and managerial capacity of local actors is also essential. Such networks could also be utilized as platforms to strengthen the capacity of local actors.

While measuring the extent of localization of aid response in Somalia and Somaliland, the study concludes that aid responses are not yet localized as recorded by the majority of respondents interviewed for the study, this is evidenced by international NGOs tendency of competing for

donor funding opportunities with local NGOs whose chances of getting funded is subsequently narrowed. Increased funding to local actors was one of the key components of the localization agenda as envisaged in the Grand Bargain, however, five years later, the funding scope imbalances are inherently present except for few International NGOs such as Oxfam, Relief Alliance who have managed to make equal sharing of overhead costs with local and national NGOs in some projects. The UN-managed Somalia Humanitarian Fund (SHF) is also on track but hasn't reached a tangible milestone yet. But the UNOCHA is however praised for allowing local NGOs to compete for resources, which in a way enhances their capacity – therefore, as much as these are great examples, localization is yet to become a norm.

In understanding what motivates donors not to directly fund local actors, findings suggest that the extent of localization of humanitarian aid is derailed by local actors' lack of accountability, and inability to meet donor requirements, primarily due to their narrow understanding of donor requirements. Other underlying factors include donor understaffing, which depicts the picture that local actors have little or no capacity to handle large grants. Besides, grants released in millions of dollars logically call to accommodate well-established NGOs, and only few local actors can actually fit in such an equation. This is due to the lack of technical capacity which is generally true, as little was done over the years to enhance the capacity of local NGOs, yet when international NGOs are given such huge funding, they tend to sub-contract local actors to do the work at the grassroots level.

Besides, much as the localization agenda is being debated upon in all fronts, donors' strong position is yet to come out to the limelight. Again, local actors also suggest that, if the donors who symbolize the leaders of humanitarian aid services put forward stringent yet mandatory requirements to drive the localization agenda, then the rest of the humanitarian community would follow suit as they symbolize the rest of the body. On the steps and approaches appropriate in upscaling localization, actors suggest that the structure and forms of partnerships with local NGOs should move beyond the 'contractual' project delivery, and consider more into safeguarding and nurturing a common vision that resonates well with advancing localization. Some actors view that using the capacity weakness of local actors as a reason to deny funds to local NGOs even within existing consortia is skewed as the local presence and influence outweigh the capacity gaps. Instead, there should be mutual complementation of each other's strengths.

While donors and international NGOs need to invest in the long-term institutional development of their local partner in terms of policy development, strengthening the operational system, quality assurance and accountable financing; local actors should revamp and introduce participatory processes for project implementation as well as innovative ideas that respond to local needs. Apparently, only few donors have funds for the institutional development of local actors, which seemingly shows the lack of 'donor appetite' for local capacity development. An honest discussion on the gaps should therefore emanate from the donors which consequently extends pressure to the INGOs who happen to be the intermediaries and lastly to the government institutions and local actors.

Consequently, for the localization of humanitarian aid to prosper, there is a need to invest in knowledge sharing. At the minimum, all actors from all levels should have a clear understanding

of what localization entails and the finer details of the roadmap to localization as envisaged in the Grand Bargain and other relevant agreements. It is apparent that the majority of local actors and some international actors have less understanding of the Grand Bargain agreement. Another critical aspect is, giving space to local actors to drive the localization agenda in their respective localities as well as auditing and monitoring localization activities and progress.

In terms of accessibility to funding, it is noted that pooled funding secured through locally based consortiums is the most reliable funding opportunity accessible to local actors, however, they are immensely restricted by donor preference and scope. So, in areas where the donor's thematic focus is not relevant, the local actor whose local presence is more feasible in those regions are left out. The complexity of funding imbalances lies with the inequitable distribution of overhead costs where the local implementing actor gets much less than the international actor. As it stands only 10-20% of project funding goes to administrative and personnel costs; owing to the squeezed funding, this percentage does not often correspond to the actual costs incurred and local actors end up running on a deficit.

Mainstream donors also avoid the unmanageability of too many contracts were they directly contract national or local NGOs; so, they leave it at the discretion of INGOs and UN agencies to decide who would use the funds and where. Even for those local actors who manage to get a breakthrough in securing funding, the bureaucracies involved are equally demanding. According to a donor, many discourses on shutting the gap have not been fruitful and some donors are now willing to resort to strengthening local pool funding and the promotion of equal partnership. This tangible step towards localization might however not work for all donors due to differences in policy and embedding lack of confidence in local partners and the fear of taking risks. However, on whether the feared risk is only confined to local and national actors, some donor respondents think the risk is prevalent even with international actors since cases of fraud have been noted with prominent international organizations. Besides, Somalia has experienced decades of war and subsequent humanitarian responses, quite a number of local organizations have developed well-established structures, others are growing and the expectation is not that bad, if juxtaposed with other states such as South Sudan.

While analyzing the challenges faced in implementing the Grand Bargain, it is viewed that the lack of government role in accountability and coordination of humanitarian aid providers poses critical challenges leading to heightened competition among humanitarian service providers. The net effect of which is the constant exploitation of smaller entities. The dilemma surrounding the capacity gap is also a big impediment, going forward. The definition and scope of local actors' lack of capacity are not clear to both local and international actors. It is worth questioning as to why all established national NGOs, INGOs are and local actors are assessed using similar tools and go through the same diligence processes. This has always exposed local actors' palpable loopholes every time there is an organizational capacity assessment. So if the deliberate investment is not made to build their capacity, local actors will always remain in vicious cycles.

So what needs to change? The majority of local actors view that there is a need to have adequate local representation in decision-making bodies and forums that disburse humanitarian funds. For instance, it is alleged that the Humanitarian Country Team (HCT), which is mandated with

the decision-making of humanitarian aid disbursement has only 3 slots for local NGOs out of 17 members; interestingly some of those members rarely attend meetings or even contribute when present. Pre-meeting with local actors is not a common thing with OCHA; making local representatives short of ideas but improvements were noted in the past few months. Since the HCT membership is rotational active participation depends on the members.

Subnational coordination structures and cluster systems also play a vital role in deciding how aid is distributed within respective clusters. As much as local actors adequately participate in cluster meetings, their chances of chairing or co-chairing have always been slim. Any changes gaged to improving HCT representation or operational procedures should therefore be equally replicated in cluster coordination structures. The resultant effect of these will be more effective coordination, more networking and potentially equitable funding mechanisms.

1.0. Introduction

1.1 Background of Localization

The debate on localization of humanitarian action gained a new impetus following the 2016 World Humanitarian Summit. The Summit debated whether the aid system was broken, the necessity for transformation, improved effectiveness, and the consistent increase in humanitarian needs; and the journey of localization was confirmed as the ‘right direction’, not only because it is considered morally and ethically right, but also because there is an increasing body of evidence that localization increases impact and improves effectiveness.¹ Local actors are crucial to humanitarian action and are common among the first responders to sudden-onset disasters. Their ability to respond in a timely manner results from the fact that local actors are often part of the affected population, providing opportunities for local participation and contextually relevant assistance². Further, the Grand Bargain, an agreement entered into by more than 30 of the biggest donors and aid providers at the 2016 Summit, was an important step in the ‘localization’ journey.

The Grand Bargain committed donors and aid organizations to provide 25 percent of global humanitarian funding to local and national responders by the year 2020. Prior to the World Humanitarian Summit in 2016, local and national humanitarian actors only received approximately 0.2% to 2% direct funding of the overall global humanitarian response financing. However, this amount seems to have slightly increased, in 2016-2017, due to initiatives in the post-World Humanitarian Summit. There was a strong focus on localization building on the momentum gained at the WHS and in light of agencies working to implement commitments under the Grand Bargain and the INGO-led Charter for Change. The Charter for Change laid out commitments to provide greater support for national and local actors. The Grand Bargain commits to moving away from only 0.3% of humanitarian spending being channeled to local organizations in 2014, toward at least 25% by the year 2020.³ In the Summit, challenges facing the international humanitarian system in meeting unprecedented and growing humanitarian need were examined, reinforcing ‘localization’ as a priority issue by compelling leading global donors, aid organizations and NGOs to sign up to ‘The Grand Bargain’, which addresses not only the issue of the humanitarian funding gap but more broadly the pursuit of international humanitarian action that is efficient, effective and fit-for-purpose.⁴ Consequently, the World Humanitarian Summit (WHS) called for a step-change in how humanitarian action is conceived, planned, implemented and monitored – and by whom.

