

# Strategy for the Localization and Optimization of Humanitarian and Development Response in Yemen

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# 1. Background

## Country Context:

**Geography:** Yemen is located in the Middle East in the south of the Arabian Peninsula and shares borders with Saudi Arabia to the north, Oman to the east, and the Red Sea and the Arabian Sea to the west and south. It has diverse landscapes, including mountains, deserts, and coastal plains.

**Population:** Yemen has a population of approximately 32 million people. The majority of the population is Arab, while the country is also home to other groups, such as Somalis and Africans. Arabic is the official language. Islam is the dominant religion. While the majority identifies as Arab, the country is also home to various other groups, such as Africans, Somalis, and indigenous tribes. Arabic stands as the official language, and Islam serves as the predominant religion.

**Historical Background:** Yemen has a rich history dating back thousands of years. It was one of the centers of ancient civilizations and played a significant role in trade routes. In modern times, Yemen was divided into two separate countries, North Yemen and South Yemen, until their unification in 1990.

**Political Situation:** Yemen has experienced political instability and frequent changes in leadership throughout its history. After the unification in 1990, Yemen faced challenges in consolidating power and establishing stable governance structures. Political rivalries, tribal conflicts, and regional divisions have often hindered the country's progress. Yemen also experienced a wave of protests during the Arab Spring in 2011, which led to the resignation of President Ali Abdullah Saleh in 2012. A political transition process was initiated, but it faced numerous challenges and was marked by political rivalries and power struggles. The ongoing conflict in Yemen escalated in 2015 when a Saudi-led coalition intervened militarily to support the internationally recognized government (IRG). Since then, the conflict has resulted in widespread violence, displacement of people, humanitarian crisis, and significant infrastructure damage. The ongoing conflict and division of authorities have resulted in political instability, power struggles, and a lack of centralized governance. Due to the conflict, administrative and political fragmentation has divided the country into five cantons:

1. IRG Region, concentrated in Marib, parts of Taiz, and Shabwa
2. De facto Authorities (DFA) Region, areas under the authority of Houthis (also known as Ansar Allah) in Sana'a, mostly in the northern and central provinces
3. Southern Transitional Council Region in Aden and parts of the Red Sea and Aden coasts
4. Western Coast region concentrated in Al-Makhaa and parts of Al-Hodeidah
5. Areas on the eastern coast under the supervision of the local authority in the Hadramaut governorate.

**Economy:** As reported by the World Bank, Yemen's economy has been severely impacted by the conflict, leading to the country's GDP being halved during the period of 2014-2022, leading to high unemployment rates, inflation and currency depreciation, a humanitarian crisis, fiscal challenges, trade disruptions, and economic dependency. The Yemeni economy has continued to remain fragile exacerbating vulnerabilities among poor families. The depreciation of the Yemeni rial, macroeconomic instability, and the separation of economic institutions contributed to decreasing household purchasing power. Yemen's heavy reliance on imported food and goods has made it extremely vulnerable to fluctuations in global prices, which were further exacerbated by the crisis in Ukraine.

Public services and infrastructure in Yemen have been severely affected, with a large portion of the population struggling to access food, clean water, adequate healthcare, and electricity. Many public sector employees, including teachers and healthcare workers, have not received regular salaries for years.<sup>1</sup>

**Humanitarian Situation:** In 2023, Yemen faced a humanitarian crisis with two-thirds of the population, approximately 21.6 million people, in need of assistance and protection services. The Humanitarian Response Plan for Yemen

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<sup>1</sup> Yemen Country Economic Memorandum, World Bank, 2022

requires \$4.3 billion to support the most vulnerable individuals affected by prolonged conflict, displacement, economic deterioration, and natural disasters while only 31% of it is funded.<sup>2</sup> Most districts in Yemen suffer from food insecurity, with the situation rapidly becoming more severe. In 2023, about half a million children are projected to be acutely malnourished, including nearly 100,000 children who are likely to be severely malnourished and at a higher risk of death. It is also estimated that up to a quarter million pregnant and lactating women (PLW) will be acutely malnourished.<sup>3</sup> The compounded effects of armed violence, the economic crisis, and disrupted public services have left millions of people in Yemen suffering<sup>4</sup>. Protection needs remain high, particularly related to landmines, explosive remnants of war, and civil documentation issues that hinder people from exercising their basic rights. According to HNO 2023, around 21.6 million people require humanitarian assistance and protection services. Around 17 million people in Yemen, over 53% of the population, experience high levels of food insecurity. The humanitarian operating environment in Yemen remains challenging, with bureaucratic impediments and security incidents hindering the delivery of assistance. Car jackings, kidnappings, and attacks on humanitarian personnel and infrastructure increased throughout 2022. The humanitarian situation in Yemen is expected to remain bleak, necessitating sustained assistance to prevent further deterioration. Collaboration among humanitarian, development, and peace actors is crucial in delivering sustainable solutions and rebuilding Yemen's fragile economy and public services.<sup>5</sup>

**Legal Situation for Civic Space:** Throughout the conflict in Yemen, the country has been devoid of a safe and supportive environment for civil society and human rights defenders. The right to work freely, without interference from the IRG or DFA, is completely non-existent both in theory and in practice. Despite the existence of freedom of association on paper, numerous obstacles and challenges prevent its effective exercise, making it difficult to navigate registration procedures in a timely and seamless manner. Moreover, the *right to expression and freedom* of the media are severely constrained by radical and extensive legal and political measures. These measures encompass the forced closure of independent newspapers, the prohibition of online publishing, arbitrary arrests, enforced disappearances, and even the torture of journalists and opinion leaders. Peaceful protesters, who seek to exercise their *right to assemble* for various purposes, are met with excessive violence and repression. In some conflict areas, the mere contemplation of exercising this right puts individuals' lives at grave risk. While the IRG and DFA are not explicitly ban external funding, the right to seek resources and access external funding is effectively restricted. The process is impeded by the requirement of mandatory prior-approval, complex bureaucratic hurdles, and a reliance on authorities that control funding without clear and equitable criteria.<sup>6</sup>

**Technological factor:** In rural areas of Yemen, limited and/or non-existent internet connectivity, along with a poor communication infrastructure, pose significant challenges for international actors and civil society organizations (CSOs). The conflict has disrupted telecommunication infrastructure, resulting in scarce and unreliable internet access. This hampers digital communication channels with local communities, hindering information sharing, coordination, and effective engagement. The absence of reliable communication infrastructure also hampers the flow of critical information between international actors, CSOs, and rural communities, making it difficult to disseminate timely updates and emergency alerts. Physical accessibility is another hurdle due to damaged transportation networks, roads, and bridges, creating challenges in reaching remote areas. The lack of reliable communication exacerbates these accessibility barriers and further marginalizes rural populations. Additionally, the information disparity between urban and rural areas creates unequal access to resources and services, with rural communities often being left unaware of available support.

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<sup>2</sup> Financial Tracking System, May 2023, OCHA

<sup>3</sup> <https://reports.unocha.org/en/country/yemen/card/3xgDjvW1Ud/> Situation Report, May 2023, OCHA

<sup>4</sup> Acute Malnutrition Situation Report, October 2022 - May 2023, IPC

<sup>5</sup> Yemen Humanitarian Response Plan, 2023, OCHA

<sup>6</sup> Civil Society Space: A Field Study on Civil Society Space in Yemen During the Conflict Period, July 2023, Mwatana

**Civil Society Organizations:** Civil society organizations (CSOs) in Yemen have demonstrated remarkable resilience and dynamism. Despite facing significant constraints during the ongoing conflict, recent developments in the response system and initiatives like the Grand Bargain<sup>7</sup> have presented new opportunities for CSOs to actively collaborate with local authorities and donors in promoting humanitarian, development, and peacebuilding reforms. This presents a unique opportunity for international actors and national authorities to leverage the constructive engagement that is emerging within Yemeni civil society. By collectively addressing complex response issues, they can support the immediate transition towards locally led responses and work towards sustainable solutions for the country's humanitarian and development challenges. Yemen's civil society is actively engaged in addressing the root causes of the ongoing war and advocating for a comprehensive and lasting peace process. Local civil society organizations play a crucial role in the peace process by providing technical expertise, representing marginalized groups, and voicing the perspectives of local communities. Their active participation is considered essential for the success of the peace negotiations. However, challenges exist in terms of equitable partnerships, decision-making involvement, capacity-building support, and access to direct funding. Despite these challenges, the role of civil society in Yemen is increasingly recognized as vital for an effective response to the country's humanitarian crisis.<sup>8</sup>

### Humanitarian and Institutional Context:

The sectoral and institutional context in Yemen response system, poses significant challenges for responders, hindering their efforts, increasing the cost of the response, and creating additional obstacles. The ongoing conflict, economic collapse, and other factors have resulted in widespread displacement, food insecurity, malnutrition, limited access to basic services, and a deteriorating healthcare system. These challenges include:

**1. Humanitarian Access Constraints:** The conflict and fragmentation of authorities in Yemen create substantial challenges for international actors in accessing affected populations. Insecure safety environment, checkpoints, bureaucratic obstacles, and restrictions imposed by different parties to the conflict hinder the timely and efficient delivery of aid and services. These access constraints impede the ability of international actors to reach those in need, increase the cost of response, and limit the impact of their interventions.

**2. Security Risks:** Both international actors and CSOs operating in Yemen face significant security risks due to the ongoing conflict and the presence of armed groups. Kidnappings, attacks, and violence targeting humanitarian and development workers have been reported, leading to heightened concerns for the safety and security of personnel and assets. Ensuring the protection of staff and resources adds to operational costs and hampers the reach and effectiveness of their work.

**3. Fragmented Governance and Coordination:** The fragmentation of authorities and governance structures in Yemen poses significant coordination challenges for international actors and CSOs. With multiple actors and factions controlling different regions, coordination becomes complex and time-consuming. Lack of effective coordination mechanisms leads to duplication of efforts, inefficiencies in resource allocation, and challenges in ensuring a coherent and comprehensive response. Strengthening coordination among all stakeholders is crucial to maximizing the impact of interventions.

**4. Funding Challenges:** The response in Yemen requires substantial financial resources, but the funding landscape is often unpredictable and insufficient. Donor fatigue, competing global priorities, and the complexity of the crisis make it challenging to secure sustained funding. The high cost of operating in an insecure and fragmented context further strains the financial resources of international actors and CSOs, affecting the scale and sustainability of their response efforts.

**5. Operational Constraints and Logistics:** Yemen's infrastructural challenges, damaged transportation networks, and limited availability of essential services pose operational constraints for international actors and CSOs. Accessing

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<sup>7</sup> The Grand Bargain Official Website: <https://interagencystandingcommittee.org/grand-bargain>

<sup>8</sup> Measuring Humanitarian Localisation in Yemen, Baseline Report, November 2022, ICVA, TYF

remote and hard-to-reach areas is difficult, hindering the delivery of aid and implementation of projects. The need for increased logistical support, including transportation, storage, and distribution, adds to the cost and complexity of the response efforts.

Addressing these challenges requires collaborative efforts from international actors, CSOs, local authorities, and the international community as a whole. Facilitating humanitarian access, improving security conditions, advocating for an enabling civic space, strengthening coordination mechanisms, securing sustainable funding, and addressing operational constraints are essential steps to locally led response in Yemen.

### **Why We Need Response Localisation:**

Given the prolonged conflict and worsening humanitarian situation in Yemen, it is not only critical but inevitable to shift towards a locally led response. Achieving this transition requires numerous changes at all levels, involving various stakeholders, including local and national actors, donors, and the international community. International actors, in particular, hold the responsibility of entirely empowering local partners, allocating humanitarian funding to the local level whenever possible, and supporting their capacity building. To foster more equitable partnerships between local and international staff, international NGOs operating in Yemen should ensure meaningful representation of local actors in the response system.

However, localisation and changing power dynamics in the Yemen humanitarian response remain a significant challenge, particularly as international actors – such as international non-governmental organisations (INGOs) and the UN – are given access to significantly more resources than their local/national counterparts. In 2021, the Yemen Humanitarian Fund was able to allocate \$109 million for life-saving activities, out of which international NGOs received \$54.1 million (49 per cent), UN agencies received \$24 million (22 per cent), the Red Crescent received \$4.3 (5 per cent) million and local actors received \$26.7 million (24 per cent)<sup>9</sup>. This imbalance of financial resources, and the preference of donors to work primarily with international actors has created a closed system for financial, strategic, and programmatic decision-making that excludes active engagement of local and national actors. Most collaborations between international and local/national actors tend to be top-down with international actors benefitting from the insights of local/national actors on local needs and feedback on project effectiveness. This indicates that a more extractive relationship is in place, one that also limits mutual accountability and accountability to affected people. Many national NGOs in Yemen appear to be particularly vulnerable to threats, intimidation, and the predatory behavior of authorities on both sides of the conflict. Yemeni civil society was reported to be relatively inexperienced at working with international partners and within humanitarian coordination structures.

At the heart of the localisation agenda is the recognition of a power imbalance between national and international actors. NGOs regularly perceive themselves to be at a structural disadvantage, due primarily to the dependence of national actors on their international counterparts for resources and technical support. Frequent and often impactful interventions by international representatives, i.e. 'technical experts', was also reported as a factor that limited national engagement, confidence, and leadership. These dynamics were compounded in countries like Yemen where donors were not located in the country of operation. Local NGOs therefore had no direct access to institutional donors and often relied instead on UN agencies and INGOs to pass along messages and advocate on their behalf, adding to their perceived dependency on international actors.

While Localisation is becoming even more integral to ensuring aid is effectively and efficiently provided to affected communities in a way that places them at the center of planning and delivery. Localisation is also seen as an important course-correcting measure to address power imbalances in the system. In Yemen, there is an increasing recognition of the need to embrace and apply localisation more robustly, driven by the growing resolve by civil society to create a more locally-led response model. As other country contexts have shown, making progress on localisation remains a challenge that requires systematic change in attitudes, practices, and systems. Having an understanding of

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<sup>9</sup> Measuring Humanitarian Localisation In Yemen - Baseline Report 2022

the status of the localisation in the country and opportunities for making progress can create much needed momentum for both targeted advocacy and collective action.<sup>10</sup>

The IAHE report highlights that in Yemen, there is a lack of trust and transparency in the relationship between national civil society organizations and OCHA, particularly in the management of the Yemen Humanitarian Fund (YHF). National organizations reported negative experiences, including being excluded from funding without explanation and being placed on a suspension list.<sup>11</sup> Dialogue with OCHA was reportedly not possible, and answers provided by OCHA referred to the confidential nature of their assessments. The Inter-Agency Humanitarian Evaluation (IAHE) report states that "the humanitarian community also needs to take stock of the 'localization' agenda and the role of local NGOs in addressing protection concerns. Many local NGOs have the advantage of knowing the communities well and enjoying more access but have serious gaps in capacity in protection." The IAHE report sheds light on various shortcomings identified in Yemen's aid response related to localisation. These shortcomings encompass funding inefficiencies, high operational costs, inadequate quality of aid, limited engagement with affected populations, inadequate support for local non-governmental organizations (NGOs), and a lack of long-term projects and livelihood assistance. A significant finding of the IAHE report underscores the lack of strategic investment in localisation by the international aid system in Yemen. Consequently, this has prompted a reassessment of aid practices within the country.<sup>12</sup>

Localization offers a unique opportunity to address the challenges faced in Yemen by empowering local and national actors to take the lead in humanitarian and development work. The Charter for Change and the Grand Bargain have emphasized the importance of local ownership and involvement, recognizing that interventions led solely by international organizations often fall short in effectiveness. By involving local organizations, governments, and civil society, a more comprehensive understanding of the local context, political dynamics, and cultural sensitivities can be achieved.

