Executive Mechanism for the Localisation Strategy

1st Draft (Under Revision)

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Introduction:

Draft Introduction to the Localization Strategy Implementation Plan

This implementation plan is the excuitive mechanism proposal for the implementation of the localisation strategy. The localization strategy in Yemen is a collaborative endeavor, uniting diverse stakeholders under a shared vision: a humanitarian response that is not only effective but also equitable, inclusive, and locally led. This strategy is built upon the foundation of the existing cluster approach, leveraging its coordination mechanisms to integrate localization efforts seamlessly into the broader humanitarian and development landscape. It aligns with the principles of the Grand Bargain, ensuring that local actors have a prominent voice and influence in decision-making processes.

Guiding Principles for a Collaborative and Inclusive Localization Initiative

- **Independence and Neutrality:** Upholding the autonomy of local actors, free from external influence.
- **Local Ownership and Leadership:** Empowering local actors to lead decision-making processes.
- **Inclusivity and Participation:** Ensuring all voices are heard, fostering a diverse and representative initiative.
- **Transparency and Accountability:** Maintaining open communication and clear lines of responsibility.
- **Capacity Building and Sustainability:** Investing in the long-term growth and resilience of local organizations.
- **Contextualization and Adaptability:** Tailoring solutions to the unique needs and cultural nuances of Yemen.
- **Collaboration and Coordination:** Fostering partnerships and avoiding duplication of efforts.
- **Resource Mobilization and Financial Sustainability:** Securing resources for the enduring success of local initiatives.
- **Monitoring, Evaluation, and Learning:** Continuously assessing progress and adapting strategies for optimal impact.
- **Advocacy and Policy Influence:** Empowering local actors to shape policies that support localization.

By embracing these principles, we are not merely implementing a strategy; we are building a movement. A movement that recognizes the power of local knowledge, the strength of community-led action, and the importance of a humanitarian response that is truly by and for the people of Yemen.

We invite your valuable feedback and comments on this proposal.

Guiding Principles:

The following is a list of principles for the localization strategy in Yemen, emphasizing the independence of local actors:

1. **Independence and Neutrality:** The localisation initiative and local actors should maintain their independence and neutrality, free from undue influence or control by internal or external actors, including donors, international organizations, and government agencies.

2. **Local Ownership and Leadership:** Local actors should have the autonomy and authority to lead and make decisions in all aspects of the localization process, including needs assessment, program design, implementation, monitoring, and evaluation.

3. **Inclusivity and Participation:** All relevant local actors, including civil society organizations, community-based organizations, and local authorities, should be actively engaged and participate in the localization process.

4. **Transparency and Accountability:** The localization process should be transparent and accountable, with clear mechanisms for information sharing, decision-making, and grievance redress.

5. **Capacity Building and Sustainability:** Local actors should be supported to build their capacity and strengthen their organizational and technical skills to ensure the sustainability of localization efforts.

6. **Contextualization and Adaptability:** Localization efforts should be tailored to the specific context and needs of Yemen, taking into account the cultural, social, and political diversity of the country.

7. **Collaboration and Coordination:** Local actors should collaborate and coordinate with each other, as well as with international actors, to avoid duplication of efforts and maximize the impact of localization initiatives.

8. **Resource Mobilization and Financial Sustainability:** Local actors should be supported to mobilize resources and develop sustainable financing mechanisms to ensure the long-term viability of their organizations and programs.

9. **Monitoring, Evaluation, and Learning:** Localization efforts should be regularly monitored and evaluated to assess progress, identify challenges, and learn from successes and failures.

10. **Advocacy and Policy Influence:** Local actors should be empowered to advocate for policy changes and influence decision-making processes at the local, national, and international levels to create an enabling environment for localization.

11. Further consideration shall be given to:

o **Clear Governance Document:** Have an up-to-date governance document that outlines leadership election, decision-making processes, and roles and responsibilities.

o **Memorandum of Understanding (MOU):** Sign an MOU with the initiative, consortiums, to clarify roles, responsibilities, and decision-making authority regarding human resources, financial management, donor relations, safety and security, and operational support.

o **Stability in Hosting Arrangements:** Avoid changing host agencies unless necessary, as it can disrupt Localisation Initiative operations and lead to the loss of experienced staff.

o **Seniority of Localisation Initiative Director:** Recognize the Localisation Initiative director as a senior in-country management position, equivalent to a Country Director, due to the complexity and importance of the role.

o **Clear Reporting Lines:** Establish clear reporting lines for the Localisation Initiative director to the steering committee on job responsibilities and an administrative line to the host agency's Country Director on contractual and operational matters.