In 2021, as the Grand Bargain entered its fifth year, Signatories made a decision on the evolution of the process by endorsing the Grand Bargain 2.0 Framework which provides a general direction on the future. The purpose of the framework was to demonstrate the interconnection of the different outputs and activities; based on the extensive feedback received

¹ Emmens and Maxine Clayton (undated) Localization of aid: Are NGOs Walking the Talk?

² Steven, Zyck & Hanna B. Krebs(2015), Localising humanitarianism: improving effectiveness through inclusive action, Overseas Development Institute,

³ The Future of Humanitarian Action in Asia and the Pacific: The World Humanitarian Summit and beyond-Center for Humanitarian Leadership, 2017

⁴ Going Local Achieving a more appropriate and fit-for-purpose humanitarian ecosystem in the Pacific, Australian Red cross, 2017

from all Signatories. For this reason, the Grand Bargain 2.0 reframes the overall objective to achieve “Better humanitarian outcomes for affected populations through enhanced efficiency, effectiveness, and greater accountability, in the spirit of Quid pro Quo as relevant to all”. In order to achieve this impact and measure the success of the future Grand Bargain, two enabling priorities have been agreed to, (i) A critical mass of quality funding is reached that allows an effective and efficient response, ensuring visibility and accountability (ii) Greater support is provided for the leadership, delivery and capacity of local responders and the participation of affected communities in addressing humanitarian needs.⁵ Therefore, a key recommendation for the Grand Bargain 2.0 was the need to elevate discussions and decision-making to a more political, strategic level - the Facilitation Group developed a proposal around “caucuses”, which involves relevant and concerned Signatories - “coalitions of the willing” - that agree to monitor, drive and encourage progress on specific commitments at the Political level. The other key recommendation was on putting localization and participation revolution at the center of the Grand Bargain 2.0, by strengthening local actor engagement, as true strategic partners in the process, recognizing that local actors have a key role to play and that space, resources and other support is needed.⁶

However, , the current reporting and tracking of funding flow to national and local actors is limited, in terms of quality, consistency and depth of detail. For instance, in the 2017 Somalia Humanitarian Response, local responders merely received less than 1% of direct funding.⁷ As stated in an Oxfam report (2015), international actors’ rhetoric of supporting humanitarian local capacity lacks real content as they are nothing more than a set of trainings and instrumentalization of local NGOs which are subcontracted as implementers particularly in the risky areas.⁸ The core argument is that INGOs have to improve their partnership practices with local and national NGOs to better recognize and respond to their leadership, as well as to adapt accordingly their advocacy, media or fundraising work.

Over the past decade, international aid organizations used partnerships with local actors sought to reduce their exposure. Somalia is one such area where a growing number of Somali-led NGOs are looking to play a greater, and more equal role in tackling the desperate situations that exist there, alongside their international counterparts, which currently lead the humanitarian response.⁹ However, due to financial/fiduciary issues related to fraud or diversion risks, many international organizations are doing direct program implementation in Somalia, leading to the decline of funding for local NGOs¹⁰.

1.2 About NEXUS Somalia

NEXUS is a platform for change in response to the contemporary challenges to Somalia and Somaliland with a view to transforming humanitarian, development and peace ecosystem.

⁵ The Grand Bargain 2.0 Endorsed framework and annexes, June 2021

⁶ Ibid

⁷ Briefing paper: Localization of Aid, Network for Empowered Aid Response (NEAR) 2017

⁸ Oxfam (May 2015). A Fresh Analysis of the Humanitarian System in Somaliland, Puntland and South Central Somalia. Accessed at <https://www.oxfam.org/en/research/fresh-analysis-humanitarian-system-somaliland-puntland-and-south-central-somalia>

⁹ Dialogue for action on aid localization in Somalia, May 2017

¹⁰ Stoddard, A et al 2017 Out of Reach: How Insecurity Prevents Humanitarian Aid from Accessing the Neediest. Stability: International Journal of Security & Development, 6(1): 1, pp. 1–25, DOI: <https://doi.org/10.5334/sta.506>

The platform, led by eight pioneering Somali NGOs, aspires to advance a locally-driven agenda for change by building partnerships between communities, civil society and the public and private sectors as well as through the implementation of integrated and sustainable interventions across the triple nexus of humanitarian, peace and development. The platform was founded in 2019 and has eight core members: Centre for Peace and Democracy (CPD), Gargaar Relief and Development Organization (GREDO), Horn of Africa Voluntary Youth Committee (HAVOYOCO), KAALO Aid and Development, Save Somali Women and Children (SSWC), Social-Life and Agriculture Development Organization (SADO), Taakulo Somaliland Community (TASCO) and Wajir South Development Association (WASDA).¹¹

1.3 Purpose and objectives of the study

The overall objective of the proposed research is to detail the progress, successes, challenges, and opportunities for the localization of humanitarian and development action in Somalia/Somaliland. The specific objectives of the research include: -

- 1) Explore who a local CSO and institution are and give a contextually-relevant definition of Localization in Somalia
- 2) Examine the extent, quality, equality and equitable funding opportunities that exist for local and national NGOs in Somalia.
- 3) Using charter for change Principles of Partnerships as a guide, evaluate the status of partnerships between national institutions with INGOs, Donors, and Multi-Lateral Institutions.

1.4 Research Questions

The study focuses on the following research questions:

- 1) Who is a local actor in the context of Somalia/Somaliland?
- 2) How is localization defined from the perspective of local actors in Somalia/Somaliland?
- 3) To what extent does equitable and quality funding opportunities exist for local NGOs in Somalia/Somaliland?
- 4) Using principles of partnerships as a guide, what is the status of partnerships between local actors and INGOs, Donors, and Multi-Lateral Institutions in Somalia/Somaliland?

¹¹ Terms of Reference

2.0. Methodology

2.1. Technical Approach

ResearchCare adopted qualitative and quantitative research approaches. Data collection tools including desk review matrix, organizational survey (through a survey monkey), interview guides for key informant interviews and other relevant secondary data collection are some of the tools that were employed for this research. The respondents were varied and selected using various parameters that suit the research technique. Information was collected with consent from respondents maintaining the highest level of ethical standards to ensure data quality as shown in the following section.

1. **Desk study:** Researchcare Africa team reviewed relevant studies and literature on the various modalities of aid delivery in fragile states across the world with a special focus in Somalia. The desk review particularly focused to unearth what previous studies have contributed to the pros and cons of aid localization, conditions for successful localization and also tried to bridge gaps left by those studies through the primary data collection techniques.
2. **Key informant Interviews with stakeholders:** Researchcare, in collaboration with the NEXUS platform members, in particular SSWC country team, identified and interviewed key stakeholders of the humanitarian sector in Somalia. Among the stakeholders that were interviewed include; INGO representatives, national NGO representatives, the UN, representatives of the federal government of Somalia and regional governments including Puntland and Somaliland. The aim of the interviews was to enhance understanding of the perceptions/actions of these stakeholders on aid localization in Somalia.
3. **Organizational Survey:** Researchcare employed a survey tool (attached in annex) to reach a large number of respondents (98) drawn from the top management of local NGOs/CSOs to collect data on the perceptions of the localization of humanitarian action and development in Somalia and Somaliland. The survey was administered to specifically measure localization against two main dimensions i.e., partnerships and funding. The survey used a survey monkey which is very convenient and also reduced contact between the researchers and the respondents at this time of the Covid-19 pandemic. Questions in the survey were designed on a Likert scale to gain a measure of how they agree or disagree with the specific questions. Using a confidence level of 95% and a confidence interval of 10%, the study interviewed a sample of 98 persons drawn from local NGOs/CSOs, INGOs, Research Institutions and academic institutions. 62% of the respondents were male and 38% were female. 31% of these respondents were executive-level managers while 69% were middle-level management.

