



**Localisation Initiative**

مبادرة التوطين

# Localisation Strategy Revision Workshop

**Presentation – 16 July 2024**

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## CSOs Initiative Localisation and Optimization of Response Mechanisms in Yemen

# Agenda

Introduction and Welcome

Context Overview: Yemen

Barriers to Localization in  
Yemen

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Why Response Localisation

Development Methodology

Overview of the Strategy

Monitoring and Evaluation

Underlying Assumptions

Executive Mechanism

Q&A and Discussion

# Context Analysis

## Political

- **Fragmented Governance:** Dealing with multiple authorities (IRG, DFA, STC, Western, Cost, Eastern Cost) conflicting and controlling different regions.
- **Ongoing Conflict:** Widespread violence, displacement, and complex humanitarian crisis.
- **Political Instability:** Frequent leadership changes and political rivalries.
- **Legal Restrictions:** Limited freedom for civil society and humanitarian organizations.

## Economic

- **Economic Collapse:** High unemployment (the country's GDP being halved during the period of 2014-2022), inflation, and currency depreciation.
- **Food Insecurity:** Two-thirds of the population (21.6 million) need assistance. 53% of the population (17 million) are food insecure.
- **Limited Access to Basic Services:** Disrupted healthcare, education, water, and sanitation.

## Social

- **Displacement:** More than 4 Millions of people internally displaced due to conflict.
- **Cultural Barriers:** Need for cultural sensitivity in humanitarian interventions.
- **Gender Inequality:** Increased vulnerability of women and girls.

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## Legal

- **Restrictive Laws:** Limited freedom of expression, association, and access to funding.
- **Bureaucratic Obstacles:** Challenges in obtaining permits and documentation.

## Technological

- **Limited Infrastructure:** Underdeveloped technological infrastructure, especially in rural areas.
- **Information Disparity:** Unequal access to information between urban and rural areas.

## Environment

- **Environmental**
- **Natural Disasters:** Floods, droughts, and cyclones exacerbate vulnerabilities.
- **Climate Change:** Rising temperatures and changing rainfall patterns worsen existing challenges.



# Sidelined Aid: The Impact of Marginalizing Local Actors in Yemen

## Main Problems

**Unequal Partnerships:** Complex donor systems, power imbalances, and limited local decision-making create unequal relationships.

**Local Voices Silenced:** Underrepresentation in leadership, dominance of international actors, and resistance to power-sharing.

**Coordination Chaos:** Conflicting coordination bodies, lack of joint planning, and poor communication hinder collaboration.

**Disconnected Communities:** Insufficient participation, lack of trust, and weak accountability mechanisms exclude communities.

**Policy Barriers:** Restrictive policies, weak advocacy, and limited visibility for local actors.

**Capacity Constraints:** Weak institutions, inadequate investment, and unequal access to resources.

**Inadequate Funding:** Insufficient direct funding, short-term cycles, and lack of transparency create dependency.

## Impact

### Ineffective Aid and Increased Vulnerability :

Solutions fail to meet the actual needs of communities, wasting resources. The marginalization of local actors, fragmented coordination, and limited community participation result in less relevant, less sustainable, and less impactful interventions.

**Power Imbalance:** Unequal access to resources and decision-making further marginalizes local actors.

**Perpetuation of Dependency:** Local actors remain reliant on external aid, hindering their ability to build resilience and respond to future crises independently.

**Broken Trust:** Lack of transparency and accountability undermines the legitimacy of response.

# Barriers to Response Localisation In Yemen

## Effects

**Reduced Effectiveness of Humanitarian Response:** Local knowledge and expertise are underutilized, leading to less relevant and sustainable solutions.

**Reinforcement of Dependency:** Local actors remain reliant on external funding and support, hindering their self-reliance and long-term development.

**Erosion of Trust:** Lack of transparency and inequitable partnerships foster distrust between local and international actors, impacting collaboration.

**Missed Opportunities:** The potential for innovation, local ownership, and sustainable solutions is diminished.

## Broken Partnerships: A Barrier to Effective Aid in Yemen

## Root Causes

**Complex Donor Systems and Policies:** Overwhelming processes, language barriers, and unequal resource sharing create major obstacles for local organizations.

