



Principles into Practice:

Aid Localisation in Somalia

September 2018

Hashim Shuria
Abdullahi Abdinoor
Himish Mahmoud

The views presented in this paper are those of the author(s) and do not necessarily represent the views of Somalia NGO Consortium, Humanitarian Leadership Academy or Researchcare Africa

Cover Photo: One Earth Foundation

©2018 Somalia NGO Consortium. All rights reserved.

ACKNOWLEDGEMENTS

This localisation project is commissioned by the Somalia NGO Consortium with financial support from the Humanitarian Leadership Academy.

The research was prepared by Researchcare Africa.

A special thank you to Laura Jump and Jill Nicholson of the Humanitarian Leadership Academy team, for their tireless effort and support in kick starting this keystone research on localisation in Somalia.

The research team would like to express sincere gratitude to the leadership of the Somalia NGO Consortium represented by Abdurahman Sharif, Director, and Nasra Ismail, Deputy Director, for the critical support in shaping the paper and providing valuable information on their experiences regarding the subject, which was useful in informing the writing of this report. We also thank Somalia NGO Consortium staff in Kenya and Somalia for the logistics and ensuring we undertake the fieldwork and, linked with representatives of Donors, UN agencies, NGOs, private sector and government ministries for interviews.

LEAD AUTHORS

Hashim Shuria (PhD), is a researcher, managing director and founder of Researchcare Africa

Abdullahi Abdinoor is a researcher and head of monitoring & evaluation at Researchcare Africa

Himish Mahmoud is a researchers and head of research and development at Researchcare Africa

The views presented in this paper are those of the author(s) and do not necessarily represent the views of Somalia NGO Consortium, Humanitarian Leadership Academy or Researchcare Africa.

TABLE OF CONTENT

ACKNOWLEDGEMENTS	3
ACRONYMS	5
EXECUTIVE SUMMARY	6
1.0 INTRODUCTION	9
1.1 Background	9
1.2 Rationale of the Study	10
1.3 Structure of the Study	11
2.0 METHODOLOGY	12
2.1 Approach	12
2.2 Data Collection and Analysis	12
2.3 Research Limitations	13
3.0 RESULTS AND FINDINGS	14
3.1 Perspectives on Aid Localisation	14
3.1.1 Definition of Aid Localisation	14
3.1.2 Journey to Aid Localisation	14
3.1.3 Drivers (Actors) of Aid Localisation	15
3.1.4 Missing Actors from Aid Localisation	17
3.2 Aid Localisation and Innovative Partnerships	18
3.2.1 Cases of Successful localisation	19
3.2.2 Innovative Models for Aid Localisation	25
3.2.3 Challenges of Aid Localisation in Somalia	27
3.2.4 Conditions for Successful Aid Localisation	29
4.0 CONCLUSIONS AND RECOMMENDATION	34
4.1 Conclusions	34
4.2 Policy and Management Recommendations	34
4.3 Recommendations for Further Research	35
REFERENCES	36

ACRONYMS

CSOs	Civil Society Organisations
CBPF	Country Based Pooled Fund
DFID	Department for International Development
EU	European Union
JPLG	Joint Programme on Local Governance
INGOs	International Non-governmental Organisations
LNGOs	Local Non-governmental Organisations
MDGs	Millennium Development Goals
NGOs	Non-governmental Organisations
OECD	Organisation for Economic Cooperation & Development
SDF	Somaliland Development Fund
SHF	Somalia Humanitarian Fund
SRC	Strategic Review Committee
SSF	Somalia Stability Fund
UN	United Nations
UNDP	United Nations Development Programme
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
USAID	United States Agency for International Development



EXECUTIVE SUMMARY

The debate on aid localisation gained new impetus following the 2016 World Humanitarian Summit. The Somalia NGO Consortium in collaboration with Humanitarian Leadership Academy engaged Researchcare Africa to undertake this research to explore the existence of successful aid localisation and how it has produced innovative partnerships, funding, or programme approaches for positive impacts on communities, donors, implementers and local authorities. The study further identifies the conditions for the successful undertaking of aid localisation and the understanding of the challenges and opportunities in Somalia.

Methodology

The research primarily adopted a qualitative approach, mainly using key informant interviews, expert forums, and case studies to gather data. Fifty-eight (58) representatives from International Non-Governmental Organisations (INGOs), United Nations (UN) agencies, donors, Local Non-Governmental Organisations (LNGOs), government and private sector groups were interviewed. Further, the study used three case studies and documented outcomes from two workshops on implementing aid localisation in Somalia. A comprehensive review of literature from previous studies, evaluations, assessments and policy papers was also undertaken. Perspectives from local communities were not captured due to time constraint.

Research Findings

Perspectives on aid Localisation in Somalia:

As is the case with many other concepts in the humanitarian relief and aid sector, the concept of localisation may have different meanings in different contexts. This study reveals that INGOs and donors in Somalia conceptualise aid localisation as the process of engaging local staff, and contracting local actors (private/public) in delivering humanitarian interventions to vulnerable communities. The national actors on their part describe aid localisation as the engagement of local actors including the government, LNGOs and beneficiary communities in planning and implementation of humanitarian and development programmes.

The donors, INGOs, the government, LNGOs and the private sector are the main stakeholders responsible for aid localisation in Somalia. Currently, Oxfam International, Concern Worldwide, World Vision, Trocaire, United Nations Development Programme (UNDP), CARE International, and Save the Children are some of the international actors that adopted more localised approaches of collaborating with LNGOs and state actors. Local actors indicated that these organisations adopted unique and supportive partnership modalities and attained notable investment in strengthening the capacity of LNGOs. Nevertheless, local stakeholders termed the partnerships as only contractual

in nature and short-term thus expressed their frustration with the lack of adequate participation of national actors in the aid localisation agenda.

Aid Localisation and Innovative Partnerships:

National actors recognise aid localisation as a process in which both national (Somali) and international actors have complementary roles, with a strong emphasis on supportive partnerships. Overall, majority of both national and international actors believe that aid is not fully localised in Somalia, albeit some considerable efforts and achievements have been made. A number of key issues emerged from the findings of this research. Firstly, there is misplaced mistrust by the international agencies on the capability of LNGOs, which has an adverse effect on direct funding to local organisations. Secondly, national actors do not consider the current approaches to capacity development by international organisations to be adequate and effective, which is generally described as short term and transactional. Moreover, it is widely acknowledged that the aid sector in Somalia is designed as a top-down system where policies and decisions are made at the donor level, with limited engagement of national stakeholders and local communities. However, there are cases of successful mechanisms in Somalia, notably the Somaliland Development Fund, Somalia Humanitarian Fund and the Wadajir Framework.

Innovative Models for Localisation

Overall, most donors funding programs in Somalia have their own preferred funding recipients (INGOs), and rarely fund LNGOs directly. This lack of action on aid localisation is believed to have strained the relationships between national and international actors. Local actors argue that there is need to strengthen the country-based

pooled fund (CBPF) namely, Somalia Humanitarian Fund to enhance quick response to local emergencies that would otherwise rely on an international response, which takes a longer period time. In addition, local actors concurred that; direct funding of LNGOs to support local response enhances inclusive partnerships in which the national actors have a role in programme design and implementation.

Challenges of Aid Localisation in Somalia

Findings show that number of challenges including; limited capacities of local actors, strict donor regulatory frameworks, and staff retention by local NGOs, transactional versus partnership relationships and lack of access to information for LNGOs remain some of the major obstacles to achieving full aid localisation in Somalia.

Conditions for the successful undertaking of aid localisation

Engaging the local private sector: National actors believe that long-term partnerships between humanitarian agencies and the private sector can foster the delivery of coordinated response. Respondents stressed the need to coordinate and link the private sector's role in humanitarian response to the traditional humanitarian actors.

Active local civil society organisations: Civil society organisations have a long history in development assistance as detailed in extensive literature. Therefore, there is a strong need to support the civil society sector in Somalia for enhanced localised aid delivery in the country.

Multiyear Direct Funding: There is a consensus among stakeholders that the donor community should adopt a long-term direct funding modality for low-risk LNGOs in

Somalia including provision of administrative and overhead costs. Donors provide 7-12% of indirect cost recovery (ICR) to international partners to sustain their operations, whilst local actors that do not access these extra administrative costs are expected to operate in the same context. The local actors see this approach as discriminative and not in keeping with the localisation agenda, as it tends to incentivise the INGOs while discouraging the local actors.

Improved Power Relationships:

Findings of this research suggest that local stakeholders observe a significant power disparity in the current humanitarian environment in the country. LNGOs believe that enhanced relations based on trust and mutual respect is key to aid localisation. There is a greater need to embark on a collective approach aimed at analysing and reforming representation and influence in shared cluster meetings, conferences and other relevant meetings.

Enabling Policy and Regulatory Environment:

Due to the high-risk of aid environment in the country, donors are averse to funding LNGOs directly. In the current humanitarian system, there is need for both national and international actors to comply with strict donor policy requirements. A comprehensive risk management policy governing both national and international NGOs to create an enabling environment ought to be established by donors and the government. Furthermore, common and unified capacity assessment standards to govern capacity audits for any LNGO seeking funding from either a donor, UN agency or an INGO should be set up. International organisations and donors will also need to set up comprehensive partnership models to comply with these improved standards.

Recommendations

Federal Government of Somalia

The Federal Government of Somalia should fast track the passing of the NGO Act, and ensures strict enforcement of the same to create an enabling and legislative environment for humanitarian actors.

The government should set up systems to combat fraud and diversion of aid among humanitarian actors.

National NGOs

LNGOs should strengthen their advocacy efforts to gain access to more funding and have a stronger advocacy voice.

Increase participation in shared forums such as the Humanitarian Country Team and cluster coordination meetings for the LNGOs and allow them to lead where possible.

LNGOs must commit to improve accountability, transparency and financial capacity.

Private Sector

The private sector should coordinate its humanitarian activities with other actors in the sector.

Private companies with no charity divisions should channel their funds through LNGOs.

Donors & the UN

Donors should recognise and prioritise funding LNGOs, as they are first responders to local emergencies.

Allocation of more funds to the Somalia Humanitarian Fund (SHF) to enhance localised aid delivery.

Provide Indirect Cost Recovery (ICR) for LNGOs to enable them sustain operations for a longer period.

International NGOs

INGOs should improve their partnership modality by shifting from sub-contracting engagements towards long-term strategic partnerships

Localisation should be bottom-up as opposed to the current situation where power primarily lies with the donors.

Recommendations for Further Research

A study to assess the strengths and weaknesses of existing relationships between the INGOs and the LNGOs.

A study to assess the effectiveness of direct funding to LNGOs in terms of cost as well as programme implementation.



Photo: BRCIS-CWW, Marco Gualazzini/Contrasto

1.0

INTRODUCTION

1.1 Background

Soon after the end of World War II, the international system witnessed an increase in the flow of humanitarian assistance within and between states so as to redress the catastrophe caused by prolonged battles in most parts of Europe, Asia, the Pacific and Africa. The advancement in technology and spread of the influence of the media highlighted the need for world powers and humanitarian entities to commit resources in order to alleviate human suffering. This led to tremendous expansion of the humanitarian systems solidified by the formation of the United Nations, and related entities such as multilateral and bilateral aid organisations, foundations, community-based organisations, international and local NGOs, amongst others (Anderson et al, 2018). A notable case was the Marshall Plan through which the United States (US) gave Western Europe more than \$13 billion in order to assist in the rebuilding of economies destroyed by the War (Steil, 2018).

The period of many colonies and protectorates gaining independence started in the late 1940s and coincided with the start of the Cold War in which the newly independent states were the theatres of ideological warfare between the US as well as other western nations on the one hand and the Soviet Union and its allies on the other. The provision of donor aid and humanitarian interventions by the aforementioned world powers therefore, became an extension of their respective foreign policies. Donor agencies and other entities that channelled aid and humanitarian relief also became mechanisms of the implementation of the foreign policies of world powers. In recent times, the discourse has been held under the auspices of the Organisation for Economic Co-operation and Development (OECD) notably through the Paris process (OECD,

2012). Through this process, donors have sought to remain alive to the need for local ownership of interventions and the devising of implementation plans that are congruent with the priorities of the beneficiary countries as well as contextualisation of their challenges. This discourse has seen emphasis on results-based management in the implementation of donor-funded programmes (Kusek & Rist, 2004). This has also led to the gaining in prominence of the debate on localisation of aid, which involves providing funding directly to needy governments or to non-governmental organisations (NGOs) as opposed to providing the funding directly through international organisations.