2.2 Sampling Procedure

The Purposive sampling technique was used to select key informants (KIIs) and respondents of the online survey. The use of this technique led to the selection of participants who are especially informative and possess the knowledge, ideas or experiences that are particularly relevant to the

research questions. In the sampling process, Researchcare observed the gender sensitivity and geographical diversity of the participants.

2.3 Data collection design and methods

The research employed a combination of primary and secondary sources of data. Researchcare used a semi-structured key informant guide to interview knowledgeable stakeholders with a diverse set of representatives from international NGOs, UN agencies, donors, local NGOs, and government representatives. The study prioritized engaging the selected key informants through face-to-face interviews, but virtual calls were also largely employed where the one-on-one interview was not possible.

The study managed to conduct 31 KIIs representing targeted organizations as shown in table 1 below. Further, a comprehensive desk literature review of all available relevant literature was conducted. The study draws on a wide range of sources including evaluations, reports and policy papers.

Content analysis was also done on all field notes/interview transcripts to provide the informative narrative for the study. The data collected was validated and triangulated to ensure data quality. The rationale for triangulation was that the use of multiple methods and sources overcomes the weaknesses, intrinsic biases, and problems associated with using individual methods and sources. For instance, the data from the key informant interviews were analyzed to complement the desk review.

Table 1: Stakeholders interviewed

| Category | No. of interviews | Name of institutions/agencies |
|--------------------|-------------------|---|
| International NGOs | 5 | ACTED, DRC, Concern Worldwide, Save the Children, Oxfam, |
| UN agencies | 3 | UN OCHA, SHF, FAO |
| Donors | 1 | Dutch Embassy |
| | 17 | WASDA, HAVOYOCO, Candle Light, NAPAD, SADO, HDC, SSWC, KAALO, GREDO, Taakulo, Centre for Voiceless, NAGAD, HDC, CERID, ASEP, Elman Peace and Human Rights Centre, |
| | 31 | |

2.4 Limitations of the Research

1. Some of the key informants were not available and others did not respond to the email invitations.
2. A number of the interviews were carried out virtually and therefore it was difficult to achieve the timelines of data collection as all respondents' proposed different dates for their participation in the interview, depending upon their availability.

3.0. Research Findings

3.1. Contextual understanding of localization

3.1.1. Attributes and roles of local actors

According to interviewed respondents, a local actor is an indigenous organization playing a vital role at the community level i.e. national NGOs, civil society organizations, CBOs, line ministries, the government and the private sector. The local actors stand a strategic chance to quickly respond to humanitarian crises as they are well placed to take aid to the most deserving persons of the communities. This is due to their heavy presence at their respective localities, knowledge of the local context and their connection with the local clans and grass-root communities. They, therefore, act as the first responders to emergencies, whether they are supported or through their local initiatives. Local actors also hold memories of past interventions, the failures and successes giving them analytical strength of outlining possible consequences of any intervention. For example, local actors' partnership with SHF or other donors is mostly project-based and does not often cater for long-term commitments.

“It makes much better sense to deal with a local actor than international actor, the strength of their systems and structures notwithstanding” Local focal point for UN OCHA

On the flip side, some international organizations with fully-fledged national offices and staff have similar convening power among local communities but this is not the case for all international organizations. It is however more impactful when international organizations partner with local organizations to implement their projects. The survey findings show the current tracking and interpretation of localization success is to some extent driven by international NGOs and not local NGOs with 49% of respondents supporting this view. It is important to note that, both the local and international actors jointly collaborate in cluster coordination activities, with some local NGOs becoming a member of the SHF advisory board. Primarily, the local actors bring local perspective onto the drawing table while the international actors put more focus on the technicalities and strategies for project implementations.

3.1.2. Local actors' perspective on localization

According to some interviewed actors, localization is the decolonization of aid that aims to ensure the local actors spearhead interventions in Somalia. For them, this entails empowering local actors to sustain their programs, way after the donors stop their funding. Contextual understanding of the localization agenda by local actors is may underscored by the availability of direct funding from donors and accountability for local humanitarian responses. Other parameters include ownership of project designs, prioritization of issues, collective engagements and complementation, enhanced local participation, utilization of locally available technical and human resources and enhanced sustainability of local initiatives.

“Aid localization can provide bigger impact but the current system is not embedded in the community where aid is supposed to reach, it is a top-down approach. Localization is supposed to be locally-led and driven, it is more sustainable and long-lasting. We need to change the culture in the way aid is delivered. There is no clear definition until now even with the Grand Bargain, we are not seeing any major gains.” Somali NGO consortium

Donors interviewed also view that localization does not mean that everything gets localized, but it is about finding the balance between the provision of technical expertise by international actors and leveraging local actors’ grassroots influence to handle projects. The majority of the survey respondents interviewed believe that, given institutional capacity, local actors should be able to access funds directly from the donors. Another perspective is that localization goes hand in hand with accountability, hence the more accountable local actors become more vibrantly, would the localization agenda prosper.

3.1.3. Technical areas of focus for capacity development

Even though the improvement scope is somewhat wide, local actors interviewed emphasized revamping the accountability mechanisms for local CSOs to secure more funding and gain donor trust. This, coupled with effective, yet collective capacity development on human resource systems, resource mobilization, finance and procurement systems and security and safeguarding measures¹² would be a key impetus capacity development for local actors.

The donors that host key strategic decisions as to what budget goes to which sector has not been critical to resolving tangible imbalances in terms of funding scope and lobby for the earliest realization of the localization agenda as envisaged in the Grand Bargain. This has allegedly created a perceptible disadvantage to local actors¹³ thus posing the critical questions as to whether there could be better avenues for availing funding to local actors. On the other hand, the question of who deserves more funding than who has never been clear to donors, compelling local NGOs with adequate capacity to respond to humanitarian crises, staying out in the cold for years on end. Looking back, donors need to navigate between addressing two demanding challenges when it comes to local funding: unaccountability of funds and lack of adequate capacity to respond to crises.

Leveraging on local and national consortiums such as NEXUS and SNC that can develop the financial, operational and managerial capacity of local actors is also an essential step. Such networks could also be accommodated at greater coordination structures such as HCT, HCF among others.

“Capacity building is one key area but the problem is that people understand the capacity building as a one-day workshop. Institutional building is a long-term process. The HR in a local organization may focus on capacity building, but the staff look for better jobs and take away the knowledge. Institutional capacity building requires a long-term commitment. Even though some local NGOs might have bigger geographical reach than INGOs, donors are concerned about the risks involved in

¹² KII-Center for Voiceless

¹³ KII-UN OCHA local focal point

funding local NGOs directly, much needs to be done therefore on how institutions are built and their capacity strengthened. There is a need to share risks but not to transfer risks.” Somali NGO Consortium

Strategies should also be put in place to curb competition among the NGOs and move towards complementation and thematic-based implementation. It is very common to see bigger NGOs who seek funding in areas where they don't operate, displacing smaller ones in the process; if this is not controlled then it will dearly cost the localization agenda. Whereas international NGOs fluctuate with the context, market and survive through all sorts of crises, national and local NGOs easily get out of the market when there is a fund lapse.

Inculcating equal partnership between local and international actors is also critical to achieve a successful implementation of the localization agenda i.e. equal access to information and equal sharing of leadership positions. However, providing un-earmarked plenty of funding to a variety of organizations will be challenging to manage, making it inevitable to contract intermediaries such as UN agencies. The balance could only be achieved by enabling local actors to have equal say on international funding.