**Lack of Institutional Support:** Limited local capacity, favoritism towards established partners, and restricted local decision-making power perpetuate dependency.

**Limited Local Decision-Making:** Resistance to sharing power, tokenistic participation, and one-sided communication hinder true collaboration.

**Communication and Reporting Challenges:** Diverse platforms, information asymmetry, and weak accountability frameworks erode trust and efficiency.

## Effects

**Reduced Effectiveness of Humanitarian Response:** Local knowledge and expertise are not adequately utilized, leading to less effective and sustainable solutions.

**Perpetuation of Dependency:** Local actors remain reliant on international organizations, hindering their long-term development and autonomy.

**Inequitable Distribution of Resources:** Resources may not be allocated according to local priorities and needs.

**Loss of Trust and Legitimacy:** The exclusion of local actors can erode trust in the humanitarian response system and undermine its legitimacy.

## Underrepresentation of Local Actors in Leadership Roles

## Root Causes

**Misalignment with Grand Bargain Principles:** Dominance of UN agencies and INGOs in decision-making (96%). Government (2%), NNGOs (2%), and local organizations (0%) are virtually excluded from leadership.

**Limited Local Capacity and Engagement in leadership:** Insufficient resources and capacity-building for leadership local actors. Resistance from international actors to share power and expertise.

**Ineffective Collaboration:** Power imbalances hinder genuine partnership. Communication barriers due to language and cultural differences.

# Barriers to Response Localisation In Yemen

## Effects

**Wasted and duplicated Resources:** Inefficient use due to duplication and poor planning.

**Delayed Aid:** Slow and inadequate response to crises.

**Increased Vulnerability:** Complex needs of the population not met.

**Lack of Accountability:** Unclear roles and weak reporting undermine transparency.

## Coordination Breakdown: The Tangled Web of Yemen's Humanitarian Aid

## Root Causes

**Local Fragmentation:** Numerous competing coordination bodies, fueled by political divisions.

**Data Disconnect:** Lack of standardized data collection and resistance to information sharing.

**Planning Blind Spots:** Limited resources and misaligned priorities hinder preparedness.

**Policy Gaps:** Absence of a clear, integrated policy framework results in fragmented approaches.

**Communication Barriers:** Poor infrastructure and lack of local capacity hamper coordination.

**Sidelined Local Voices:** Exclusion from decision-making and power imbalances marginalize local actors.

**Private Sector Disconnect:** Limited awareness and challenges in partnership building.

## Effects

**Ineffective Aid:** Humanitarian efforts miss the mark without local input.

**Unsustainable Solutions:** Aid lacks cultural relevance and long-term viability.

**Diminished Accountability:** Those affected lack a voice in decision-making.

**Increased Vulnerability:** Communities become more susceptible to exploitation and harm.

**Weakened Civil Society:** Restrictions on civic space hinder advocacy and accountability.

## Neglecting Communities in Yemen's Humanitarian Response

## Root Causes

**Lack of Engagement:** Limited awareness and power imbalances marginalize communities.

**Weak Accountability:** Absence of clear guidelines and structures hinders empowerment.

**Private Sector Disconnect:** Limited policies and mutual hesitation prevent effective collaboration.

**Local Mistrust:** Deep-rooted divisions and insufficient trust-building hinder cooperation.

**Access Challenges:** Conflict, insecurity, and lack of coordination limit outreach.

**Cultural and communication Barriers:**

**Broken Trust with NGOs, Political Interference, Feedback Failure and Underdeveloped Trust**



# Barriers to Response Localisation In Yemen (Continued)

## Effects

**Ineffective Aid:** Humanitarian efforts miss the mark without local input.

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**Silenced Voices: The Cost of Limited Civic Space in Yemen**