o **Equitable Human Resources Support:** Provide secretariat staff with the same level of support as other staff in terms of benefits, travel, accommodation, insurance, visas/work permits, etc.

o **Dedicated Transportation:** Provide the Localisation Initiative secretariat with dedicated transportation to enable effective representation, information sharing, and advocacy.

o **Independent Office Space:** Provide office space that reinforces the Localisation Initiative's independence from the host agency's programs and teams.

o **Clear Communication and Training:** Ensure clear communication with staff about the Localisation Initiative's role and how to engage with and support the secretariat. Train host agency staff on the workings of the Localisation Initiative and its benefits to the humanitarian community.

o **Safety and Security:** Maintain responsibility for secretariat staff's safety and security, especially during travel to locations where the host agency does not operate.

o **Distinct Budget and Financial Management:** Ensure a clear and distinct budget for the initiative secretariat, properly managed with oversight from the Localisation Initiative director and support from the host agency's financial team.

o **Engagement in Donor Relations:** Involve the Localisation Initiative director in donor relations for Localisation Initiative grants, with the

host agency's Country Director fully engaged in advanced or final discussions.

- o **Communication of Funding Issues:** Communicate any funding challenges that could affect Localisation Initiative operations to the Localisation Initiative director and steering committee as early as possible.

These principles aim to ensure that the localization strategy in Yemen is implemented in a way that respects the independence, agency, and leadership of local actors, while promoting collaboration, sustainability, and effectiveness.

Section 1: Establishment and Strengthening of the Localization Initiative

1. Formation of the Strategic Advisory Group (SAG):

Strategic Advisory Group (SAG): The SAG will serve as the primary decision-making body, providing strategic guidance and oversight for the initiative. It will comprise representatives from local and national NGOs, government agencies, UN agencies, international NGOs, donors, and other relevant stakeholders. The SAG will be responsible for:

- Approving the overall strategy and annual work plans.
- Monitoring progress and evaluating the impact of localization efforts.
- Ensuring coordination and collaboration among stakeholders.
- Advocating for policy changes and resource mobilization to support localization.

Composition:

- o **Local NGOs (5 members):** These members would represent the interests and perspectives of local organizations working directly on the ground. They would bring valuable insights into the challenges and opportunities of localization at the community level. They will be representative from main geographic hubs.
- o **National NGOs (3 members):** These members would represent larger national organizations with a broader reach and potentially more experience in advocacy and policy engagement.
- o **Private Sector (1 member):** The private sector can play a crucial role in localization by providing resources, expertise, and innovation. Including a private sector representative would ensure that the initiative benefits from their unique perspectives and contributions.
- o **Independent Experts (2 members):** Independent experts with expertise in localization, humanitarian response, or development could provide valuable insights and guidance to the SAG.

Responsibilities:

The Roles and Responsibilities of the Strategic Advisory Group (SAG) as listed in the document are:

Permanent Member:

- o **Develop, adopt, review, and monitor** the Localization and Optimization Strategy's strategic objectives, ensuring alignment with local needs and priorities.
- o **Review and endorse** the terms of reference and work plans of the Working Groups, Task Teams, and other relevant structures, ensuring they contribute to localization goals.

o **Mobilize resources** (technical support, staffing, financial contributions) to support the initiative's activities and local actors' capacity building.

o **Advise on and organize** joint field missions and advocacy efforts to promote localization and address challenges faced by local actors.

o **Provide leadership and guidance** on strategic issues, including the initiative's positioning within the broader humanitarian and development landscape.

o **Integrate and develop strategies** to mainstream localization principles into policies and practices of all stakeholders.

o **Lead and advise on operationalizing** localization-related recommendations from assessments, evaluations, and other relevant sources.

o **Endorse and advocate for** policies, guidelines, and standards that promote localization and enhance the role of local actors.

o **Define and endorse the strategy** and working modalities of advocacy efforts to raise awareness and support for localization.

o **Ensure inclusive, participatory, and accountable governance** of the initiative, upholding the principles of transparency and shared leadership.

2. **Establishment of the National Reference Group (NRG):**

The NRG will serve as a consultative and advisory body to the SAG, providing a platform for broader stakeholder engagement and input.

Composition:

o Local NGOs (5-7 members)
o National NGOs (2-3 members)
o UN Agencies (1-2 members)
o Donors (1-2 members)
o Private Sector (1 member)
o International Civil Society Networks (CSNs)
o Government Agencies (1 member)

• **Responsibilities:**

The National Reference Group (NRG) responsibilities, aligned with the Strategic Advisory Group (SAG) responsibilities and the Grand Bargain Framework, would be:

1. **Provide input and feedback on the Localization and Optimization Strategy and work plans**, ensuring alignment with the Grand Bargain Framework and the specific needs and priorities of local actors.