The discussion on localisation has also been fronted and/or emphasised by some of the largest global donor organisations such as the U.S. Agency for International Development (USAID), UK Department for International Development (DfID), the European Commission's Directorate-General for Development and Cooperation (Europe Aid) and the Australian Agency for International Development (AusAID) (Dorin, 2015). This is in line with the Grand Bargain, an agreement committed to by more than 30 of the biggest aid providers, and aimed at getting more means into the hands of communities in need (Agenda for Humanity, 2016). Consequently, some initiatives along similar lines were mooted and these include the Charter4Change and the NEAR Network to advocate and support more locally led aid responses (Fast, 2017).

Somalia is an apt example of a country that has witnessed devastating humanitarian catastrophe caused by civil strife and natural disasters. Since the fall of Siad Barre's regime in 1991, Somalia has become, over the years, an intractable conflict-laden arena with intricate connections between drought, food insecurity and forced migration (Binet, 2013). This has led to tremendous amount of international attention. Over the past two-and-half decades, the country has seen a plethora of INGOs and the UN, actively providing humanitarian support for the Somali people either through direct implementation or in partnership with national NGOs. However, observers argue that despite the

many years of aid delivery through LNGOs, very few of them have grown to a level where they can manage their own fundraising and deliver humanitarian assistance without partnership with INGOs. Interestingly, most LNGOs either have phased out altogether, or are facing acute funding shortages, a situation local stakeholders attribute to a lack of an equalised humanitarian system, where efforts of local and national humanitarian actors are not wholly recognised, valued, and fully supported by INGOs and the donor community. This study proposes to delve into the discourse on aid localisation in Somalia as shall be elucidated in the objectives later in this paper. Section 3.1.1 below draws parallels and points to some nuances in the definitions of aid localisation with the aim of finding synthesis to be applied in this study.

1.2 Rationale of the Study

The debate on localisation of humanitarian action gained a new impetus following the 2016 World Humanitarian Summit. Several discussions were held in the Summit including whether the system of aid had broken down, the need to transform the system, how to increase efficiency and effectiveness and constant increase in humanitarian assistance. The Summit ratified the need for localisation because it is perceived to increase effectiveness and efficiency (Emmens & Clayton, 2017). Local actors play an important role in actions of humanitarian aid and are the first to respond to unforeseen calamities and other forms of disasters, as they are also part of the affected people during emergencies (Zyck & Krebs, 2015). The Grand Bargain committed aid and donor organisations to provide 25% of global humanitarian funding to national responders by 2020. Prior to the World Humanitarian Summit in 2016, local and national humanitarian actors only received approximately 0.2% to 2% of direct funding of the overall global humanitarian response financing (Els & Carstensen, 2015). There was a strong focus on localisation building on the momentum gained at the World Humanitarian Summit and in light of agencies working to implement commitments under the Grand Bargain and the INGO-led Charter for Change, which lays out obligations to provide greater support for national and local actors.

Supporters of aid localisation strongly believe that having a local approach to aid enhances efficiency, flexibility, and is more responsive to needs and local contexts as it entails local aid communities and actors (Humanitarian Policy Group, 2017). According to an Action Aid briefing note, the understanding of the context and local dynamics by the local actors helps them in shaping programmes and making relevant responses. It also strengthens efficiency of the aid through improved accountability to the population affected by disasters (Yermo, 2017). In spite of this, funding among local actors remains low. One of the reasons for this inadequate funding is donor-reliance on the narrative that local actors lack the capacity to undertake the implementation of well-funded programmes; a narrative that Juma (2002) contends has paradoxically served to inhibit the capacities of local actors. Many other challenges inhibit the growth of localisation, especially on issues related to lack of infrastructure and management capacity. As a result, many donor countries still direct aid through INGOs rather than local partners. This is further aggravated by concerns around fundraising campaigns in response to disaster response where the INGOs leverage on their sound communication skills and brands, to raise finances (Global Finance Strategies, 2015).

Over the past decade, inter-national aid organisations used partnerships with local actors to reduce their exposure. Somalia remains such an arena where Somali-led NGOs are looking to play a greater and an equal role in humanitarian response, alongside their international counterparts, which happen to be the current leaders in local humanitarian response (RVI, 2017). However, due to financial/fiduciary issues related to fraud or diversion risks, many international organisations are doing direct programme implementation in Somalia, leading to decline of funding for local NGOs (Stoddard et al, 2017). Through the review of various programme reports, and as demonstrated in above literature review, it is evident aid localisation takes place in Somalia. However, the extent to which it happens and its impact is not well documented. This necessitated a comprehensive study on

the same. It is against this backdrop that this study explored the existence of data on successful localisation of aid and resulting impact; producing innovative partnerships, funding, or programme approaches to effect positive impacts for communities, donors, implementers and local authorities in Somalia. The study further identifies the conditions for the successful undertaking of aid localisation and is expected to contribute to knowledge and learning (particularly in humanitarian and development sectors) on the implementation of aid localisation in Somalia.

1.3 Structure of the Study

This study is structured into four sections. The introduction provides a background and the rationale for localising humanitarian response in Somalia. Section two presents the methodology of the study. The third section is a detailed analysis of aid localisation in Somalia. Under this section, the paper covers perspectives on aid localisation in the country, challenges, actors in aid localisation, and highlights success factors for localisation

and innovative partnerships. This section further highlights what has been identified as key factors in “successful” ways and the challenges of working between national and international actors. Finally, section four covers the conclusions and recommendations of the study, considering its implications for policy as well as future research.



2.0

METHODOLOGY

Somalia NGO Consortium in partnership with policy stakeholders such as Centre for Humanitarian Change, NEAR Network and Humanitarian Leadership Academy are currently involved in advancing the documentation of aid localisation in Somalia through forums and workshops. One of the proposals for collaboration is in research on aid localisation in Somalia, which is one of the stated aims of the Grand Bargain (NEAR, 2017). The study synthesises the experiences of local and international actors on aid localisation in relation to humanitarian and development interventions in Somalia.

2.1 Approach

This study is composed of three research objectives. Firstly, looking at what has been identified as key factors in successful ways of working between national and international actors where successful aid localisation has produced innovative partnerships, funding, or programme approaches to effect impact at the communities, donors, implementers and local authorities, and the major impediments to localisation. This included examining literature on partnerships between national and international agencies. Secondly, the study focused on the missing role of the national actors missing from the aid localisation debate. Thirdly, the study examined the minimum requirements for successful localisation to be embedded in ways of working or engagement with communities affected by humanitarian crises. This research also set out to explore how both international and local actors working in the country conceptualise localisation. The study further sought to look at available case studies and experiences where localisation policies and programmes were successfully undertaken and identify the conditions for such cases.

This study primarily adopted a qualitative approach as the findings of the study focused more on “how” and “why” types of questions compared to “how much/many” questions in quantitative methods (James Bell Associates, 2009). Concerning this approach, participatory methods, mainly key informant interviews, expert forums, and case studies were used to gather research data. Moreover, an in-depth of literature review related to aid localisation in Somalia and other similar contexts was conducted to give complementary results from findings from the key informant interviews and forums.

2.2 Data Collection and Analysis

Relevant stakeholders with a diverse set of representatives from INGOs, UN agencies, donors, LNGOs, government and private sector groups totalling 58 were interviewed as shown in table 1. The study used semi-structured key informant guide and prioritised engaging the selected key informant’s in face-to-face interviews, but Skype calls were conducted where necessary.

Table 1 Key informant interviews from national and international stakeholders

Representatives	No. of Interviews
Donors	9
UN agencies	6
International NGOs	14
National NGOs and civil society organisations	16
Government	8
Private sector	5
Total	58

1 Partners learning event: Advancing localisation in Somalia held by World vision, Save the children and Somalia NGO consortium on 11th July 2018 in Mogadishu

2 Grand Bargain Workshop: An NGO Perspective on Grand Bargain Implementation was held by ICVA, VOICE, and the Somalia NGO Consortium in Mogadishu on, 9 July 2018

Furthermore, three case study models of localisation in Somalia within development, peace & state building and humanitarian sectors were studied to understand and document their experience and identify the conditions for such cases. According to Yin (2003), case studies are effective in studies that explore and investigate current issues in life. Case studies are detailed contextual examination of a large number of conditions or events and how they interrelate. Through case studies, the researcher is able to critically examine data in specified contexts. In most occasions, a limited number of people or geographical areas are selected as subjects of the study. The study used a case of SDF, SHF and Wadajir Framework. SHF was created in 2010 with an aim of ensuring donor resources are allocated and disbursed in a timely manner to address the most pressing humanitarian needs in Somalia. SDF on the other hand helps in supporting the development objectives and goals of Somaliland and aims at improving on accountability while generating revenue domestically. The Wadajir Framework guides the establishment of functioning local government administrations through a community-owned and led process in new and emerging states of Somalia.

The study also documented narratives from national and international participants of two workshops covering successes and challenges in implementing localisation of Aid and Grand bargain commitments in Somalia. A comprehensive desk literature review of all available relevant literature was undertaken from a wide range of sources including previous studies, evaluations, assessments and policy papers. Narrative analysis was done on all field notes/interview transcripts to provide informative narrative for the study. The data collected was validated and triangulated to ensure data quality. The major reason for triangulation is that, by using multiple sources and methods, the inherent challenges and weaknesses related with use of a single method and source are eliminated. For instance, the desk review was used to complement the data from the key informant interviews.

2.3 Research Limitations

The primary limitation of this study was the use of purely qualitative technique, hence difficulty quantifying some of the variables. In addition, the perspectives of affected local communities were not captured due to time constraints.



3.0

RESULTS AND FINDINGS

3.1 Perspectives on Aid Localisation

3.1.1 Definition of Aid Localisation

As is the case with many other concepts in the humanitarian relief and aid sector, the concept of aid localisation may have different meanings in different contexts. Glennie et al. (2012) defines aid localisation as directing aid to recipient-country actors including government bodies, civil society organisations, private sector and non-governmental organisations. Fast (2017) recently argued that the concept of aid localisation differs based on the type of engagement between the donor, the recipient and system in question, but huge debate of “localising aid” is concerned primarily with financial transactions. In the realm of humanitarian and development aid, localisation occurs when donors work directly with local governments, communities, companies, NGOs and other local entities, and contribute funds to specific projects and programmes or directly to the entities themselves (Fast, 2017). According to Geoffroy and Grunewald (2017), aid localisation is a collective process involving different stakeholders such as donors, the UN, NGOs, civil society organisations or local public institutions to have a greater role in humanitarian response. However, different writers argue that localisation is a process that can take different forms of working relationship between actors (both national and international) in humanitarian aid system. These entail more equitable partnership between actors (national and international), an increase in flow of funds to local organisations and a more central role in aid coordination.

This study reveals that INGOs and donors in Somalia conceptualise aid localisation as the process of engaging local staff, and contracting local actors (private/public) in delivering humanitarian interventions to vulnerable communities. The national actors on their part describe aid localisation as the engagement of local actors including the government, LNGOs and beneficiary communities in planning and implementation of humanitarian and development programmes. They believe that humanitarian response should encompass a catalogue of activities that take into account the local realities at the field, feelings of affected populations, and the existing capacities and resources. National actors feel that decisions regarding humanitarian and development action in Somalia are external and still dominated by international actors. Direct funding and deliberate policies to build LNGO capacity is one key aspect that is missing from the aid localisation debate.

3.1.2 Journey to Aid Localisation

The protracted humanitarian crisis in Somalia, occasioned by the collapse of Somali government in 1991, combined with the growing insecurity and recent challenges of access to affected populations resulted in strong reliance on Somali NGOs by donors and international aid organisations in the delivery of humanitarian assistance. Rampant insecurity and ethnic tensions exacerbated by the rise of Al Shabaab made it increasingly difficult for INGOs to maintain a strong presence in the field. In 2010, Al Shabaab banned international agencies, including the UN, from operating in some of the areas they controlled. With access deteriorating, humanitarian organisations adopted remote management of programmes from Nairobi, with some operating primarily through field presence of their staff. In addition, although LNGOs were better positioned than the INGOs in the field, many had limited requisite institutional and technical capacities to implement complex humanitarian programmes (Abild, 2010).

However, given that the majority of LNGOs have no access to long term direct funding, many of them are dependent on short term and intermittent funding from international

partners, creating a dependency on project-based funding, and hindering coherent and effective capacity building for these LNGOs (Tsitrinbaum, 2012). Furthermore, despite the important role, LNGOs played in delivering humanitarian aid in extremely challenging environments, most INGOs engage with their counterparts in Somalia on contractual basis. This relationship is characterised by low levels of capacity development and engagements on a short-term basis, impeding stronger partnerships.