## Root Causes

**Restrictive Policies:** Centralized power, NGO co-opting, and restrictions on civil society limit local action.

**Fractured Relationships:** Mistrust and unequal power dynamics hinder collaboration between local and national actors.

**Misaligned Priorities:** Donors and local communities lack effective communication and shared goals.

**Invisible Contributions:** Local successes go underreported, and negative perceptions persist.

**Lack of Investment:** Insufficient funding and donor resistance limit capacity building for local actors.

## Effects

**High Turnover:** Experienced staff leave, creating instability and knowledge gaps.

**Ineffective Programs:** Limited capacity hinders the delivery of quality services.

**Dependence on Outsiders:** Reliance on international actors' limits autonomy and sustainability.

**Overall Impact Diminished:** The humanitarian response is less effective due to weakened local actors.

**Capacity Crisis: Undermining Local Aid in Yemen**

## Root Causes

**Unequal Pay:** Inconsistent remuneration leads to high turnover and low morale.

**Fragmented Training:** One-size-fits-all approaches and limited resources hinder effective capacity building.

**Funding Barriers:** Complex processes and limited access to financial support create obstacles.

**Overhead Confusion:** Lack of transparency and understanding around operational costs.

**Disjointed Efforts:** Fragmented capacity-building initiatives with insufficient funding.

# Barriers to Response Localisation In Yemen (Continued)

## Effects

**Misaligned projects:** Initiatives may fail to align with local requirements.

**Inefficient programs:** Unforeseeable funding interruptions impede progress and sustainability.

**Increased dependency:** Local stakeholders heavily depend on external assistance.

**Reduced accountability:** Transparency deficiencies erode trust and efficient resource allocation.

## Financial Drought: The Struggle for Local Aid Funding in Yemen

## Root Causes

**Insufficient Funding:** Low direct funding and short-term project focus limit local resources and long-term planning.

**Donor Restrictions:** Misaligned priorities and complex reporting burdens create barriers.

**Lack of Transparency:** Bias, unequal power dynamics, and limited oversight hinder fair resource allocation.

**Banking Challenges:** Political instability and evolving regulations create financial uncertainties.

**Data Gaps:** Lack of comprehensive financial tracking obscures the true picture of funding.

**Limited Funding Diversity:** Over-reliance on a few donors and lack of awareness of alternative sources create vulnerability.



# Why We Need Response Localization

## Benefits of Empowering Local Actors

Localization is not just a strategy; it's a commitment to a more effective, equitable, and sustainable humanitarian response in Yemen.

- **Increased Accessibility:** Reaching more people in need, especially in remote and underserved areas.
- **Empowered Local Actors:** Enabling local organizations and communities to lead and own the response.
- **Focus on the Most Vulnerable:** Prioritizing the needs of the most marginalized and at-risk populations.
- **Reduced Bureaucracy:** Streamlining aid delivery and cutting through red tape.
- **Community Engagement:** Ensuring meaningful participation of affected communities in decision-making.
- **Increased Self-Reliance:** Building local capacity to respond to future shocks and disasters.
- **Cost Efficiency:** Optimizing resource utilization and reducing response costs.

### Benefits for Local Actors

### Benefits for Final Beneficiaries

### Benefits for International Actors

### Benefits for Donors

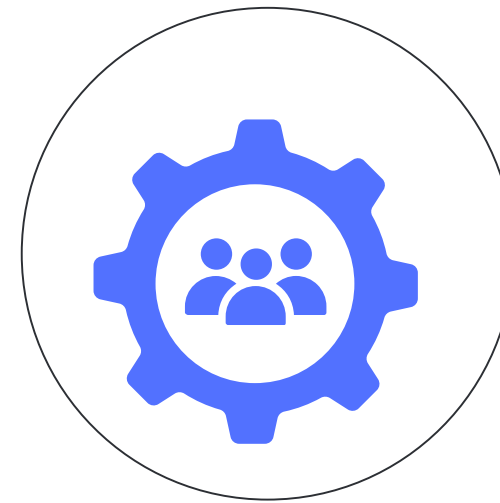


# Why We Need Response Localization



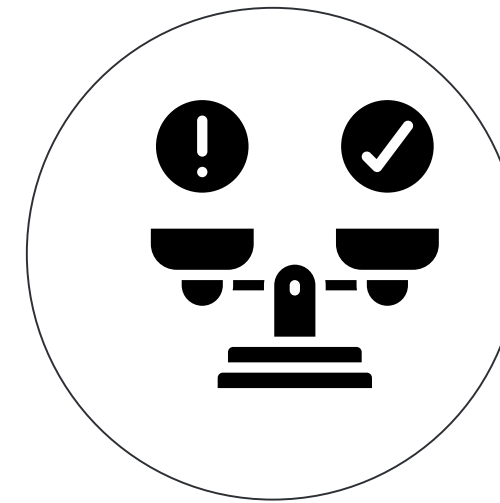
## Benefits for Local Actors

- Empowerment and Leadership
- Capacity Building
- Ownership and Sustainability
- Reduced Dependency
- Self Resilience