One of the main advantages of localization is the establishment of a balanced local-international partnership that fosters complementarity and mutual support. International organizations can provide funding, technical support, and share their experiences and expertise, while local organizations possess the necessary knowledge and understanding of logistical, organizational, and relational responsibilities at the local level. This partnership not only strengthens the capacity of local actors but also builds trust and ensures the sustainability of interventions.

Moreover, localization has the potential to significantly reduce the costs of interventions, providing the best value for the financial investments made by donors. Barriers that impede partnerships with local actors can be addressed by investing in the institutional capacities of local and national responders. Such actions will allow for more efficient and effective humanitarian action. This approach aligns with the goals outlined in the Grand Bargain, which aims to allocate at least 25 percent of humanitarian funding to local and national responders by 2020. Unfortunately, in Yemen, by 2023, the percentage of direct financing in Yemen did not exceed 2%.<sup>13</sup>

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<sup>10</sup> Measuring Humanitarian Localisation in Yemen Baseline Report, November 2022, ICVA & HAG, ITAR, TYF

<sup>11</sup> Yemen IAHE Final Report, 13 July 2022 (English)

<sup>12</sup> Yemen IAHE Final Report, 13 July 2022 (English)

<sup>13</sup> Financial Tracking System, <https://fts.unocha.org>



## 2. Barriers to Response Localisation in Yemen

This section provides an overview of the barriers encountered in the localization and optimization efforts of response activities in Yemen. The information presented is based on desk research, baselining exercises, and participatory consultations conducted with diverse actors, including national authorities, NGOs, and community committees, INGOs, UN and donors, between September 2022 and December 2023. It emphasizes the importance of community participation and ownership in ensuring that humanitarian responses are contextually appropriate, sustainable, and responsive to the needs of local communities.

### Barriers in Partnerships with Local Actors:

#### 1. Donor Partnerships' Systems, Policies, and Processes:

The complicated and diverse systems, procedures, and policies among donors pose significant challenges for local actors to effectively participate in response localization efforts. The dominance of UN agencies and international NGOs creates additional challenges for local actors. Language barriers and communication difficulties further hinder the establishment of effective partnerships, while the limited resources and capacity of local actors prevent their active engagement.

#### 2. Resource Sharing Framework:

Power imbalances and unequal distribution of resources between international and local partners create obstacles in the local actors' abilities to participate in the response effectively. Difficulties in determining a fair and equitable distribution of costs and resources pose challenges, and the lack of trust and transparency in resource sharing processes hampers effective partnerships.

#### 3. Lack of Institutional Support in Partnerships:

The limited experience and capacity of local actors hinder the establishment of effective initial and long-term strategic partnerships. Power dynamics and challenges in defining roles and responsibilities create tensions, while differences in organizational culture, values, and approaches contribute to further challenges. International donors partner with the same organizations again and again, instead of creating partnerships with new ones. This way, most of the opportunities keep going to the same organizations.

#### 4. Decision-Making Power for Local Actors:

Resistance from international actors to relinquish decision-making authority at higher levels and the limited representation and participation of local actors in key decision-making processes are significant barriers. Balancing local decision-making with coordination and accountability poses additional challenges.

#### 5. Donor-Local Actor Communication and Reporting Platforms:

The diversity of donors' communication approaches and reporting platforms creates challenges in effective information exchange. Language barriers and translation challenges further hinder the establishment of partnerships, while the global north-south power dynamics and information asymmetry contribute to the complexity of communication. The burden of reporting in English falls on the local organizations and the organizations that don't have staff that speak English get left behind.

#### 6. Donor Accountability Framework:

The lack of clear mechanisms for reporting violations and seeking accountability, as well as the absence of mechanisms and enforcement for holding intermediaries and donors accountable, pose significant challenges. Monitoring and reporting violations in a timely and effective manner also prove to be challenging.

### Barriers to Local Leadership in the Yemen Response System:

Our analysis reveals a critical misalignment between the principles of the Grand Bargain and the current leadership structure of Yemen's humanitarian response system. Local actors, including organizations and government entities, are significantly underrepresented, with decision-making power concentrated in the hands of UN agencies and

international NGOs. This undermines the concept of a locally-led response, restricting its implementation and hindering the effectiveness of humanitarian efforts.

### 7. Local Actors' Leadership's Role, Policies and Engagement:

The analysis of the current humanitarian response coordination system regarding leadership positions in the response coordination system in Yemen indicates a significant misalignment with the principles of the Grand Bargain agenda and the concept of locally led response, which aim to enhance localization and empower local actors in humanitarian action.<sup>14 15161718</sup>

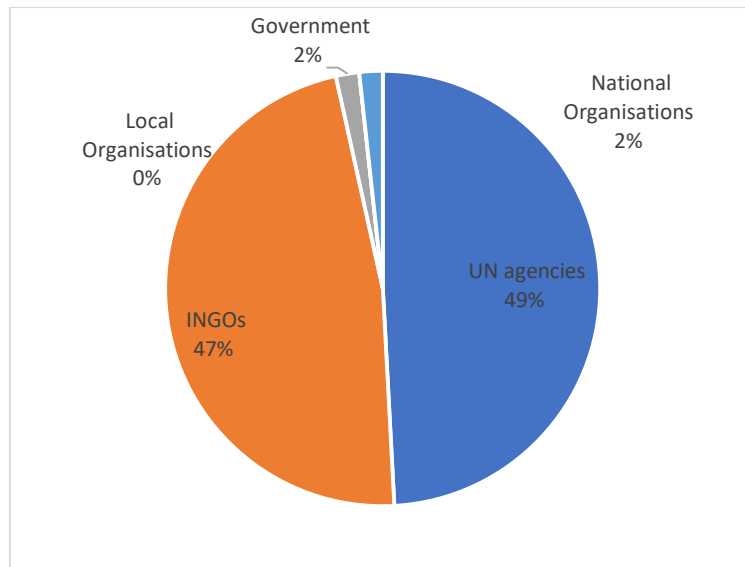


Figure 1 Leadership and Decision Making in the Coordination Structures in Yemen

Figure 1 demonstrates the stark gaps in locally led responses in Yemen:

- a. Limited representation of local organizations: The absence of local organizations in the leadership position, with 0% representation, suggests a lack of recognition and engagement of local actors in decision-making processes. This restricts the implementation of the locally led response concept, which emphasizes the importance of local organizations leading and coordinating humanitarian efforts in their own communities.
- b. Minimal involvement of national organizations: With only 2% representation, national organizations also face restrictions in assuming leadership roles. The locally led response concept emphasizes building the capacity of national actors to lead and coordinate responses because of their contextual knowledge, networks, and sustainable solutions. However, the low representation of national organizations indicates limited progress in achieving this objective.
- c. Dominance of UN agencies and INGOs: The statistics demonstrate a significant leadership role held by UN agencies (49%) and INGOs (47%). While these actors bring valuable expertise and resources, their dominance restricts the space for local and national actors to lead and shape humanitarian responses. This imbalance undermines the principle of localization and inhibits the full realization of the locally led response concept.

<sup>14</sup> Yemen: Who Does What, Where (3W/4W) April 2023, OCHA

<sup>15</sup> LOCALISATION IN HUMANITARIAN LEADERSHIP, 2021, ICVA

<sup>16</sup> Yemen Humanitarian Coordination Structures, March 2023, OCHA

<sup>17</sup> ICVA\_MENA-Localisation-Report, January 2021

<sup>18</sup> Measuring Localisation in Yemen, November 2022, ICVA

- d. Limited government involvement: The low representation of the government at 2% indicates a lack of engagement and leadership in coordinating the response efforts. The locally led response concept recognizes the role of national governments in leading and coordinating humanitarian action, as they have the primary responsibility for their populations' welfare. Their limited involvement further restricts the locally led response agenda.

To overcome these restrictions and promote a truly locally led response, it is crucial to address the imbalances in leadership representation. Efforts should focus on strengthening the capacity of local organizations, supporting the meaningful engagement of national actors, and empowering them to take on leadership roles. Enhancing coordination and collaboration among all stakeholders, including UN agencies, INGOs, the government, and local organizations, is essential for a more inclusive and effective response that aligns with the principles of the Grand Bargain and the locally led response concept.

**8. Principled Representation/Membership of Local Actors in Coordination Structures:**

The exclusion of local actors from decision-making bodies limits their influence in response localization efforts. Limited resources and capacity act as barriers to active engagement, while resistance from international actors reinforces existing power imbalances.

**9. Strategic Transition of Leadership to Local Actors:**

Resistance from international actors to transfer leadership and decision-making authority to local actors, coupled with the limited capacity and experience of local actors in assuming leadership roles, creates significant challenges. Coordinating the transition process itself poses additional complexities.

**10. Local Actors' Recognition in the Response Strategy:**

The limited visibility and recognition of local actors' contributions undermine their role in response localization efforts. Power dynamics and biases favoring international actors overshadow the contributions of local actors, while challenges in effective communication hinder their recognition.

**11. Local Leadership's Support and Strengthening Program:**

The limited resources and funding available for local leadership support and capacity-building present challenges in strengthening the role of local actors. Resistance from international actors to invest in local leadership initiatives further hampers progress, as does the difficulty of identifying and engaging local leadership structures.

**12. Collaborative Working Relationship:**

Power imbalances and unequal representation hinder effective collaboration between local and international actors. Language and cultural barriers impede communication and understanding, while resistance from existing coordination structures hampers collaboration efforts.

## **Coordination and Complementarity Barriers:**

Through consultations with local and international actors, including national and local authorities, NGOs, as well as a thorough review of UN and other relevant reports, it has become evident that Yemen's coordination system suffer from fragmented bodies, committees, and multilateral coordination mechanisms. However, political fragmentation, conflicts, and challenges related to transparency and accountability have impacted the overall effectiveness of relief efforts. Continued evaluation and adaptation of policies are crucial to address these challenges and improve the response system to meet the urgent needs of the people in Yemen.

**13. Fragmented and conflicting Local Coordination Bodies:**

In 2009, the Executive Unit (EU) for the Management of Displaced Persons' Camps was established by Cabinet Resolution No. (454), tasked with supervising displacement camps and coordinating humanitarian responses in Yemen. While it ceased operations in southern governorates in 2015 with the emergence of the Supreme Relief Committee, it continued its activities in northern governorates and Ma'rib, and later resumed operations in Aden in mid-2017.

The Supreme Relief Committee (SRC) was instituted in 2015 by the Hadi government to manage humanitarian relief efforts. However, its effectiveness was hampered by political fragmentation and control issues, particularly in areas like Aden, Al-Dhalea, and Lahj. Despite restructuring efforts, challenges persisted, with international organizations operating independently due to concerns over government transparency.

In the same year, the Reconstruction and Development Committee (RDC) was formed to strategize national reconstruction and rehabilitation efforts. Led by the Minister of Planning and International Cooperation, its mandate included developing a national plan for reconstruction, assessing war impacts on infrastructure, and determining reconstruction requirements and costs.

In 2018, the Sana'a authorities established the National Authority for the Management and Coordination of Humanitarian Affairs and Disaster Response (NAMCHA). This move aimed to centralize control over humanitarian affairs and limit the influence of external political affiliations, directing funds towards priorities set by the Political Council.

Subsequently, in 2019, the Supreme Council for the Management and Coordination of Humanitarian Affairs and International Cooperation (SCMCHA) was established, replacing the National Authority and merging it with the International Cooperation Sector. With an expanded membership, it aimed to curb the influence of certain political factions and exert greater control over humanitarian activities.

The importance of aid coordination was underscored by the establishment of the Aid Coordination Council in 2020, which exerted significant influence over organizations operating within areas controlled by DEFA. However, its strict regulations prompted some organizations to relocate operations to other south localisation of Yemen or outside the country.

In 2021, efforts to assert local control over relief efforts culminated in the formation of the Supreme Relief Committee in Aden, indicating ongoing complexities in relief management and coordination efforts.<sup>19</sup>

The recent changes in public relief policies in Yemen have had a negative impact on the effectiveness and efficiency of humanitarian aid delivery. These policies have led to a reduction in international funding, hampered access to resources for local organizations, and created bureaucratic hurdles for aid delivery.

#### **14. Data Collection and Knowledge Sharing:**

Duplication, random data collection, and miscommunication hinder efficient resource allocation. Limited coordination and collaboration between sectors result in inefficient data collection, while resistance from national institutions hampers response planning and coordination. Insufficient linkage between sectors creates fragmentation and hinders integrated responses.

#### **15. Lack of Joint Planning and Preparedness:**

The lack of a joint planning framework and limited resources impede effective planning efforts. Misalignment of schedules, priorities, and organizational cultures further complicate joint planning, while differences in training methodologies hinder its effectiveness.

#### **16. Lack Integrated Coordination and Complementarity's Policy Framework:**

Efforts to achieve comprehensive response coordination are hindered by varying priorities and fragmented policies. The lack of coherence and alignment among different stakeholders' objectives and approaches creates challenges in achieving a unified and effective response. Siloed approaches further exacerbate the issue by preventing and limiting synergies between different sectors. Moreover, resistance from stakeholders to adopt an integrated policy framework poses additional challenges, as it hampers the establishment of a common agenda and shared understanding of the response.

#### **17. Joint Coordination, Response Management, and Reporting System:**

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<sup>19</sup> Deadly Consequences, Obstruction of Aid in Yemen, Human Rights Watch, September 2020

The lack of communication infrastructure in Yemen limits information sharing and reporting capabilities, impeding the timely flow of critical information among response actors. Additionally, the limited capacity and the lack of training of local actors pose challenges in effectively managing the response activities at the local level. Resistance from existing coordination structures to work together further complicates the establishment of unified systems, as it hinders the adoption of standardized coordination mechanisms and reporting systems that could enhance efficiency and accountability.

