



# Launch Event Report



## SOMALI LOCALIZATION LAB



	<b>CONVENER:</b> NEXUS CONSORTIUM SOMALIA
	<b>CO-CONVENERS:</b> AADSOM, ARIN, HAVOYOCO
	<b>VENUE:</b> LANA BUSINESS PARK, MOGADISHU
	<b>DATE:</b> 16 <sup>TH</sup> FEBRUARY 2026



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# THE NEAR NETWORK SOMALI LOCALIZATION LAB (SLL)

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# 1 List of Acronyms and Abbreviations

Acronym	Full Name
AADSOM	Action Against Disasters in Somalia
ARIN	Agency for Resilience Initiative Network
CPD	Center for Peace and Democracy
CSO	Civil Society Organization
DKH	Diakonie Katastrophenhilfe
GREDO	Gargaar Relief and Development Organization
HAVOYOCO	Horn of Africa Voluntary Youth Committee
INGO	International Non-Governmental Organization
NEAR	Network for Empowered Aid Response
NGO	Non-Governmental Organization
SCI	Save the Children International
SLL	Somali Localization Lab
UN	United Nations
WHH	Welthungerhilfe



## 2 Executive Summary

On 16 February 2026, the Somali Localization Lab (SLL) was officially launched in Mogadishu at Lana Business Park. The Lab is convened by Nexus Consortium Somalia, with co-conveners AADSOM, ARIN, and HAVOYOCO, and is anchored within NEAR Network's Local Leadership Labs architecture. The launch convened representatives from the Federal Government of Somalia, Somali civil society organizations, international partners, private sector actors, and NEAR leadership demonstrating strong cross-sector engagement and early national ownership.

The SLL was introduced as a Somali-led, multi-stakeholder systems platform established to address persistent structural barriers that continue to limit meaningful localization in Somalia. The Lab is not an implementing project, not a new organization, and not a funding intermediary. Instead, it provides a structured space for dialogue, joint problem-solving, and evidence generation to support practical reforms in financing, partnership practice, accountability, and decision-making.

Discussions reaffirmed that Somali CSOs remain frontline responders across crises, yet face long-standing constraints including limited access to direct and flexible funding, disproportionate compliance burdens, and under-representation in strategic decision-making spaces. Participants also emphasized that fragmentation within Somali civil society weakens collective influence, and that localization progress requires coordinated action beyond individual projects.

### *The launch achieved several key milestones*

- ✔ Formal inauguration of the Somali Localization Lab as a nationally anchored platform
- ✔ Government endorsement and commitment to alignment with national priorities and systems
- ✔ Validation of the Lab's positioning as an influence platform focused on systems reform
- ✔ Strong interest from partners to engage on financing reform, partnership quality, and accountability tools
- ✔ Agreement to proceed with a Year One roadmap, including governance operationalization and structured stakeholder engagement

Looking ahead, Year One priorities (2026–2027) will focus on operationalizing the governance framework, convening structured dialogue with donors and INGOs on financing and partnership reforms, strengthening localization tracking and evidence systems (including scorecard approaches), and expanding learning and influence within NEAR's regional and global processes. Over the next three years, progress will be assessed through measurable shifts in financing flows to Somali actors, improved partnership practices, stronger collective positioning of Somali civil society, and Somali-generated evidence informing wider localization discourse.



### 3 Background and Context

The Network for Empowered Aid Response (NEAR) is a Global South-led movement of over 300 local and national civil society organizations across more than 40 countries. NEAR advances the principle that humanitarian and development systems are most just and effective when they are led by actors closest to affected communities.

Localization has become a major global commitment over the past decade. Donors, UN agencies, and international NGOs increasingly recognize the need to shift power, resources, and decision-making authority to local actors. However, implementation has often remained incremental, falling short of the system-level transformation required.

In Somalia, local CSOs play a central role across humanitarian response, development programming, peacebuilding, and governance support. Somali organizations offer deep contextual expertise, community trust, and operational presence in hard-to-reach areas.

### *Yet they continue to face structural barriers including:*

- ✓ Unequal partnership arrangements
- ✓ Limited access to direct and flexible funding
- ✓ Exclusion from strategic decision-making spaces
- ✓ Weak collective platforms for coordinated influence

Fragmentation within Somali civil society further reduces collective positioning. Heavy and duplicative compliance requirements also disproportionately burden national organizations. Together, these constraints continue to limit meaningful localization progress.