## Benefits for Response Beneficiaries

- More Effective and Efficient Aid
- Community Ownership and Participation
- Sustainable Solutions



## For International Actors

- Equitable partnerships
- Cost-Effectiveness
- Enhanced Effectiveness
- Improved Coordination
- Building Trust
- Grand Bargain Alignment



## Benefits for Donors

- Value for Money
- Sustainability
- Accountability
- Positive Image
- Grand Bargain Alignment

# Methodology

## Baselining

- Literature and Document review
- Stakeholder Mapping
- Performance measurement baseline



## Participatory Consultations

- Stakeholder Analysis
- Consultations with Stakeholders
- Framework of priorities and challenges<sup>11</sup>
- Strategic and partial objective planning



## Action Planning

- Action Planning
- Gather feedback, iterate, and refine the strategies based on initial results.





## Our Vision

A future where humanitarian response in Yemen is:

- **Fair, Equitable, and Dignified:** Upholding the principles of justice and respect for all.
- **Locally Led:** Empowering local actors to lead and shape response efforts.
- **Effective and Efficient:** Ensuring assistance meets the needs and priorities of affected communities.
- **Sustainable:** Building the capacity of local stakeholders through partnerships and leadership.
- **Coordinated:** Enhancing collaboration and complementarity among all actors.
- **Enabling:** Promoting a supportive environment for local actors to thrive.

**Together, we can create lasting positive impacts and build a more stable, efficient, and locally-led response in Yemen.**

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## Our Mission

Advocate to transform response in Yemen for:

- **Fostering Fair, Equitable, and Dignified Practices:** Upholding the principles of justice and respect for all.
- **Promoting Local Leadership:** Empowering local actors to lead and shape response efforts.
- **Building Capacity:** Strengthening the skills and resources of local stakeholders.
- **Enhancing Coordination:** Improving collaboration and complementarity among all actors.
- **Advocating for Change:** Promoting policies and practices that support localization.