“Organizations such as Oxfam who have invested in equal partnerships have made tangible strides to build the capacity of their local partners. The same is not true with the UN agencies are currently in the early stages and a lot needs to be done to build local capacities” Donor representative

3.2. Nexus between funding opportunities and growth of local and national NGOs

3.2.1. How localized is humanitarian aid response in Somalia and Somaliland?

Aid response is not yet localized as recorded by the majority of respondents interviewed for the study; this is evidenced by international NGOs tendency of competing for donor funding opportunities with local NGOs whose chances of getting funded is subsequently narrowed. Majority of the organizational survey respondents (54%) said there is little evidence of the shift to a more localized approach to humanitarian action in Somalia as shown in the figure below. Increased funding to local actors was one of the key components of the localization agenda as envisaged in the Grand Bargain, five years down the line, the funding scope imbalances are inherently present except for few International NGOs such as Oxfam, Dutch Relief Alliance, who have managed to make equal sharing of overhead costs with local and national NGOs. Although praised for allowing local NGOs to compete for the resource, which in a way enhances their capacity, the UN-managed SHF is also on track but hasn't reached a tangible milestone yet. So as much as these are great examples, localization is yet to become a norm.

“I do think local partners do a lot of implementations but that is not same as a localized humanitarian system because for that you will need the local partners to bring in all the coordination structures, has an equal role in decision-making, be part of the funding decisions...so I think that is not the case. However, Somalia actually is seen often as best practice and where things are moving forward...I can't say it is a localized humanitarian response but at the same time there are some things that moved forward as well”- Donor representative

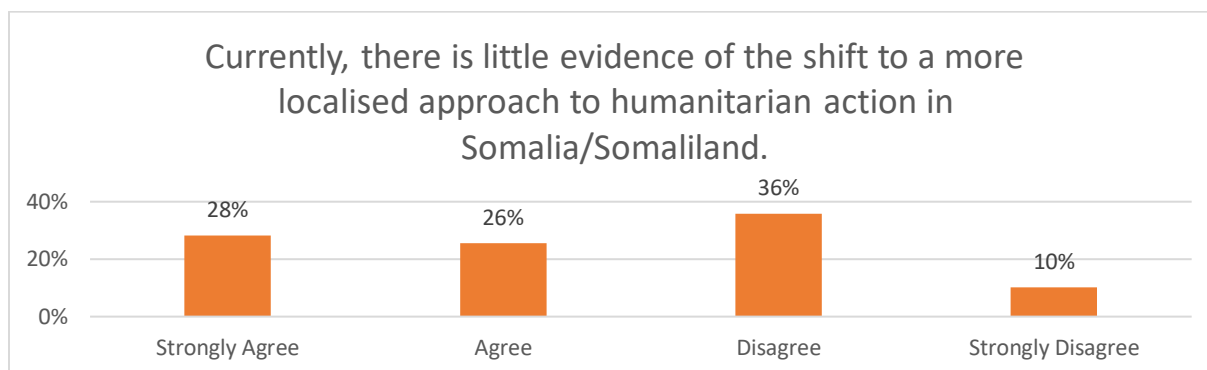


Figure 1: Shift towards localized humanitarian action

So far, it seems that what has actually taken root is the knowledge enhancement on localization with many local actors now seeing the agenda as a priority for engagement with donors. This is however derailed by structural challenges ranging from ineffective prioritization, and coordination to unstable partnerships with local actors. The extent of localization of humanitarian aid is also derailed by local actors' lack of accountability, and inability to meet donor requirements primarily due to narrow understanding of donor requirements.

“Ideally speaking, most local actors have withered their non-profit status due to their greed and unaccountability making them lose trust with mainstream donors”
Local actor representative

Other underlying factors include donor understaffing since donors have limited number of staff to monitor the numerous local NGOs. This depicts the picture that local resources have little or no capacity to handle large grants. Besides, grants released in millions of dollars logically call to accommodate well-established NGOs and few local actors can actually fit in such an equation. This is due to lack of technical capacity which is generally true, as little was done over the years to enhance the capacity of local NGOs, yet when international NGOs are given such huge funding, they tend to subcontract local actors to do the work.

“The biggest obstacles donors cite is the risk of not being able to monitor, not being able to take through [local NGOs] the court system when there is fraud. This makes it difficult to come up with risk-sharing strategies. Donors do not do direct funding; they contribute to a pool fund. SHF process is long and has due diligence procedures in place; applicants have to meet the eligibility criteria. There is need to make cultural shift, do things in more innovative ways. Everything is online; money can be traced where it is going. There is need to work on trust-building, know who you are dealing with. Some organizations have existed since the 90s and have delivered tangible projects” – SHF

Donors also hold their cards close to their chest in fear of losing funds through misappropriation, the compounding effect of which is trusting those who are ‘trustable’. With

no funding matrix that defines a formulae of how fundings are disbursed, local actors are left out in the process.

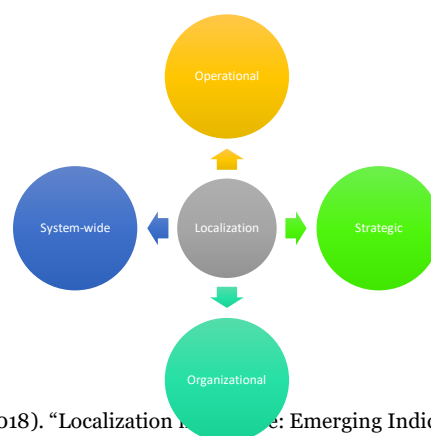
“I don’t think currently the local organizations have the capacity to invest in their capacity building...you know the funding is not there...so they cannot really invest in their own capacity development.” Donor representative

Much as the localization agenda is being debated upon in all fronts, donors’ strong position is yet to come out to the limelight. Again, local actors also suggest that, if the donors which symbolize the leadership of humanitarian aid services put forward stringent yet mandatory requirements to drive the localization agenda, then the rest of the humanitarian community would follow suit as they represent the rest of the body.

3.2.2. Approaches to upscale the localization agenda

Advancing localization requires progress at various levels¹⁴ (GMI, 2018) as shown in the Figure below. In every emergency or crisis response, **strategic decisions** can create the conditions that favor a localized response with early and strong participation of affected populations.¹⁵ Individual international agencies also make influential decisions on **operational practices**, including whether to support local and national NGOs to rapidly scale up for the response that the local and national NGOs has decided on, to find a local NGO to implement a response as dictated by the international agency, or to scale up heavily itself in order to directly implement.¹⁶

International organizations will have to review not just their **operational practices** in any particular response, but their mission, their legal framework, their policies, their administrative requirements, their procedures.¹⁷ **The global response** capacity is currently well prepared for a ‘**comprehensive response**’ that replaces rather than reinforces local and national actors. ¹⁸ Better preparedness for localization, therefore, means greater readiness to establish pooled funds early on, to have them jointly managed by international and national actors, and to channel a larger proportion of the available funding through local responders.¹⁹



¹⁴ Global Mentoring Initiative-GMI (June 2018). “Localization in Practice: Emerging Indicators and Recommendations”

¹⁵ ibid

¹⁶ ibid

¹⁷ ibid

¹⁸ B. Ramalingam & J. Mitchell 2014: Responding to Changing Needs. Challenges and opportunities for humanitarian action. London, ALNAP p. 29-30; and E. Schepers, A. Parakrama & S. Patel 2006: Impact of the Tsunami Response on Local and National Capacities. Tsunami Evaluation Coalition

¹⁹ ¹⁹ Global Mentoring Initiative (June 2018). “Localization in Practice: Emerging Indicators and Recommendations”

Figure 2: Levels of change

A key outcome

me of the localization commitment in the Grand Bargain in 2016 was the 25% funding that should directly go to local and national NGOs by 2020. According to the GMI report, highlighting the money side is not usually a good starting point to build a constructive collaboration on. The report proposes a different dimensional approach for the localization framework, which previously started in funding, followed by partnerships, capacity, participation revolution and ending with the dimensions of coordination mechanisms, visibility and policy. The new framework first focuses on building relationships, followed by participation revolution and funding comes third place as shown in the Figure below.