2. **Advocate for the needs and priorities of local actors** in accessing quality funding, enhancing their leadership and capacity, and ensuring their meaningful participation in decision-making processes, as emphasized in the Grand Bargain Framework.

3. **Participate in monitoring and evaluating localization efforts**, contributing to evidence-based learning and informing Grand Bargain's work at the global level.

4. **Support action to promote the localisation initiative strategy** by identifying and addressing barriers to quality funding, advocating for greater support for local responders, and promoting the participation of affected communities.

5. **Coordinate joint advocacy and evidence-based learning** on relevant issues, such as quality funding and local leadership, aligning with the Grand Bargain Framework's enabling priorities.

6. **Improve and enable multi-stakeholder consultation** at the national level, ensuring the inclusion of national authorities, local and national stakeholders, and, where relevant, international humanitarian agencies and Grand Bargain signatories.

7. **Improve and enable equitable coordination** mechanisms that include local and national actors, fostering collaboration and shared decision-making.

8. **Increase the voices, influence, and leadership** of local and national actors in national humanitarian assistance, aligning with the Grand Bargain Framework's emphasis on local leadership.

9. **Engage in peer-to-peer learning and share best practices** with other NRGs, contributing to the global knowledge exchange on localization.

10. **Establish connections with the Grand Bargain at the global level** and inform its work where relevant, ensuring that the initiative's efforts are recognized and contribute to the broader localization agenda.

These responsibilities ensure that the NRG plays a crucial role in driving the localization agenda in Yemen, aligning with the SAG's strategic guidance and the principles and priorities of the Grand Bargain Framework and other international agenda for localisation.

3. **Formation of Thematic Working Groups:**
   o **Focus Areas:** The localization initiative will establish dedicated working groups to address specific thematic areas crucial for successful localization:
     ▪ **Partnership Development:** This group will focus on fostering and strengthening partnerships between local and international actors, developing partnership guidelines, and promoting equitable collaboration.
     ▪ **Capacity Building:** This group will concentrate on enhancing the capacities of local actors through training, mentoring, and resource development, ensuring they have the skills and knowledge to lead and implement humanitarian and development initiatives effectively.
     ▪ **Advocacy:** This group will lead advocacy efforts at the national and international levels, raising awareness about localization, influencing policies, and mobilizing support for local actors.

- **Funding:** This group will focus on improving funding accessibility and quality for local actors, advocating for direct funding, equitable distribution of resources, and transparent financial mechanisms.
- **Gender:** This group will ensure mainstream gender considerations into all aspects of the localization initiative, ensuring gender equality and the empowerment of women, WLOs in humanitarian and development efforts.
- **Risk-Sharing:** This group will develop and implement a risk-sharing framework to identify, manage, and mitigate risks associated with localization, ensuring the safety and security of local actors and their operations.
- **Climate Change Integration:** This group will focus on integrating climate change considerations into humanitarian and development programs, promoting climate resilience, and addressing the impact of climate change on vulnerable communities.

o **Composition:** Each working group will be composed of members with relevant expertise and experience in their respective thematic areas. This will include representatives from local and national NGOs, government agencies, international organizations, donors, academia, and the private sector. The diversity of expertise will ensure a comprehensive and well-rounded approach to addressing the challenges and opportunities in each focus area.

o **Responsibilities:** The thematic working groups will be responsible for developing and implementing action plans for their specific strategic goals and cross-cutting priorities. This will involve:

- **Needs Assessment:** Conducting comprehensive needs assessments to identify the specific challenges and opportunities in their thematic area.
- **Action Planning:** Developing detailed action plans outlining specific activities, timelines, responsibilities, and resource requirements.
- **Implementation:** Implementing the action plans, coordinating activities, and ensuring effective collaboration among stakeholders.
- **Monitoring and Evaluation:** Monitoring the progress and impact of their initiatives, evaluating their effectiveness, and making necessary adjustments.
- **Knowledge Sharing:** Sharing lessons learned, best practices, and knowledge products with other working groups and the wider humanitarian and development community.

The thematic working groups will play a crucial role in the operationalization of the localization strategy, ensuring that each focus area is addressed in a comprehensive and coordinated manner. Their expertise, dedication, and collaborative efforts will contribute to the overall success of the localization initiative in Yemen.