**Together, we will advocate and work to establish a responsive and equitable humanitarian system in Yemen by 2028.**



# Values

## Voluntary service

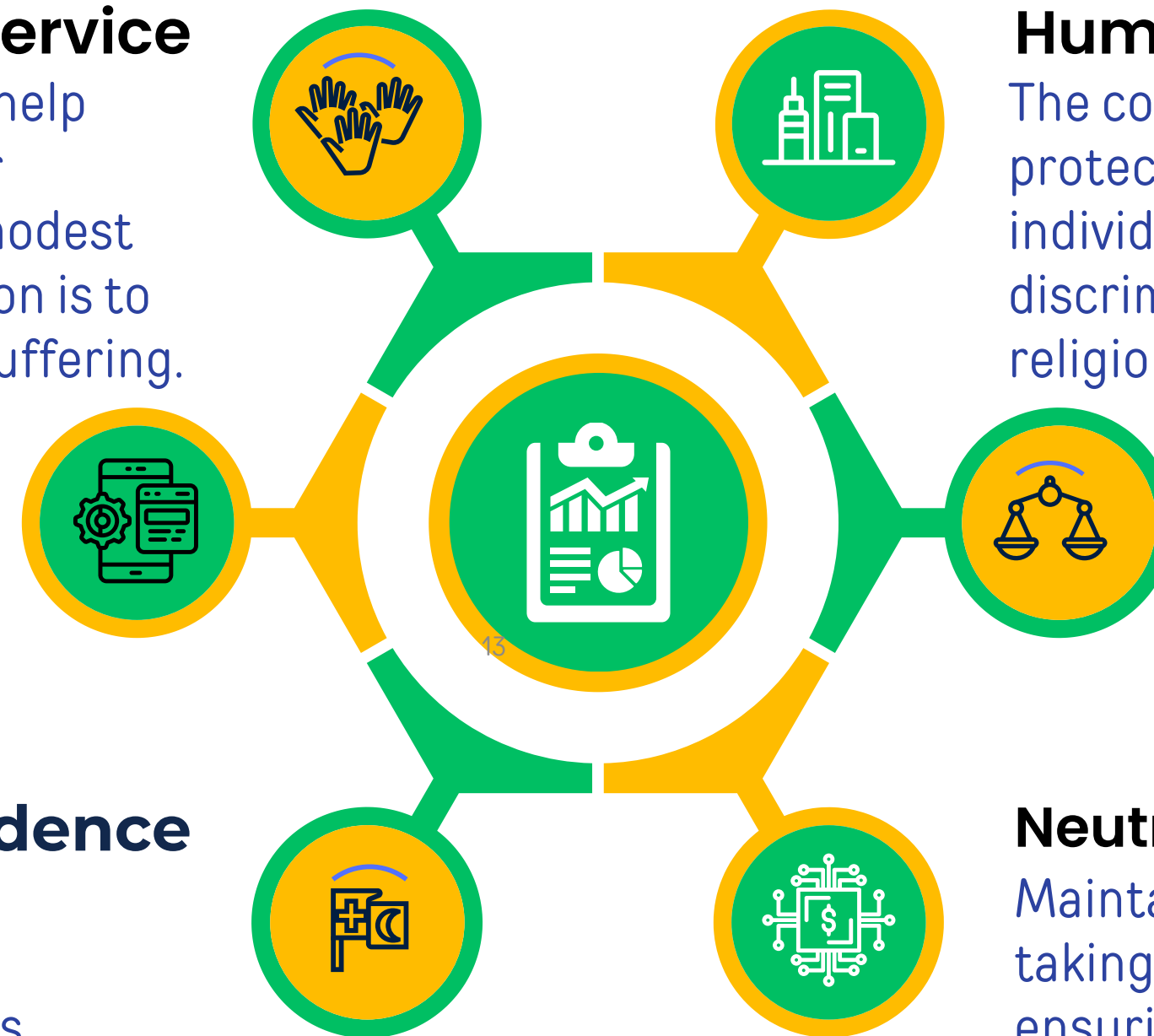
Local actors are driven by a desire to help others, not by personal gain. Whether volunteering their time or receiving modest compensation, their primary motivation is to serve their community and alleviate suffering.

## Universality

The belief that humanitarian principles and assistance should be available to all individuals affected by crises, irrespective of their location, background, or affiliation