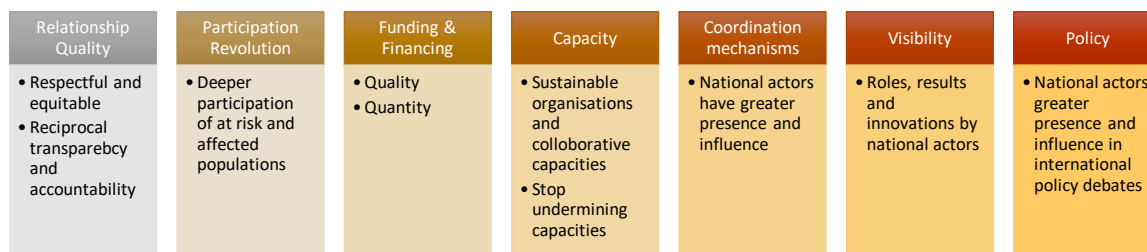


Figure 3: Revised order of seven dimensions of localization framework

Somalia Humanitarian Fund, a multi-donor country-based pooled mechanism created in 2010²⁰, forms the bedrock of most humanitarian fund disbursements in the country. The SHF thus hosts formidable potential to engage more local actors to drive the localization agenda, even though this is not their primary mandate. Secondly, there exist local platforms for coordination between local actors which can be utilized to further the localization agenda or undertake further actions to revamp leadership within INGOs to give it a 'local face' along with availing local NGOs representation in donor dominated discussion forums; this gives the local actors a tangible voice within these forums. Again, if there is no coordination between grass-root actors and their intermediaries with donors, it might lead to uninformed decisions. So it has to work like a fabric, where the donor feels the local needs through relentless commitment from the intermediary or representative.

The structure and forms of partnerships with local NGOs should move beyond the project delivery and more into safeguarding and nurturing a common vision that reason with the local populations. Some actors view that using the capacity weakness of local actors as a reason to deny funds to local NGOs even within existing consortia is skewed as the local presence and influence outweigh the capacity gaps. Instead, there should be mutual complementation of each other's strengths. While donors and international NGOs need to invest in the long-term institutional development of its local partner in terms of policy development, strengthening operational system, quality assurance and accountable financing; local actors should revamp and introduce participatory processes for project implementation as well as innovative ideas

²⁰ <https://www.unocha.org/somalia/shf>

that respond to local needs. Apparently, only few donors have funds for institutional development of local actors, which seemingly shows the lack of ‘donor appetite’ for local capacity development. An honest discussion on the gaps should therefore emanate from the donors which consequently extends pressure to the INGOs who happen to be the intermediaries and lastly to the government institutions and local actors.

“The word capacity building has been around for so many years but the way it is being approached or how everybody sees is totally different, it could hardly be measured in the long-run” Local actor representative

It is also helpful if there is a mandatory requirement restricting international NGOs from competing for funding categories meant for local or national actors as well as mandatory prerequisite of having a national NGO as a co-applicant in any funding sought by international actors. This approach, though at a smaller scale, currently exists within some consortia.

Greater advocacy campaign and awareness creation on the Grand Bargain among local and national actors is also essential. This can be done through the various consortiums, cluster coordination platforms that form the basic essential engagement platform with international actors. The survey findings indicate there are not many international organizations that are sincerely propagating for localization of aid in Somalia/Somaliland either by implementation programmes or through advocacy and research.

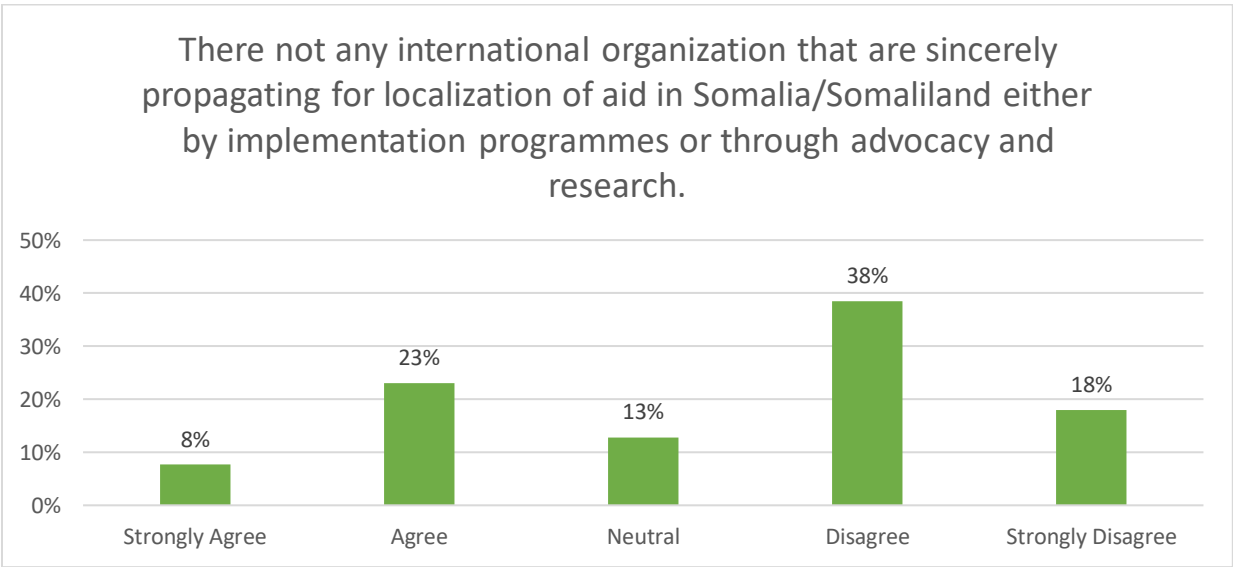


Figure 4: INGOs role in localization

For localization of humanitarian aid to prosper, there is a need to invest in knowledge sharing. At the minimum, all actors from all levels should have a clear understanding of what localization entails and the finer details of the roadmap to localization as envisaged in the Grand Bargain and other relevant agreements. It is apparent that the majority of local actors and some international actors have less understanding of the Grand Bargain agreement. Another critical aspect is giving space to local actors to drive the localization agenda in their respective localities as well as auditing and monitoring localization activities and progress.

Availability of competent local actors who can overcome the simplest form of due diligence encompassing basic institutional requirements is also essential as this has become an impediment to the localization momentum. Similarly, project proposal templates and project design should be simplified according to local capacities. It is worth mentioning that organizations that secured funding through tedious processes go through yet another round of tough implementation and reporting procedures. Any shortcoming thereafter often costs them the 2nd round of funding. Categories of funding should be explicitly defined by SHF and the scope mentioned at the beginning of the financial year. This is to draw a boundary line between local and national actors and international NGOs. At minimum, efforts should be made to ensure humanitarian leadership in Somalia and Somaliland commit to drive the localization agenda and persuade donors to wholesomely support the idea.

“The current humanitarian leadership in the country needs to support so I think you know if the leadership support, then I think it is possible to make progress. I also believe donors need to support because at the end that is where the funding comes from...you know there are people that skeptical about it, the donors need to push this agenda, you in the end that is where the money comes from, people are more inclined to listen to that...I think that is an important aspect also. Another requirement is also the capacity is there because of course we support localization; we also support the best formal response that is needed...we also need capacity in the country and you know at the same time localized but at the same time also provide quality system because that is in the end that is what we need when talking about minimum requirements as well” Donor representative

3.2.3. Funding opportunities

Most organizations have access to funding but the scope is still small to achieve the localization dream and most of these funds come through SHF. Local and National NGOs receive about 6-7% and 66% of the total funds respectively which shows that majority of the national pool funds goes to national and local NGOs. Survey respondents (71%) generally supported the view that local actors should receive a greater share of the humanitarian resources, including pooled funds in Somalia/Somaliland. The SHF report for 2020 shows that an estimated 54% of the total contributions to the pool goes to national and local NGOs.