#### **18. The Role of Local Actors in Coordination:**

The meaningful participation of local actors in coordination efforts is limited due to resistance from existing structures. Despite their contextual knowledge and proximity to affected communities, local actors face impediments in accessing decision-making processes and platforms. Moreover, power dynamics and hierarchies within the humanitarian system often marginalize the role of local actors, limiting their influence and decision-making power.

#### **19. Private Sector Engagement:**

There are several challenges in Yemen when it comes to the engagement of the private sector in humanitarian response. Firstly, there is a lack of awareness among private sector entities regarding their potential role in the response. This limits their active involvement and contribution to addressing the humanitarian needs in the country. Secondly, establishing effective partnerships and collaboration models between humanitarian actors and the private sector proves to be challenging, as the two sectors often operate with different objectives, approaches, and priorities. Lastly, competing interests between the private sector and humanitarian actors can hinder cooperation and coordination efforts, making it difficult to align their efforts towards common goals.

In order to address these barriers, it is crucial to prioritize the establishment of an integrated coordination framework that promotes complementarity and coherence among response actors. This includes fostering partnerships and collaboration between different sectors, enhancing the capacity and training of local actors, and ensuring their meaningful participation in decision-making processes. Additionally, efforts should be made to raise awareness among the private sector about their potential role in the response and to develop effective models for engagement that align the interests of all stakeholders.

### **Limited Community Participation, Engagement, and Ownership in Response:**

This section presents the findings regarding the barriers encountered in community participation, engagement, and ownership in response localization efforts in Yemen. The information is based on extensive consultations, interviews, and analysis of existing literature conducted between September 2022 and December 2023. These findings highlight the importance of addressing these barriers to ensure meaningful community involvement, enhance accountability, and promote sustainable development.

#### **20. Institutionalized Community Engagement and Participation:**

Limited awareness and understanding among responders and communities hinder effective engagement and participation. Power imbalances and the limited decision-making authority granted to local communities further marginalize their involvement in shaping the response, preventing them from having a meaningful say in decisions that directly impact their lives.

#### **21. Social Accountability Framework:**

The absence of a standardized community engagement framework (Community Initiatives for example) hinders the establishment of consistent and inclusive practices. Difficulties arise in creating frameworks that genuinely involve communities and ensure their active participation. Power imbalances and the limited decision-making authority granted to local communities persist, inhibiting their ability to hold responders accountable and influence decision-making processes.

#### **22. Social Responsibility Role in Response:**

The private sector's role in the response is hindered by the lack of clear policies, coordination mechanisms, and awareness regarding their potential contributions. Resistance and reluctance from responders to engage with the

private sector limit the collaborative efforts required for an effective response. Additionally, there is limited linkage between private sector initiatives and the overall response system, preventing the integration of their resources and expertise.

**23. Trust and Accountability between Local Actors:**

Deep-rooted mistrust and historical grievances based on political and sectarian beliefs among local actors pose significant barriers to effective coordination and collaboration. The limited resources and capacity available for trust-building initiatives further impede efforts to establish a foundation of trust and accountability.

**24. Access to Conflict and Hard-to-Reach Areas:**

Ongoing conflict and insecurity create substantial challenges in accessing communities, particularly those in conflict-affected and hard-to-reach areas. The lack of coordination and collaboration among stakeholders further compounds the difficulty of reaching these communities. Limited infrastructure and resources dedicated to reaching remote areas pose additional obstacles to effective community engagement and ownership.

**25. Cultural Barriers:**

Responder organizations often lack cultural competency and understanding, which hinders their ability to effectively engage with and respond to the unique cultural context of the communities they serve. Resistance and reluctance to adapt approaches to the local cultural context further impede meaningful community participation. Limited resources and capacity allocated for cultural sensitivity training further exacerbate these challenges.

**26. Trust between NGOs and Communities:**

Negative perceptions and past experiences erode trust between NGOs and communities. Lack of competency in the Arabic language barriers and communication gaps hinder dialogue and understanding, making it difficult to establish effective working relationships. Power dynamics and unequal distribution of resources further affect trust-building efforts, creating barriers to meaningful community engagement and ownership.

**27. Political Interference:**

Political instability and conflicts of interest negatively impact community participation. Limited influence to address political interference within the humanitarian response hampers efforts to ensure meaningful community engagement. The lack of consensus among stakeholders on addressing political interference further complicates the establishment of an environment conducive to community ownership and participation.

**28. Communication and Understanding through Language and Cultural Sensitivity:**

Limited resources allocated for English language and cultural sensitivity training impede effective communication and understanding between responders and communities. Time constraints and operational pressures often prioritize immediate response actions over investing in language and cultural competence, further hindering effective engagement. Language barriers also impede the exchange of information, creating challenges in ensuring accurate and timely communication.

**29. Trust and Accountability Mechanisms between NGOs and Communities:**

Limited awareness and understanding of feedback mechanisms hinder the establishment of effective channels for community input and accountability. Challenges arise in establishing independent monitoring processes that can effectively capture community perspectives. Power imbalances and fear of reprisals discourage community engagement and limit their ability to hold responders accountable.

**30. Trust and Accountability through Development Programs:**

Limited resources allocated for comprehensive development programs hinder the establishment of sustainable trust and accountability mechanisms. Resistance and reluctance from both NGOs and communities to engage in long-term development initiatives pose challenges to building trust and fostering community ownership. Additionally, measuring the impact of these programs on trust and accountability is complex and presents further challenges. Addressing these barriers requires a multi-faceted approach that places community participation, engagement, and ownership at the core of response localization efforts. This includes creating inclusive decision-making frameworks,

enhancing awareness and understanding among responders and communities, addressing power imbalances, and establishing comprehensive social accountability mechanisms. Furthermore, efforts should be made to strengthen trust and accountability between local actors, improve access to conflict-affected and hard-to-reach areas, promote cultural sensitivity and adaptability, and address the challenges posed by political interference. Effective communication, language proficiency, and the establishment of trust and accountability mechanisms between NGOs and communities should also be prioritized, along with the allocation of adequate resources for comprehensive development programs that foster trust and accountability.

## **Civic Space and Local Actors' Collective Voice Barriers:**

### **31. Restrictive Public Policy:**

The authorities in Yemen both IRG and DIFA impose severe restrictions (movement, funding process, coordination, etc) on civil organizations working in the humanitarian field. These restrictions increase the difficulties faced by organizations, especially in the context of the ongoing war. The lack of stability has led to a decline in development projects, and local organizations have had to bear the majority of relief work. This situation hampers the organizations' capabilities and resources, as they rely heavily on external support to implement their activities.

- a. **Centralization of power and party competition:** The centralization of power and political parties competition in Yemen have negatively affected civil society organizations. The war has forced many organizations to stop their work or operate with minimal capabilities under exceptional circumstances. The political conflicts and power struggles have diverted attention and resources away from humanitarian relief efforts.
- b. **Control and restrictions by authorities:** The authorities in Yemen exert control over civil society organizations by imposing strict regulations and restrictions on their activities. This control limits the independence and effectiveness of these organizations, hindering their ability to respond promptly to conflicts and crises.
- c. **Political Influence on NGOs in Yemen:** Political capture within Yemeni civil society is pervasive, resulting from various factors. The relative novelty of civil society in Yemen, coupled with limited experience and unfamiliarity of government agencies with societal dynamics, has hampered its progress. Additionally, the concentration of power and party competition during the 1990s to 2011 hindered the development of civil society. The dominance of political actors over civil society transformed it into a battleground for political conflict, limiting its influence and exacerbating the issue of political capture. Specific political agendas play a crucial role in shaping the activities and priorities of NGOs in Yemen. While legislation grants certain freedoms to civil society organizations, authorities impose strict restrictions on humanitarian NGOs. Political parties and their affiliated figures often exert influence over NGOs, directing funds and resources according to their own agendas. This politicization undermines NGOs' ability to operate independently and impartially, as their actions become aligned with political interests, compromising their effectiveness in addressing the humanitarian crisis. The politicization of NGOs has weakened their legitimacy and impact in Yemen. When NGOs align themselves with political agendas, they lose credibility and trust among the population. The prioritization of political interests over impartial humanitarian assistance undermines the perceived neutrality and impartiality of NGOs. This results in reduced support from donors, limited access to beneficiaries, and increased skepticism from local communities, ultimately diminishing their effectiveness in addressing the humanitarian crisis. The utilization of NGOs for political ends contributes to fueling social and political conflicts within Yemeni society. When NGOs are instrumentalized to serve specific political agendas, it deepens divisions and perpetuates political rivalries. The compromised impartiality and neutrality of NGOs lead to a loss of trust among different factions, fueling social and political conflict. The resulting polarization hampers efforts to address the humanitarian crisis and work towards reconciliation. The ethical implications of political influence on NGOs in the context of a humanitarian crisis are significant. Humanitarian principles, such as impartiality, neutrality, and independence, guide the work of NGOs. When political agendas influence NGOs, these principles are compromised. The diversion of resources,

prioritization of specific groups based on political affiliations, and manipulation of aid for political gain undermine the ethical foundations of humanitarian action. This not only harms the affected population but also **reputations** erodes the trust and credibility of NGOs, whose role is to prioritize the needs of the most vulnerable without political bias.

- d. Limited effectiveness of civil society: Civil society in Yemen faces obstacles that limit its effectiveness. The recent emergence and short experience of civil society organizations, coupled with the lack of government agencies' familiarity with societal culture, hinders their impact. The political community dominates civil society, turning it into a field of political conflict and limiting its influence. Such initiatives face severe resource constraints, including financial resources, human resources, and infrastructure. Local actors often lack the necessary resources to fully manage, advocate and monitor such initiative.
- e. Unclear roles and responsibilities: The unclear roles and responsibilities of local and international actors in mainstreaming the localization agenda in Yemen pose significant challenges. Ambiguity in leadership, unequal power dynamics, limited local ownership, duplication and fragmentation, communication and coordination challenges, resource allocation issues, and capacity development gaps are all consequences of this challenge. To address these challenges, clear lines of communication, dialogue, mutual respect, and recognition should be established. Local actors need to be empowered and supported in taking on leadership roles, while international actors should acknowledge and respect the expertise and knowledge of local actors. Clear roles and responsibilities, along with effective coordination and networking mechanisms, are essential for successful mainstreaming of the localization agenda in Yemen.

### **32. Relationships between Local and National Actors:**

Limited trust and cooperation among different local actors pose challenges to effective coordination. Power imbalances and unequal representation in decision-making processes hinder the meaningful involvement of local actors in shaping the response. Resource constraints and competing priorities further undermine the creation of an enabling environment for local actors' collective voice.

### **33. Joint Advocacy and Collective Action Framework by Local Actors:**

Diverse perspectives and interests among stakeholders create challenges in establishing a unified advocacy and collective action framework. Limited representation and participation of local actors in multi-stakeholder discussions limit their ability to contribute to policy development and decision-making processes. Political dynamics and power struggles within the response context hinder the formation of cohesive joint advocacy efforts.

### **34. Platforms for Alignment between Donor Priorities and Local Community Needs:**

Differences in donor priorities and local community needs present a barrier to effective alignment. Limited communication and understanding between donors and local communities hinder the identification of shared objectives. Resource constraints and logistical challenges in organizing alignment forums further impede efforts to bridge this gap and ensure effective coordination between donor funding and local community needs.

### **34. Visibility of Local Actors:**

Local actors' contributions and achievements often lack visibility and recognition. Challenges arise in disseminating success stories at local and international levels, limiting the opportunities for showcasing the impact of local actors' efforts. Negative perceptions and biases undermine the credibility and perceived impact of success stories, further hindering the visibility and recognition of local actors.

### **35. Advocacy for Increased Capacity-Building Programs:**

Limited funding and resources allocated for capacity-building programs significantly hamper the development of local actors' skills and capabilities. Competing priorities and differing agendas among stakeholders further impede the implementation of comprehensive capacity-building initiatives. The lack of coordination and collaboration among organizations involved in capacity-building efforts restricts the effectiveness and reach of these programs.

### **36. Advocate for Localization in Funding Mechanisms:**



Resistance and reluctance from some donors to shift funding mechanisms towards localization pose a significant barrier. Limited awareness and understanding among donors about the benefits of supporting local and national actors hinder the progress towards localization. Complex bureaucratic processes and requirements associated with accessing funding further impede the ability of local and national actors to secure the necessary resources for their response efforts.

Addressing these barriers requires concerted efforts from various stakeholders. Creating a conducive civic space for fair and effective partnerships entails fostering an environment that encourages collaboration, power-sharing, and inclusive decision-making. Strengthening relationships between local and national actors involves building trust, addressing power imbalances, and prioritizing resource allocation for local actors. Establishing joint advocacy and collective action frameworks should focus on promoting inclusivity, representation, and resolving political dynamics. Efforts to align donor priorities with local community needs require enhanced communication, understanding, and coordination mechanisms. Increasing the visibility of local actors necessitates the dissemination of success stories and countering negative perceptions through targeted advocacy and communication strategies. Advocating for increased capacity-building programs involves securing adequate funding, fostering coordination, and aligning agendas among stakeholders. Lastly, advocating for localization in funding mechanisms requires raising awareness among donors, streamlining bureaucratic processes, and highlighting the benefits of supporting local and national actors in the response localization process.

## **Barriers in Institutional and Programmatic Capacities of Local Actors**

### **37. Wages and Salaries Structures:**

- a. Varied and inconsistent remuneration systems among different response providers leads to inequities and a lack of transparency and drop out of local actors' staff. This disparity undermines the motivation and performance of local actors, affecting their ability to deliver quality services.
- b. Resistance from some stakeholders to standardize wages and salaries stems from differing priorities and interests. Disagreements over appropriate wage levels and lack of consensus hinder the development of a unified and fair remuneration system.
- c. Limited coordination and collaboration among stakeholders in developing and implementing a unified remuneration system pose challenges. The absence of a common framework exacerbates disparities, making it difficult for local actors to have constant workforce and ability to advocate for their fair compensation.

### **38. Institutionalized, Unified, Complementary, and Comprehensive Capacity Building Support to local actors:**

- a. Capacity needs, capacities, and challenges faced by local actors necessitate tailored approaches and strategies for capacity building. One-size-fits-all approaches are inadequate in addressing the diverse requirements of local actors.
- b. Limited resources and expertise pose obstacles to developing and implementing a comprehensive capacity-building strategy. Insufficient investment in local actors' capacity building undermines their ability to take on leadership roles and contribute effectively to response efforts.
- c. Power imbalances and unequal distribution of capacity-building and technical support resources hinder collaborative efforts with international actors. Local actors are struggling to access the support needed to strengthen their institutional capacities.