## 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



## 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.

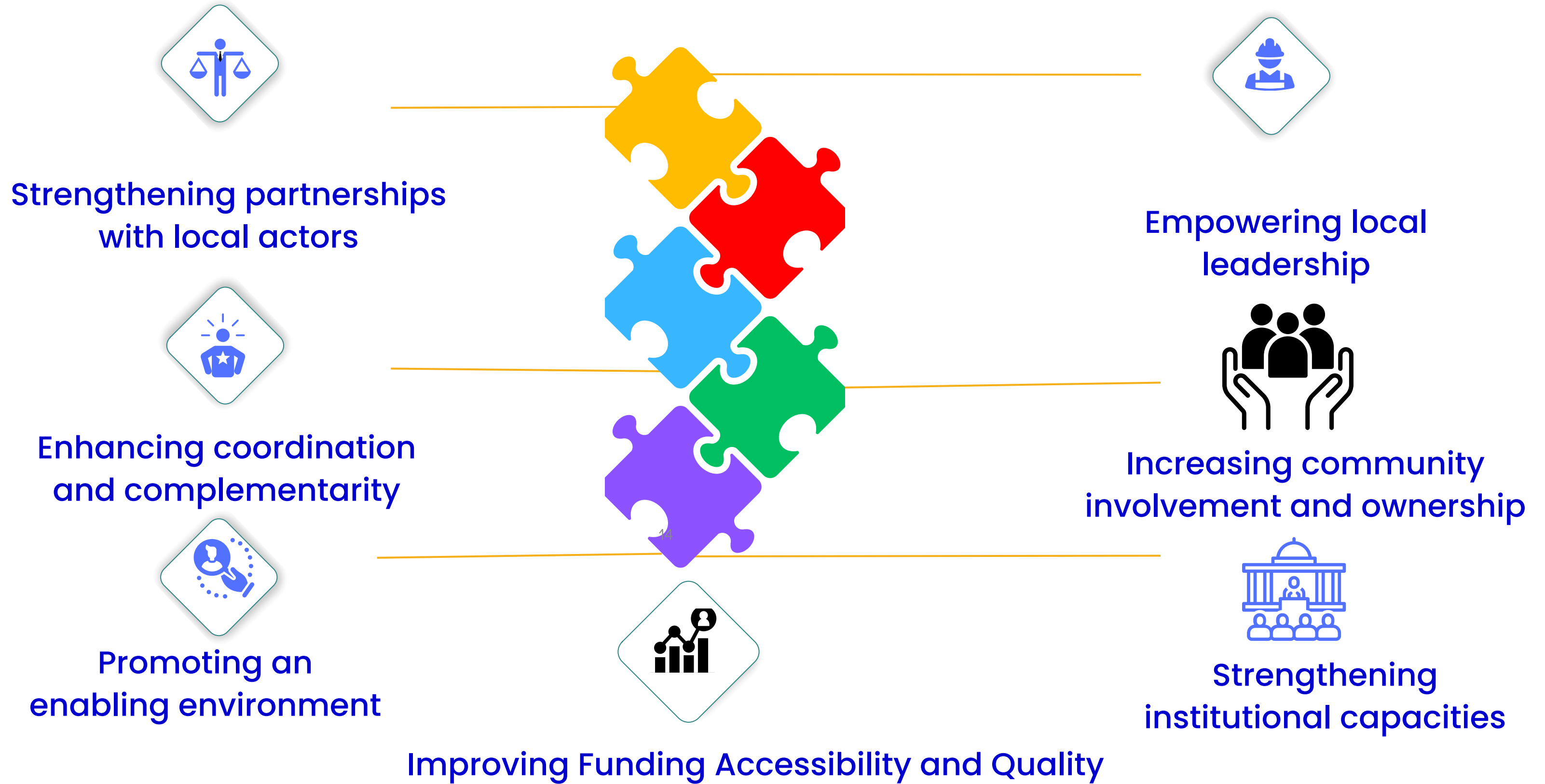
## Impartiality

Providing assistance and support solely based on need, without any form of bias or discrimination, ensuring equal treatment for those in need of aid

## Neutrality

Maintaining impartiality and refraining from taking sides in conflicts or controversies, ensuring assistance is provided based on need alone, without favoritism

# Strategic Goals





# Cross-cutting Priorities

## WLOs Empowerment

Engage Women-Led Organizations and Increase Funding for Gender-Focused Interventions

## Disaster & Climate Change Preparedness

Promote the integration of disaster risk reduction and climate change adaptation into the response in Yemen



## Risk Sharing

Promote the Implementation of a Risk-Sharing Framework

## HDP Programming

Bridging the gaps between Relief, Development, and Peacebuilding.

# Monitoring Framework



## Goal 1: Strengthening Local Partnerships

- **Target:** 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.
- **Indicators:**
  - % of Equitable partnerships (OECD & DE ECHO, GB guidelines)
  - % of funding allocated directly to L/Nas (GB)
  - Cost Sharing Framework (IASC guideline)
  - Overhead cost policy (IASC guideline))



## Goal 2: Empowering Local Leadership

- Target:** Achieve a Local Leadership Participation Rate of at least 25% and increase of 10% each year:
- Indicators: (IASC guideline):**
- # of actors on SAG (local, national, INGO, UN, other)
  - # of actors on Coordination Group (local, national, INGO, UN, other)
  - # of local actors as lead or co-lead national level
  - # of actors leading coordination groups at sub-national level (local, national, INGO, UN, other)
  - # leadership Transition Plan endorsed
  - # L/NA recognized in response strategy



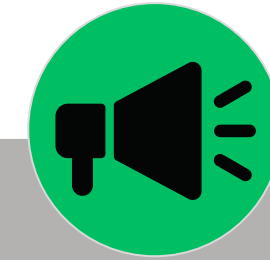
## Goal 3: Enhancing Coordination and Complementarity