## 3.1 What is the Somali Localization Lab?

During the launch, Lead Consultant Mohamed Isak Jalafey presented the conceptual positioning of the Somali Localization Lab (SLL), emphasizing that the Lab is designed as a multi-stakeholder political and systems-change platform. The SLL is intentionally positioned to focus on structural reform rather than project implementation.

### *The SLL is*

- ✗ Not a project
- ✗ Not a service delivery mechanism
- ✗ Not a donor funding intermediary

Rather, it is a strategic convening and influence space established to address the root causes of unequal power relations within Somalia's humanitarian and development ecosystem. The Lab enables structured dialogue, joint problem-solving, and evidence generation to advance measurable reforms in financing practices, partnership models, accountability systems, and decision-making dynamics.

## 3.2 Core Purpose

### *The Lab's core purpose is to*

- ✓ Strengthen Somali civil society power and influence
- ✓ Promote a unified and credible collective voice
- ✓ Enable power-balanced dialogue with international actors
- ✓ Generate learning, evidence, and reform momentum

Guided by NEAR's Local Leadership Labs principles, the SLL is designed to be locally driven, inclusive, systems-oriented, mutually accountable, and learning-focused.

### 3.3 Rationale for the Somali Localization Lab

The SLL forms part of NEAR's continental strategy to operationalize locally led action through country-level platforms. Similar initiatives in countries such as Sudan and Ethiopia position Somalia within a growing Africa-wide architecture of locally driven systems change.

#### *Through the Lab, stakeholders will*

- a) Identify shared systemic challenges related to power, financing, partnerships, and accountability
- b) Co-create practical reform solutions with donors, UN agencies, INGOs, and government
- c) Build shared narratives and advocacy positions
- d) Generate institutional commitments that advance local leadership

The Somali Localization Lab is therefore designed as a collaborative and politically informed platform for systems change moving beyond coordination toward structural reform.



## 4 Purpose and Strategic Objectives of the Somali Localization Lab

### 4.1 Purpose of the Somali Localization Lab

The overarching purpose of the Somali Localization Lab is “To strengthen Somali civil society’s collective power, voice, and influence in shaping a more equitable, accountable, and locally led humanitarian and development system.”

In line with NEAR’s localization policy, localization is understood as transforming how support to communities is designed, funded, and delivered ensuring local response systems have the agency and resources to support communities before, during, and after crises.

#### *Localization aims to*

- a) Improve the effectiveness and sustainability of aid
- b) Ensure assistance responds to the needs of affected populations
- c) Challenge and rebalance power within the global aid architecture
- d) Position local systems at the center of crisis preparedness and response

Ultimately, localization seeks to ensure international actors complement not dominate nationally led responses.

## 4.2 Strategic Objectives of the Somali Localization Lab

To realize its purpose, SLL will pursue four interlinked objectives

### 1. Collective Voice and Positioning

Enable Somali CSOs to move from fragmented advocacy toward shared positions, coherent narratives, and coordinated influencing strategies.

### 2. Solutions and Systems Change

Create structured, action-oriented spaces where Somali actors and stakeholders jointly design solutions to systemic barriers, including funding modalities, partnership practices, compliance frameworks, and accountability mechanisms.

### 3. Power-Balanced Dialogue

Facilitate trust-based and power-sensitive engagement between Somali actors and international decision-makers, shifting from extractive consultation to mutual accountability and negotiated change.

### 4. Learning and Knowledge Generation

Strengthen collective learning, documentation, and evidence generation on localization in Somalia, while connecting Somali experiences to regional and global discourse through NEAR.

## 4.3 Objectives of the Launch Event

The launch event was designed to

- a) Officially introduce and inaugurate the Somali Localization Lab
- b) Build shared understanding of the Lab's purpose, governance, and positioning
- c) Strengthening multi-stakeholder ownership across government, CSOs, INGOs, and private sector actors
- d) Generate strategic reflections to inform Year One priorities
- e) Position the Somali Lab within the broader NEAR Africa architecture



## 5 Participation and Representation

The launch brought together diverse stakeholders through both in-person and virtual participation, reflecting the multi-stakeholder character necessary for meaningful localization reform.