According to a local actor, this can be misleading, because when you say 54% of the funding goes to local NGOs, the total amount of the pool fund is very small in comparison to the amount that goes to the whole of Somalia. As at April 2020, Somalia received USD 1.9 Billion in official development assistance. Comparing this to the 19.7 million received from SHF, then local and national NGOs have access to only 1.04% of the funds sent to Somalia. Survey participants strongly agreed (69%) that local NGOs/CSOs need equitable access to information, opportunity and skills to effectively and credibly compete in funding applications.

Another unique aspect is that Somalia and Syria are some of the examples that are always cited across the globe when discussing local actors' accessibility to funds, but this is because majority of the international NGOs cannot access these remote areas and have to alternatively use local actors. Interestingly, funds are highly available when there are huge emergency responses at

stake giving the local actors some sort of importance, this has increasingly demotivated local actors as most of these partnerships are often emergency based short-term engagements. In the process, the long-term objectives sought by local actors to address structural problems are ignored.

Pool funding secured through local consortiums is the most reliable funding opportunities accessible to local actors, however they are immensely restricted by donor preference and scope. So regions where the donor's thematic focus is not relevant, the local actor whose local presence is more feasible in those regions are left out.

Mainstream donors also avoid the unmanageability of too many contracts where they directly contract national or local NGOs; so, they leave it at the discretion of INGOs and UN agencies to decide who to use the funds and where. Even for those local actors who manage to get a breakthrough in securing funding, the bureaucracies involved are equally demanding. According to a donor, many discourses on shutting the gap has not been fruitful and some donors are willing to resort to strengthening local pooled funding and promotion of equal partnership. This tangible step might however not work for all donors due to differences in policy and embedding lack of confidence in local partners and the fear of taking risks. It is worth asking as to whether the feared risk is only confined to local and national actors. But donor respondents interviewed think the risk is prevalent even with international actors since cases of fraud have been noted with prominent international organizations. Besides, Somalia having experienced decades of war and many humanitarian responses, quite a number of local organizations have developed well established structures, while others are growing and the expectation is not that bad if juxtaposed with other states such as South Sudan.

The complexity of funding imbalances lies with the inequitable distribution of overhead costs where the local implementing actor gets much less than the international actor. As it stands only 10-20% of project funding goes to administrative and personnel costs; owing to the squeezed funding, this percentage does not often correspond to the actual costs incurred and local actors end up running on a deficit. Survey findings greatly revealed current funding mechanisms do not enable local NGOs to develop their technical and operational capacities. All the survey respondents' concurred local actors/NGOs should have equitable funding opportunities with the international NGOs with 59% strongly agreeing and 41% agreeing. 74% of the survey respondents strongly agreed that local actors/NGOs should have equitable opportunities to play leadership and co-leadership roles at national and sub-national levels. Majority of the local actors should have an equitable seat at the table when donor communities and other international partners are making strategic decisions.

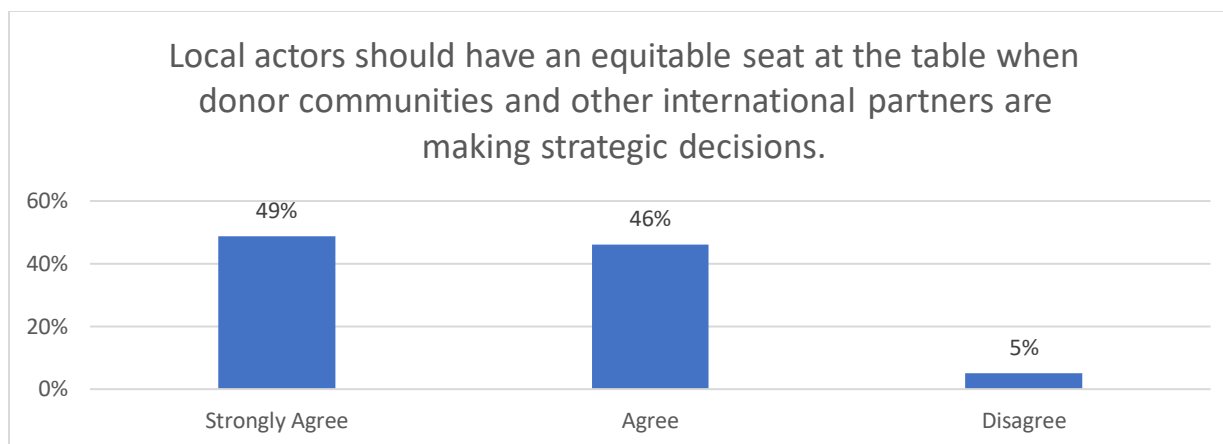


Figure 5: Strategic decision-making

3.2.4. Grand Bargain implementation-progress and challenges

Progresses thus far

The Grand Bargain showcased revolutionary localization ideas that instilled high expectations, hopes and confidence in local actors. Even though there has been an increase in pooled funding since then, the optimum expectation and hope are yet to be realized. According to a local actor, the Grand Bargain is *'miserably failing, biased and there is still a lot of competition'*. However, some actors have mentioned that there is slight improvement in accommodating established national NGOs into larger consortiums that were previously dominated by international NGOs. One notable achievement is that Somalia has a global representation at the Grand Bargain with SSWC- (representing Nexus platform) and Somali NGO consortium which are playing a vital role in driving the localization agenda. To some donors, Somalia is viewed as a role model compared to other parts of the world – this is attributed to the existence of tangible capacities among the local actors as well as relentless support from the leadership in Somalia.

Challenges

Lack of government role in accountability and coordination of humanitarian aid pose critical challenges of heightened competition among humanitarian service providers. The net effect of which is constant exploitation of smaller entities. The local and national governments did not put measures in place to protect local and national actors. Even where there are measures in place like Somali land it's just in theory and not in practice.

The dilemma surrounding the capacity gap is also a big obstruction, going forward. The definition and scope of local actors' lack of capacity is not clear to both local and international actors. It is worth questioning as to why all established national NGOs, INGOs and local actors are assessed using similar tools and go through the same due diligence processes. This has always exposed local actors' systematic loopholes every time there is an organizational capacity assessment. So if deliberate investment is not made to build their capacity, local actors will always remain in vicious cycles.

Another challenge is the donor avoidance to take risk of funding when local NGOs take much bigger risk of accessing volatile inaccessible villages with the meagre funding, they receive from

INGOs. It was clear from the discussions that national and local NGOs are always the gate openers for INGOs even though they are relatively highly underfunded.

As it stands, donor engagement of national NGOs is quite low in the sense that there is no direct engagement often and INGOs always act as an intermediary and often as a barrier to restrict communication between the donor and local actors.

3.3. Multi-layer partnership analysis

3.3.1. Extent of partnerships between local NGOs, donors & INGOs

The main form of partnership is through memberships in consortia. This is however limited to few established local NGOs. Other smaller NGOs have tough getting on board as the requirements sought for joining consortia is quite stringent and demanding. It is worth noting that consortia come with privileges of getting technically strengthened and have access to greater funding opportunities. Local partnerships however, does not allow NGOs to grow openly and widely in the sense that there is no specific investment for capacity development for national NGOs, largely due to the limited timeline of project implementation which does not often extend beyond a single year funding. So most funding is committed towards the implementation of structured activities, without focusing on the long-term engagements and sustainability.

“We have realized over the years that short term partnership and how it is often structured does not allow local NGOs to grow and only few who have been strongly scrutinized join consortia and struggle to get established” Local actor representative

In addition, as reported by survey respondents, the principles and criteria for partnerships with local and national NGOs and not clearly articulated, inclusive and transparent. For example, 64% of these respondents thought that the principles and criteria for partnerships is neither inclusive, articulated nor transparent, which means that it doesn’t favor growth in partnerships with the donors and international NGOs.