- Target:** Achieve a Cross-Sector Collaboration Index score of at least 5 out of 10 within the first three years, with a continuous increase of 1 point each subsequent year.
- Indicators:**
- % increase cross-sector collaboration and better coordination across sectors and regions
  - Number of initiatives launched to foster multi-stakeholder collaboration, Including Humanitarian, Development, Peacebuilding, and ECC
  - Volume and types of innovative financing mechanisms deployed



## Goal 4: Community Involvement, Revolution, and Ownership

- Target:** 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.
- Indicators:**
- Institutionalized CPEA Maturity
  - Programed CPEA Performance
  - Operationalized CPEA Performance



## Goal 5: Advocacy and Influence for Enabling Environment

- **Target:** 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.
- **Indicators:**
  - Civic Space Index score

# Monitoring Framework (Continued)



## Goal 6: Strengthening Institutional Capacities of L/Nas

### Target:

- 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.

### Indicators:

- Capacity Enhancement score increase
- Commitment to Competency Framework (CHS)



## Goal 7: Improving Funding Accessibility and Quality

### Target:

- 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
- funding within five years.

### Indicators:

- Volumes and percentage of multi-year and flexible funding provided to partners
- Volumes and percentage of humanitarian funding received as multi-year funding

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## Cross-cutting Priorities – Gender

### Target:

- Increase funding to women-led and women's rights organizations by 15% within the first three years, with a steady increase of 5% each subsequent year.

### Indicator:

- % of funding to women-led and women's rights organizations
- # of initiatives targeting gender equality and women's empowerment

## HDP Approach



## Cross-cutting Priorities – Risk Sharing

### Target:

- Develop and implement risk-sharing agreements with at least 50% of local partners within three years.

### Indicators:

- Steps taken to progress risk-sharing in partnerships
- Progress in risk-sharing by partners

## Climate Change Integration



# Underlying Assumptions

Assumption	Description
<b>Strategic Partnerships Readiness</b>	Local actors are prepared and willing to engage in strategic partnerships, and they have the capacity to meet partnership requirements.
<b>Local Leadership Willingness</b>	Local actors are eager to assume leadership roles and responsibilities within the humanitarian response system.
<b>Coordination and Complementarity Improvement</b>	There is a shared commitment among international, national, and local actors to improve coordination and complementarity, fostering a collaborative environment.
<b>Local Engagement Interest</b>	Local actors are interested and willing to actively participate, engage, and take ownership of response efforts.
<b>Supportive Public Policy Environment</b>	There is potential for creating a supportive civic space and public policy environment that recognizes and promotes the active role of local actors.
<b>Local Actors' Capacity for Growth</b>	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.
<b>Funding Accessibility Advocacy Success</b>	Advocacy efforts will successfully remove barriers to funding accessibility, and there is a willingness among donors to increase direct funding to local actors.

# Strategy Executive Mechanism

## Introduction

- A collaborative endeavor uniting diverse stakeholders under a shared vision for an effective, equitable, inclusive, and locally-led humanitarian response.
- Builds upon the cluster approach, leveraging its coordination mechanisms to integrate localization efforts.
- Aligns with the principles of the Grand Bargain, OECD, CHS, RCRC Fundamentals, ensuring local actors have a prominent voice and influence.

## Guiding Principles:

- Independence and Neutrality
- Local Ownership and Leadership
- Inclusivity and Participation
- Transparency and Accountability
- Capacity Building and Sustainability
- Contextualization and Adaptability
- Collaboration and Coordination
- Resource Mobilization and Financial Sustainability
- Monitoring, Evaluation, and Learning
- Advocacy and Policy Influence

## Localisation Initiative Governance:

- **Strategic Advisory Group (SAG):** Provides strategic guidance and oversight.
- **National Reference Group (NRG):** Offers consultative and advisory support.
- **Thematic Working Groups:** Focus on specific areas like partnership development, capacity building, advocacy, funding, gender, risk-sharing, and climate change integration.
- **Secretariat:** Manages day-to-day operations, coordination, communication, and resource mobilization.

## Questions/Comments

# Open Discussion Session



Address pre-submitted questions and feedback.  
A broader discussion on the strategy, encouraging participants to share their perspectives and concerns.





**Localisation Initiative**

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# Thank You

## FOR YOUR ATTENTION

Preparation & Design: by Abdulqawi Hajeb

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