In the aftermath of the World Humanitarian Summit, aid localisation in Somalia has somewhat been strengthened with increased funding to LNGOs through the main pooled fund in Somalia, the SHF. For instance, in 2017 39% of the SHF grantees were LNGOs, rising dramatically to 57% in 2018. SHF noted in its report (SHP Annual Report, 2017) that the capacity of LNGOs continued to grow due to regular capacity assessments and motivation to receive next cycle of funding pegged on capacity improvement. Local partners in the role of first responders have demonstrated that they often better access and understanding of the local context, which makes them more effective in reaching the affected communities.

Other major donors such as the European Union (EU) have also begun directly funding LNGOs, a model previously not adopted in Somalia. Moreover, some international organisations such as Oxfam International, Concern Worldwide, World vision, Trocaire, UNDP, CARE International, and Save the Children adopted a localised approach of partnering with LNGOs. National actors indicated that these organisations adopted unique and supportive partnership modalities and made significant investments in strengthening the capacity of LNGOs. Some INGOs developed enabling policies for the LNGOs to have access to funding; for instance CARE International have a policy that stipulates that the agency does not apply for external funding below the value of \$250,000 to allow local actors the opportunity to access these funding pools. This notwithstanding, the idea of aid localisation still has a long way to go, and local stakeholders still lament that many donors are reluctant in partnering with

LNGOs due to unfavourable policies and stiff competition from the INGOs.

3.1.3 Drivers (Actors) of Aid Localisation

There is an increased consensus among humanitarian actors, scholars and other writers on the role played by both national and international actors in availing humanitarian aid and the need to foster their capabilities and capacities (Audet, 2011; Donini et al., 2008; Stoddard, 2004). Arguments for cooperating with national actors include their accessibility to members of the community, affected by the disaster and capacity for field presence as first responders during emergency periods.

The idea of direct funding to a developing country's government or LNGOs came to prominence during the MDGs' meetings in 2000. Scholars point to a strong nexus between direct investment in local governments and advancement made toward the MDGs (Farmer, 2013). In 2016, local aid organisations received less than 2% of global humanitarian funding as at 2015, despite the fact that they deliver aid more quickly, affordably and appropriately than the INGOs (Development Initiatives, 2016). Local organisations also face greater risks in the field, for example, 90% of humanitarian workers killed in 2014 and 2015 were local aid workers (Humanitarian Outcomes, 2017). Actors across the various regions in Somalia trust that many of the challenges of putting localisation into practice arise from a lack of understanding of the local actors. For instance, there is perception by donors and INGOs that local actors are not transparent, accountable, and face serious management deficits. Local stakeholders opine that identifying the local actors in each specific context is an essential ingredient of localisation.

In Somalia, the INGOs, UN, donors, government, LNGOs and the private sector are the main stakeholders responsible for aid localisation. LNGOs feel that affected communities in Somalia are not actively involved in the localisation debate, as there are no avenues to raise awareness about the subject. Consequently, there is a general

belief among other local actors that affected communities across Somalia do not have notable stake in the needs assessment as well as planning for humanitarian response. Nevertheless, there is an opportunity for humanitarian agencies and their leadership to ensure communities affected by crisis is at the centre; local actors and networks take the lead and invest in the process.

“If you look at the Somalia sphere minimum in water supply, sanitation and hygiene, you find that it is not compatible with local context and outdated. For instance, it recommends 2.5 liters per day per person, which is actually not enough considering the nomadic lifestyle and harsh climatic conditions, a local actor said.”

Donors, UN & International NGOs

Despite the general criticisms levelled against the international actors, donors and INGOs, they remain the main drivers of aid localisation in Somalia. There is a consensus that, while aid localisation is not at its required level, it is unjust to deem all INGOs and donors as homogenous in their drive of the localisation agenda. For instance, The UN Office for the Coordination of Humanitarian Affairs (UNOCHA) main pooled funding mechanism remains one of the notable efforts by the UN and its donors in Somalia for localisation. In relation to advocacy, the Somalia NGO Consortium and African Development Solutions, among other INGOs, are very much engaged in the aid localisation agenda. Similarly, local stakeholders have pointed to a number of other international aid agencies that have overtime delivered programmes in a localised manner. These organisations' approach is grounded in partnership with the communities in which they work with creating lasting partnerships that have resulted in trust, confidence, and respect from communities and the local humanitarian organisations they work with.

Concern Worldwide, Oxfam, Save the Children, Trocaire, CARE International and World Vision have been commended as some of the major actors that have managed to implement programmes in line

with building local capacities and resources. For instance, local actors in Puntland and Somaliland credited Oxfam for supporting local NGOs such as Kaalo Aid & Development, Horn of Africa Voluntary Youth Committee and Candlelight to develop their capacity through a planned capacity building and mentorship initiative. Concern Worldwide objectively supported Gargaar Relief and Development Organisation, Gargaar Relief and Development Organisation, Concern Youthlink, and Gedo Lifeline among others that are some of the most active LINGOs in the country. World Vision, in addition to adopting robust partnerships with national NGOs, particularly in south-central Somalia, is key drivers of aid localisation in Somalia through their advocacy efforts. These efforts, targeted at raising awareness of the Grand Bargain, engage local actors who felt that they had little knowledge of the agreement until these workshops were conducted. UNDP and UNOCHA's SHF are two other programmes that local actors have referenced as having adopted a localised approach in their interventions. The UNDP's Joint Programme on Local Governance (JPLG) has been credited with achieving notable milestones in community and local authority engagements, by creating ownership in programme delivery. The main aim of the JPLG programme is to strengthen governance in local projects while ensuring services are decentralised. In summary, the modalities of engagement deployed between these INGOs and their local partners have been hailed as being inclusive and based on transformative partnership thus acknowledged as pro-localisation of aid.

National NGOs

Local actors play a vital role in humanitarian action because they are first to respond to emergencies and are usually part of the affected population in the event of a disaster, this helps to provide opportunities for locals to participate (Zyck & Krebs, 2015). National stakeholders believe that their experience through recent remote management approaches to humanitarian response (where international actors have experience challenge of access) in Somalia by the international NGOs underscores how locally based response can be successful.

Supporters of this argument, including Stoddard et al. (2006), emphasise the inherent risks resulting from this arrangement, these risks are perceived in terms of security to those actors and qualities of programmes. In order to mitigate these risks, there is need to have capacity support and proactive involvement of local and international NGOs to enhance programme quality and partnerships (Wall & Hedlund, 2016). In Somalia, local NGOs have often acted as the link between international aid agencies and beneficiary communities as using them to deliver aid creates ownership and acceptance locally.

The Federal Government & Regional/State Governments

The localisation of aid firstly depends on the recognition of the role of public bodies, often disregarded in discussions on the subject aid delivery in fragile contexts. The Ministries of Planning and International Cooperation of the Federal Government of Somalia and those for Puntland and Somaliland and other federal states remain the focal points for the governments for donors and international NGOs implementing programmes in Somalia. These public sector institutions often make decisions on who should access which region or district. The Government is responsible for national development plans that provide a solid base for both humanitarian and development plans for the country. Nevertheless, there is a strong belief among national actors that the Government is not doing enough to localise aid. For instance, the current effort to set up an NGO Act for Somalia (Federal Government of Somalia), yet to be tabled in parliament is long overdue. The absence of an NGO board, which is deemed critical for aid localisation in the country, is due to the Government's lack of commitment in setting up the necessary regulatory frameworks for aid actors in Somalia.

Private Sector

Somalia has one of the most vibrant and thriving private sector despite the absence of a strong central government that supports an enabling environment for investments

(Webersik, Hansen, & Egal, 2018). Private sector companies especially in the telecommunication and financial sectors such as Hormuud, Dahabshiil, Telesom, Golis, among other many telecom and Hawala companies have played a role in providing services to the humanitarian sector especially through the delivery of cash and in-kind assistance to beneficiaries in both urban and remote, and hard-to-reach locations (McCarthy, Majid, & King, 2017).

In addition to these services, Somalia's companies have been offered humanitarian support to vulnerable families either through ad hoc response initiatives or through their charity foundation divisions. Many stakeholders indicated that private companies such as Hormuud and Dahabshiil have been at the forefront of emergency humanitarian response for disasters such as the 2014 cyclone in Puntland, and the recent Sagar Cyclone in Somaliland's Awdal region. Nonetheless, it was felt that the private sector foundations work as stand-alone entities, and do not often coordinate their efforts with other humanitarian actors, which can result in duplication of interventions thus reducing their impact.

3.1.4 Missing Actors from Aid Localisation

As a process, localisation entails recognition, respect and strengthening of the local authorities and the capacities of local humanitarian actors, to address the needs of affected populations. Localised humanitarian response with involvement of the local actors strengthens the capacities of local societies in humanitarian actions. A localised humanitarian response is one where all local actors are actively involved in programme design and implementation (OECD, 2017).

Local stakeholders in the country expressed their frustration with the lack of adequate participation of national actors in the aid localisation agenda. They believe this as deliberate exclusion from the localisation agenda, and did not allow them the opportunity to add their voice to relevant

⁵ Money transfer companies

discussions. Most of the international actors interviewed dismiss this assertion and posit that limited LNGOs' role in such discussions is mostly due to lack of a common national platform for advocacy for the LNGOs. The findings also reveal that the government does not actively participate in aid localisation efforts due to lack of commitment in engaging donors and INGOs. For instance, there is no government representation in the Somalia humanitarian country team where stakeholders consider high-level discussions on humanitarian response in the country.

Similarly, beneficiary communities across Somalia are missing the agenda of aid localisation. There is limited participation of the beneficiary communities in programme lifecycle especially at the planning stage. Local actors voiced concerns about the lack of proper and relevant assessments where intended beneficiaries do not take part in programme inception stage. Most LNGOs

noted that, donors and INGOs are more prescriptive and regularly prescribe what to do and where, without due consideration of the field realities.

3.2 Aid Localisation and Innovative Partnerships

National actors largely recognise localisation of humanitarian action as a course in which both Somali and international actors' roles complement each other, with a strong emphasis on equitable power relationship based on mutual partnerships. Overall, majority of both national and international actors feel that aid is not fully localised in Somalia, albeit with considerable on-going efforts. A number of key issues emerged from this research. The perception of misplaced mistrust amongst international agencies in dealing with the LNGOs that result in an adverse effect on direct funding of local organisations was the key concern amongst national actors. Secondly, local actors do not consider the current approaches to capacity development by the international organisations to be consistently effective as it is generally short-term and selective, only supporting few organisations. Moreover, it is widely acknowledged by the national actors

that the aid sector in Somalia is characterised by top-down systems where policies and decisions are made at the donor level, pointing to limited locally oriented solutions.

“You will find that an INGO is seriously considering delivering a project on FGM when the lives of vulnerable communities are at stake. This means there is lack of consideration of beneficiary priorities’ said a local actor. ‘Programme planning is largely done at Nairobi level and the best the donors and the INGOs do is to sit with ministers in Mogadishu or regional state headquarters another actor adds.”

On the relationship between national and international actors, findings suggest that this important indicator of localisation is typically undermined, with most engagements described as sub-contracting, or transactional rather than real partnerships. International stakeholders also raised some genuine concerns about the high risks involved in partnership with local organisation because of serious capacity gaps in terms of financial, human resources and governance systems. Most aid agencies have been reluctant to directly fund LNGOs since the widespread allegations of aid diversion and fraud during the 2011 famine. Nonetheless, aid localisation remains a priority for Somalia.

3.2.1 Cases of Successful localisation

3.2.1.1 Somaliland Development Fund

About SDF

The Somaliland Development Fund (SDF) is a mechanism where donors fund national development goals of Somaliland. The main recipient of the Fund is the Government and management is through a steering committee composed of the donors, and Ministries of Finance and Planning and International Cooperation, co-chaired by one of the donor country representatives on a rotational basis. The SDF supports Somaliland Government in bridging development gaps through funding long-term development projects that are fully

aligned to the National Development Plan, while recognising the role of the public sector in the delivery of basic services (SDF, 2014).

SDF Localisation Approach: Inclusive Approach to Development

The core attribute of SDF is its ability to integrate the budgeting and planning processes of the government and the gradual handover of fund control to the government of Somaliland. About 80% of SDF fund is implemented through LNGOs or private sectors companies. The key tenets of SDF are;

Local Ownership: In a bid to ensure local ownership and promote the alignment of national priorities with the National Development Plan, the SDF activities reflect the needs identified by the Somaliland people. Project proposals are critically reviewed and approved by the technical sub-committee of the steering committee of SDF before they are implemented. The government line ministry in conjunction with the SDF secretariat carries out the day-to-day monitoring of SDF projects, to ensure contractors implement projects effectively.