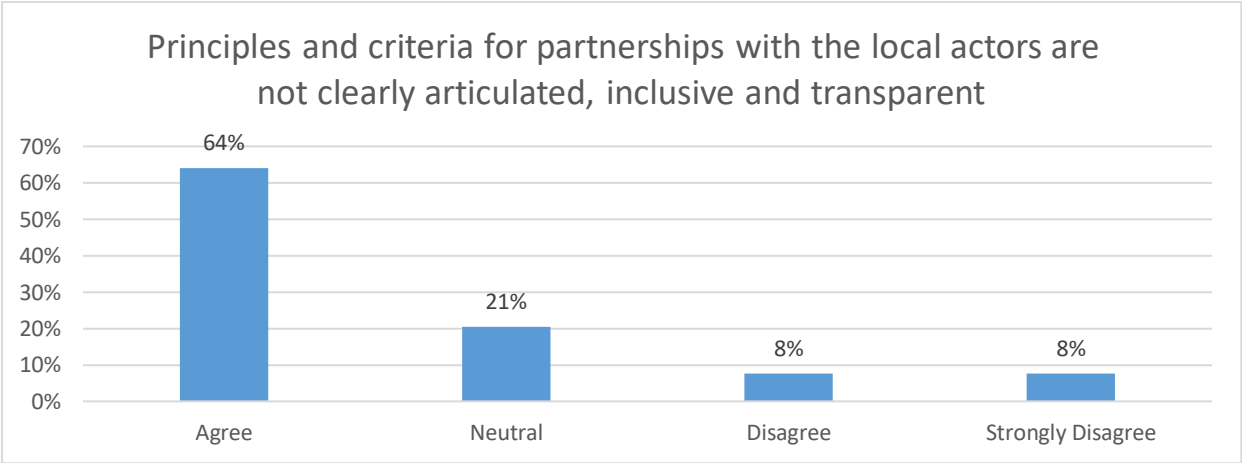


Figure 6: Principles and criteria for partnerships

3.3.2. What needs to change?

Evidence from interviews with all stakeholders pointed that there is a strong need to have adequate local representation in decision-making bodies and forums that disburse humanitarian funds. It is noted that local organizations do not have good representation at high-level forums/meetings making local actors believe that these meetings are closed for ‘international actors’ only, which subsequently constrains contextual flexibility in decision making. Survey findings illustrated local actors are committed to playing a role in decision-making, but international actors continue to dominate at both the national and international levels. The majority of the survey respondents were of this perspective with 51% strongly agreeing, 36% agreeing and 13% having neutral view. For instance, it is alleged that the Humanitarian Country Team (HCT), which is mandated with the decision making of humanitarian architecture has only 3 slots for local NGOs out of 17 members; interestingly some of those members rarely attend meetings or even contribute when present. Pre-meetings with local actors are not a common thing with OCHA, making local representatives short of ideas but improvement was noted in the past few months. Since the HCT membership is rotational active participation depends on the members present at the time.

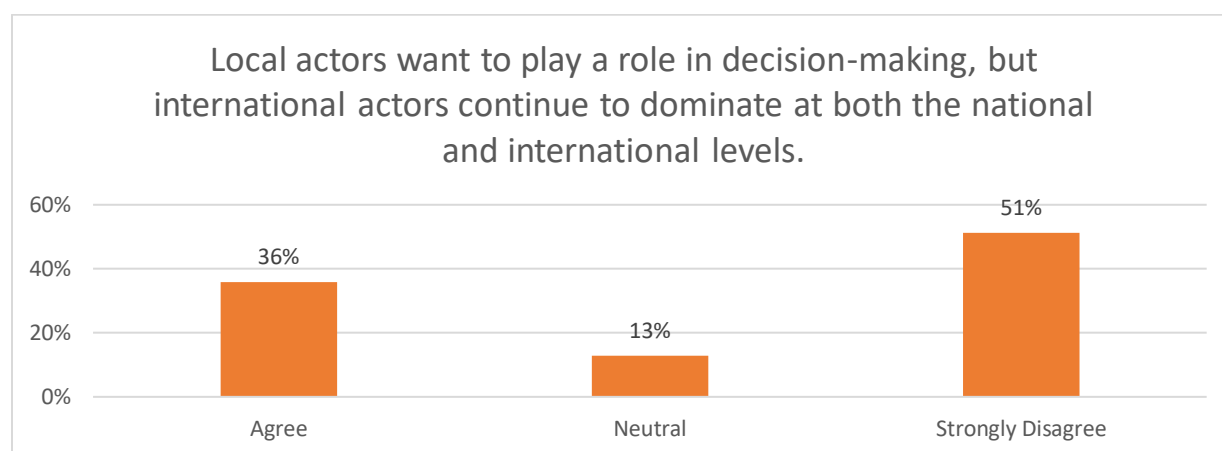


Figure 7: Local actors perspective on decision-making

Subnational coordination structures and cluster systems also play vital roles in deciding how aid is distributed within respective clusters. As much as local actors adequately participate in cluster meetings, their chances of chairing or co-chairing have always been slim. Any changes gaged to improving HCT representation or operational procedures should therefore be equally replicated in cluster coordination structures. The resultant effect of these would be more effective coordination, more networking and potentially equitable funding mechanisms.

“When there are partnerships between local and international partners and donors; you know local partners need to be part of the discussion. International partners shouldn’t represent them. The local partners should also be there and share what they have to see...I think this is an important aspect...there has to be local voice.” - Donor representative

Building donor confidence and trust is also a unique aspect that can help in forging forward. From one end, donors need to rewind from the negative perception that local actors are incapable while on the end, actors should prove to be accountable and committed. Carefully restricted exclusive funding should be put aside for capacity development of local actors while ensuring insider reforms are vigorously undertaken. Most local or national NGOs fail to secure funds due to stringent due diligences that are sometimes contextually inappropriate, there is need to simplify assessment tools according to local socioeconomic set ups.

“We are doing some work through the localization and partnership-working group, defining the indicators and meeting. I represent Somalia at the Global localization forum. As SNC, we also want to support this process but not all local NGOs are responsible. What are the challenges? What are the issues? Recently, we sent a survey to get the views of the local NGOs and out of 107, only 17 responded. It is really important that local NGOs become active and avoid maintaining a status quo that assumes they don’t have capacity. They need to avoid the mentality, if there is no money involved, then am not going to be there. Coordination costs and local NGOs need to be there!” Somali NGO consortium

3.3.3 Partnership Analysis

Discussions with the local actors indicated that there is mutual respect among the partners but there was a great sense of detachment from the center. The findings revealed evidence of dialogue and interaction, but on the other hand, transparency in funding and early sharing of information was said to be lacking. Furthermore, the stakeholders interviewed indicated there is a sense of mistrust. In addition, the findings illustrate high competition between NGOs across all spectrums and a sentiment among local NGOs that they lack adequate space to engage donors. In terms of complementarity, interest-based complementation was largely evident. There is a new drive to recognize local capacity but very limited efforts have been undertaken so far. The figure below illustrates the different levels of partnership analysis.

| Equality | Transparency | Result oriented approach | Responsibility | Complimentarity |
|---|--|---|---|---|
| <ul style="list-style-type: none"> •Even though there is signs of mutual respect, local actors feel detached from the pheriphery | <ul style="list-style-type: none"> •There is evidence of dialogue and interaction •Transparency in funding and early sharing of information is lagging •There is evidence of mistrust | <ul style="list-style-type: none"> •This has not been adequately measured in the study, however, there are mentions of effective grass root response by local actors | <ul style="list-style-type: none"> •High competition between NGOs across all spectrums has been noted. •Local NGOs feel they lack adequate space to engage donors | <ul style="list-style-type: none"> •Interest based complimentations is evident •There is new drive to reecognise local capacity but very limited efforts has been undertaken so far |

4.0 Recommendations and Conclusions

4.1 Conclusion

The Grand Bargain has been useful in inculcating frequent discourse on the localization of humanitarian aid in Somalia. Tangible strides were made to fully realize this but still more work needs to be done. In the years ahead, two critical challenges remain intact; addressing the capacity weaknesses of local actors in order to build donor trust and the persuasion of donors to make a more concrete decision to support the localization agenda.