### *Participants included*

- ✓ NEAR Network members and affiliated representatives
- ✓ National NGOs and Somali civil society organizations
- ✓ International NGOs including Oxfam, Save the Children International, Diakonie Katastrophenhilfe, and Welthungerhilfe
- ✓ Private sector actors including Hormuud Telecom, Bulsho Fund, and Premier Bank
- ✓ Government representatives from the Ministry of Planning and Investment

The breadth of participation signaled strong cross-sector interest and growing national ownership. A full attendance list is included in Annex 2.



## 6 Proceedings of the Launch Event

### 6.1 Opening Session–Welcome Remarks

The session was formally opened by the moderator, Hassan, Executive Director of ARIN, who welcomed participants and underscored the importance of collective engagement in advancing localization in Somalia. He acknowledged the diversity of stakeholders present and established expectations for time management and participation. English was confirmed as the working language to accommodate both physical and virtual participants. He also noted the compressed preparation timeline ahead of Ramadan and thanked stakeholders for their flexibility and commitment.

### 6.2 Official Opening Remarks

Mr. Gulet, Executive Director of AADSOM, delivered the official opening address. He reflected on the global evolution of localization and the growing recognition that power must shift toward national and local actors. He emphasized the central role Somali organizations play in frontline humanitarian response, development programming, and peacebuilding, noting that locally led action is both an equity issue and a practical requirement for effectiveness and sustainability.

He highlighted the Somali Localization Lab as a timely milestone with potential to strengthen collective voice, improve coordination, and advance concrete reforms that shift power and resources closer to Somali actors. He also noted the significance of Somalia becoming the third country in Africa to launch a NEAR Localization Lab, following Ethiopia and South Sudan.

### 6.3 Journey to Establishing the Somali Localization Lab

Abbas Sheikh, Executive Director of Nexus Consortium Somalia (Convener), presented the multi-year journey that culminated in the establishment of the SLL. The presentation emphasized that the Lab is the result of deliberate, consultative, and phased engagement rather than a standalone initiative.

The journey began in 2024 through early dialogue among Somali civil society actors and partners on persistent structural barriers limiting meaningful localization. In early 2025, formal institutional processes were initiated, including governance design, stakeholder mapping, and strategic alignment with NEAR's Local Leadership Labs framework. Throughout 2025, significant effort was invested in developing the Lab's governance architecture, operating principles, and mechanisms for collective engagement. By late 2025, the initiative moved into operationalization through stakeholder outreach, technical preparations, and alignment with continental localization efforts.

The Somali Localization Lab was therefore framed not as a new project, but as a response to accumulated sector evidence, sustained reflection, and growing demand for structural reform within Somalia's humanitarian and development ecosystem.

### 6.4 SLL Governance Framework Presentation

Hassan (Executive Director, ARIN) presented the proposed Governance Framework for the Somali Localization Lab, emphasizing that credible governance is essential for legitimacy, accountability, and sustained stakeholder confidence particularly given the Lab's role as a systems-change platform rather than an implementing project.

The presentation outlined the proposed governance structure and functions

#### 1. Convener (Nexus Consortium Somalia)

Providing strategic leadership and vision; hosting the Lab Secretariat; coordinating national engagement; and ensuring accountability and reporting.

## 2. Co-Conveners (ARIN, AADSOM, HAVOYOCO)

Sharing strategic oversight with the Convener; representing diverse geographic and thematic perspectives; supporting outreach; and strengthening member engagement.

## 3. Lab Secretariat

Serving as the operational backbone responsible for day-to-day coordination, convening dialogues and consultations, and managing documentation and communication.

## 4. Members Assembly

Serving as the collective national platform for member participation and decision-making on priorities, including validation of strategic direction and support to an open and expanding membership model.

## 5. Continental Linkages

Connecting the Somali Lab to NEAR's wider architecture, including peer exchange with other country Labs and contributions to continental and global processes.

He further emphasized governance principles including Somali-led ownership, collective leadership, transparency and accountability, and alignment with NEAR's continental strategy. The presentation concluded by noting that the framework will be refined through continued consultation as part of the Year One roadmap.

## 6.5 Government Guest of Honor Speech – Official Remarks

Abdifatah Hassan (Gaandi), Director of the Aid Coordination Office at the Ministry of Planning, Investment and Economic Development, Federal Government of Somalia, delivered remarks on behalf of the Ministry. He welcomed the launch of the SLL as a significant milestone for strengthening Somali leadership, national ownership, and more effective coordination and delivery of assistance.