Improving aid effectiveness: To build harmonised coordination efforts between donors and the national authority, the SDF framework established clear roles, reporting systems and hierarchy of authority. This helps in steering a number of actors (both local and international) in a unified way.

Working within government structures: As a way of establishing long-term sustainability, the operations of SDF programmes are implemented within government structures. This entails establishing and strengthening capabilities of government ministries, which further helps in improving the entire national framework and institutions.

Effective Process: SDF plays a role in the delivery of projects and payments for projects are made retrospectively, upon completion of evaluated works to ensure value for money and efficiency. However, this modality of payment proved challenging for LNGOs that often find difficulties in pre-financing projects.

Project Implementation Structure: While

the SDF Fund manager takes full fiduciary responsibility, the Fund recognises the need to align its mandate with systems of government. This helps in providing platforms for locals to participate in project implementation contrary to other government projects. As shown in the map below, the SDF engages line ministries of key sectors including water, road, education, health, agriculture, and environment and planning, to deliver sustainable development programmes in Somaliland. For instance, the Fund is supporting a large-scale project in urban water supply in Hargeisa through the Hargeisa Water Agency and construction of the road between Hargeisa-Berbera-Burao. Nevertheless, some stakeholders have criticised the SDF for having diverted Somaliland share of foreign aid to development projects, at the expense of humanitarian need.

⁶Interview with SDF Secretariat Project Manager

Somaliland Development Fund Projects' Locations



Source: Somaliland Development Fund Secretariat

Project Implementation Structure: While the SDF Fund manager takes full fiduciary responsibility, the Fund recognises the need to align its mandate with systems of government. This helps in providing platforms for locals to participate in project implementation contrary to other government projects. As shown in the map below, the SDF engages line ministries of key sectors including water, road, education, health, agriculture, and environment and planning, to deliver sustainable development programmes in Somaliland. For instance, the Fund is supporting a large-scale project in urban water supply in Hargeisa through the

Hargeisa Water Agency and construction of the road between Hargeisa-Berbera-Burao. Nevertheless, some stakeholders have criticised the SDF for having diverted Somaliland share of foreign aid to development projects, at the expense of humanitarian need. Nevertheless, some stakeholders have criticised the SDF for having diverted Somaliland share of foreign aid to development projects, at the expense of humanitarian need.

Number of National, International NGOs & UN organisations funded per Year

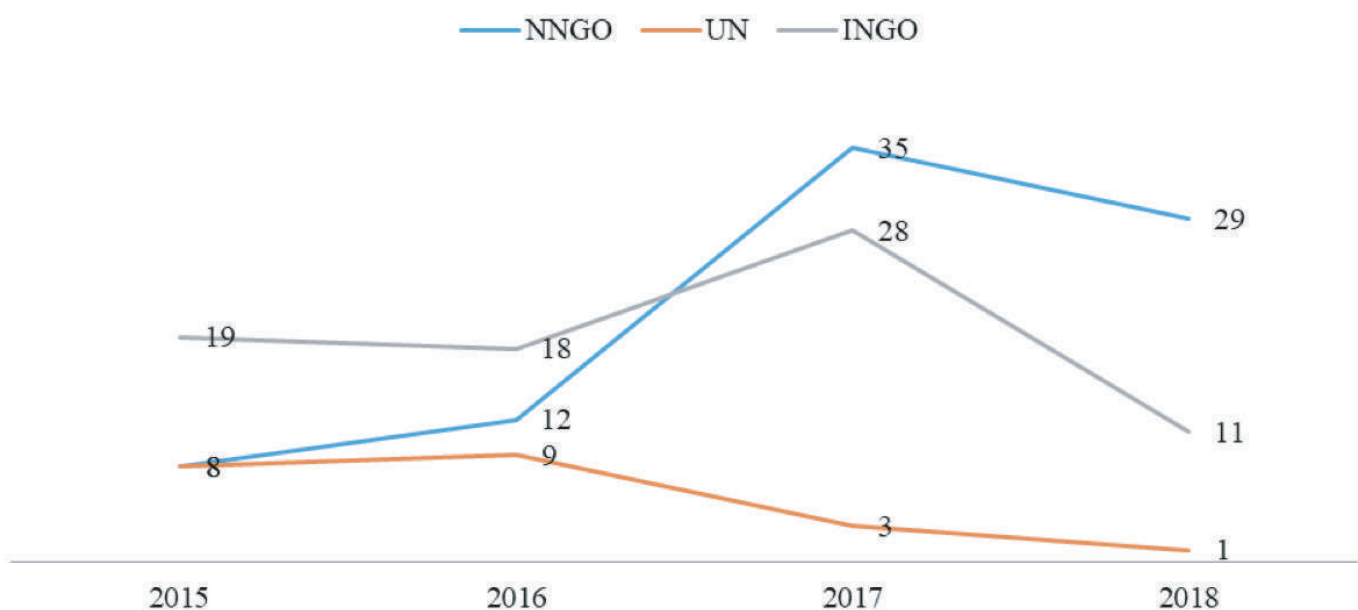


Figure 1 Number of National, International NGOs & UN organisations funded per Year

3.2.1.2 Somalia Humanitarian Fund

About the SHF Fund

The Somalia Humanitarian Fund (SHF) is a multi donor country based pooled fund established in 2010 and aims to ensure predictable, strategic and flexible funding to local and international non-governmental organisations (INGOs) and UN humanitarian agencies in Somalia. Organisations submit project proposals for varied priority areas, which are reviewed by strategic review committees (SRCs) before they are approved for implementation. The technical review committee, which is a subset of the SRC that also includes Humanitarian Financing Unit's technical staff and UNOCHA Funding Coordination Section, assess the technical soundness and financial quality of project proposals based on comments made (SHF, 2018). In 2018, 57% of SHF funds were disbursed to LNGOs; this represents one of the highest allocations for any pooled fund in the region.

SHF's Localisation Approach: Direct funding to LNGOs

Composition and size of the SRC: The strategic review committees comprise of 5-11 experts, selected from LNGOs, INGOs and the UN agencies, cluster coordinator and co-chair. Therefore, all the LNGOs, INGOs, UN agencies are represented equitably (SHF, 2018). Both INGOs and LNGOS representatives interviewed indicated that in such a structure, LNGOs have an equal voice with other stakeholders

Decision-making: SRC members use a scoring system to prioritise projects, and are prepared by the cluster coordinator and reflective of the standardised SHF scorecard. Members vote, and decide by simple majority, and refrain from the discussion of and vote on their own agency's projects (SHF, 2018). Sectoral cluster coordinators, in collaboration with their regional counterparts and cluster members define the cluster specific priorities based on geographical areas.

Funding Priorities: SHF funds are used to address humanitarian needs across the country in close alignment with the Somalia

Humanitarian Response Plan. The standard allocation turnaround is roughly 33-42 days from proposal submission to grant agreement (SHF, 2018), which stakeholders hail it as one of the shortest grant application process. The SHF aims to support immediate responses during emergencies.

Eligibility of SHF funding: The SHF funds are channeled to enhance strategies and principles put in place for humanitarian assistance in accordance with Somalia Humanitarian Response Plan. For eligibility to receive funding, NGOs are taken through intensive capacity assessments that ensure that the identified NGOs have adequate capacities and structures to attain strong standards of accountability stipulated by the Fund.

The number of national NGOs funded increased substantially from 2015 to 2018, whilst funding of INGOs decreased. Thirty-five and twenty-nine national NGOs were funded in 2017 and 2018 respectively compared to international NGOs that stood at 28 organisations in 2017 and 11 organisations in 2018 as depicted in figure 1.

As part of honoring the Grand Bargain commitment to support aid localisation, the SHF channeled 57% of its resources through local and national partners in 2018, an increase from 37% in 2017. In addition, the funding of INGOs dropped from 55% in 2017 to 41% in 2018 as shown in figure 2. Providing direct support to the national and local partners by the SHF has empowered them through information sharing, funding availability and continuous strengthening of their capacity to deliver in accordance with the SHF-set standards throughout the cycle.

differentiate between the types of partner, but are based on their capacity and systems in place were utilised. The equal consideration of all national and international partners for the SHF funding and competitiveness, further improves the efficiency of the humanitarian response (SHF, 2017).

Percentage of Funds Allocated to National, International NGOs & UN per Year

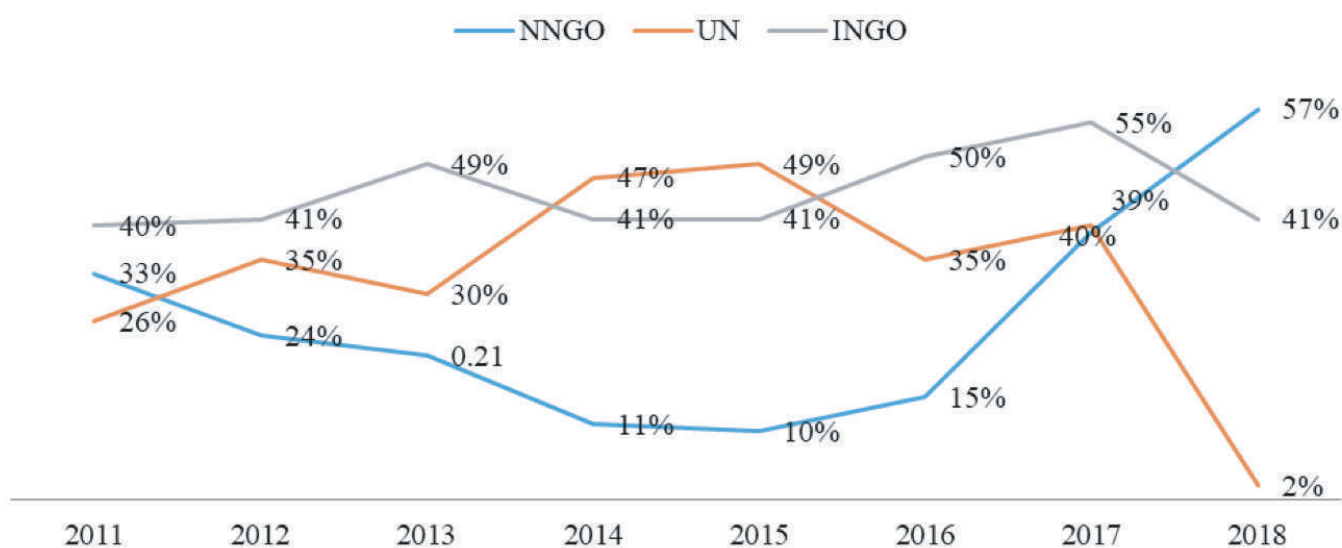


Figure 2 Percentage of Funds Allocated to National, International NGOs & UN per Year

Accountability to affected people: To ensure accountability to the beneficiary communities, the SHF integrated specific measures that promote feedback and strengthen voices of affected populations. Beneficiaries are consulted through third party and remote call monitoring, the outcome of which is fed back to inform decisions on response. According to 2017 SHF Annual Report, all the 93 monitored projects in 2017 involved consultations with beneficiaries.

Capacity Support: The SHF support for national partners in 2017 advanced the localisation of humanitarian aid agenda due to confidence placed in these actors. To promote transparency and inclusion in allocating funds, robust accountability and risk management measures that do not

3.2.1.3 Wadajir Framework: Localised Approach in Peace Building and State Formations

In May 2016, the Federal Government of Somalia launched the National Framework for Local Governance (Wadajir Framework). 'Wadajir' in Somali language means, "unity" or "partnership". The Federal Government of Somalia and governments of the federal member states lead the Framework's implementation. The overarching goal of the framework is to guide the establishment of functioning local government administrations through a community-owned and led process. The Framework incorporates and expands the various elements of the government's stabilisation strategy such as

fostering renewed trust, social cohesion and reconciliation; building the capacity of local actors; ensuring all communities participate in forming their new governing structures through civic dialogues; building the capacity of local councils and administrations; and inspiring a momentum for dialogue, hope and possibility.

Since its launch, various donors such as the EU, USAID and the United Kingdom have supported the implementation of the components of the Wadajir Framework. Since 2016, donors have partnered with experienced local agencies and federal member states in strengthening local governance institutions at the district level. South West and Galmudug states are the foremost beneficiaries of the Wadajir framework. Through the support of the EU, Finn Church Aid in partnership with LINGOs (Somali Youth Development Network, Centre for Research and Dialogue, and IIDA and Electoral Institute for Sustainable Democracy in Africa) have succeeded in the implementation of the components of Wadajir framework which culminated with the formation of Hudur and Berdale district councils led by the Ministry of Interior.