4. **Strengthening the Secretariat:**
o **Leadership:** The Secretariat will be led who will be responsible for the overall management and coordination of the Secretariat's activities.
o **Responsibilities:** The Secretariat will have the following key responsibilities:
   ▪ **Coordination:** Coordinating the activities of the SAG, NRG, and thematic working groups, ensuring effective communication and collaboration among all stakeholders.
   ▪ **Communication:** Facilitating communication and information sharing among stakeholders, disseminating relevant information, and promoting transparency.
   ▪ **Monitoring and Evaluation:** Supporting the monitoring and evaluation of the localization strategy's implementation, tracking progress, and identifying areas for improvement.
   ▪ **Resource Mobilization:** Identifying and mobilizing resources, including financial and technical support, to ensure the sustainability of the localization initiative.
   ▪ **Administrative Support:** Providing administrative and logistical support to the SAG, NRG, and working groups, ensuring smooth and efficient operations.

The Secretariat will play a crucial role in the day-to-day operations of the localization initiative, ensuring that all activities are coordinated, resources are mobilized, and progress is monitored effectively.

Section 2: Implementation of Strategic Goals

1. **Strengthening Local Partnerships:**
   o **Develop and implement a Local Actors Engagement Program:** This program will actively engage local actors in the design, implementation, and monitoring of humanitarian and development programs. It will provide a platform for local actors to voice their needs, priorities, and concerns, ensuring that their perspectives are integrated into decision-making processes. The program will also offer training and capacity-building opportunities to enhance the skills and knowledge of local actors, enabling them to participate effectively in partnerships.
   o **Establish a Resource Sharing Framework:** This framework will ensure equitable and transparent distribution of resources between international and local partners. It will outline clear guidelines and mechanisms for sharing financial resources, technical expertise, and knowledge, promoting a more balanced and collaborative approach to humanitarian and development interventions.
   o **Foster long-term strategic partnerships with local organizations:** The initiative will prioritize the establishment of long-term partnerships with

local organizations based on mutual trust, respect, and shared goals. These partnerships will be formalized through agreements that outline roles, responsibilities, and expectations, ensuring sustainable collaboration and maximizing the impact of interventions.

o **Conduct research and analysis of best practices:** The initiative will invest in research and analysis to identify best practices in local partnership development and implementation. This will involve documenting successful case studies, analyzing lessons learned, and disseminating findings to inform the design and implementation of future partnerships.

o **Facilitate learning exchanges and peer-to-peer learning opportunities:** The initiative will create platforms for local actors to exchange knowledge, experiences, and lessons learned with each other and with international partners. This will include workshops, conferences, online Localisation Initiatives, and mentorship programs, fostering a culture of learning and collaboration among local actors.

5. **Empowering Local Leadership:**

o **Develop clear engagement and role policies:** This involves defining the specific roles and responsibilities of local actors in various coordination structures, ensuring their meaningful participation in decision-making processes at all levels. Clear policies will outline the expectations and contributions of local actors, promoting transparency and accountability.

o **Promote principled representation of local actors in decision-making bodies:** This entails ensuring that local actors have a seat at the table in key decision-making bodies, such as humanitarian clusters, coordination Localisation Initiatives, and steering committees. This will enable them to voice their perspectives, advocate for their priorities, and influence the direction of humanitarian and development programs.

o **Establish a Transition Plan Task Force:** This task force will be responsible for facilitating the gradual transfer of leadership and decision-making authority from international actors to local actors. It will develop a comprehensive transition plan, outlining the steps, timelines, and resources needed for a smooth and effective handover of responsibilities.

o **Implement a Recognition Strategy:** This strategy will acknowledge and celebrate the contributions and achievements of local actors in the humanitarian and development sector. It will involve highlighting success stories, showcasing the impact of local initiatives, and recognizing the leadership and expertise of local individuals and organizations.

o **Provide capacity-building programs for local leaders and organizations:** This will involve designing and delivering targeted training

programs, workshops, and mentorship opportunities to enhance the skills, knowledge, and leadership capabilities of local actors. The capacity-building programs will focus on areas such as project management, financial management, advocacy, and communication, empowering local actors to take on greater leadership roles and responsibilities.

6. **Enhancing Coordination and Complementarity:**

- **Strengthen national response capacity through capacity-building programs:** This involves investing in training, mentorship, and resource development for local actors, government agencies, and relevant stakeholders to enhance their skills, knowledge, and coordination capabilities. The focus is on building local expertise and systems to effectively respond to humanitarian crises and development needs.

- **Establish joint planning and preparedness mechanisms:** This entails creating platforms and processes for collaborative planning and preparedness among local and international actors. This includes developing joint contingency plans, conducting simulations and drills, and establishing early warning systems to ensure a coordinated and timely response to emergencies.

- **Develop an Integrated Policy Framework:** This framework will aim to harmonize humanitarian, development, peacebuilding, and climate change efforts. It will provide a comprehensive approach that addresses the interconnected nature of these challenges, ensuring that interventions are complementary and mutually reinforcing.