### *Key Messages*

- ✓ Localization is a national priority for strengthening Somali systems, institutions, and leadership.
- ✓ Somali civil society and communities are first responders, yet financial control and decision-making remain largely external.
- ✓ The SLL is a critical step toward correcting structural imbalances in the aid architecture.
- ✓ Localization should be understood as alignment not isolation ensuring

coherence with national priorities and coordination mechanisms.

- ✓ The Lab must move beyond dialogue and contribute to concrete reforms, predictable financing, and meaningful inclusion in strategic decision-making.

### *Government Commitments*

- ✓ Strengthen coordination between the Lab and federal/state institutions.
- ✓ Ensure alignment with national development frameworks.
- ✓ Promote equitable partnerships and reform entrenched aid practices.
- ✓ Foster a coherent ecosystem where government, civil society, and international partners work in synergy.

He concluded by officially declaring the Somali Localization Lab launched and expressed confidence in its role in supporting a more equitable and Somali-led aid system.

## **6.6 Symbolic Launch**

A ceremonial cake-cutting marked the milestone of the Lab's launch, symbolizing collective ownership, partnership, and shared commitment to translating localization principles into sustained action.

## NEAR Network Somali Localization Lab Launch Event

# 7 Strategic and Thematic Discussion

## 7.1 Setting the Context—Localization in Somalia

Although time constraints limited deeper panel discussions, plenary reflections were substantive. Participants consistently highlighted structural imbalances in Somalia's humanitarian architecture particularly around decision-making authority, resource flows, and partnership dynamics. There was broad agreement that Somali civil society remains under-represented in strategic forums despite leading frontline response. Stakeholders emphasized the need to strengthen collective voice and negotiating power to ensure commitments translate into measurable reforms.

Participants also called for a shift from policy rhetoric to evidence-based action, noting that progress requires reforms in financing, compliance frameworks, partnership practices, and accountability systems.

## 7.2 Bulsho Fund Presentation – A Locally Led Financing Mechanism

Muhyadin Sayid, Director of the Bulsho Fund, presented the Fund as a locally led financing mechanism designed to transform how humanitarian and development resources reach Somali communities.

Established in 2021, the Bulsho Fund (“society” in Somali) was designed as a community-driven platform grounded in local ownership, inclusivity, and participatory governance. The Fund is owned by the Somali people in perpetuity and is currently managed by the NEAR Secretariat, enabling flexible and context-sensitive responses while maintaining strong local accountability.

The Fund operates under comprehensive Standard Operating Procedures and governance bylaws guiding grant-making, allocation, and oversight. These safeguards were presented as important for transparency, credibility, equitable access, and donor confidence around compliance and risk.

### *Strategic Objectives of the Bulsho Fund*

- i. Address humanitarian and development priorities through inclusive, participatory, locally driven processes
- ii. Provide direct, flexible, and where possible unrestricted funding through simplified grant modalities
- iii. Support rapid in-kind procurement and matchmaking between community initiatives and institutional donors

### **Operational Model**

The Fund operates through four reinforcing pillars designed to ensure resources reach the right actors at the right time. Core elements include community sourcing, participatory consultations, accessible but rigorous grant processes, and flexible grant modalities.

### **Relevance to the Somali Localization Lab**

Participants welcomed the Bulsho Fund as a practical innovation aligned with the ambitions of the SLL. Locally managed pooled funds were seen as catalytic mechanisms to expand direct financing to Somali actors and support more equitable partnership models. The session reinforced the importance of linking financing reform with broader systems change.

### 7.3 Save the Children International (SCI) Key Message

Mohamed Jimale, Partnership Advisor at SCI Somalia, welcomed and endorsed the SLL launch, recognizing it as a timely, nationally led platform. SCI reaffirmed its commitment to equitable partnerships and to increasing funding directed to local actors, with an ambition of channeling up to 50% of funding to local partners by 2027, where feasible.

SCI emphasized a shift from transactional subcontracting toward trust-based partnerships, and from one-way capacity building toward reciprocal capacity sharing. SCI welcomed the idea of localization scorecards as tools for tracking measurable shifts in power and funding, and encouraged the Lab to prioritize strong governance, credible data systems, and sustained donor engagement.

### 7.4 Premier Bank Key Message

Abdishakur Mohamed, Head of Business at Premier Bank, congratulated the SLL on its establishment and emphasized that locally led solutions are essential for Somalia's recovery and resilience. He highlighted that rebuilding Somalia is a shared responsibility among government, private sector, civil society, and international partners.