The continued support and interests among donors to design programmes premised on the Wadajir Framework and engagement with the government and local organisations to deliver the programme demonstrates aid localisation in Somalia is taking place. Somalia Stability Fund (SSF) has delivered numerous complementary programmes geared towards stabilisation, state building and peace building in partnership with Somalia Federal Government and Federal Member states. The Wadajir Framework is a pioneer programme that SSF has continually invested in promoting peace, dialogue and supporting district council formations (an on going process) in Abudwak, Balanbale and Hobyo districts in Galgaduud and Mudug regions in Galmudug member state. The successful implementation of the initial phase of the programme was achieved in partnership with state and non-state actors including Ministry of Interior Galmudug state and local organisations working in the

respective districts-Horn of Africa Organisation for Protection of Environment and Livelihoods in Abudwak, Zamzam Foundation in Balanbale district and Centre for Peace and Democracy in Hobyo district. The involvement of different actors especially both government and local agencies is a form of localisation in which SSF has chosen to contract local agencies to facilitate the implementation of Wadajir Framework as the government provides leadership in the delivery of the programme. The design of the programme underpins the need to build trust among communities and with government and building the visibility as well as confidence of Galmudug state in their respective constituencies.

Whilst welcoming donor partnership, local agencies highlighted the collaboration between local organisation and donors have been contractual only, aimed in the delivery of an investment in specific locations for a specific period of time. The programmes have often not considered providing funding to support local agencies' capacity to develop internal systems beyond just meeting donor requirements.

3.2.2 Innovative Models for Aid Localisation

A scoping paper by Agenda for Humanity (2015) outlines that, for humanitarian response to be more effective, actors involved in humanitarian action must understand what affected people and communities need, and what implementing agencies can do to meet their priorities. The findings also indicate that during and after humanitarian crisis, local actors and those affected are first responders, and should ideally be the ones to receive direct funding as a way of supporting affected communities. It is thus probable that both local and national actors are more likely to work within the existing markets and structures in response to emergencies. The Start Network (2014) estimates that local actors execute about 70% of initial emergency response, yet only 2.3% (\$51 million) of overall humanitarian funding was allocated to national LINGOs and CSOs in 2012. Similarly, Provost and Dzimwasha (2014)

recognise that this may be due to policies in donor countries as exemplified by the Haitian humanitarian crisis, where even after four years of responding to the 2010 earthquake, a substantial amount of US funding still went to American rather than Haitian relief organisations.

Overall, as reported by national actors most donors, funding programmes in Somalia have their own preferred funding recipients (INGOs), and rarely fund LNGOs directly due to perceived risks. Local stakeholders opine that, if relevant and proactive activities per to promote aid localisation were not carried out, relationships between national and international humanitarian actors would consequently be undermined. In sum, while there is dearth in conclusive best practices for supporting and working with local actors, there are some innovative models of partnerships that could work in Somalia, as outlined below.

Strengthened Pooled Funds

Mobilising and devoting funds in pooled funding mechanisms such as the SHF could provide the ideal opportunity for local humanitarian actors to access funding without fundraising across multiple donors. An increasing direct funding mechanism for local responders is currently represented by the CBPFs that are a cornerstone of the humanitarian reform, and endeavour to fund those actors best placed to deliver assistance in accordance with the priorities identified in Humanitarian Response Plans (Development Initiatives, 2016). In particular, the CBPFs are seen as having a mutually reinforcing effect on coordination, and empowering leaders at country level, enabling them to prioritise their needs and to back up decisions on prioritisation with funding, even in limited quantities (UNOCHA, 2017).

CBPFs create opportunities to respond to local or small-scale emergencies that would

otherwise rely on international response that takes a longer period. There is need to strengthen the only Somalia-based pooled fund, SHF, which despite its effort in ensuring LNGOs receive equal share of resources, the fund itself only receives a small proportion of the overall humanitarian fund for Somalia. For instance, SHF received only \$57 million in 2018, which represents a tiny proportion of overall humanitarian aid flow to the country. Therefore, there is need to increase fund allocation to this CBPF so as to realise more gains in localised aid delivery in Somalia.

Mentorship through Partner Funding

Funding arrangements where donors partner directly with the local humanitarian responders, supports local response and enhances capacity building if the agreements are truly based on inclusive and balanced partnerships. However, if the local humanitarian responders have no decision in the programme design, targeting or implementation, the programme amounts to subcontracting and not real partnerships. Donors should therefore put in place procedures to ensure local partners are mentored, and frameworks put in place for supporting their internal systems. Such models should also ensure that a LNGO is eligible to the same type of indirect cost recovery, received by its direct partner.

Oxfam and the Start Network recently (2014) committed to shifting more resources, responsibility and authority, from the INGOs to national actors. The initiative promoted discussions aimed at investments on local organisations, in view of the failures associated with a sub-contracting model that has over time undermined local capacities (Oxfam 2016). In this project, Christian Aid, ActionAid, Tearfund, Catholic Agency for Overseas Development, Concern, and Oxfam are supporting fifty-five of their local partners with a shared vision of playing a leading role in decision-making and providing intervention in their countries. By 2017, all 55 LNGOs successfully completed the implementation of their Capacity Strengthening Plans, and increased engagement and representation in national and international humanitarian

⁷ The Somalia Stability Fund is a multi-donor fund working towards a peaceful, secure, and stable Somalia through support to stabilisation, state-building and peacebuilding. See <http://stabilityfund.so/category/newsletter/>

⁸ Interview with head of a local agency working in south central Somalia on 25 July, 2018



platforms focused on localisation and the Grand Bargain (Start Network, 2017).

Another example is World Vision Somalia's experience that saw tangible efforts in localising aid through the delivery of humanitarian programmes. In 2011, World Vision partnered with 23 LNGOs and government ministries to deliver multi-sector emergency responses and recovery programmes, building their capacities. World Vision has a unique approach, acknowledged as transformational by its partners, with elements of skills transfer and capacity development, establishment of partners' capacity development team internally to monitor the uptake of new skills on a regular basis, and increasing the technical capacity and professionalism to form the basis for continued relations with local entities.

3.2.3 Challenges of Aid Localisation in Somalia

This section outlines the research findings on the key challenges faced in localising humanitarian and development actions in the country, from the perspective of both national and international actors. Capacities of local actors, strict donor regulatory frameworks, staff retention by LNGOs, transactional versus partnership relationships, and lack of access to information for LNGOs are some of the major obstacles to achieving full localisation in Somalia.

Capacity of National Actors

PACT (2010), defines organisational capacity as an organisation's ability to achieve its mission effectively and sustain itself over the long term. Capacity building is the process of developing and strengthening of internal organisational structures, systems and processes, management, leadership, governance and overall staff capacity to enhance organisational performance, thereby maximising their impact (PACT, 2010). Effective aid localisation requires an adequate level of local actors' capacities and infrastructure to ensure absorption of funds. In practice, it might be difficult to find local partners with adequate structures to handle complex bidding rules and donor

reporting requirements in fragile contexts. Capacity development remains the key concern amongst international and national actors. Admittedly, for many stakeholders, a gap exists in the capacity of majority of local partners but several Somali NGOs are perceived to have made progress in their organisational development and programme implementation capacity, to the extent that some are now operating regionally or even nationally. Local actors feel that the aid industry in Somalia has not committed



real efforts to invest in LNGO capacity with no specific funding for capacity development dedicated and that they are only used as last mile providers.

Capacity development plays a crucial role as far as localisation is concerned. The current methods and approaches adopted by INGOs are seen as ineffective since they do not factor the past experiences and lessons. Actors (both national and international) are continuously navigating capacity development that is short and

therefore characteristically ineffective. For an appropriate humanitarian ecosystem, there is need for transformation in the manner which capacity development is perceived from a short to a long-term horizon. There is also a need to reduce emphasis on training programmes and courses that are external and short term in nature, and to allow actors to practice their capacities and skills.

The key points emerging from the LNGOs are that radical changes on how the NGO



Photo: BRCIS – NRC, Marco Gualazzini/Contrasto

sector in Somalia is financed, coordinated, assessed, and monitored is required. Donors' belief that LNGOs lack the ability to manage direct humanitarian grants are based on perceptions on the limited capabilities and reservations on fraud and mismanagement of funds through corruption. In practice, neither gaps in capacity nor embezzlement of funds are fully addressed by the current approaches employed by the international stakeholders (Tsitrinbaum, 2012).

There is a general impression that project based programmes do not actually result in

capacity development for these LNGOs, with some feeling it is a deliberate attempt by the INGOs to limit growth of local capacities for fear of competition. Alongside highlighting substantial local and national capabilities, LNGOs identified areas where strengthening and support is desirable. They concede that, while their internal systems especially financial, reporting and accounting systems suffer gaps; they would develop capacities with availability of longer term funding.

Strict Donor Requirements & Mistrust

Many donors have strict requirements for funding, far beyond the capacity of many aid recipients in Somalia. It is felt that in this locality, such measures were implemented due to mistrust created because of widespread allegations of aid diversion in the 2011 famine. For instance, LNGOs face strict requirements that are not functional in fragile contexts like that of Somalia, such as having bank accounts with international banks. Other donors such as the European Commission's Humanitarian Aid Office, is guided by Frame Partnership Agreement that requires partners to have an office in Europe. According to Bennett (2016), INGOs and donor accountability requirements have impeded local organisations' access to funds due to complex procedures. In addition, anti-corruption and counter-terrorism checklists have excluded a host of potential local partners, particularly national governments and LNGOs. For instance, NGOs located in remote areas cannot provide successive years of audited financial statements as the country lacks a properly functioning financial sector with commercial banks and certified accounting professional bodies. In short, the reporting requirements and cumbersome administrative barriers also prevent local NGOs from accessing donor funds directly (VOCE, 2017).

The challenge of providing money directly to local organisations can be a complex one. One of the greatest obstacles to localising aid is the belief among donors that it is much riskier to engage LNGOs directly, where the donor manages risks of funds being misappropriated (McKechnie & Davies, 2013). Despite this imbalance, local organisations across fragile states are involved in implementing many of humanitarian and development programmes

in many of today's most challenging and conflict-prone environments (Zyck & Krebs, 2015). In addition to the aforementioned risk perceptions, the UN, INGOs and donors in the humanitarian sphere are generally structured in a way that creates barriers through strict regulatory policy frameworks that hinder constructive engagement with national humanitarian actors (Yermo, 2017).

From the national actors' perspective, the trend towards localisation comes with risks, but ultimately leads to capacity development and sustainability. Change and growth come with risks and the need for risk acceptance and management is necessary. The national actors argue that donors' extreme risk-aversion tendencies can inhibit local ownership and innovation for development. National actors also feel that the disapproval of LNGOs is a strategy by the INGOs to fend off competition from the local actors, because multiple assessments by agencies such as UNOCHA (through SHF) that directly fund LNGOs have classified many of them as 'low risk' with adequate capacity and infrastructure to deliver projects. Additionally, national actors reaffirm that the subject of institutional transparency and accountability, which is at the heart of risk management, is yet to be discussed objectively in Somalia. Nevertheless, international actors have concerns about the poor governance standards of many LNGOs, whom seemingly suffer weak organisational management, financial and reporting systems. National actors also admit, as echoed by INGOs that there are many LNGOs viewed as briefcase/non-existent entities with board of directors who are the same family members.

Staff Retention

Due to the short-term nature of programmes and funding available for staff, LNGOs throughout Somalia struggle to retain skilled and experienced professionals that they train. Stakeholders expressed their frustration with the high staff turnover, creating difficulties for organisations to sustain the capacity they painstakingly built over time.

Proponents of the modern type of humanitarianism have criticised the

superficiality and ad-hoc nature of present humanitarian actions. They propose a need for responses that are more coordinated and complemented by massive investment in long-term engagements, which consequently helps in moving beyond responses at crisis level. In order for long-term engagement to happen, there needs to be a fundamental paradigm shift among donors; they need to invest more in transformational projects as opposed to the quick impact projects that are not sustainable. Lessons from Afghanistan indicate that quick impact projects may actually undermine sustainable development efforts (Williams, 2014).

Limited Advocacy on Localisation by National Actors

National actors including the government and LNGOs admit that they are not doing enough to advocate for the agenda of aid localisation. They cited that, due to absence of a strong civil society and central government, there are weakened voices in the agenda of aid localisation in Somalia. The Humanitarian Country Team has no government representation, although there are efforts by the government to form a humanitarian country forum, which may be tantamount to duplication. Secondly, there is poor representation of the LNGOs in international forums, especially at the Nairobi level, directly affecting the capacity of LNGOs' input in relevant discussions.