### **39. Institutionalized Development Funding Opportunities and Technical Assistance:**

- a. Fragmentation of capacity-building opportunities and unequal access among local actors result in waste and duplication of capacity-building funds. Inconsistent funding streams hinder the sustainable development of institutional capacities.
- b. The competitive funding landscape and limited funding sources for local actors create challenges in securing additional resources. This restricts their ability to invest in necessary capacity-building initiatives.
- c. Limited access to technical assistance impedes the ability of local actors to address capacity gaps. The lack of expertise and guidance restricts their institutional growth and programmatic effectiveness.

d. Bureaucratic hurdles and stringent requirements for accessing funding and technical support contribute to delays and administrative burden, particularly for local actors with limited resources and capacity.

**40. Overhead Cost Policy:**

a. Resistance from international actors to adopt transparent and unified overhead cost policies stems from differing organizational priorities and financial practices. This hinders the allocation of adequate resources for operational expenses, undermining the overall efficiency and effectiveness of local actors' programs.

b. Challenges in determining a fair and reasonable allocation of funds for operational expenses arise due to differing expectations and needs of stakeholders. Striking a balance that satisfies all parties is difficult, leading to disputes and inefficiencies.

c. Limited awareness and understanding among donors and partners about the importance of overhead costs undervalue the critical role these expenses play in sustaining operational effectiveness. Educating stakeholders about the necessity of overhead costs is essential for fostering supportive policies.

**41. Local Actors' Access to Capacity Building Opportunities:**

a. Limited access to quality and tailored capacity-building programs impedes the development of national actors' skills and expertise. Lack of training opportunities specific to their needs and challenges hampers their ability to contribute effectively to response efforts.

b. Resource constraints and competing priorities make it challenging for national actors to prioritize comprehensive capacity-building initiatives. The limited availability of financial and human resources restricts their ability to invest in their institutional development.

c. Power imbalances and unequal resource distribution undermine the ability of national actors to assume leadership roles and influence decision-making processes, limiting their overall capacity-building opportunities.

**42. Complementary and Cumulative Institutional Capacity-Building Opportunities System for Local Actors:**

a. Lack of coordination and collaboration among international actors providing capacity-building support to local actors results in fragmented efforts. The absence of a cohesive and synchronized approach leads to inefficiencies and duplication of efforts in the capacity building efforts.

b. Ensuring a comprehensive capacity-building support system that addresses the diverse needs and priorities of local actors poses challenges. Coordinating efforts and pooling resources is necessary to provide sustained and long-term capacity-building initiatives.

c. Limited resources and funding for sustained and long-term capacity-building initiatives hinder the establishment of cumulative institutional capacities. Continuous investment in building local actors' capabilities is crucial for sustainable development and effective response localisation.

d. Lack of material capacity and financial resources: NGOs in Yemen face a lack of material capacity and private financial resources. They heavily rely on external support to carry out their work due to weak organizational capabilities and human resources. Insufficient financial resources pose a significant obstacle to their operations and limit their ability to provide humanitarian aid effectively.

## **Barriers in Funding Accessibility and Quality for Local Actors in Yemen**

**43. Quantity and Quality of Direct Funding to Local Actors:**

a. Quantity of direct Fund to local Actors: The insufficient funding is a significant challenge faced by local actors in Yemen. It is worth noting according to the Financial Tracking System, only 1.72% of funds were directed to local actors January - May 2023. This statistic highlights the limited financial resources allocated to the local actors. This can have several implications. Firstly, it indicates a heavy reliance on international actors and organizations to implement programs and provide assistance in Yemen. While international actors play a crucial role in humanitarian and development efforts, empowering and supporting local actors is essential for sustainable and locally-led solutions.

- b. Equality in Funding allocation: According to interviews, there are disparities in the distribution of funding among different local actors. Some organizations or regions receive more funding compared to others, which creates imbalances and hinder equal access to resources.
- c. Long-term funding: The provision of direct funding to local actors in Yemen is often short-term or project-based, leading to uncertainty and difficulty in planning for sustained programs or initiatives.
- d. Donor restrictions and priorities: Donors sometimes impose specific restrictions or priorities on funding, which are not align with the needs and priorities of local actors. Recently OCHA Yemen imposed more complex criteria and eligibility criteria that limited the flexibility and autonomy of local organizations to participate and address the most pressing issues on the ground. NGOs in the governorate level can't participate for example.
- e. administrative burdens: The administrative requirements associated with accessing and managing direct funding is burdensome for local actors. Complex reporting procedures, compliance measures, and financial management expectations can divert valuable time and resources from program implementation.
- f. Limited capacity building support: These funds mostly lack comprehensive capacity building component for local actors or are not allowed at all. Capacity building, long-term sustainability and effectiveness of local organizations are not part of these funds.
- g. Lack of predictable funding: The availability of direct funding to local actors in Yemen is unpredictable, making it challenging for local actors to plan participate effectively. On the other hand, this quality component of direct funding is available to international organizations. Uncertain funding streams led to program disruptions, reduced impact, and difficulties for local in attracting and retaining skilled staff. It led to the vanish of some local actors from the sight.
- h. Limited access to multi-year funding: The direct funding often falls short in providing multi-year commitments, hindering the ability of local organizations to plan and implement long-term projects.

**19. Transparency and Accountability in Funding allocation and distribution to Local Actors:**

- a. Equality and power dynamics: Biases and unequal power dynamics in funding allocation processes favor mostly international actors and larger organizations. This leads to an unequal distribution of resources, were local actors, particularly smaller organizations, face challenges in securing adequate funding.
- b. Transparency and accountability in funding allocation: Limited transparency and accountability in funding distribution make it difficult to ensure an equitable allocation of resources. Transparent mechanisms for funding allocation, with clear criteria and monitoring processes, are essential to promote fairness and avoid favoritism.

**20. Banking Policies and Regulatory of Funds Streaming to Local NGOs:**

- a. Regulatory factors in the public policy: Political instability, changes in IRG & DFA banking procedures that organize Civil society sector's funds, or shifts in processes is one of the challenges that impact ability of local actors to access and manage funds as reported by local actors. Advocacy efforts and capacity-building initiatives are essential to bridge these challenges in support of the all actors.
- b. Regulatory frameworks of Donors: Complex regulatory frameworks and bureaucracy of donors and intermediaries is another challenge pose significant barriers that impact the local actor's ability to participate in and manage funds. Simplifying procedures and engaging with relevant stakeholders, including financial institutions and regulatory bodies, is necessary to address these challenges.

**21. Decision-Making Power in Financial Aspects:**

- a. Limited involvement in resource allocation: Local actors often have limited involvement in the decision-making processes related to resource allocation. Funding decisions are frequently made by international organizations or donors, without sufficient input or representation from local actors. This is resulting in a lack of alignment between funding priorities and the actual needs on the ground.
- b. Lack of control over financial planning: Local actors have limited control over financial planning processes, including budgeting and expenditure decisions. They have little influence or authority in determining how funds are

allocated and utilized, which hinder their ability to address the most pressing needs and implement locally-driven solutions.

c. Dependency on donor agendas: Local actors often find themselves in a position of dependency on donor agendas and funding requirements. Donors impose specific conditions or priorities on the use of funds, which are not align with the local actors' own priorities or the needs of the communities they serve. This dependency is restricting the autonomy and decision-making power of local actors and leading to conflicting with the authorities or beneficiaries.

## **22. Coordination, Tracking and Reporting Financial Flows of Funds:**

a. Lack of data: One of the major challenges is lack of comprehensive and accurate data on all financial flows of multiple funding sources from various international and national actors, including governments, NGOs, private sector entities, and community initiatives to the response efforts in Yemen.

b. Fragmented Financial Tracking and Reporting Mechanisms: The absence of a standardized reporting mechanism is leading to fragmented reporting of financial information. Different actors use different formats or systems to report their funding, making it difficult to consolidate and analyze the data effectively.

c. Inadequate coordination: Limited coordination for all funds from various actors, including international and national organizations, government agencies, private sector entities, and community initiatives, is something obvious in the Yemen response according to participants and reviewing of the current tracking and reporting mechanisms. Limited coordination among these actors implies that there is overlapping efforts, duplication of funding, gaps in coverage, affecting the accuracy and reliability of the FTS and current reporting mechanisms.

d. Capacity Constraints: While inadequate financial management capacity among local organizations, government agencies, and community initiatives is regularly reported by international actors, little efforts has been to solve these barriers. Limited resources, technical expertise, and financial management systems is one of the major challenges local actors faces resulting in delays and inaccuracies in reporting.

## **23. Donor's Financial Policies and Procedures:**

a. Complex and rigid application processes: Donor financial policies and procedures involve complicated and time-consuming application processes. Local actors, especially those with limited administrative capacity, struggle to navigate these processes, resulting in difficulties in accessing funding opportunities.

b. Stringent eligibility criteria: Donors have strict eligibility criteria that local actors must meet to qualify for funding. These criteria include requirements related to organizational structure, financial management systems, or previous experience. Local actors with limited resources or less formalized structures find it challenging to fulfill these criteria, limiting their access to funding.

c. Reporting and compliance requirements: Donor financial policies include stringent reporting and compliance requirements. Local actors face challenges in meeting these requirements due to limited financial management capacity, lack of technical expertise, or inadequate systems for data collection and reporting. Non-compliance or difficulties in meeting reporting obligations result in funding delays or even termination.

d. Limited flexibility in fund utilization: Donor financial policies impose restrictions on how funds can be allocated and used. This limited flexibility impedes local actors' ability to respond to emerging needs or adapt their programs based on changing circumstances. It also hinders their capacity to implement locally-driven and context-specific solutions.

## **24. Diversity and Sustainability of resources to Local Actors including Social Investment:**

When it comes to the diversity and sustainability of resources available to local actors, including social investment, several barriers exist. These barriers impact the ability of local actors to access a range of resources and maintain long-term sustainability. Some of these barriers include:

a. Limited funding sources: Local actors often face challenges in diversifying their funding sources. They heavily rely on a few donors or funding streams, which are unpredictable or insufficient to meet their needs. This lack of diversity

in funding sources make local actors vulnerable to funding gaps and limit their ability to sustain their operations and initiatives.

b. Lack of awareness and access to funding opportunities: Local actors struggle to access information about available funding opportunities. Most of them are not aware of grants, social investment programs, or other resources that support their work. Limited access to information and networking opportunities hinders their ability to tap into diverse funding sources.

c. Inequitable distribution of resources: The distribution of resources is be unequal, with certain regions or organizations receiving more support than others. This creates disparities and hinder local actors in marginalized or underserved areas from accessing the resources they need. Inequitable distribution also limits the diversity of resources available to local actors.

d. Capacity constraints: Local actors lack the capacity to effectively pursue and secure diverse resources. This includes limited skills in grant writing, project management, or financial management. Insufficient capacity to effectively manage and utilize resources impede the sustainability of local actors' initiatives.

e. Limited collaboration and partnerships: Local actors face challenges in establishing partnerships and collaborations with other organizations or sectors. Collaborations can provide access to diverse resources, expertise, and networks. However, barriers such as lack of trust, competition, or limited networking opportunities hinder the formation of meaningful collaboration.

f. Regulatory and legal constraints: Regulatory and legal barriers are one of the significant restrictions that hinder the local actors' ability to access certain resources. These constraints include complex legal frameworks, restrictive policies, or bureaucratic procedures that make it challenging for local actors to access funds, or other resources necessary for their work.

g. Limited social investment and corporate engagement: Local actors lack awareness to attract social investment or engage with businesses and corporations. Social investment, including corporate social responsibility initiatives, can provide additional resources and support for local actors. However, challenges such as difficulty in navigating corporate networks, lack of awareness among businesses about local actors' work, or limited alignment between them act as barriers for NGOs' resources diversity and sustainability in Yemen.

### 3. What we want to achieve

The prolonged conflict and worsening humanitarian situation in Yemen make it crucial to transition towards locally led response efforts. To mainstream the localization approach in Yemen's response efforts, it is crucial to adopt a comprehensive, strategic, and national approach that encompasses the entire response system rather than fragmented remedies. Since the launch of the Grand Bargain in 2016, the localization agenda still has ethical commitments but is not an achievable project. To fully harness the opportunities presented by localization initiatives, a comprehensive strategy is required. This strategy should focus on fostering partnerships between international, national, and local responders, promoting leadership roles for national and local actors, strengthening coordination mechanisms, encouraging community participation, facilitating policy influence and advocacy, and ensuring adequate funding for local actors. A supportive policy framework and an enabling environment need to be established to facilitate the implementation of the Localization Strategy. According to the baseline and consultation made with local actors in Yemen, this will involve:

#### 1. Strengthening Local Partnerships:

- Establishing a local actors engagement program to actively involve and support local actors in partnerships.
- Developing a resource sharing framework to ensure equitable distribution of resources between international and local partners.
- Fostering long-term strategic partnerships by formalizing agreements that promote sustained collaboration.
- Implementing a decision-making empowerment program to grant local and national actors greater influence in key decision-making processes.
- Establishing a donor-local actor communication platform to improve information exchange and transparency.

#### 2. Empowering Local Leadership:

- Drafting and implementing clear engagement and role policies to define the involvement of local actors in coordination structures.
- Promoting principled representation/membership of local actors in decision-making bodies.
- Creating a transition plan task force to facilitate a shift of leadership from international to local actors.
- Developing a recognition strategy to acknowledge and value the contributions of local actors.
- Establishing a support and strengthening Program to provide capacity-building support to local leadership.

#### 3. Enhancing Coordination and Complementarity:

- Strengthening national response Capacity through capacity-building programs.
- Facilitating Joint Planning and Preparedness through policy development and training.
- Developing an Integrated Policy Framework to align humanitarian, development, peacebuilding, and climate change efforts.
- Establishing a joint planning and response management system for seamless coordination.
- Strengthening the role of local actors in coordination by creating dedicated coordination mechanisms.
- Enhancing private sector engagement to leverage their resources and expertise.

#### 4. Community Participation, Engagement, and Ownership:

- Institutionalizing community engagement to promote collaboration and effective communication.
- Implementing social accountability programs to ensure transparency and effectiveness.

- Establishing a social responsibility framework to promote responsible practices.
- Building trust and accountability through trust-building initiatives and participatory decision-making processes.
- Improving physical access to conflict areas for NGOs and communities.
- Addressing cultural barriers through culturally sensitive approaches and engagement strategies.

**5. Policy Change:**

- Creating a conducive environment for fair and effective strategic partnerships.
- Fostering an enabling environment for local and national actors through dialogue and consultations.
- Establishing a joint advocacy and policy Framework to guide localization efforts.
- Creating platforms for alignment between donor priorities and local community needs.
- Highlighting success stories of local Actors to promote their achievements.
- Advocating for increased capacity-building programs and localization in funding mechanisms.

**6. Strengthening Institutional Capacities:**

- Establishing a unified structure for wages and salaries.
- Developing a comprehensive capacity strategy for local actors.
- Increasing funding opportunities and technical assistance.
- Adopting clear overhead cost policies.
- Enhancing national actors' capacity through targeted programs.
- Coordinating cumulative institutional capacity-building Opportunities.