Premier Bank stressed the importance of financial inclusion, digital innovation, and institutional trust, noting that local NGOs should have parity of access to financial services comparable to international actors. The Bank positioned itself as a system enabler through tailored NGO banking solutions, including digital payments, mobile money integration, and interoperable financial systems supporting transparent, accountable last-mile delivery.

## 8 The Continental and Strategic Perspective

### NEAR Africa Overview

Eric Onyango, NEAR Africa Regional Representative, situated the SLL within NEAR's continental architecture and emphasized that country-level Labs are central to implementing NEAR's 2024–2026 Strategic Plan. He referenced NEAR's global influencing efforts under the "Road to Doha" process, noting that country Labs ground global commitments in real country systems and ensure African experiences inform wider outcomes.

Key messages reinforced that localization is fundamentally about shifting power to local response systems. Labs were described as platforms to

- ✓ Test and demonstrate practical localization solutions
- ✓ Convene power-balanced dialogue
- ✓ Generate evidence to influence policy
- ✓ Accelerate systems change at country level

### Strategic Reflections from NEAR Leadership

Mohamed Yarrow, Member of the NEAR Leadership Council and Executive Director of CPD, framed the SLL within a longer-term national transformation narrative, inviting participants to imagine Mogadishu in 2050 transitioning from aid dependency to resilience. He cautioned that the Lab must remain focused on influence rather than implementation, warning that drifting into project delivery would dilute its purpose. His remarks underscored the Lab's ambition to rebalance power, reshape financing flows, and strengthen Somali civil society as a credible system actor.

### Learning from Other NEAR Localization Labs

Peer learning from DRC, South Sudan, and Ethiopia highlighted key success factors: credible governance, sustained member engagement, and robust evidence and localization measurement tools. Participants emphasized that cross-Lab learning accelerates innovation and strengthens continental influence.



## 9 Plenary Engagement and Stakeholder Feedback

### 9.1 Plenary Feedback

Despite a compressed agenda, plenary engagement generated strong strategic input to inform the Lab's initial roadmap. Discussions focused on

- ✓ Year One priority focus areas
- ✓ The Lab's unique value addition within the ecosystem
- ✓ Principles for inclusive, credible, power-balanced engagement

Participants welcomed the initiative while emphasizing the need for mandate clarity, strong governance foundations, and early visible progress to build confidence.

## 9.2 Stakeholder Contributions

Stakeholders raised strategic questions that will require continued attention, including

- ✓ How the SLL will differentiate itself from existing coordination networks
- ✓ Practical pathways to influence donor funding flows and partnership models
- ✓ The Lab's legal and compliance positioning within Somalia's regulatory environment

### *Notable partner contributions included*

#### 1. Diakonie Katastrophenhilfe (DKH)

Called for moving from rhetoric to measurable action, with clear targets, accountable financing mechanisms, and transparent monitoring frameworks, including time-bound benchmarks and increased direct funding to local actors.

#### 2. GREDO

Emphasized strengthening internal governance and accountability systems among national NGOs to build institutional credibility and donor confidence, particularly around financial management, oversight, and decision-making.

#### 3. Hormuud Telecom

Highlighted sustainability and the need for durable, locally driven solutions beyond short project cycles; emphasized private sector roles in innovation, investment, and inclusive partnerships that strengthen Somali systems and create lasting impact.

#### 4. Bulsho Fund

Shared practical co-funding experiences showing how pooled and flexible financing expands access to resources, strengthens institutional capacity, and enables context-appropriate delivery.

#### 5. Oxfam

Reaffirmed commitment to shifting power, resources, and decision-making to Somali-led institutions; recognized the SLL as a platform to strengthen local leadership, improve national-international coordination, and support sustainable locally driven response.

Overall, feedback reflected strong stakeholder interest alongside clear expectations: the SLL must deliver credible system-level value, moving beyond dialogue to practical reform and measurable shifts in financing and partnerships.