National actors believe that the lack of coordination and low advocacy emanates from the absence of a national platform that draws its participants from local actors to discuss common agenda especially on aid localisation. This lack of a strong formal local platform and poor monitoring and enforcement capacity by the federal and regional governments has also resulted in lack of compliance to local legislations. Puntland and Somaliland, have NGO Acts with articles that support localised aid. For instance, Puntland NGO Act stipulates that, any funding less than \$250,000 should automatically go to LNGOs. The federal government is yet to finalise its NGO Act as at the time of drafting this paper.

Relationship between INGOs & LNGOs

According to the Global Humanitarian Platform (2010), partnership in the realm of humanitarian action is about mutual responsibility and cooperation among humanitarian entities involved in interventions. It further states that for partnership among actors to be effective, the principles of collaborative and voluntary interactions, complementary in objectives and interests, shared benefits and risks and accountability on mutual basis must be observed.

The focus of this paper was on how actors (both national and international) related with each other as a key measure of aid localisation. From the findings as reported by stakeholders, there was significant imbalance in power among humanitarian actors in Somalia. It is a generally held belief by national actors that international actors in most cases have near-absolute power and authority to make decisions, manage resources and coordinate activities. INGOs and donors adopt a top-bottom approach, which often discounts the voices of the local actors, as noted by Derksen & Verhallen (2008) who aver that the NGO-world is dominated by a top-bottom approach to programme implementation and 'upward accountability' of LNGOs to the international actors (INGOs and donors).

Throughout the country, the power relations between the INGOs and LNGOs points to a subcontracting relationship where the INGO is more of a contract manager than an equal partner in the delivery of programmes, a situation that potentially affects the outcome of humanitarian programmes. Reich (2006) explains that for local ownership to materialise, national NGOs should be fully involved in the design and decision-making process of humanitarian programmes. To the author, the control by INGOs does not only affect the morale of the LNGOs, but also the efficiency and effectiveness of the international NGOs themselves.

Other stakeholders have concerns that the lack of localised approach in the development sector, as donor countries, for instance the US, prefers dealing with native organisations such as Development Alternatives Inc, AECOM for

the United States etc. whom they subcontract to deliver programmes. Critics of this type of INGO-LNGO relationship (Nightingale, 2012; Smillie, 2001; & Ramalingam, 2013) suggested new partnership forms in view of equality, accountability on mutual scale and shared responsibility.

Lack of Access to Information

A key aspect of improving NGOs is resource mobilisation for its operational sustainability and in delivering on its mandate. However, there exists large competition in access to donor resources, and LNGOs' access to these resources is dependent on how competitive they are. Accessibility to relevant information such as donor calls for proposals is a challenge raised across local actors. There is a feeling that most donors directly contact their preferred INGOs when donor funds are available.

The other challenge raised by the LNGOs is that the same INGOs select their favourite local organisations as implementing partners. With this dearth of information, access to grants has proven difficult for LNGOs. However, this situation cannot be solely blamed on the donors, as there is poor collaboration amongst the LNGOs who would benefit from collective engagement with the donor community; and implementing strategic fundraising. Moreover, donors have a challenge of managing many contracts, and monitoring of small NGOs spread across the expansive country is quite cumbersome. Minimum Requirements for Successful Localisation

3.2.4 Conditions for Successful Aid Localisation

According to the Paris Declaration, engaging the national/local institution and organisations of a country assures an effective and impactful aid (OECD, 2005). In this section, the study synthesises what local and international actors in Somalia suggested as the key conditions for successful aid localisation.

Engaging the Local Private Sector

There has been little emphasis on the role played by private institutions in the delivery of

aid in Somalia. Aid helps in supporting actors in private sector in multiple folds, ranging from stimulating the economy and in poverty reduction, as well as building the capacity of the market systems. Two issues need to be considered in this respect. Firstly, it is important to provide opportunities for local companies in delivering goods and services where it is necessary to engage a private contractor. Secondly, large companies currently offering support to vulnerable communities especially during emergencies ought to be engaged for proper coordination of local response.

Private sector engagement in the humanitarian space has begun to increase in recent years due to its capacity to provide critical assistance during times of crisis. The sector has the ability to re-stimulate the local economy, reduce costs, and empower those affected in determining their own recovery (CARE, 2015). The private sector can bolster humanitarian capacity through the skills and competencies, efficiency in logistics and information and communications technology. Their emphasis on results and value-for-money is an important lesson humanitarian actors should learn from them through partnerships.

Long-term partnerships between humanitarian agencies and private sector companies can help to ensure that the private sector actors offer their philanthropic or commercial support strategically rather than reactive responses. Such partnerships need to enhance the humanitarian response capacity of all stakeholders involved including the national government, and to foster trust among partners. Humanitarian NGOs and their private sector partners should aim to establish long-term relationships prior to their involvement in an emergency. In addition, NGOs and private sector firms should test proposed relationships (where possible) through pilot collaborations (Oxfam, 2015). Respondents stressed the need to coordinate and link the role played by the private sector companies in humanitarian response to what the traditional donors and INGOs are doing.

Active Local Civil Society Organisations

Available literature details how CSOs have been instrumental in the delivery of development aid and assistance; and how international NGOs and donors can support them. Additionally, the Paris Aid Reform Agenda advanced discussions on support for CSOs. The most notable among those principles was the principle on ownership and alignments that aims at the introduction of country-level funding for building capacities for CSOs to operate sustainably as independent national actors. These modalities aim to increase support to CSOs on a local scale and strengthen their operational capacity (Scanteam, 2007).

Some elements of the Paris Aid Reform Agenda have gained traction and support from the donors, which advocates for the development of strong CSOs (Griffin & Judge, 2010). In 2000, core support to civil society organisations rose to as high as 3.5% of bilateral Office for Development Assistance. This has however fallen to as low as 2 per cent in the past years. Ireland is one of the countries offering a large amount of its bilateral aid (close to 16 per cent in the year 2010) as core support to CSOs on a national scale. However, the use of new country-level modalities has only been limited to few countries (Ireland, United Kingdom and Scandinavians) (Glennie et al, 2012). There is thus a strong need to support the civil society sector in Somalia for enhanced localised aid delivery in the country.

Multi-year Direct Funding

All public expenditure globally happens with some degree of risks. Even the industrialised countries are vulnerable to fraud and wastage of public resources, despite their level of sophistication in fiduciary control systems. However, fiduciary risks are higher in countries characterised by underdevelopment and political instability. It is important to note that fiduciary risk is not the sole risk experienced in such circumstances, and aid agencies need to develop more capacity for taking more risks in order to improve their chances of attaining set goals. Glennie et al. (2012) developed a framework for evaluating risks and their results

especially fiduciary risks of those associated with failure of the aid agency to achieve set goals as agreed with the donor. The findings point out the important role of managing risks by mitigating them and the existing biasness among aid agencies towards avoiding risks altogether as opposed to managing them.

A number of examples on direct funding models for localisation are considered successful. The RAPID fund in Pakistan is a USAID initiative implemented by Concern, which has successfully managed over 130 grants to local NGOs since its inception in 2009 (Poole, 2013). This fund is directed towards immediate humanitarian response, alongside providing longer-term capacity building for NGOs, thereby availing practical support to fund applicants in the process. Another recent initiative is the Consortium of British Humanitarian Agencies (CBHA) Early Response Fund, established in 2010 by 15 British NGOs (Development Initiatives, 2012). The CBHA pilot project later influenced the establishment of both the Start Network and DfID's Rapid Response Facility. The Start fund had some important successes channeling funding to local organisations, albeit through international organisations (Cosgrave et al. 2012). Donors could borrow and replicate the same in the context of Somalia.

The donor community in the country should consider adopting long-term direct funding modality for low risk LNGOs in Somalia. This could advance aid localisation, as it would reduce high administrative costs associated with funding of LNGOs through INGOs. Several European donors have led the way in promoting the localisation of aid. Ireland, for example, is a leader in supporting civil society organisations and regularly gives the largest percentage of support among all industrialised country donors to core funding for civil society organisations – 30% in 2012 (Glennie, et al, 2012). Provision of administrative and overhead costs in funding should also be put in place alongside direct funding modalities. Donors currently provide approximately 7-12% of indirect cost recovery to international partners as a contribution towards core operating costs, whilst national

actors do not have access to funding for administrative costs, but are still expected to operate in the same context. The local actors see this approach as discriminative and not in keeping with the localisation agenda, as it tends to incentivise the INGOs while discouraging the LNGOs.

Improved Power Relationships (Strategic Partnerships)

Findings of this research suggest that local stakeholders observe a significant power disparity in the current humanitarian environment in Somalia. LNGOs believe that strengthened relations based on trust and mutual respect is key to aid localisation. A more appropriate humanitarian system calls for investment in building strong relationships between national and international actors from inception to closeout of humanitarian responses. Many international organisations claim to do this, but according to many national actors, it is felt this is not the case. There is a greater need to embark on collective approaches aimed at analysing and reforming the representation and influence in shared cluster meetings, conferences and other relevant meetings.

Even though INGOs have been known to partner with national and indigenous NGOs, the manner in which the partnerships are crafted and the programmes implemented do not serve to strengthen the capacities of the national actors to be able to compete with INGOs for funding. For instance, there were examples where some INGOs partnered with LNGOs in Kenya but insisted on handling most, if not all of the LNGOs' procurement within the projects partnered in; even procuring basic materials such as stationery for the partners (Audet, 2011).

Audet (2011) and Ramalingam et al. (2013) advocate for a reconsideration of the approaches used by international aid agencies in organising and delivery of humanitarian aid in emergency contexts. They assert that the process of humanitarian response action should be transparent, not monopolised, and externally controlled by the INGOs and their traditional donors. As briefly alluded to above, many INGOs (and indeed national NGOs)

struggle in achieving local ownership of their interventions. As a result, such interventions fail to achieve sustainability in the periods after programme closeout. Helleiner (2000) attributes this to among others, the increase in intrusions and impositions from external actors in the formulation of policies as well as conceptualisation of interventions aimed at addressing development problems. Some of the ways of achieving local ownership includes, improving feedback between beneficiaries and donors, and sensitivity by aid agencies to the needs of local and national actors (Ramalingam, 2013).

A key finding of this research is that there is an absence of national actors in international forums where important issues are discussed, due to stringent visa requirements. Most of the local stakeholders believe that they are not often invited to high-level meetings, which they consider important, as donors and INGOs use this to discuss issues affecting Somalia. It is therefore imperative to engage national actors in forums where national agendas, especially on aid localisation are discussed. Therefore, stronger partnerships between the LNGOs and the international aid organisations could produce greater benefits for people in need, resulting in more timely, effective and efficient delivery of assistance. Yet the existing guidance on good practice for partnerships still needs to be more widely adopted for improved collaboration between international and local actors to take place.

Enabling Policy & Regulatory Environment

Due to the high risks associated with working in Somalia, donors are averse to directly fund LNGOs. The challenge is that, due to capacity deficits amongst many LNGOs, their financial and reporting systems remain below the expected standard. However, there is a clear belief among local actors that aid localisation could enable the development of more appropriate standards and tools. A comprehensive risk management policy that governs local and international NGOs should be put in place to create an enabling policy environment. There is need to have a common and unified capacity assessment standards that govern capacity audit for any LNGO that seeks to access funding from either

a donor agency or an INGO. This will help the LNGOs to work towards these set standards and to gradually improve their capacity to access funding. INGOs and donors also need to adopt their own partnership requirements to accommodate these adapted standards. In summary, the minimum requirements for successful localisation as suggested by this paper are in line with the Grand Bargain commitments on localisation in Somalia. According to the 'Grand Bargain' agreement between the largest donors and humanitarian aid organisations, 51 commitments summarised in 10 thematic work streams have been set out. Aid localisation is one of the streams, which focus on more support and funding for local and national responders. Accordingly, signatories of the Grand Bargain intend to foster and reinforce partnership rather than replace local and national capacities. With regards to this, aid organisations and donors committed to six commitments as indicated in Table 2. While these commitments are relevant to enhancing aid localisation in Somalia, this study summarises ten minimum requirements for aid localisation in Somalia as indicated in Table 2.