4.2 Recommendations

- A clear position on how to support the localization agenda should be communicated by donors which should be consumed by all actors and inform the frameworks for implementing the Grand Bargain commitments.
- There is a need to conduct research on the capacity gaps of local and national NGOs and ways to build the capacity and embark on collective action among local actors while leveraging on existing structures such as NEXUS and other locally-led consortiums. There should be a lobby towards increased inter-independence and unification of local and national actors. This should be further strengthened by the establishment of locally-led cluster coordination, where local NGOs participate in cluster decision-making on funds disbursement.
- There is a need to come up with a strong accountability mechanism, empower the Somali government so that it is able to enforce policies on accountability, and also ensure there are regulatory frameworks in place to guide the localization agenda.
- A vigorous campaign should be undertaken to increase donor willingness to take risks and partner with local and national NGOs through direct funding of local consortiums. This can be achieved if the funding bracket is loosened up into smaller portion of 1-5 million usd for national NGOs to apply through the local consortiums' pool funds. Subsequently, more dedicated semi-autonomous SHF-like structures will pop up within the local and national NGOs set ups which will eventually curb overfunding of INGOs.
- Somali Humanitarian Fund should be dedicated to local and national actors only since it makes a very small portion of the available funds in Somalia and remains to be the only fund that provides ICR to local actors. This will slightly increase funding for local actors, reduce competition between national and local actors and improve capacities of local actors.
- Exclusive programs should be designed to solely build the capacity of local actors which goes beyond the boardroom structured trainings into more in-depth insider reforms, where technical consultants are engaged to undertake participatory yet long-term institutional developments of local actors which can run in parallel with humanitarian program timelines.
- Women's inclusion into the humanitarian aid architecture should be taken up as a priority. This will serve both the localization agenda and addressing gender issues.
- There is a need to also review current partnership arrangements between local actors/NGOs and INGOs/donors – the current arrangement has been described as a lopsided contractual partnership rather than mutual partnership with equal voice in interactions between the

lead partner and the implementing organization. There's need for INGOs and local actors to partner strategically in a long term based on value additions, common values and capacity sharing. Huge capacity possessed by local actors should be recognized by the aid systems in place. Local context knowledge, access, non-bureaucratic decision making processes are key in delivering services to the communities.

- There should be accountability mechanisms that illustrate how to challenge/correct those stakeholders who are deliberately opposing the localization agenda.

Annexes

Data Collection Tools

A. Key Informant Interview Questions

Who is a local Actor in the context of Somalia/Somaliland?

1. In your opinion who is a local actor? Please provide the attributes you would use to classify an NGO as local or international.
2. Please describe what role local institutions play in the humanitarian sector of Somalia/Somaliland and how they are funded.

How is localization defined from the perspective of local actors in Somalia/Somaliland?

3. What does localization of humanitarian action mean to you? Please describe how you would define the term localization.
4. In your opinion, what are the key areas to be taken into account in order to strengthen local humanitarian capacities? Who should be involved in capacity strengthening and at what level should the initiative take place?
5. In your opinion does the current funding mechanism enable local NGOs to develop their technical and operational capacities?
6. What are key issues that motivate donors not to provide direct funding to local NGOs? What needs to be done to ensure confidence building for donors vis-à-vis direct funding?
7. What are the key changes that need to be made to the current coordination mechanism to ensure active and meaningful participation and representation of local NGOs?
8. What suggestions do you have in regards to the current humanitarian funding and application procedures to enable local NGOs access direct and sufficient funding to be more operational?

To what extent does equitable funding opportunities exist for local NGOs in Somalia/Somaliland?

9. Do you think humanitarian aid response in Somalia/Somaliland is localized? Why or why not. Please explain to what extent aid or humanitarian action is localized in Somalia/Somaliland
10. What is your opinion regarding the actions and motives of the international actors and local actors regarding localization debate?
11. In your opinion, what are the successful factors or approach to enhance localization? How can localization of aid be enhanced in Somalia?
12. Do you think there are minimum requirements for successful localization? If yes, in your opinion, what these requirements? If no, why?
13. What is the extent of your (or local NGOs, generally) knowledge on available funding opportunities for NGOs in Somalia/Somaliland? Please provide details of your understanding of what funding opportunities exist, basic requirement etc.
14. Do you think there is equitable sharing of funding among the local or national organizations and international NGOs? What is the extent of funding opportunities enjoyed by the local actors as compared to the international NGOs?
15. Since the world summit in 2016 and the Grand Bargain, do you think the donor community have changed their level of engagement with the local actors? To what extent have partnerships increased or decreased (if any)?
16. What are the main challenges facing the localization agenda in Somalia/Somaliland?
17. What are the challenges to localization from the perspective of the international Organizations such as INGOs and the UN?
18. What are the challenges to localization from the perspective of Local Actor such as LNGOs and governments authorities etc.?

What is the status of partnerships between local NGOs and INGOs, Donors, and Multi-Lateral Institutions in Somalia/Somaliland?

19. What is your opinion on how the donor community engage with the local actors/NGOs/CSOs in terms of partnerships and funding?
20. In your opinion, why are donors reluctant to directly fund local NGOs/CSOs?
21. In your opinion, what needs to change to have more funding directly provided to local NGOs/CSO in Somalia/Somaliland?
22. In your opinion, what are the key challenges that hinder the development and active participation of local NGOs in humanitarian response in general and Somalia in particular?

23. What are the key conditions that need to be fulfilled for local NGOs to take center stage in management and leadership of humanitarian response?
24. How do you rate the current partnerships between international NGOs and national NGOs in the delivery of humanitarian response?
25. What type of partnership would you propose that would strengthen the capacity of national NGOs and enable progressive transfer of responsibility over management of humanitarian response?

B. Organizational Survey Questionnaire

Part 1: Background Information (Please Tick the Relevant Box)

(A1) Name of respondent

[1] Female [2] Male

(A2) Gender of respondent

[1] Female [2] Male

(A3) Type of respondent's organization

[1] National NGO [2] International NGO [3] UN Agency [4] Donor [5] Government [6] Other

(A4) What is your role in the organization?

[1] CEO or Country Director

[2] Deputy CEO/country director

[3] Programme Director/manager

[4] Finance Director/manager

[5] Human Resource/Admin director/manager

[6] Others..... (Please Specify)

(A5) How long have you worked in Somalia/Somaliland?

**Part 2: Please indicate your level of disagreement/ agreement with the following:
using a rating scale of 1 to 5 (1=Strongly Disagree; 5 = Strongly Agree)**

| S/N | Questions | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|-----|---|-------------------|----------|---------|-------|----------------|
| 1 | Currently there is little evidence of the shift to a more localised approach to humanitarian action in Somalia/Somaliland. | | | | | |
| 2 | The current tracking and interpretation of localisation success is driven by the international NGOs and not the local actors. | | | | | |

| | |
|----|---|
| 3 | Local actors want to play a role in decision-making, but international actors continue to dominate at both the national and international levels. |
| 4 | Principles and criteria for partnerships with the local actors are not clearly articulated, inclusive and transparent |
| 5 | Local actors/NGOs should have equitable funding opportunities with the international NGOs |
| 6 | Local actors/NGOs should have equitable opportunities to play leadership and co-leadership roles at national and sub-national levels; |
| 7 | Local actors should have an equitable seat at the table when donor communities and other international partners are making strategic decisions. |
| 8 | Local NGOs/CSOs need equitable access to information, opportunity and skills to effectively and credibly compete in funding applications. |
| 9 | Where they have the institutional capacity, local actors should be able to access funds directly from the donors. |
| 10 | Local actors should receive a greater share of the humanitarian resources, including pooled funds in Somalia/Somaliland. |
| 11 | There not any international organization that are sincerely propagating for localization of aid in Somalia/Somaliland either by implementation programmes or through advocacy and research. |
| 12 | The current funding mechanism do not enable local NGOs to develop their technical and operational capacities. |