## 10 Decisions and Strategic Commitments Emerging from the Launch

### 10.1 Key Outcomes from the Launch

The launch served as a strategic inflection point for localization in Somalia. Key outcomes included

1. The Somali Localization Lab was formally and publicly launched.
2. The Federal Government of Somalia welcomed and supported the initiative.
3. Broad multi-stakeholder participation was secured (CSOs, INGOs, private sector, NEAR members, government).
4. Stakeholders demonstrated shared understanding that the Lab is not a project or funding intermediary, but a systems-change platform.
5. Initial convergence was reached on the Lab's positioning, governance direction, and reform ambition.
6. Agreement was reached to define and operationalize Year One priorities.
7. These outcomes confirm strong early momentum and national ownership.

## 10.2 Decisions and Commitments from the Launch

Discussions produced clear emerging agreements

### 1. Platform Positioning

The SLL will operate as a systems-change and influence platform—not an implementing agency or funding intermediary.

### 2. Governance Direction

Broad support was expressed for the proposed multi-stakeholder governance approach, with strong emphasis on transparency, balanced representation, and credibility.

### 3. Alignment with National Structures

The Lab should work in coherence with government systems, national development frameworks, and coordination mechanisms. Localization was framed as alignment and strengthening of national systems.

### 4. Financing Reform Dialogue

Strong recognition that direct, predictable, and flexible funding remains a central bottleneck, and the Lab is expected to facilitate practical pathways for improved financing flows to Somali actors.

### 5. Roadmap Development

Agreement was reached to develop a clear Year One operational roadmap to translate momentum into measurable action.

## 10.3 Year One Priorities (2026–2027)

Five strategic pillars were identified for the first year

### 1. Strengthening Governance and Institutional Credibility

Finalize and operationalize a credible governance framework, including clear roles, transparent decision-making, balanced stakeholder representation, membership criteria, and accountability mechanisms positioning the Lab as a neutral, Somali-led systems platform.

### 2. Structured Dialogue with INGOs and Donors

Convene structured, power-balanced dialogue among Somali CSOs, INGOs, donors, and government to advance practical reforms in partnership practices, decision-making dynamics, and mutual accountability.

### 3. Tracking Localization Progress

Explore localization scorecards and measurement tools adapted to the Somali

context, generating credible data on financing flows, participation gaps, partnership quality, and compliance burdens to strengthen transparency and accountability.

#### 4. **Advancing Financing Reform**

Facilitate structured dialogue on funding reform, including engagement with locally led mechanisms such as the Bulsho Fund; promote risk-informed and context-appropriate compliance frameworks; and explore innovative financing models to reduce dependency on intermediary-heavy systems.

#### 5. **Documentation, Learning, and Influence**

Function as a learning and knowledge hub documenting Somalia's localization journey, sharing evidence through briefs and learning products, and feeding Somali perspectives into regional and global platforms (including NEAR processes and the Road to Doha).

### 10.4 **What Success Looks Like in Three Years (By 2029)**

By 2029, the conveners envision

- a.) Stronger and more unified Somali civil society positioning
- b.) Measurable increases in direct and flexible funding to national actors
- c.) More equitable and transparent partnership practices
- d.) Credible Somali-generated evidence shaping regional and global discourse
- e.) Institutionalized power-balanced dialogue between national and international actors

Success will be measured not by activities delivered, but by shifts in incentives, structures, and power relations.

### 10.5 **Expectations from Partners**

For the Lab to succeed, it will require

- a.) Active engagement and collective discipline from Somali CSOs
- b.) Openness from INGOs and donors to examine and reform partnership practices
- c.) Alignment with government leadership and national systems
- d.) Investment in learning, transparency, and mutual accountability

The conveners reaffirmed their commitment to steward the Lab as a neutral, credible, action-oriented platform for systems change.

## 10.6 Way Forward

### Reflection – Aydrus Sheikh Daar, Executive Director, WASDA

Aydrus Sheikh Daar noted that the Lab emerges at a pivotal moment. While localization commitments have grown since the Grand Bargain (2016), implementation remains uneven. Somali actors continue to lead frontline response but without commensurate authority, voice, or predictable access to resources. He emphasized that the Lab exists to bridge the gap between commitment and practice, and that success should be measured by its ability to shift behaviors, incentives, and power relations. He concluded that localization requires unity, trust, patience, and sustained collective commitment to Somali-led solutions.

## 10.7 Moderator's Closing Remarks

The moderator closed by emphasizing the importance of documentation to preserve institutional memory and guide implementation. He acknowledged logistical challenges linked to the short preparation period and thanked participants for their flexibility. The session ended with Ramadan goodwill messages, reflecting a spirit of partnership and collective commitment.



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