**7. Improving Funding Accessibility and Quality:**

- Increasing allocation of direct funding for local actors.
- Promoting equity in funding distribution.
- Advocating for stable banking policies and funding mechanisms.
- Increasing decision-making power for local/national actors.
- Enhance accountability, transparency and integrating financial tracking systems.
- Enhancing social investment and diversifying resources for local actors.

By adopting this comprehensive, strategic, and national approach, Yemen's actors' efforts can effectively mainstream the localization approach, empower local actors, enhance coordination, and ensure community participation and ownership, ultimately leading to more effective and sustainable humanitarian and development outcomes.

## 4. Strategy Development Methodology:

The methodology employed for the development of the localisation strategy in Yemen consisted of a systematic and participatory approach. The following steps were undertaken to ensure an integrated and inclusive process:

### Stage 1: Literature review and Baseline

1. Document Review: Extensive literature review and academic research was conducted to gather insights and knowledge on localisation strategies, best practices, and lessons learned from similar contexts. This review helped identify existing frameworks, tools, and approaches that could be adapted to the Yemeni context.
2. Performance Measurement Baseline: A comprehensive performance measurement baseline specific to response localisation in Yemen was conducted during 1 May to 30 August 2022. The final version was published in Arabic and English in 30 November 2022. The baseline was conducted through in country consultant with technical support and supervision of International Council of Volunteer Agencies (ICVA), Humanitarian Advisory Group (HAG) and the localisation Initiative. This baseline involved data collection, analysis, and assessment of the current state of localisation efforts, including current progress, challenges, and opportunities.

### Stage 2: Participatory Consultations

The second phase of the methodology involved conducting four consultative consultations with various stakeholders. Two workshops were dedicated to civil society organizations, one for government agencies, and one for the Yemeni private sector. The workshops were held on specific dates between October 19 and December 13, 2022. Additional individual Participatory consultations were conducted with a wide range of stakeholders, including national NGOs, localisation initiative members, affected communities, government authorities, and international and local NGOs. These consultations provided a platform for stakeholders to share their perspectives, experiences, and recommendations regarding localisation in Yemen.

The objectives of these consultations were as follows:

- Familiarize participants with the project objectives and methodology for developing the national strategy for localising humanitarian work.
- Provide an overview of the localization framework and its impact and measurement indicators.
- Present the findings of the baseline study on the localization of humanitarian work in Yemen.
- Facilitate discussions on priorities, challenges, and proposed interventions based on the baseline findings.
- Gather feedback, notes, suggestions, and opinions from workshop participants.

The outputs of this phase included the development of a framework of priorities for localising humanitarian action in Yemen. It also encompassed identifying the challenges and problems associated with each priority, proposing interventions, and determining the responsible stakeholders.

### Stage 3: Participatory Strategic Planning

The third phase aimed to complete the participatory strategic planning process. A strategic taskforce of participants from the first set of workshops formed a working team that carried out tasks in four successive workshops. Workshops held on December 12 and 13, 2022, focused on establishing the strategic plan for localising humanitarian action.

The key objectives of this phase were as follows:

1. Stakeholder Analysis: Analyze and classify stakeholders based on their participation in decision-making, level of interest in localisation issues, power, influence, and potential opposition to localization. This analysis aimed to identify key stakeholders and their roles in the localization process.
2. Strategic and Partial Objective Planning: Determine and plan the strategic and partial objectives of the localisation strategy. Develop a vision for the implementation plan of the national strategy for localising humanitarian work.



The outputs of this phase included a strategic stakeholder analysis and the development of strategic objectives, main results, and intermediate results for the localisation strategy.

Overall, this methodology combined research, consultation, and participatory planning to ensure comprehensive engagement with stakeholders and promote ownership of the localisation strategy development process. By incorporating diverse perspectives and expertise, the methodology aimed to create an effective and contextually appropriate strategy for localising humanitarian work in Yemen.

3. 1<sup>st</sup> Draft Review: Please note this is 1st draft which is not revised yet. The draft strategy will be reviewed with the Localization Initiative Members to determine the timelines, responsibilities and roles and confirming the action plan and their readiness to contribute. Then will be shared with relevant stakeholders for their feedback and validation.
4. Refinement and Launch/ Dissemination: The strategy will be refined based on the feedback received during the stakeholder review process. Adjustments will be made to ensure coherence, feasibility, and alignment with policies and priorities and ability of the localization stakeholders to conduct. The final draft will then be documented and prepared for dissemination and then implementation.

This strategy proposal is the product of a continuous process that began in August in 2022 and has included a series of activities, such as literature reviews, exploring good practices, consultations, workshops, webinars, virtual consultations and peer review.

## 5. Stakeholder Analysis:

The stakeholder analysis was conducted during strategy planning phase. It was conducted through participatory planning with local actors. It began by identifying and classifying stakeholders into three groups: affected parties, vulnerable/disadvantaged groups, and other parties involved in providing a response (donors, implementing partners). These stakeholders were further classified according to the types of organizations they belong to, such as United Nations agencies, international NGOs, national NGOs, etc.

The analysis focused on several aspects and levels, including:

- Participation in decision-making processes.
- The level of stakeholder interest in localizing humanitarian work and the extent of their influence.
- Parties that may oppose or resent the draft national strategy for localizing humanitarian work.
- SWOT analysis, which assesses the strengths, weaknesses, challenges, and opportunities for local CSOs.

The results of the analysis revealed the level of stakeholder interest in the localization of humanitarian work and the extent of their influence. The consultative workshops employed an analytical framework that used an ordinal level of measurement (i.e., high, medium, and low) to indicate the nature and size of stakeholders' interest and their level of influence.

According to the participants', stakeholders showed varying levels of interest and influence in the localization of humanitarian action. International bodies, such as the UN and international organizations, were found to have a high level of influence, while their interest in localization was perceived as low or medium. On the other hand, national bodies, including non-governmental organizations and the private sector, exhibited a high level of interest, with a medium and low level of influence, respectively.

However, participants in the workshops expressed hesitation and disagreement when estimating the level of impact of the final beneficiaries. As a result, they suggested conducting a field study to accurately measure the actual level of impact.

Stakeholder Main group	Subgroup	Nature of Interest	Level of interest	Impact
<b>1. Directly Affected Stakeholders:</b> This group includes individuals and families directly affected by humanitarian crises, such as internally displaced persons (IDPs), and members of host communities.	Host Community	Entitlements, fairness, treatment, opportunities to raise their concerns	High	Low
	IDPs		High	Low
	Local communities		High	Low
	Response team members		High	Low
<b>2. Vulnerable and Disadvantaged Groups:</b> This group encompasses specific populations who face heightened risks and vulnerabilities during crises, including women, children, the elderly, people with disabilities, and marginalized ethnic or religious minorities	Women	Rights, fairness, treatment, opportunities to raise their concerns	High	Low
	Elderly		High	Low
	People with disabilities		High	Low
	Marginalized or minorities		High	Low
<b>3. Primary Response Actors:</b> This group comprises all entities involved in the delivery of humanitarian aid, including government agencies, United Nations (UN) agencies, international non-governmental organizations (INGOs), local non-	Donors	Opportunities to engage, opportunities to have more impact,	High	High
	Governmental Authorities		High	Middle
	United Nations Agencies		Low	High
	Local NGOs		High	Middle

governmental organizations (NNGOs), donors, and private sector entities.	International non-governmental organizations	equity, people's rights	Middle	High
	Private sector		Middle	High
	Humanitarian working groups		High	Low
<b>4. Secondary Interested Parties</b>	Media		High	Middle
	Public		High	High
	Other		vary	vary

**Decision Making Stakeholders:**

In the context of identifying stakeholders involved in decision-making related to the implementation of the localization strategy, the following stakeholders and their decision-making authority were identified:

1. **Donors:** Hold authority over provision of assistance, funding, setting priorities, and specifying areas of intervention and target groups. Potential conflicts may arise between donors and government/local agencies.
2. **United Nations agencies:** Decision-making authority regarding financing, coordination of humanitarian operations, setting priorities, contracting with local partners, and intervention design and implementation.
3. **International NGOs:** Participate in decision-making related to financial aspects, contracts, scope of intervention, and beneficiary identification.
4. **Local organizations:** Limited participation in decision-making due to dependence on donor funding, weakening their negotiating ability.
5. **Local government agencies:** Participation in decision-making linked to international actors, with weak interaction and lack of confidence from international bodies.

**Those likely to oppose or resent the draft strategy:**

During the workshop, participants identified several parties that may oppose or resent the implementation of the strategy for localizing humanitarian work, anticipating negative impacts on their interests, such as financial losses or diminished authority. The discussion and expectations of the participants can be summarized as follows:

1. **International organizations:** Concerns were raised about potential financial losses and a decrease in their authority.
2. **Government agencies:** Some participants expressed concerns about a potential weakening of their authority in favor of increased involvement of local non-governmental organizations in decision-making processes.
3. **Large local organizations:** There were concerns about potential financial losses or reduced authority, particularly as they currently receive the largest portion of funding allocated to local organizations.
4. **Beneficiaries in affected and vulnerable groups:** Some expressed a lack of confidence in local and national authorities, anticipating negative impacts on their interests.

**Potential Opposition to the Localization Strategy**

During workshops, participants discussed the possibility of opposition to the localization of humanitarian work from various stakeholders. The following aspects were considered:

1. **Reasons for Opposition:** Why might stakeholders obstruct the implementation of interventions? What are their fears?
2. **Stakeholder Influence:** What sources of power do these stakeholders have? Do they possess the necessary resources and influence to interfere, including coercive power?
3. **Mitigation Strategies:** What options are available to address potential opposition?

The consultations revealed that stakeholders involved in providing the response could oppose the localization of humanitarian work to varying degrees based on their concerns, authority, and ability to influence. International actors were identified as having decision-making power and the ability to influence resources. They may oppose localization due to a lack of confidence in the capabilities of national actors, concerns about their weak authority, and potential material losses.

Participants also anticipated opposition from national and local government agencies for political reasons, including reluctance to partner with local organizations, harassment of organizations and humanitarian workers, and the influence of large national organizations with access to donors. These agencies derive their authority from the support and confidence of international donors.

To address these concerns, participants proposed a set of recommendations focused on activating partnerships and international commitments to localize humanitarian work, promoting mutual accountability, transparency, coordination, effective communication through dialogue and consultation, and efforts to strengthen the capabilities of national actors and gain the trust of donors and international organizations.

Stakeholders Group	Stakeholder perspectives	Stakeholder power	How can opposition be mitigated?
Donors	<p>Donors have policies and conditions for granting grants that sometimes conflict with government policies and community priorities.</p> <ul style="list-style-type: none"> <li>- Their lack of confidence in the capabilities of national authorities.</li> <li>- Concerns related to their perception of corruption in local authorities?</li> </ul>	<p>They have the ability to influence necessary resources, being the primary source of funding</p>	<ul style="list-style-type: none"> <li>- Consultation with donors to reach an understanding on policies and priorities according to the needs assessment</li> <li>- National organizations are working to build their institutional capabilities and adhere to governance principles, to gain the trust of donors?</li> <li>- Participation of national organizations in donor conferences</li> <li>- Activating the framework of mutual responsibility between the Yemeni government and donors, including activating and developing the partnership document between the Yemeni government and Yemeni civil society organizations.</li> </ul>
United Nations bodies	<ul style="list-style-type: none"> <li>- Workers in these organizations have concerns about the weakness of their authority, in addition to financial losses</li> <li>- Lack of confidence in the capabilities of local authorities.</li> </ul>	<p>The source of its authority is that it is considered an obligatory mediator between international donors and national bodies</p> <ul style="list-style-type: none"> <li>- It has international legal powers that are binding on local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Promoting fair and ethical partnerships,</li> <li>- Implementing the framework of international commitments to localize humanitarian work.</li> <li>- Building the capabilities of local agencies and supporting the institutional building of these agencies.</li> <li>- Establishing a framework for mutual accountability between international and national bodies.</li> </ul>
International organizations	<ul style="list-style-type: none"> <li>- Workers in these organizations have concerns about the weakness of their authority,</li> </ul>	<ul style="list-style-type: none"> <li>- It has the authority of trust among donors, due to its institutional and organizational</li> </ul>	<ul style="list-style-type: none"> <li>- Promoting fair and ethical partnerships,</li> <li>- Implementing the framework of international commitments to localize humanitarian work.</li> </ul>

Stakeholders Group	Stakeholder perspectives	Stakeholder power	How can opposition be mitigated?
	<p>in addition to financial losses</p> <ul style="list-style-type: none"> <li>-Lack of confidence in the capabilities of local authorities</li> <li>-Objection to arrangements that do not favor their institutional interests"</li> </ul>	<p>capabilities and long experience.</p> <ul style="list-style-type: none"> <li>-It has a strong impact on resources</li> </ul>	<ul style="list-style-type: none"> <li>-Building the capabilities of local agencies and supporting the institutional building of these agencies.</li> <li>-Establishing a framework for mutual accountability between international and national bodies.</li> </ul>
Government authorities	<ul style="list-style-type: none"> <li>-She has a reluctance to partner with local and national civil society organizations</li> </ul> <p>Governmental authorities are divided between a group of loyalties and de facto authorities, and these multiple authorities work to exploit humanitarian aid to their advantage and restrict the activity of local organizations and international actors in humanitarian work, including the use of coercive means.</p>	<ul style="list-style-type: none"> <li>-Possesses legislative and legal powers.</li> <li>-She has a strong influence over the necessary resources in terms of using her powers to acquire resources.</li> <li>- Imposes restrictions on the work of non-governmental organizations or refuses to grant permission to implement humanitarian projects.</li> <li>-Coercive methods are used to prevent the implementation of humanitarian activities</li> </ul>	<ul style="list-style-type: none"> <li>-The international community must strengthen partnership with government authorities</li> <li>-Supporting donor countries in activating the coordination and exchange mechanism to implement unified standards that ensure compliance with human rights and humanitarian principles.</li> </ul> <p>The international community should support partnership mechanisms between the government and non-governmental organizations</p> <ul style="list-style-type: none"> <li>- Ensuring the empowerment and protection of effective local partners, so that they can develop and implement programs without interference.</li> </ul>
Some local organizations	<ul style="list-style-type: none"> <li>-There are a few large national/local organizations that have direct access to donors, and receive a large proportion of the funding allocated to local NGOs. The implementation of the localization strategy has been hampered by fear of expanding competition, resulting financial losses, and weakening its influence with donors.</li> </ul>	<ul style="list-style-type: none"> <li>-It derives its authority from the support and trust of international donors, and it may have an influence on donor decisions</li> </ul>	

## 5. Overview of the Localisation Strategy Proposal

### Vision

We envision a future where response in Yemen is characterized by fair, equitable, and dignified practices, fostering a system where local actors lead and shape humanitarian response efforts. Our aim is to ensure effective and efficient assistance that aligns closely with the needs and priorities of affected communities. This vision entails empowering local stakeholders through partnerships and leadership, enhancing coordination and complementarity mechanisms, promoting an enabling environment for local actors, strengthening capacities, and increasing access to quality and quantity of funds. Through these efforts, we aspire to create lasting positive impacts, ultimately contributing to a more stable, efficient, and locally-led response.