Table 2 Grand Bargain commitments on localisation and Minimum requirement for Localisation in Somalia

Grand Bargain commitments on localisation	Minimum requirement for aid localisation in Somalia
<p>1 Support and complement national coordination mechanisms where they exist and include local and national responders in international coordination mechanisms</p> <p>2 Achieve a target of at least 25 per cent of humanitarian funding to local and national responders by 2020</p> <p>3 Develop, with the Inter-Agency Standing Committee (IASC), and apply a 'localisation' marker to measure direct and indirect funding to local and national responders</p> <p>4 Make greater use of funding tools such as CBPF, DREF and NGO- led and other pooled funds to increase and improve assistance delivered by local and national responders</p> <p>5 Increase and support multi-year investment in the institutional capacities of local and national responders</p> <p>6 Understand better and work to remove or reduce barriers that prevent organisations and donors from partnering with local and national responders</p>	<p>Donors, UN And International NGOs</p> <p>1 Long-term funding geared towards the creation of sustainable capacities of local actors.</p> <p>2 Improve relationships between LNGOs and INGOs with high regard for inclusive planning and decision-making.</p> <p>3 High representation of local actors in relevant meetings and forums to increase their participation driving the localisation agenda forward.</p> <p>4 Provision of administrative and overhead cost in funding. Donors and INGOs should make efforts to provide ICR to LNGOs.</p> <p>5 Increase fund allocation to Somalia Humanitarian fund (SHF).</p> <p>6 Development of common and unified capacity assessment standards for national NGOs</p> <p>National Responders (NGOs Civil Society And Private Sectors)</p> <p>7 Increased participation of the private sector</p> <p>8 Active local civil society organisations for enhanced localised aid delivery in the country.</p> <p>9 Commitment to accountability and transparency</p> <p>Government of Somalia</p> <p>10 Create an enabling policy environment</p>

4.0

CONCLUSIONS AND RECOMMENDATION

4.1 Conclusions

Aid localisation is an area that has received attention and is changing narratives, both at the national and international levels. The Grand Bargain signatories, committed increased support and funding tools to local responders towards making principled humanitarian action as local as possible and as international as necessary, while continuing to recognise the vital role of international actors, in particular in situations of armed conflict. As the shift toward localisation grows, operational challenges at the local level threaten to limit the extent to which localisation can be achieved. Capacity of local actors, strict donor regulatory frameworks, challenges in staff retention by LNGOs, transactional versus transformational partnership relationships, and lack of access to information for LNGOs are some of the major obstacles to achieving full localisation in Somalia. If local entities are not therefore properly supported to enhance their capacities, power relations with the international actors changed and robust efforts to help local stakeholders access grants from donors or INGOs made, they will have limited role in taking part in humanitarian and development action in the country. Local stakeholders interviewed held the unanimous belief that current relationships between the INGOs and national actors are structured as a subcontracted entity and a client. Although aid localisation is fraught with complexities, local organisations should be given the opportunity to fully participate in aid delivery through collaborative partnerships where they participate in planning, design and overall decision making of programmes.

4.2 Policy and Management Recommendations

Federal Government of Somalia

- The Federal Government of Somalia should fast track the passing of the NGO Act and ensures strict enforcement of the same Act to create an enabling political and legislative environment for humanitarian actors.
- The Government should set up systems to combat fraud and diversion of aid among humanitarian actors.

National NGOs

- LNGOs should strengthen their advocacy efforts to gain access to more funding and have a stronger advocacy voice.
- Increase participation in shared forums such as humanitarian country team, cluster coordination meetings for LNGOs, and allow them to lead where possible LNGOs must commit to improve accountability, transparency and financial capacity.

Private Sector

- The private sector should further coordinate its humanitarian activities with other actors in the sector.
- Private companies with no charity divisions should channel humanitarian funding through local NGOs.

Donors & the UN

- Donors should recognise and prioritise funding LNGOs, as they are the first responders in local emergencies.
- Allocation of more funds to Somalia Humanitarian Fund (SHF), to enhance localised aid delivery.
- Provide indirect cost recovery (ICR) funding for LNGOs to enable them sustain operations for longer period

International NGOs

- INGOs should improve their partnership modality by shifting from sub-contracting engagements towards long-term strategic partnerships with LNGOs.
- Paradigm shift in relationships with INGOs moving from sub-contracting

engagements with LNGOs towards long-term strategic collaborative partnerships.

- Programme design and planning to be inclusive and evidence based to engage local actors, especially potential beneficiaries.
- Prioritisation of a bottom-up approach to localisation as opposed to the current situation where power primarily lies with donors.

4.3 Recommendations for Further Research

From the current study, the following gaps were identified and recommended for further research:

- A study to assess the strengths and weaknesses of existing relationships between the INGOs and the LNGOs.
- A study to assess the effectiveness of direct of funding to local NGOs in terms of cost as well as programme implementation.



Photo: Mercy Corps

REFERENCES

Abild, E. (2010) Creating Humanitarian Space: The case study of Somalia. *Refugee Survey Quarterly*, Vol. 29, Issue 3.

ACCORD. (2012). Somalia initiative. Retrieved from <http://www.accord.org.za/past-programmes/somalia-initiative/>. Accessed 28 June 2018.

Acharya, A. (2004). How ideas spread: Whose norms matter? Norm localisation and institutional change in Asian regionalism. *International Organisation*, 58(2), pp. 239-275. doi:10.1017/s0020818304582024

Agenda for Humanity. (2015). World Humanitarian Summit Initial Scoping Paper - WHS Theme 1: Humanitarian Effectiveness. Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/Humanitarian%20Effectiveness%20-%20Scoping%20paper.pdf>. Accessed 25 June 2018.

Agenda for Humanity. (2016). The Grand Bargain – A shared commitment to better serve people in need. Retrieved from https://www.agendaforhumanity.org/sites/default/files/resources/2018/Jan/Grand_Bargain_final_22_May_FINAL-2.pdf. Accessed 21 June 2018.

Ahere, J. (2018). [Personal communication based on his experience].

Almansa, F. (2015). A fresh analysis of the humanitarian system in Somaliland, Puntland and South Central Somalia: Somali state agencies and local organisations' capacities to manage humanitarian action. Retrieved from Nairobi: <https://oxfamilibrary.openrepository.com/oxfam/bitstream/10546/550993/1/rr-humanitarian-system-somaliland-puntland-south-central-somalia-010515-en.pdf>. Accessed 27 June 2018.

Anderson, M. B. (1999). *Do no harm: How aid can support peace - or war*. London: Lynne Rienner Publishers.

Anderson, M. B., Brown, D., & Jean, I. (2012). *Time to listen: Hearing people on the receiving end of international aid*. Cambridge, Massachusetts: CDA Collaborative Learning Projects.

Audet, F. (2011). What future role for local organisations? A reflection on the need for humanitarian capacity-building. *International Review of the Red Cross*, 93(884), pp. 1151-1164. doi:10.1017/s1816383112000410

Ayobi, Y., Black, A., Kenni, L., Nakabea, R., & Sutton, K. (2017). *Going local: Achieving a more appropriate and fit-for-purpose humanitarian ecosystem in the Pacific*. Melbourne: Australian Red Cross

Bennett, C. (2016). *Time to let go: Remaking humanitarian action for the modern era*. London: Overseas Development Institute.

Besharati, N. A. (2013). *South African development partnership agency (SADPA): Strategic aid or development packages for Africa?* Johannesburg: South African Institute of International Affairs.

Binet, L. (2013). *Somalia 1991-1993: civil war, famine alert and a UN "military-humanitarian" intervention*. Geneva: Médecins Sans Frontières.

Boege, V. (2006). Traditional approaches to conflict transformation - potentials and limits. *Berghof Handbook for Conflict Transformation*, pp. 1-19. Retrieved from <https://www.berghof-foundation>.

- org/fileadmin/redaktion/Publications/Handbook/Articles/boege_handbook.pdf. Accessed 27 June 2018.
- Bonacker, T., von Heusinger, J., & Zimmer, K. (2016). Introduction. In T. Bonacker, J. von Heusinger, & K. Zimmer (Eds.), *Localisation in development aid: How global institutions enter local lifeworlds* (pp. 1-16). New York: Routledge.
- Brass, J. (2016). Kenya's clampdown on civil society is against its self-interest. *The Conversation*. Retrieved from <https://theconversation.com/kenyas-clampdown-on-civil-society-is-against-its-self-interest-62019>. Accessed 28 June 2018.
- CARE Australia (2015) *Private Sector Engagement in the Humanitarian Space Emerging Lessons for CARE Australia 2015*
- Connors, P., & Ayobi, Y. (2016). Humanitarian & disaster management capacity development in the Pacific. Retrieved from <http://centreforhumanitarianleadership.org/wp-content/uploads/sites/17/2015/11/20161310PacificHumanitarianResearch.pdf>. Accessed 26 June 2018.
- Corbett, J. (2010). Case study No. 4 - Supporting community-based emergency response at scale: innovations in the wake of Cyclone Nargis. Retrieved from https://reliefweb.int/sites/reliefweb.int/files/resources/265128BFBC8689DA852576EF0057EC55-Full_Report.pdf. Accessed 25 June 2018.
- Cosgrave, J., Polastro, R., & Eekelen, W. v. (2012). *Evaluation of the Consortium of British Humanitarian Agencies (CBHA) Pilot*. Madrid: DARA.
- de Coning, C., & Friis, K. (2011). Coherence and Coordination The Limits of the Comprehensive Approach. *Journal of International Peacekeeping*, 15(1-2), pp. 243-272. doi:10.1163/187541110x540553
- Derksen, H., & Verhallen, P., (2008) *Reinventing international NGOs: A view from the Dutch co-financing system*.
- Development Initiatives. (2012). *The CBHA Early Response Fund (ERF)*. Retrieved from <http://devinit.org/post/the-cbha-early-response-fund-erf/>. Accessed 26 June 2018.
- Development Initiatives (2016), *Global Humanitarian Assistance Report 2016*
- Development initiatives (2017), *Global Humanitarian Assistance Report 2017*, retrieved from, <https://reliefweb.int/sites/reliefweb.int/files/resources/GHA-Report-2017-Full-report.pdf>
- Donini, A., Fast, L., Hansen, G., Harris, S., Minear, L., Mowjee, T., & Wilder, A. (2008). *Humanitarian agenda 2015: Final report - The state of the humanitarian enterprise*. Medford, MA: Feinstein International Center.
- Dorin, L. (2015). *Going local: Bringing the untold story of aid localisation to the table*. Retrieved from <http://goinglocalreport.squarespace.com/conversation/2015/6/5/going-local-bringing-the-untold-story-of-aid-localisation-to-the-table>. Accessed 21 June 2018.
- Ebo, A. (2007). Non-state actors, peacebuilding and security governance in West Africa: Beyond commercialisation. *Journal of Peacebuilding & Development*, 3(2), pp. 53-69. doi:10.1080/15423166.2007.693300401664

Els, C., & Carstensen, N. (2015). Funding of local and national humanitarian actors. Retrieved from https://www.local2global.info/wp-content/uploads/l2gp_local_funding_final_250515.pdf. Accessed 25 June 2018.

Emmens, B., & Clayton, M. (2017). Localisation of aid: Are INGOs walking the talk? Retrieved from https://reliefweb.int/sites/reliefweb.int/files/resources/WTT_FINAL.pdf. Accessed 26 June 2018.

Farmer, P. (2013) "Rethinking Foreign Aid." Foreign Affairs.

Fast, L. (2017). Media hub upending humanitarianism: Questions emerging 'from the ground up'. Retrieved from <https://www.odi.org/sites/odi.org.uk/files/resource-documents/11941.pdf>. Accessed 21 June 2018.

Field, M., & Keller, L. (1998). Project management. London: International Thomson Business Press.

Geoffroy, V. d., & Grunewald, F. (2017). More than the money - localisation in practice. Retrieved from Kildare: <https://www.trocaire.org/sites/default/files/resources/policy/more-than-the-money-full-report.pdf>. Accessed 22 June 2018.

Glennie, J., Ali, A., King, M., McKechnie, A., & Rabinowitz, G. (2012). Localising aid: can using local actors strengthen them? . Retrieved from <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7789.pdf>. Accessed 21 June 2018.

Glennie, J., McKechnie, A., Rabinowitz, G., & Ali, A. (2013). Localising aid: sustaining change in the public, private and civil society sectors. London: Overseas Development Institute.

Global Finance Strategies. (2015). Going local: The promise & challenge of aid localisation. Retrieved from <https://static1.squarespace.com/static/550a2277e4b00f7ac2f656e1/t/55419fd0e4b029f3456de473/1430364112704/GFS+Going+Local+Report.pdf>. Accessed. Good Partnership Principles, CERAH CAS Strategy Lecture, 2015

Gordon, S. (2013). Afghanistan's stabilisation program: Hope in a dystopian sea? . In R. Muggah (Ed.), *Stabilization operations, security and development: States of fragility* (pp. 84-104). Oxon: Taylor & Francis.

Griffin, J. and Judge, R. (2010) *civil society policy and practice in donor agencies*. London: Governance and Social Development Resource Centre. [https://webgate.ec.europa.eu/fpfis/mwikis/aidco/images/a/ab/Donor_policy_and_practice_final_report_for_ext_circulation_mar_2010_\(3\).pdf](https://webgate.ec.europa.eu/fpfis/mwikis/aidco/images/a/ab/Donor_policy_and_practice_final_report_for_ext_circulation_mar_2010_(3).pdf)

Griffith-Jones, S. (2014). A Brics development bank: A dream coming true? Retrieved from http://www.unctad.org/en/PublicationsLibrary/osgdp20141_en.pdf. Accessed 28 June 2018.