- **Implement a Joint Planning and Response Management System:** This system will streamline coordination and response management by establishing clear roles, responsibilities, and communication channels among stakeholders. It will facilitate information sharing, joint decision-making, and efficient resource allocation to ensure a more coordinated and effective response.

- **Define clear roles for local actors in coordination structures:** This involves clearly defining the roles and responsibilities of local actors in various coordination mechanisms, such as clusters, working groups, and task forces. This will ensure that local actors have a meaningful voice and influence in decision-making processes, contributing their expertise and knowledge to the overall response.

- **Increase private sector engagement:** This entails actively engaging the private sector in humanitarian and development efforts. This includes mobilizing their resources, expertise, and innovation to support local initiatives, create livelihood opportunities, and contribute to sustainable development.

7. **Increasing Community Participation, Engagement, and Ownership:**

- **Institutionalize community engagement mechanisms:** This involves establishing formal mechanisms and platforms for regular and meaningful engagement with communities affected by crises or development projects. This includes conducting consultations, surveys, focus group discussions, and participatory planning exercises to ensure that community voices are heard and their priorities are considered in decision-making processes.

- **Implement social accountability programs:** These programs empower communities to hold humanitarian and development actors accountable for their actions and outcomes. This is achieved by establishing feedback mechanisms, complaint channels, and participatory monitoring and evaluation processes. Social accountability programs enhance transparency, responsiveness, and effectiveness of interventions.

- **Develop a Social Responsibility Framework:** This framework will outline the expectations and responsibilities of humanitarian and development actors in promoting social responsibility and ethical conduct. It will guide their interactions with communities, ensuring that their actions are respectful, inclusive, and contribute to the well-being of the affected population.

- **Foster trust and accountability between local actors and communities:** This involves building trust through transparent communication, participatory decision-making, and responsiveness to community feedback. It also entails establishing mechanisms for accountability, where local actors are held responsible for their actions and commitments to the community.

- **Improve physical access to conflict areas:** This requires addressing security concerns, negotiating access with relevant authorities, and ensuring the safety and security of humanitarian workers and community members. Improving access enables the delivery of essential services and facilitates meaningful engagement with communities in conflict-affected areas.

- **Address cultural barriers:** This involves recognizing and respecting the cultural norms, values, and traditions of the communities being served. It entails adapting humanitarian and development approaches to be culturally sensitive, ensuring that interventions are appropriate and resonate with the local context.

8. **Promoting an Enabling Environment:**

- **Advocate for policy reforms:** This involves advocating for policy reforms at the national and international levels to create a more supportive legal and regulatory framework for local actors. This includes advocating for policies that simplify work local organizations, reduce bureaucratic barriers, and promote equitable access to funding and resources.

- **Create platforms for alignment between donor priorities and local community needs:** This entails establishing mechanisms for regular

dialogue and consultation between donors and local communities to ensure that funding priorities align with the actual needs and priorities of the affected population. This can be achieved through community consultations, participatory needs assessments, and feedback mechanisms.

- **Highlight success stories of local actors:** This involves documenting and disseminating success stories of local organizations and initiatives to showcase their achievements, impact, and effectiveness. This can be done through case studies, reports, media outreach, and social media campaigns, raising awareness and building support for localization.

- **Increase capacity-building programs:** This involves advocating for increased investment in capacity-building programs for local actors. This includes training, mentoring, and technical assistance to enhance their skills, knowledge, and organizational capacity, enabling them to effectively lead and implement humanitarian and development programs.

- **Promote localization in funding mechanisms:** This entails advocating for funding mechanisms that prioritize direct funding to local actors, reduce reliance on intermediaries, and provide more flexible and multi-year funding. This will empower local actors to have greater control over resources and decision-making, leading to more sustainable and locally-led solutions.

9. **Strengthening Institutional Capacities:**
   - **Establish a unified structure for wages and salaries:** This involves developing standardized salary scales and benefits packages for local humanitarian workers, ensuring fair compensation and equitable treatment compared to their international counterparts. This will help attract and retain qualified local staff, strengthening the capacity of local organizations.

   - **Develop a comprehensive capacity strategy:** This entails conducting a comprehensive assessment of the capacity needs of local actors and developing a tailored strategy to address those needs. This includes training programs, mentorship opportunities, organizational development support, and access to resources and tools to enhance their institutional and programmatic capacities.

   - **Increase funding opportunities and technical assistance:** This involves advocating for increased funding specifically targeted towards capacity building for local actors. It also includes providing technical assistance in areas such as financial management, project management, monitoring and evaluation, and proposal writing to strengthen their organizational systems and processes.