### Mission

Our mission is to transform the landscape of humanitarian response in Yemen by actively fostering fair, equitable, and dignified practices. We are committed to advocate and promote optimizing a response system where local actors are at the forefront, leading and shaping response efforts. In collaboration with local partners, we strive to establish a responsive and equitable humanitarian system in Yemen by 2028, driven by empowered local leadership and respect for their knowledge and expertise.

To fulfill our vision, we are dedicated to empowering local stakeholders through advocacy for strategic partnerships and leadership initiatives. We strive to advocate to enhance coordination and complementarity mechanisms, creating an environment that encourages and enables local actors to play pivotal roles in the response process. Central to our mission is the commitment to building the capacities of local entities and facilitating their access to both quality and quantity of funds.

By pursuing this mission, we aim to bring about lasting positive impacts, fostering a more stable, efficient, and locally-led response system that ensures the well-being and resilience of communities across Yemen.

### Overall Objective:

The overall Objective of the localisation initiative is to promote for more localized, inclusive, responsive, and effective response system in Yemen, characterized by strengthened partnerships, empowered local leadership, enhanced coordination, increased community involvement and ownership, improved funding accessibility, and a supportive environment for local actors. This overarching objective aims to foster sustainable and impactful interventions that align with the needs of affected populations, progressively amplifying the role and capacities of local actors while ensuring equitable and ethical engagement within the response landscape."

It is a dynamic movement providing basis for mainstreaming the localization of the response in Yemen that envisions a collaborative effort involving the localization initiative members, response actors, and stakeholders. Its mission is to establish strategic measures that prioritize strengthening local partnerships, empowering local leadership, enhancing coordination and complementarity, promoting community participation and ownership, advocating for an enabling environment for local actors, strengthening institutional capacities, and improving funding accessibility and quality.

### Values:

1. Humanity: The commitment to preserving and protecting the lives, dignity, and well-being of individuals affected by crises without discrimination based on nationality, ethnicity, religion, or other factors.
2. Neutrality: Maintaining impartiality and refraining from taking sides in conflicts or controversies, ensuring assistance is provided based on need alone, without favoritism.
3. Impartiality: Providing assistance and support solely based on need, without any form of bias or discrimination, ensuring equal treatment for those in need of aid.

4. Independence: Conducting humanitarian actions autonomously and free from political, economic, or other external influences, allowing for decisions to be made based on humanitarian needs alone.
5. Universality: The belief that humanitarian principles and assistance should be available to all individuals affected by crises, irrespective of their location, background, or affiliation.
6. Accountability: Taking responsibility for actions and decisions, being answerable for the consequences of humanitarian interventions, and being transparent about the use of resources and results achieved.
7. Respect for Human Rights: Upholding and promoting the respect for the rights of individuals affected by crises, ensuring that humanitarian actions do not infringe upon their fundamental rights.

## Principles:

1. Local Ownership and Leadership: Prioritize and support local actors in leading and shaping interventions, respecting their expertise and knowledge of the context.
2. Partnership Alignment: Ensure partnerships are based on mutual respect, transparency, and shared principles, fostering collaborative relationships that amplify impact.
3. Needs-Driven Approach: Design and implement programs based on a thorough understanding of the diverse and evolving needs of affected communities.
4. Inclusivity and Diversity: Embrace diversity and inclusion by ensuring the participation of all stakeholders, especially marginalized groups, and valuing their contributions.
5. Accountability and Transparency: Uphold high standards of accountability, transparency, and ethical conduct in all interactions and decision-making processes.
6. Continuous Learning and Adaptation: Foster a culture of learning and adaptation, allowing for flexibility and innovation in response to changing circumstances and feedback.
7. Sustainability and Resilience: Promote interventions that are sustainable, building resilience within communities to ensure enduring positive impact beyond immediate crisis response.
8. Advocacy and Influence: Advocate for policies and practices that support the localization agenda and remove barriers to effective local engagement in the humanitarian system.
9. Conflict Sensitivity and Do No Harm: Prioritize conflict sensitivity in all interventions, striving to do no harm and minimizing negative impacts on conflict dynamics.

## Objectives:

Through these strategic approaches, the aim is to achieve the following:

### *1. Strengthening Direct Partnerships with Local Actors:*

This objective is dedicated to enhancing principled, equitable, and ethical partnerships with local actors within Yemen's response landscape. The target is to achieve a minimum of 25% increase in the proportion of principled, and strategic partnerships with local actors within the first three years then to maintain a steady growth rate of at least 10% in subsequent years.

### *2. Empowering Local Actors Leadership:*

The aim is to amplify the leadership role of local actors in the humanitarian response system. This empowerment will lead to more effective and sustainable programming, closely aligned with the needs of affected populations. The target is to achieve a Local Leadership Participation Rate of at least 25% within the first three years. Then to progressively increase this rate by 10% each subsequent year to ensure a significant impact on local leadership engagement.

### *3. Enhancing Coordination and Complementarity of the Response System:*

The localisation initiative seeks to improve coordination and complementarity among all international and local actors and between sectors in response include bridging the gaps between Relief, Development and Peacebuilding. The aim is to achieve a Cross-Sector Collaboration Index score of at least 5 out of 10 within the first three years of

implementing the strategic roadmap proposal and a continuous increase in the index score by 1 point each subsequent year to signify ongoing improvement in cross-sector collaboration.

*4. Community involvement revolution and Ownership:*

The aim is to increase community participation, engagement, and ownership in response efforts. The target is to achieve a minimum Community Engagement Index score of 15 out of 20 within the first three years and to continually improve the index by at least 1 point each subsequent year.

*5. Promoting Enabling Environment for Local Actors:*

To mainstream the localization roadmap, we need to promote an enabling civic space where local actors play a recognized and active role in shaping response priorities and implementing interventions. The target is to achieve a public policy Index score of at least 50% within the first three years of implementing this strategic roadmap proposal then continual improvement by at least 10% each subsequent year.

*6. Strengthening Local Actors Institutional Capacities:*

To empower local actors' capabilities to provide effective and timely response to crisis-affected communities and mitigate risks of fund mainstreaming and leadership of local actors in the response system through National, Comprehensive and Strategic Institutional and Programmatic Capacities Building Initiative for local actors. The target is to achieve a Capacity Enhancement Score increase of at least 25% within the first three years of implementation of this roadmap proposal and for continual improvement by at least 25% each subsequent year.

*7. Improving Funding Accessibility and Quality:*

To improve access to and quality of funding for local actors involved in the response and remove barriers to direct funding. By analyzing barriers and advocating for increased funding allocations to local actors, the target is to achieve a Direct Funding Proportion of 25% by the first three years of then a gradual increase in the proportion of direct funding each subsequent year.



## 6. Underlying Assumptions:

1. **Strategic Partnerships Readiness:** The assumption is that local actors are ready and willing to engage in strategic partnerships, and they have the capacity to meet the requirements of these partnerships, as well as barriers are considered and tailored solutions adopted.
2. **Local Leadership Willingness:** It is assumed that local actors are willing to take on leadership roles and responsibilities within the humanitarian response system.
3. **Coordination and Complementarity Improvement:** The assumption is that there is a shared commitment among international, National and local actors to improve coordination and complementarity, fostering a collaborative environment.
4. **Local Engagement Interest:** It is assumed that not national actors but local actors are interested and willing to actively participate, engage, and take ownership of the response efforts.
5. **Supportive Public Policy Environment:** The assumption is that there is a potential for creating a supportive civic space and public policy environment that recognizes and promotes the active role of local actors.
6. **Local Actors' Capacity for Growth:** It is assumed that local actors have the capacity to enhance their institutional capabilities over time to meet the increasing demands of a more prominent role in the response.
7. **Funding Accessibility Advocacy Success:** The assumption is that advocacy efforts will successfully remove barriers to funding accessibility, and there is a willingness among donors to increase direct funding to local actors.

These assumptions form the basis for the effectiveness and success of the localization strategy. Regular monitoring and evaluation will be crucial to validate or adjust these assumptions based on the evolving context and implementation outcomes.

## 7. List of Annexes:

### Annex 1: Strategy Summary:

Strategy Proposal for Localisation and Optimisation of Response Mechanisms in Yemen 2024 - 2027

Vision	Fair, equitable, and dignified collaborative response in the current system and where local actors lead and shape humanitarian response efforts, ensuring effective and efficient assistance that meets the needs and priorities of affected communities.
Mission	To promote the localization and optimization of response mechanisms in Yemen by empowering local actors, enhancing coordination, and fostering accountability, in alignment with the local and international relevant agenda.
Core Values	Humanity, Neutrality, Impartiality, Independence, Universality, Accountability, Respect for Human Rights
Principles	Locally Led, Efficiency and Effectiveness, Unity, Inclusivity and Participation
Stakeholders & partners	Donors and International Organizations (INTL), International Non-Governmental Organization (INGOs) / National Non-Governmental Organizations (NNGOs) and networks, Government Actors/ Local Community Committees, Private Sector
Resource	
Opportunities	<ol style="list-style-type: none"> <li>1- Gaps in the current response system and the need to reimage</li> <li>2- Long term response by international actors and weak engagement of local actors</li> <li>3- Increase in the humanitarian needs and decrease of funds to Yemen</li> <li>4- Calls and initiatives to localize and optimize the response system (Grand Bargain, Charter for Change, Government backing, Mentorship Initiative, IASC Backing)</li> <li>5- Failed Actors that Do Not Apply the Principles of Localization</li> <li>6- NGOs Network for the localisation initiative in Yemen</li> <li>7- International supporters for localisation initiative such as ICVA, VENRO, C4C and NEAR etc.</li> </ol>

Key Area	Specific Objectives	Key Performance Indicators
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Overall Goal	To establish a more inclusive, responsive, and effective humanitarian response system in Yemen, through strengthened partnerships, empowered local leadership, enhanced coordination, increased community involvement and ownership, improved funding accessibility, and a supportive environment for local actors. This overarching objective aims to foster sustainable and impactful interventions that align with the needs of affected populations, progressively amplifying the role and capacities of local actors while ensuring equitable and ethical engagement within the response landscape.
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Strengthening Local Partnerships:	Strengthen principled, equitable, and ethical partnerships with local actors in Yemen's response.	Achieve a minimum 25% increase in principled and strategic partnerships within the first three years, with a steady growth rate of at least 10% in subsequent years.
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Empowering Local Leadership:	Amplify the leadership role of local actors in the humanitarian response system.	Achieve a Local Leadership Participation Rate of at least 25% within the first three years, with a progressive increase of 10% each subsequent year.
Enhancing Coordination and Complementarity:	improve coordination and complementarity among all actors and between sectors in response include bridging the gaps between Relief, Development and Peacebuilding.	Achieve a Cross-Sector Collaboration Index score of at least 5 out of 10 within the first three years, with a continuous increase by 1 point each subsequent year.
Community Participation, engagement and ownership	Increase community participation, engagement, and ownership in response localization efforts in Yemen.	Achieve a minimum Community Engagement Index score of 15 out of 20 within the first three years, continually improving by at least 1 point each subsequent year.
Advocacy and Influence	Promoting an enabling environment for local actors to play a key role recognized locally and internationally and to promote their capabilities to shape humanitarian priorities and contribute actively to the implementation of humanitarian and development interventions.	Achieve a Public Policy Index score of at least 50% within the first three years, with continual improvement by at least 10% each subsequent year.
Strengthening Institutional Capacities	Enhance the institutional capacities of local and national responders to provide effective and timely response to crisis-affected communities.	Achieve a Capacity Enhancement Score increase of at least 25% within the first three years, with continual improvement by at least 25% each subsequent year.
Improving Funding Accessibility and Quality	Improve access to and quality of funding for local actors involved in response in Yemen	Achieve a Direct Funding Proportion of 25% by the first three years, with a gradual increase in the proportion of direct funding each subsequent year.

## Annex 2: Action Plan:

Outputs	Output Indicators	Activities
Strategic Goal 1: Strengthening principled, equitable, and ethical partnerships with local actors in Yemen's response.		
Output 1.1: Local Actors Engagement Program established, including guidelines, training materials, and outreach activities.	Indicator 1.1: simplified and standardized partnership systems, policy and procedures with unified and equal access for partnerships	<p>Activity 1: Conduct a review donor's partnership systems and policies such as UN agencies, INGOs, government public policy and identify barriers and areas for improvement in engagement of local actors focusing on more engagement equitable and ethical partnership principles.</p> <p>Activity 2: Develop standard clear policy/ies change and guidelines for partnerships with local actors in Yemen and endorse by all decision makers</p> <p>Activity 3: Establish unified and contextualized opportunity access platform for all opportunities by international and local actors</p> <p>Activity 5: Advocate for the application of policy change</p> <p>Activity 4: Establish and facilitate a Local Actors Engagement Program and capacity building on partnerships.</p>
Output 1.2: Resource Sharing Framework developed, including mechanisms for sharing knowledge, expertise, and resources among local actors and donors.	Indicator 1.2: Percentage of funds allocated directly to local actors.	Activity 1.2: Develop a transparent and participatory process for allocating a percentage of funds directly to local actors, based on their demonstrated capacity and alignment with program goals.
Output 1.3: Long-Term Strategic Partnerships established with local organizations, including signed agreements and joint action plans.	Indicator 1.3: Number of signed agreements and joint action plans with local organizations.	Activity 1.3: Facilitate partnership-building sessions where local and external organizations can establish agreements and joint action plans for collaborative projects.
Output 1.4: Decision-Making Empowerment Program implemented, including mechanisms for soliciting and incorporating local actors' input in decision-making processes.	Indicator 1.4: Level of satisfaction among local actors regarding their involvement in decision-making and resource allocation.	Activity 1.4: Conduct surveys and interviews to gauge the satisfaction levels of local actors regarding their involvement in decision-making and resource allocation processes.
Output 1.5: Donor-Local Actor Communication Platform established, providing a platform for effective communication and information exchange.	Indicator 1.5: Number of knowledge-sharing activities and workshops conducted among local actors and donors.	Activity 1.5: Organize knowledge-sharing activities, such as webinars and peer-to-peer learning exchanges, to foster learning and collaboration among local actors and donors.