Helleiner, G. (2000). External conditionality, local ownership, and development. In J. Freedman (Ed.), *Transforming development: Foreign aid for a changing world* (pp. 82-98). Buffalo: University of Toronto Press.

Hoddie, M., & Hartzell, C. A. (2010). Introduction. In M. Hoddie & C. A. Hartzell (Eds.), *Strengthening peace in post-civil war states: Transforming spoilers into stakeholders* (pp. 1-28). Chicago: University of Chicago Press.

Humanitarian Outcomes (2017). Behind the attacks: A look at the perpetrators of violence against aid workers, *Aid Worker, Security Report*, 2017

Humanitarian Advisory Group, & Centre for Humanitarian Leadership. (2016). The future of humanitarian action: The world humanitarian summit and beyond. Paper presented at the World Humanitarian Summit, Melbourne, Australia.

Humanitarian Policy Group. (2017). From the ground up: understanding local response in crises. Retrieved from <https://www.odi.org/sites/odi.org.uk/files/project-document/11355.pdf>. Accessed 25 June 2018.

Jambo, S. (2006). Sudan: The challenge of national renewal. In Heinrich Böll Foundation (Ed.), In quest for a culture of peace in the IGAD region (pp. 149-162). Nairobi: Heinrich Böll Foundation.

James Bell Associates. (2009). Evaluation brief: Common evaluation myths and misconceptions. Arlington, VA: Author.

Juma, M. K. (2002). The political economy of building local relief capacity in Africa. In M. K. Juma & A. Suhrke (Eds.), *Eroding Local Capacity: International Humanitarian Action in Africa* (pp. 159-196). Uppsala: Nordiska Afrikainstitutet.

Kent, R., Armstrong, J., & Obrecht, A. (2013). The future of non-governmental organisations in the humanitarian sector: Global transformations and their consequences. London: Humanitarian Futures Programme, King's College.

Kumar, R. (2015). What's new with localisation. Retrieved from <https://www.devex.com/news/what-s-new-with-localisation-86094>. Accessed 27 June 2018.

Kusek, J. Z., & Rist, R. C. (2004). Ten steps to a results-based monitoring and evaluation system: A handbook for development practitioners. Washington, DC: World Bank Publications.

Maxwell, D., Santschi, M., & Gordon, R. (2014). Looking back to look ahead? Reviewing key lessons from Operation Lifeline Sudan and past humanitarian operations in South Sudan. London: Secure Livelihoods Research Consortium (SLRC).

McCarthy, S. E., Majid, N & King, B.W. (2017), Private sector engagement in complex emergencies: case studies from Yemen and southern Somalia. Overseas Development Institute

McKechnie, A., & Davies, F. (2013). Localising aid: Is it worth the risk? London: Overseas Development Institute.

Messner, J. J. (2018). Fragile states index 2018: Issues of fragility touch the world's richest and most developed countries in 2018. Retrieved from <http://fundforpeace.org/fsi/2018/04/19/fragile-states-index-2018-issues-of-fragility-touch-the-worlds-richest-and-most-developed-countries-in-2018/>. Accessed 25 June 2018.

Metelits, C. (2010). Inside insurgency: Violence, civilians, and revolutionary group behavior. New York: New York University Press.

Michael, S. (2004). Undermining development: The absence of power among local NGOs in Africa. Oxford: James Currey.

Network for Empowered Aid Response. (2017). Briefing paper: Localisation of aid. Retrieved from http://www.near.ngo/imgtemp/downloadfile/NEAR%20Network%20Somalia%20%20Policy%20Brief%20_1513575316.pdf. Accessed 25 June 2018.

Nightingale, K. (2012). *Building the future of humanitarian aid: Local capacity and partnerships in emergency assistance*. London: Christian Aid.

OECD. (2005). *The Paris declaration on aid effectiveness and the Accra agenda for action*. Retrieved from <http://www.oecd.org/dac/effectiveness/34428351.pdf>. Accessed 24 June 2018.

OECD. (2012). *Better aid aid effectiveness 2011 progress in implementing the paris declaration: Progress in implementing the Paris declaration*. Paris: OECD Publishing.

OECD. (2014). *Aid to developing countries rebounds in 2013 to reach an all-time high*. Retrieved from <http://www.oecd.org/newsroom/aid-to-developing-countries-rebounds-in-2013-to-reach-an-all-time-high.htm>. Accessed 26 June 2018.

OECD (2017) *Localising the Response: Putting Policy into Practice*.

OXFAM (2012) *Private Sector and Humanitarian Relief*.

PACT (2010), *introduction to Organisational Capacity Development, Pact Organisational Development Toolkit, Pact's Learning Series Publications, First Edition, January 2010*, retrieved from <https://www.k4health.org/sites/default/files/PACTIntrotoOODFirstEdition.pdf>

Parlevliet, M. (2009). *Rethinking conflict transformation from a human rights perspective*. Retrieved from http://edoc.vifapol.de/opus/volltexte/2011/2602/pdf/parlevliet_handbook.pdf. Accessed 28 June 2018.

Poole, L. (2013). *Funding at the sharp end: Investing in national NGO response capacity*. London: CAFOD.

Poulligny, B. (2009). *Supporting local ownership in humanitarian action*. Washington, DC: Center for Transatlantic Relations and Global Public Policy Institute

Provost, C., & Dzimwasha, T. (2014). *Haiti earthquake: where is US aid money going? Get the data*. *Global development, The Guardian*. Retrieved from <https://www.theguardian.com/global-development/datablog/2014/jan/10/haiti-earthquake-us-aid-funding-data>. Accessed 27 June 2018.

Ramalingam, B. (2013). *Aid on the edge of chaos: Rethinking international cooperation in a complex world*. Oxford: Oxford University Press.

Ramalingam, B., Gray, B., & Cerruti, G. (2013). *Missed Opportunities: The case for strengthening national and local partnership-based humanitarian responses*. Retrieved from <http://oxfamlibrary.openrepository.com/oxfam/bitstream/10546/302657/1/rr-missed-opportunities-partnership-report-211013-en.pdf>. Accessed 25 June 2018.

Reich, H., (2006) "Local ownership" in conflict transformation projects. *Partnership, participation or patronage?* Berlin: Berghof Research Center for Constructive Conflict Management.

Republic of South Africa Department of International Relations and Cooperation. (2018). *African Renaissance and International Co-Operation Fund (ARF): Revised strategic plans 2015-2020 and annual performance plan 2018/19*. Retrieved from http://www.dirco.gov.za/departement/african_renaissance2015_2020/arf_revised2_2015_2020.pdf. Accessed 28 June 2018.

Riehl, V. (2001). *Who is ruling in South Sudan? The role of NGOs in rebuilding socio-political order*. Uppsala: Nordiska Afrikainstitutet.

- Rift Valley Institute. (2017). Dialogue for action on aid localisation in Somalia. Retrieved from <https://www.wiltonpark.org.uk/wp-content/uploads/WP1543-Dialogue-for-action-on-aid-localisation-in-Somalia.pdf>. Accessed 26 June 2018.
- Scanteam (2007) Support Models for CSOs at Country Level: Synthesis Report. Oslo: Scanteam. http://www.um.dk/NR/rdonlyres/C7C91205-3115-4BBB-A8BAC0C83D1F41FB/0/Nordic_SynthesisReportFinal.pdf
- Schultz, S. (1985). Western aid and trade policy trends. *Intereconomics*, 20(2), pp. 65-72. doi:10.1007/bf02928456
- SDF (2014) Somaliland Development Fund (SDF) Operational Guidelines.
- SHF (2017) Somalia Humanitarian Fund Annual Report, 2017
- SHF (2018) Somalia Humanitarian Fund (SHF) Operational Manual, 2018
- Smillie, I. (2001). From Patrons to partners? In I. Smillie (Ed.), *Patronage or partnership: Local capacity building in humanitarian crises* (pp. 175-194). Bloomfield, CT: Kumarian Press.
- Stamnes, E., & Osland, K. M. (2016). Synthesis report: Reviewing UN peace operations, the UN peacebuilding architecture and the implementation of UNSCR 1325. Oslo: Norwegian Institute of International Affairs.
- Start Network. (2014). New challenges to the humanitarian project: A discussion starter. Retrieved from <https://startnetwork.org/news-and-blogs/new-challenges-humanitarian-project-discussion-starter>. Accessed 25 June 2018.
- Start Network (2017) Shifting the power learning review, How has Shifting the Power influenced local and national partner's response to emergencies? Retrieved from <https://start-network.app.box.com/s/pof1zua9zkhmpvvpq19wpk7vxgnbp38c>
- Steil, B. (2018). *The Marshall Plan: Dawn of the Cold War*. Oxford: Oxford University Press.
- Stoddard, A. (2004). You say you want a devolution: Prospects for remodeling humanitarian assistance. *The Journal of Humanitarian Assistance*, pp. 1-15.
- Stoddard, A., Harmer, A., & Haver, K. (2006). *Providing aid in insecure environments: trends in policy and operations*. London: Overseas Development Institute.
- Stoddard, A., Jilani, S., Caccavale, J., Cooke, P., Guillemois, D., & Klimentov, V. (2017). Out of reach: How insecurity prevents humanitarian aid from accessing the neediest. *Stability: International Journal of Security and Development*, 6(1), pp. 1-25. doi:10.5334/sta.506
- Tanner, L., & Moro, L. (2016). Missed out: The role of local actors in the humanitarian response in the South Sudan conflict. Retrieved from https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/rr-missed-out-humanitarian-response-south-sudan-280416-en.pdf. Accessed 27 June 2018.
- Taraboulsi-McCarthy, S. E., Majid, N., & Willitts-King, B. (2017). *Private sector engagement in complex emergencies: case studies from Yemen and southern Somalia*. London: Overseas Development Institute.
- The g7+. (2011). *A New Deal for Engagement in Fragile States*. Retrieved from <http://www.g7plus.org/sites/default/files/basic-page-downloads/A%20New%20Deal%20for%20engagement%20in%20Fragile%20States.pdf>. Accessed 26 June 2018.

Transparency International. (2018). Corruption perceptions index 2017. Retrieved from https://www.transparency.org/news/feature/corruption_perceptions_index_2017. Accessed 25 June 2018.

Tsitrinbaum, Y. (2012) Aid Partnerships: A Vehicle to Strengthen NGOs in Somalia?

UN Office for the Coordination of Humanitarian Affairs. (2018). Donors agree measures to prevent famine in Somalia in 2018. Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/Communique%20FINAL.pdf>. Accessed 23 June 2018.

UNOCHA (2014) Country-Based Pooled Funding Mechanisms: Mapping and Comparative Analysis– Final Report

United Nations. High-Level Panel of Eminent Persons on the Post - Development Agenda. (2013). A new global partnership: Eradicate poverty and transform economies through sustainable development. New York: UN.

Voluntary Organisations in Cooperation in Emergencies. (2017). Grand Bargain localisation workstream: VOICE Grand Bargain Task Force Input to DG ECHO. Retrieved from <https://ngovoice.org/publications/voice-grand-bargain-task-force-paper-the-localisation-worstream.pdf>. Accessed 24 June 2018.

Webersik, C., Hansen, S., & Egal, A,(2018). Somalia: A Political Economy Analysis., Norwegian Institute of International Affairs

Williams, F. (2014). The security dilemma & securitized aid in Afghanistan. *Undercurrent*, 10(3), pp. 23-31.

Yermo, F. (2017). Promoting localised, women-led approaches to humanitarian responses: a briefing note. Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/Humanitarian%20responses%20localisation%20-%201June2017.pdf>. Accessed 22 June 2018.

Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Thousand Oaks, Calif.: Sage Publications.

Zainal, Z. (2007). Case study as a research method. *Jurnal Kemanusiaan*, 5(1), pp. 1-6.

Zyck, S. A., & Krebs, H. B. (2015). Localising humanitarianism: improving effectiveness through inclusive action. Humanitarian Policy Group Briefing papers, July.

REPORT PREPARED BY: RESEARCHCARE AFRICA



P.O. B ox 100506 - 00101

PATEL APARTMENT , SUITE 2, A RGWINGS KODHEK ROAD

HURLINGHAM , N AIROBI , KENYA

TEL. +254 0720 441 507

EMAIL . CONSULT @RESEARCHCAREAFRICA .COM

WWW .RESEARCHCAREAFRICA .COM