   - **Adopt clear overhead cost policies:** This involves establishing transparent and reasonable overhead cost policies that allow local organizations to cover their administrative and operational expenses. This will ensure that funding is

not only directed towards program activities but also supports the sustainability and effectiveness of local organizations.

- **Enhance national actors' capacity through targeted programs:** This involves designing and implementing targeted capacity-building programs that address the specific needs and challenges of national actors. This includes training in leadership, advocacy, negotiation, and coordination to enhance their ability to engage with international actors and influence decision-making processes.
- **Coordinate cumulative institutional capacity-building opportunities:** This entails coordinating and aligning capacity-building efforts among various stakeholders to avoid duplication and ensure a comprehensive and holistic approach. This includes establishing platforms for information sharing, collaboration, and joint planning to maximize the impact of capacity-building initiatives.

10. Improving Funding Accessibility and Quality:

- **Increase direct funding allocation to local actors:** This involves advocating for a significant increase in the proportion of humanitarian funding that is directly channeled to local actors. This will empower them to have greater control over resources and decision-making, leading to more contextually relevant and sustainable solutions.
- **Promote equity in funding distribution:** This entails ensuring that funding is distributed equitably across different regions, sectors, and types of local actors. This includes addressing disparities in funding allocation and ensuring that marginalized and underrepresented groups have equal access to resources.
- **Establish stable banking policies and funding mechanisms:** This involves advocating for stable and reliable banking policies and financial systems that facilitate the smooth flow of funds to local actors. This includes addressing challenges related to currency exchange, transfer fees, and bureaucratic hurdles that hinder the timely and efficient disbursement of funds.
- **Increase decision-making power for local actors:** This involves empowering local actors to have greater control and decision-making authority over the use of funds. This includes involving them in the design and implementation of programs, setting priorities, and monitoring and evaluating the impact of interventions.
- **Enhance financial tracking and reporting systems:** This entails strengthening financial management systems and reporting mechanisms to ensure transparency, accountability, and efficient use of resources. This includes providing training and support to local actors in financial management and reporting, as well as establishing clear guidelines and standards for financial reporting.

- **Increase social investment and diversify resources for local actors:** This involves exploring and promoting innovative financing mechanisms, such as social impact bonds, crowdfunding, and impact investing, to diversify the sources of funding for local actors. It also includes encouraging corporate social responsibility initiatives and partnerships with the private sector to leverage their resources and expertise for humanitarian and development purposes.

Section 3: Cross-Cutting Priorities

1. **Engaging Women-Led Organizations and Increasing Funding for Gender-Focused Interventions:**
   - **Identify and partner with women-led and women's rights organizations:** Actively seek out and establish partnerships with women-led organizations and women's rights groups in Yemen. This will ensure that the perspectives and needs of women and girls are adequately represented and addressed in humanitarian and development programs.
   - **Increase funding allocation for gender-focused interventions:** Advocate for and allocate a significant portion of funding towards interventions that specifically address gender equality and the empowerment of women and girls. This includes supporting projects that focus on women's economic empowerment, education, health, protection, and participation in decision-making processes.
   - **Build the capacity of women-led organizations:** Provide training, mentorship, and technical assistance to women-led organizations to strengthen their institutional and programmatic capacities. This will enable them to effectively design, implement, and manage gender-focused interventions and advocate for the rights of women and girls.
   - **Mainstream gender considerations in all programs and activities:** Ensure that gender equality and women's empowerment are integrated into all aspects of humanitarian and development work, from needs assessments and program design to implementation, monitoring, and evaluation. This includes conducting gender analysis, collecting sex-disaggregated data, and addressing gender-specific vulnerabilities and needs.

2. **Promoting the Implementation of a Risk-Sharing Framework:**
   - **Develop a comprehensive risk-sharing framework:** This framework will outline the principles, guidelines, and mechanisms for identifying, assessing, and mitigating risks associated with localization efforts. It will clarify the roles and responsibilities of different stakeholders in

managing and sharing risks, ensuring that local actors are not disproportionately burdened with risks.

- o **Conduct risk assessments and mitigation planning:** Regularly assess the risks faced by local actors in different contexts and develop mitigation plans to address those risks. This includes identifying potential security threats, financial risks, operational challenges, and reputational risks, and implementing measures to minimize their impact.

- o **Establish risk-sharing mechanisms:** Create mechanisms for sharing risks among different stakeholders, including local and international actors, donors, and government agencies. This can involve financial risk-sharing arrangements, insurance coverage, and collaborative approaches to address security and operational challenges.