Outputs	Output Indicators	Activities
Output 1.6: Donor Accountability Framework developed, outlining the expectations and guidelines for transparent and accountable use of funds by local actors.	Indicator 1.6: Percentage of projects implemented by local actors.	Activity 1.6: Implement a grant program specifically designed for local organizations to implement projects addressing community needs.
Output 1.7: Develop a Resource Sharing Framework that outlines clear guidelines for equitable distribution of resources and costs between international and local partners, ensuring a balanced and fair approach.	Indicator 1.7: Year-on-year increases in balanced resource sharing between local and international actors	<p>Activity 1: Conduct a review of current partnerships' resources imbalances and identify areas for improvement in resource sharing.</p> <p>Activity 2: Develop standard policy and guidelines for balanced sharing of resources and costs between international and local partners.</p> <p>Activity 3: Advocate policy change for balanced resources and cost between international and local actors.</p> <p>Activity 4: Facilitate capacity building and training for local actors to plan balanced cost and budgeting</p>
Strategic Goal 2: Strengthen the leadership of local actors in the humanitarian response to ensure more effective and sustainable programming that meets the needs of affected populations.se.		
Output 2.1: Engagement and Role Policies developed, defining the active participation and roles of local actors in decision-making processes.	Indicator 2.1: Number of local actors represented in decision-making bodies and forums.	<ol style="list-style-type: none"> <li>1. Development and implementation of clear policies that define the engagement and role of local actors in the Yemen Development and Humanitarian Coordination Structure.</li> <li>2. Support and Facilitate the participation of local actors in Yemen Development and Humanitarian Coordination Structure, including HCT, SAG, Coordination Groups, National level, and sub-national level.</li> <li>3. Develop a transition plan that identifies key milestones and activities for shifting leadership to local actors.</li> <li>4. Promote the recognition of local actors in response strategy, including their participation in program design and implementation.</li> <li>5. Provide technical and financial support to strengthen the capacity of local actors in leadership and management.</li> <li>6. Advocate for equal working relationships between international actors and in-country leadership structures and mechanisms.</li> </ol>

Outputs	Output Indicators	Activities
Output 2.2: Local actors represented and actively participating in relevant forums and decision-making bodies.	Indicator 2.2: Percentage of local leaders participating in capacity-building programs.	Activity 2.2: Develop and deliver capacity-building programs tailored to the needs of local leaders, including training in project management, advocacy, and organizational development.
Output 2.3: Transition Plan Task Force established, comprising local actors and external support, to facilitate the transfer of responsibilities to local leadership.	Indicator 2.3: Number of responsibilities successfully transferred to local leadership.	Activity 2.3: Facilitate a phased approach to transfer responsibilities and decision-making authority from external organizations to local leadership, providing mentorship and support during the transition.
Output 2.4: Recognition Strategy implemented, including mechanisms to acknowledge and appreciate the contributions of local actors.	Indicator 2.4: Level of recognition and appreciation expressed by local actors for their contributions.	Activity 2.4: Establish mechanisms to recognize and appreciate local leaders, such as annual awards for outstanding contributions to community development.
Output 2.5: Support and Strengthening Programs delivered to enhance the capacity and skills of local leaders and organizations.	Indicator 2.5: Number of collaborative initiatives and partnerships between local actors and external organizations.	Activity 2.5: Foster partnerships between local leaders and external organizations, enabling them to collaborate on joint initiatives and share expertise.
Output 2.6: Collaborative working relationship fostered between local actors, promoting trust, cooperation, and knowledge sharing.	Indicator 2.6: Feedback from local actors on their perception of empowerment and increased decision-making authority.	Activity 2.6: Conduct feedback sessions and surveys to gather input from local leaders on their perception of empowerment and increased decision-making authority.
<b>Strategic Goal 3: Enhancing Coordination and Complementarity: Improve coordination and complementarity of response in Yemen among all international and local actors.</b>		
Output 3.1: Strengthened national response capacity through support for the development of local institutions, systems, and resources.	Indicator 3.1: Number of joint planning and preparedness mechanisms established.	Activity 3.1: Establish a coordination mechanism, such as a local coordination forum, to bring together local actors, government agencies, NGOs, and other stakeholders to discuss and plan joint initiatives.
Output 3.2: Joint Planning and Preparedness mechanisms established, facilitating effective coordination among local actors and stakeholders.	Indicator 3.2: Level of coordination and information sharing among local actors and stakeholders.	Activity 3.2: Develop and implement a system for information sharing among local actors, including regular meetings, shared databases, and collaborative platforms.
Output 3.3: Integrated Policy Framework developed, aligning the efforts of local actors and external organizations.	Indicator 3.3: Degree of alignment between the policies and efforts of local actors and external organizations.	Activity 3.3: Facilitate dialogue and alignment between the policies and efforts of local actors and external organizations through joint planning exercises and policy development sessions.

Outputs	Output Indicators	Activities
Output 3.4: Joint Planning and Response Management System implemented, coordinating and streamlining humanitarian and development interventions.	Indicator 3.4: Effectiveness of the joint planning and response management system in streamlining interventions.	Activity 3.4: Pilot and refine a joint planning and response management system that enables effective coordination and avoids duplication of efforts.
Output 3.5: Clear roles and active involvement of local actors defined in coordination structures.	Indicator 3.5: Percentage of local actors actively involved in coordination structures.	Activity 3.5: Promote the active involvement of local actors in coordination structures, such as cluster meetings and working groups, to ensure their perspectives and expertise are integrated into decision-making processes.
Output 3.6: Increased private sector engagement in localization efforts, leveraging resources, expertise, and innovation.	Indicator 3.6: Number of private sector engagements and partnerships in localization efforts.	Activity 3.6: Conduct study on private sector engagement in response to foster engagement including businesses and corporate entities, to engage their resources and expertise in localization efforts.
<b>Strategic Goal 4: Increase community participation, engagement, and ownership in response localization efforts in Yemen.</b>		
Output 4.1: Institutionalized community engagement mechanisms established, ensuring the involvement of local communities in decision-making and program design processes.	Indicator 4.1: Level of community participation in decision-making and program design processes.	Activity 4.1: Conduct community consultations and participatory workshops to ensure the meaningful participation of community members in decision-making and program design processes.
Output 4.2: Social accountability programs implemented, enabling communities to hold local actors and service providers accountable for their actions and outcomes.	Indicator 4.2: Number of social accountability mechanisms in place and community feedback received.	Activity 4.2: Support the establishment of community-led initiatives that address local needs, providing them with capacity-building support and mentorship.
Output 4.3: Social Responsibility Framework developed and adopted by local actors, guiding responsible and ethical behavior.	Indicator 4.3: Adoption and adherence to the social responsibility framework by local actors.	Activity 4.3: Establish feedback mechanisms, such as suggestion boxes or community feedback hotlines, to allow community members to voice their concerns, suggestions, and feedback on program implementation.
Output 4.4: Trust and accountability between local actors and communities fostered through transparent and inclusive practices.	Indicator 4.4: Level of trust and accountability between local actors and communities.	Activity 4.4: Organize training for local actors to ensure their practices and interactions with the communities
Output 4.5: Improved physical access to services and resources for marginalized and vulnerable communities.	Indicator 4.5: Improved access to services for marginalized and vulnerable communities.	Activity 4.5: Work with local actors to design and implement targeted programs that address the specific needs of marginalized and vulnerable communities.

Outputs	Output Indicators	Activities
Output 4.6: Cultural barriers addressed, promoting cultural sensitivity in the provision of services for inclusivity and respect.	Indicator 4.6: Number of cultural barriers addressed and culturally sensitive practices implemented.	Activity 4.6: Conduct awareness campaigns and workshops to address cultural barriers and promote inclusion and diversity within the community.
Output 4.7: Trust and collaboration established between NGOs and communities through enhanced communication and understanding.	Indicator 4.7: Feedback from communities on their perception of trust and collaboration with local actors.	Activity 4.7: Regularly engage community members in review and evaluation processes to assess the effectiveness of programs and ensure their ownership and sustainability.
Output 4.8: Mitigation of political interference in humanitarian and development efforts, ensuring impartiality and effectiveness.	Indicator 4.8: Reduction in political interference in humanitarian and development efforts.	Activity 4.8: Facilitate dialogue and partnerships between local actors and community leaders to address political interference and ensure community needs and voices are prioritized.
Output 4.9: Improved communication and understanding between local actors and communities through targeted strategies and language support.	Indicator 4.9.1: Percentage of community members who report improved understanding of information shared by local actors.	Activity 4.9.1: Conduct Community Information Surveys
	Indicator 4.9.2: Number of targeted communication strategies implemented to reach specific community groups or language speakers.	Activity 4.9.2: Develop a targeted Communication Plan
	Indicator 4.9.3: Frequency of community engagement events or dialogues organized by local actors.	Activity 4.9.3: Develop a Community Engagement Calendar
	Indicator 4.9.4: Feedback from community members regarding the effectiveness of language support provided by local actors.	Activity 4.9.4: Conduct Language Support Evaluation Survey
	Indicator 4.9.5: Number of community members participating in activities or initiatives organized by local actors as a result of improved communication and understanding.	Activity 4.9.5: Implement Community Participation Initiatives
Output 4.10: Trust and accountability mechanisms established to monitor and evaluate the performance and impact of local actors.	Indicator 4.10.1: Number of trust and accountability mechanisms implemented, such as feedback mechanisms or performance review processes.	Activity 4.10.1: Establish Feedback and Performance Review System Implementation



Outputs	Output Indicators	Activities
	Indicator 4.10.2: Percentage of community members who perceive local actors as transparent and accountable.	Activity 4.10.2: Design and implement Transparency and Accountability Communication
	Indicator 4.10.3: Number of instances where corrective actions were taken or improvements made based on community feedback or evaluation results.	Activity 4.10.3: Develop an Action Plan for Community Feedback and Evaluation
	Indicator 4.10.4: Timeliness of response by local actors to community concerns or grievances.	Activity 4.10.4: Establish a rapid response protocol to address community concerns or grievances
	Indicator 4.10.5: Number of community members involved in monitoring and evaluation activities related to the performance and impact of local actors.	Activity 4.10.5: Conduct training sessions to build the capacity of community members in monitoring and evaluation techniques.
Output 4.11: Capacity-building programs delivered to enhance the skills and knowledge of local actors.	Indicator 4.11.1: Number of capacity-building programs conducted for local actors.	Activity 4.11.1: Design and deliver capacity-building programs tailored to the needs of local actors.
	Indicator 4.11.2: Percentage of local actors who report improved skills and knowledge after participating in the capacity-building programs.	Activity 4.11.2: Conduct post-program evaluations or surveys to gather feedback from local actors who participated in the capacity-building programs.
	Indicator 4.11.3: Number of skills or knowledge areas covered by the capacity-building programs.	Activity 4.11.3: Conduct a skills and knowledge assessment or mapping exercise to identify the specific
	Indicator 4.11.4: Number of local actors applying the acquired skills and knowledge in their work or projects.	Activity 4.11.4: Regularly assess and evaluate the application of acquired skills and knowledge by local actors in their work or projects.
	Indicator 4.11.5: Number of local actors engaged in knowledge-sharing activities with peers or the wider community.	Activity 4.11.5: Organize knowledge-sharing workshops, events, or platforms where local actors can share their expertise, experiences, and lessons learned with their peers or the wider community.
Strategic Goal 5: Promote an enabling environment for local actors to play a key role recognized locally and internationally and to promote their capabilities to shape humanitarian priorities and contribute actively to the implementation of humanitarian and development interventions.		

Outputs	Output Indicators	Activities
Output 5.1: Advocacy efforts leading to the establishment of policies and practices that create a conducive environment for strategic partnerships.	Indicator 5.1: Number of policies and practices established to create an enabling environment for local actors.	Activity 5.1: Conduct policy analysis and research to identify gaps and barriers in creating an enabling environment for local actors, and advocate for policy reforms to address those gaps.
Output 5.2: Enabling environment for local and national actors created through policy reforms and institutional support.	Indicator 5.2: Level of alignment between donor priorities and local community needs.	Activity 5.2: Facilitate platforms for dialogue and collaboration between local actors and donors, promoting alignment between donor priorities and local community needs.
Output 5.3: Joint Advocacy and Policy Framework developed and implemented, amplifying the voices and priorities of local actors.	Indicator 5.3: Number of advocacy campaigns and policy reforms led by local actors.	Activity 5.3: Provide capacity-building support to local actors to enhance their advocacy skills and empower them to lead advocacy campaigns and policy reform initiatives.
Output 5.4: Platforms for alignment between donor priorities and local community needs established, ensuring funding and resources address local priorities.	Indicator 5.4: Percentage of funding and resources addressing local priorities.	Activity 5.4: Engage in strategic partnerships with influential actors, NGOs, and civil society organizations to collectively advocate for increased funding and resources for local actors.
Output 5.5: Success stories of local actors highlighted and shared to showcase their achievements and impact.	Indicator 5.5: Number of success stories and impact reports highlighting the achievements of local actors.	Activity 5.5: Compile success stories and impact reports that highlight the achievements of local actors and their contributions to communities, and disseminate them through various channels to raise awareness and influence stakeholders.
Output 5.6: Increased capacity-building programs for local actors, enhancing their skills, knowledge, and influence.	Indicator 5.6: Increase in the capacity and influence of local actors.	Activity 5.6: Organize high-level events, conferences, and panels where local actors can share their experiences, challenges, and successes, and engage in dialogue with policymakers and influential actors.
Output 5.7: Localization promoted in funding mechanisms, increasing direct funding to local actors and reducing dependency on external organizations.	Indicator 5.7: Percentage of direct funding allocated to local actors in funding mechanisms.	Activity 5.7: Develop and implement strategies to increase the percentage of direct funding allocated to local actors in funding mechanisms. This can include the following steps
<b>Strategic Goal 6: Strengthening Institutional Capacities of local and national responders to provide effective and timely response to crisis-affected communities.</b>		
Output 6.1: Unified structure for wages and salaries implemented, ensuring fair compensation and equitable treatment of local actors.	Indicator 6.1: Degree of fair compensation and equitable treatment of local actors.	Activity 6.1: Conduct organizational assessments to identify the capacity needs of local actors and develop tailored capacity-building plans to address those needs.
Output 6.2: Comprehensive Capacity Strategy developed and implemented, addressing identified capacity gaps of local actors through training, mentoring, and organizational development initiatives.	Indicator 6.2: Number of capacity-building initiatives and programs implemented for local actors.	Activity 6.2: Provide technical assistance and mentoring to local actors in areas such as project management, financial management, monitoring and evaluation, and strategic planning.

Outputs	Output Indicators	Activities
Output 6.3: Increased funding opportunities and technical assistance provided to local actors, enabling them to expand their institutional capacities.	Indicator 6.3: Level of financial and technical assistance provided to enhance institutional capacities.	Activity 6.3: Facilitate peer-to-peer learning and knowledge-sharing platforms, such as communities of practice or online forums, where local actors can exchange experiences and best practices.
Output 6.4: Clear policies and adherence to overhead cost regulations by local actors, ensuring efficient and transparent financial management.	Indicator 6.4: Adherence to financial management policies and overhead cost regulations.	Activity 6.4: Support local actors in developing and implementing financial management systems, including budgeting, reporting, and auditing processes, to ensure transparency and accountability.
Output 6.5: Enhanced capacity of national actors through targeted capacity-building programs, promoting sustainable development and self-reliance.	Indicator 6.5: Increase in the capacity of national actors through targeted programs.	Activity 6.5: Provide access to resources and tools, such as training materials, templates, and guidelines, to help local actors improve their organizational capacities.
Output 6.6: Coordination and utilization of institutional capacity-building opportunities, fostering a learning and collaborative environment among local actors.	Indicator 6.6: Feedback from local actors on the effectiveness of capacity-building initiatives.	Activity 6.6: Promote gender and diversity mainstreaming within local organizations by offering training programs and creating inclusive policies and practices.
<b>Strategic Goal 7: Improving Funding Accessibility and Quality for local actors involved in response in Yemen</b>		
Output 7.1: Increased direct funding allocation to local actors, reducing reliance on intermediary organizations and improving financial accessibility.	Indicator 7.1: Percentage of funding allocated directly to local actors.	Activity 7.1: Simplify and streamline funding mechanisms by reducing bureaucratic processes and requirements, making them more accessible to local actors.
Output 7.2: Equitable distribution of funding across geographical areas and sectors, ensuring fair resource allocation based on the needs and priorities of local communities.	Indicator 7.2: Degree of equitable distribution of funding across geographical areas and sectors.	Activity 7.2: Develop clear guidelines and criteria for funding allocation that prioritize local actors and their demonstrated capacity, alignment with program goals, and community impact.
Output 7.3: Stable and efficient banking policies and funding mechanisms established, facilitating smooth financial transactions for local actors.	Indicator 7.3: Ease of financial transactions for local actors based on established banking policies and funding mechanisms.	Activity 7.3: Provide training and support to local actors in financial management, including budgeting, financial reporting, and compliance with donor requirements.
Output 7.4: Decision-making power granted to local and national actors in resource allocation, enhancing their ownership and control over funding decisions.	Indicator 7.4: Level of decision-making power granted to local and national actors in resource allocation.	Activity 7.4: Establish transparent and accountable financial systems, including regular audits and monitoring, to ensure proper utilization of funds and prevent mismanagement.
Output 7.5: Reduction in fund duplication through improved coordination and information sharing, optimizing the use of resources and minimizing wastage.	Indicator 7.5: Reduction in fund duplication through improved coordination and information sharing.	Activity 7.5: Facilitate partnerships between local actors and potential funding sources, including donors, philanthropic

Outputs	Output Indicators	Activities
		organizations, and private sector entities, to diversify funding streams.
Output 7.6: Integration and streamlining of financial systems reported by local actors, enhancing efficiency, transparency, and accountability.	Indicator 7.6: Integration and streamlining of financial systems reported by local actors.	Activity 7.6: Explore innovative financing models, such as social impact bonds or crowdfunding platforms, to support local actors and increase their financial sustainability.
Output 7.7: Increased social investment and resource diversification for local actors, promoting sustainability and resilience in their operations.	Indicator 7.7: Percentage of social investment and resource diversification for local actors.	Activity 7.7: Capacity-building program for local actors on social investment and resource diversification.

### Annex 3: Strategy Evaluation Tool: Localization and Optimization of Response System in Yemen

**Objective:** To assess the impact and progress of the strategic roadmap proposal in mainstreaming localization in response system in Yemen.

Evaluation Area		Indicators	Data Collection Methods	Frequency	Responsible Parties	Expected Outcome
Strengthening Partnerships	Local	- Percentage increase in partnerships - Quality of partnerships	- Review of partnership agreements - Surveys and interviews with local partners	Annually	Partnerships coordinator, Localization initiative members	Increased partnerships and enhanced collaboration
Empowering Leadership	Local	- Local Leadership Participation Rate - Impact of local leaders in decision-making	- Cluster Meeting Minutes - Interviews with local leaders	Bi-annually	Capacity-building team, Localization initiative members	Higher Local Leadership Participation Rate and impactful local leadership
Enhancing Coordination and Complementarity		- Cross-Sector Collaboration Index score	- Coordination meeting reports - Sector collaboration assessments	Quarterly	Coordination team, Localization initiative members	Improved Cross-Sector Collaboration Index and better coordination
Community Involvement and Ownership		- Community Engagement Index score	- meeting minutes with NGOs - Surveys and focus groups with community members	Annually	Community engagement team, Localization initiative members	Increased Community Engagement Index and inclusive community involvement
Advocacy and Influence for Enabling Environment		- Civic Space Index score	- Civic Space Index - Advocacy documentation - Interviews with decision-makers	Annually	Advocacy team, Localization initiative members	Higher Civic Space Index and recognition of local actors' influence
Strengthening Institutional Capacities		- Capacity Enhancement score increase - Effectiveness of Capacity-building programs	- Assessment reports - Participant feedback surveys	Bi-annually	Capacity-building team, Localization initiative members	Improved Capacity Enhancement Score and enhanced institutional capabilities

Improving Funding Accessibility and Quality	- Direct Funding Proportion	- Funding allocation records - Interviews with donors and partners	Bi-annually	Funding team, Localization initiative members	Higher Direct Funding Proportion and improved funding quality
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## Programme Plan 2024:

Implementation Plan		SECTION 3: PERFORMANCE
Programme level	Programme Outcomes	INDICATOR statement
<b>Project Goal</b>	Localisation and Optimization of Response Mechanisms in Yemen	
Objective 0	Establish a robust network of national and international actors dedicated to promoting and implementing localization strategies in Yemen.	
Output 0.1	Local actors are engaged in the localisation initiative and efforts locally and globally	# local actors who are active in the localisation efforts of Yemen locally and globally
Activity 0.1.1	Local actors are actively engaged in the localization initiatives at both local and global levels.	# of platforms established
		# of members joined
		# of posts (news, opportunities and materials on localisation) shared
		# of delivered and read for posts
Activity 0.1.2	Identify and map key local actors and involve them in the localization initiative through the establishment of workgroups and regular meetings	# of KII meeting conducted with local actors (government, NGOs, third party etc.)
		# of membership Management platform established
		# of members joined the initiative
		# of workgroups established
Activity 0.1.3	Network local actors in the international networks and Working Groups localisation relevant	# of members meeting conducted
		# of memberships of the localisation initiative with international networks
		# of meeting attended with international actors representing the localization initiative
		# of members joined international memberships
Output 0.2	Localisation initiative and knowledge advocated nationally and globally	# of members engaged in international events, workshops etc.
		Count of Proposal developed, action plans and advocated for resourcing
		# of Key actors received presentation on the localisation initiative, activities and findings
		# of press release/ public interviews conducted to introduce the initiative and efforts
Activity 0.2.1	Represent and advocate the localisation initiative, activities and findings	# of statements pressed by the initiative
		# presentations, papers, prepared
Activity 0.2.2	Active Participation in virtual or physical network meetings and annual conference of Grand Bargain as national level consultative bodies or national reference groups, European Humanitarian Forum or others.	# of workshops, events, webinars attending to represent the localisation initiative
Output 0.3	localization Programme Development, action planning, advocacy and fund resourcing	Count of Proposal developped, action plans and advocacted for resourcing
Activity 0.3.1	Develop localisation activity proposal and advocate for funding	# of full proposals developed/ participated at
		# of INGs, donors reached
		# of concept notes approved
Activity 0.3.2	Coordinate proposals and activities with national authorities	# of agreement signed with donors
		# of project agreement coordinated with national authorities
Outcome 1	Humanitarian actors in Yemen have sufficient knowledge and information to contribute to a national strategy and action plan for localization and optimization of humanitarian action mechanisms in Yemen	

Output 1.1	Localization baselining conducted, final report is issued, disseminated and advocated with humanitarian actors	# Localization Baseline Research Reports drafted
Activity 1.1.0.	Conduct benchmarking localisation performance measurement	# Localization Baseline Research Reports drafted
Activity 1.1.1.	Conduct participatory consultative research workshops on localization with local actors in the South & North of Yemen	# of Consultative FGDs
Activity 1.1.2.	Development of communication and advocacy tools and products	# of communication and advocacy materials produced.
Activity 1.1.3.	Conducting of communication/Advocacy campaigns/Meetings	# of advocacy workshops/meetings conducted
Output 1.2	Developed National Strategy for localizing and optimizing response mechanisms with Action plans and Advocacy Strategy	% completion of national strategy
Activity 1.2.1	Map the key actors and identify focal points for engagement (i.e. key influencers, advocates) who can raise awareness and motivate greater participation from other INGOs, NGO government officers, civil society or the private sector on an ongoing localizing humanitarian action	# of stakeholders mapped for localization strategic planning and advocacy
Activity 1.2.2	Conduct consultative workshops to develop National Strategy for response Localization and optimization including (LPMF)	# of workshops conducted # of national strategy developed.
Activity 1.2.3	Conduct consultative workshops to develop Action plans for the strategy including (CRF) and Joint Advocacy Strategy.	# of workshops conducted # of Action Plans developed per localization dimension # of Advocacy Strategy
Activity 1.2.4	Development of communication and advocacy tools and products	# of communication and advocacy materials produced.
Activity 1.2.5	Conducting of Advocacy campaigns /Meetings for the agreed Localization and Optimization Strategic Action Plan (online)	# of advocacy workshops/meetings conducted # of participants targeted
Activity 1.2.6	Conducting of a yearly Localization performance Endline research survey.	# of Localization Endline research Conducting.
Output 1.3	Local NGOs have more equitable and sustained partnerships with donors and/or international actors and access to timely, effective and transparent funding and coordination mechanisms.	% members of NRG reporting strategic partnerships with international actors Level of satisfaction with the equitable nature of partnerships with international actors
Activity 1.3.1	Establishing National Reference Group for localization in Yemen	# of localization NRG established
Activity 1.3.2	Develop standardized joint methodology, tools and procedures for the NRG	# of policies developed
Activity 1.3.3	Hold NRG meetings to ensure periodic follow up, advocacy, coordination with NEAR & Grand Bargain, updates on the implementation of the localization agenda, advocacy, national strategy, action plans etc.	# of meetings updates/ webinars/ workshops conducted or attended
Activity 1.3.4	Developing a locally-led Funding Mechanism to ensure optimal usage of donors and in-country resources.	# of TORs Local sustained funding and coordination mechanisms developed # guidelines developed to guide mechanism (set)



		#members engaged
Activity 1.3.5	Evaluation of Donor Partnership Cycles	# of Identified barriers and potential areas for improvement in partnership cycles with major donors as outlined in the evaluation report
Activity 1.3.6	Formulation of Partnership Guidelines for Local Actors	Completion and endorsement of the partnership policy framework for local actors by all relevant stakeholders.
Activity 1.3.7	Assessment of Resource Imbalances in Current Partnerships	# of identified resource imbalances in current partnerships and actionable recommendations provided in the consultancy report
Activity 1.3.8	Development of Resource Sharing Policies	# resource sharing policy proposal.
Activity 1.3.9	Review of Local Actor Engagement in Coordination Structures	# of identified barriers and opportunities for local NGOs in coordination structures as outlined in the review report.
Activity 1.3.10	Enhancement of Local Actor Leadership in Response Coordination	Completion and integration of the engagement and leadership policy for local actor leadership in response coordination.
Activity 1.3.11	Development of Localization Initiative's Governance	Completion and adoption of the localization initiative's coordination mechanisms governance frameworks across local NGOs.
Activity 1.3.12	Develop and Upgrade and Optimization of Yemen CSOs Localization Initiative's Platform	# of successful platform updates, security patches, and compatibility fixes implemented by the Platform's consultant Developer.
Activity 1.3.13	Operating the Yemen CSO Localization Initiative's Platform	# of user support requests successfully resolved by the platform administrator within 24 hours.
Activity 1.3.14:	Training for platform team on the content management and digital advocacy and disseminating the localization products online	# trained NGOs representatives on Advocacy
Outcome 3	Development of Governance Policies and Structures for the Localization Initiative in Yemen	
Output 3.1	Developed governance policies and structures that support the localization initiative in Yemen.	
Activity 3.1.1	Identify existing governance structures, gaps, and challenges in localization efforts	# of needs assessment report completed, outlining key findings and recommendations.
Activity 3.1.2	Facilitate multi-stakeholder meetings and consultations to draft governance policies	# of governance policies developed and approved by relevant stakeholders.
Output 3.2	Facilitated inclusive and participatory stakeholder engagement in the development and implementation of governance policies and structures.	
Activity 3.2.1	Establishment of taskforces for the localisation Initiative	# of taskforces established for the Localisation Initiative, categorized by focus area or objective
Activity 3.2.2	Organize workshops, focus groups, and consultations with diverse stakeholders.	Level of stakeholder participation, measured by the number of diverse stakeholders engaged in workshops, focus groups, and consultations compared to the total number of stakeholders invited.

		Diversity of stakeholder representation, assessed by the range of sectors, demographics, and perspectives represented in workshops, focus groups, and consultations.
		Satisfaction level of stakeholders, determined through post-event feedback surveys or qualitative assessments of stakeholder engagement experiences.
<b>Output 3.3</b>	Pilot projects implemented and to test the effectiveness of governance policies and structures.	
Activity 3.3.1	Conduct assessments and consultations to identify suitable pilot Governorates.	Pilot Governorates selected and readiness assessment reports completed.
Activity 3.3.2	Support the implementation of governance policies and structures in pilot areas.	Compliance with governance policies and structures in pilot Governorates.
Activity 3.3.3	Conduct monitoring, evaluation, and learning exercises to capture lessons learned.	Lessons learned report produced and adjustments made to governance policies and structures.
<b>Output 3.4</b>	Shared best practices and knowledge on localization governance in Yemen.	
Activity 3.4.1	Organize workshops, conferences, and webinars to share experiences and insights.	# of knowledge-sharing events organized.
Activity 3.4.2	Conduct research and analysis on the impact and effectiveness of governance policies.	# of research reports or publications produced.
<b>Output 3.5</b>	Ensured effective project management, coordination, and monitoring.	
Activity 3.5.1	Recruit project management staff and provide necessary resources.	Project management team in place and operational.
Activity 3.5.2	Develop indicators, data collection tools, and reporting mechanisms.	Monitoring and evaluation framework established and utilized.
Activity 3.5.3	Generate project progress reports and documentation of key achievements.	Regular project reports submitted and documented milestones.

## Annex 4: Strategy Development Team:

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