- o **Monitor and report progress on risk-sharing initiatives:** Regularly track and report on the progress of risk-sharing initiatives, evaluating their effectiveness and identifying areas for improvement. This will ensure transparency and accountability in risk management and promote a culture of shared responsibility among stakeholders.

3. **Promoting the Integration of Climate Change Considerations:**

- o **Conduct climate change vulnerability and risk assessments:** Assess the vulnerability of communities and sectors to the impacts of climate change, such as droughts, floods, extreme weather events, and sea-level rise. This will help identify the most vulnerable populations and prioritize interventions that address climate-related risks.

- o **Integrate climate change considerations into humanitarian and development planning:** Incorporate climate change adaptation and mitigation measures into the design and implementation of humanitarian and development programs. This includes promoting climate-resilient livelihoods, investing in disaster risk reduction, and supporting sustainable resource management practices.

- o **Build the capacity of local actors to address climate change impacts:** Provide training and technical assistance to local actors on climate change adaptation and mitigation strategies. This will equip them with the knowledge and skills to address climate-related challenges and build resilience in their communities.

- o **Advocate for increased funding and resources for climate change initiatives:** Advocate for increased funding and resources from donors and international organizations to support climate change adaptation and mitigation efforts in Yemen. This includes promoting climate

financing mechanisms and supporting local initiatives that address climate-related risks and vulnerabilities.

Section 4: Monitoring, Evaluation, and Learning

1. **Establish a robust monitoring and evaluation (M&E) framework:**
   o Develop a comprehensive M&E framework that outlines clear indicators, targets, and methodologies for tracking progress and measuring the impact of localization efforts.
   o Ensure the M&E framework is aligned with the strategic goals and objectives of the localization initiative, GB, capturing both quantitative and qualitative data.
   o Incorporate participatory approaches in the M&E process, involving local actors and communities in data collection, analysis, and interpretation.
   o Establish baseline data and benchmarks to measure progress over time and identify areas for improvement.

2. **Track progress, measure impact, and ensure accountability:**
   o Regularly collect and analyze data on key indicators related to localization, such as the number of local actors engaged in partnerships, the proportion of funding allocated directly to local actors, and the level of community participation in decision-making processes.
   o Use a variety of data collection methods, including surveys, interviews, focus group discussions, and document reviews, to capture a comprehensive picture of progress and impact.
   o Develop and implement accountability mechanisms to ensure that all stakeholders, including local and international actors, are held responsible for their commitments and actions towards localization.
   o Regularly report on progress and impact to the SAG, NRG, and other stakeholders, ensuring transparency and accountability in the implementation of the localization strategy.

3. **Collect and analyze data, share lessons learned, and adapt the strategy as needed:**
   o Establish a centralized data management system to collect, store, and analyze data from various sources, including monitoring reports, evaluations, and feedback from stakeholders.
   o Use data analysis to identify trends, patterns, and lessons learned, informing decision-making and adaptive management of the localization strategy.

- o Create platforms and mechanisms for sharing lessons learned and best practices among stakeholders, fostering a culture of learning and continuous improvement.
- o Regularly review and update the localization strategy based on the findings of monitoring and evaluation, ensuring that it remains relevant and responsive to the evolving context in Yemen.

Section 5: Continuous Learning and Adaptation

2. **Foster a culture of continuous learning and adaptation:**
   - o Encourage a mindset of continuous improvement and adaptability among all stakeholders involved in the localization initiative.
   - o Promote knowledge sharing, learning from successes and failures, and embracing innovation to address emerging challenges and opportunities.
   - o Create platforms and spaces for dialogue, reflection, and exchange of experiences among local and international actors.
   - o Facilitate training and workshops on adaptive management, learning methodologies, and knowledge management tools.

3. **Encourage regular review and refinement of approaches:**
   - o Establish a mechanism for regular review and reflection on the implementation of the localization strategy, action plans, and policies.
   - o Collect feedback from stakeholders, including local actors, communities, and international partners, on the effectiveness and relevance of localization efforts.
   - o Analyze monitoring and evaluation data to identify areas for improvement and adjust strategies and approaches accordingly.
   - o Promote flexibility and adaptability in program design and implementation to respond to changing contexts and emerging needs.

4. **Conduct annual reviews of the strategy, incorporating feedback from stakeholders:**
   - o Conduct comprehensive annual reviews of the localization strategy, involving all relevant stakeholders in the process.
   - o Gather feedback from local actors, communities, government agencies, international organizations, and donors on the strengths, weaknesses, and areas for improvement of the strategy.
   - o Analyze the feedback and incorporate it into the revision and updating of the strategy, ensuring that it remains relevant and responsive to the evolving needs and challenges in Yemen.
   - o Communicate the findings and recommendations of the annual reviews to all stakeholders, promoting transparency and accountability.

5. **Adjust plans to ensure relevance and effectiveness in the evolving context of Yemen:**
    - Regularly assess the changing context in Yemen, including political, social, economic, and environmental factors, and their impact on localization efforts.
    - Adapt the localization strategy, action plans, and policies to the evolving context, ensuring that they remain relevant and effective in addressing the emerging needs and challenges.
    - Monitor and evaluate the impact of adjustments and adaptations, learning from successes and failures to continuously improve the localization initiative.
    - Maintain flexibility and agility in program implementation, allowing for adjustments and course corrections as needed to achieve the desired outcomes.

Timeline of the Implementation Plan:

No	Objective/ Activity	Responsible Parties	Outcomes	Timing	Status
1	**Establishment and Strengthening of the Localization Initiative**				
1.1	Form the Strategic Advisory Group (SAG)	Local and National NGOs, Government Agencies, International Organizations, Donors	Strategic direction, oversight, coordination, resource mobilization, advocacy, monitoring and evaluation	Q 1	In progress
1.2	Establish the National Reference Group (NRG)	Community-Based Organizations, Civil Society Networks, Academia, Private Sector	Feedback, monitoring, identifying opportunities, knowledge sharing, advocacy	Q 1	In progress
1.3	Form Thematic Working Groups	Members with relevant expertise	Needs assessment, action planning, implementation, monitoring and evaluation, knowledge sharing	Q 2	In progress
1.4	Strengthen the Secretariat	Executive Director	Coordination, communication, monitoring and evaluation, resource mobilization, administrative support	Q 2-4	In progress
2	**Implementation of Strategic Goals**				
2.1	Strengthen Local Partnerships	All stakeholders	Increased engagement of local actors, equitable resource sharing, long-term partnerships, research and analysis, learning exchanges	Ongoing	In progress
2.2	Empower Local Leadership	All stakeholders	Clear policies, principled representation, transition plan, recognition strategy, capacity-building programs	Ongoing	In progress

2.3	Enhance Coordination and Complementarity	All stakeholders	Strengthened national response capacity, joint planning mechanisms, integrated policy framework, joint response management system, clear roles for local actors, increased private sector engagement	Ongoing	Not started
2.4	Increase Community Participation, Engagement, and Ownership	All stakeholders	Institutionalized engagement mechanisms, social accountability programs, social responsibility framework, trust and accountability, improved access, addressed cultural barriers	Ongoing	Not started
2.5	Promote an Enabling Environment	All stakeholders	Policy reforms, platforms for alignment, highlighted success stories, increased capacity-building programs, localization in funding mechanisms	Ongoing	Not started
2.6	Strengthen Institutional Capacities	All stakeholders	Unified structure for wages, comprehensive capacity strategy, increased funding and technical assistance, clear overhead cost policies, enhanced national actors' capacity, coordinated capacity-building opportunities	Ongoing	Not started
2.7	Improve Funding Accessibility and Quality	All stakeholders	Increased direct funding, equitable distribution, stable policies and mechanisms, increased decision-making power, enhanced tracking and reporting, increased social investment	Ongoing	In progress
3	**Cross-Cutting Priorities**				
3.1	Engage Women-Led Organizations and Increase Funding for Gender-Focused Interventions	All stakeholders	Partnerships with women-led organizations, increased funding, capacity building, gender mainstreaming	Ongoing	Not started

3.2	Promote the Implementation of a Risk-Sharing Framework	All stakeholders	Comprehensive framework, risk assessments, risk-sharing mechanisms, monitoring and reporting	Ongoing	Not started
3.3	Promote the Integration of Climate Change Considerations	All stakeholders	Vulnerability and risk assessments, integration into planning, capacity building, advocacy for funding	Ongoing	Not started
4	**Monitoring, Evaluation, and Learning**				
4.1	Establish a robust monitoring and evaluation (M&E) framework	All stakeholders	Comprehensive framework, aligned indicators, participatory approaches, baseline data	Q 1	In progress
4.2	Track progress, measure impact, and ensure accountability	All stakeholders	Data collection and analysis, accountability mechanisms, reporting	Ongoing	In progress
4.3	Collect and analyze data, share lessons learned, and adapt the strategy as needed	All stakeholders	Centralized data system, data analysis, knowledge sharing platforms, strategy review and update	Ongoing	In progress
4	**Continuous Learning and Adaptation**				
4.1	Foster a culture of continuous learning and adaptation	All stakeholders	Encourage improvement and adaptability, promote knowledge sharing, create dialogue platforms, facilitate training	Ongoing	
4.2	Encourage regular review and refinement of approaches	All stakeholders	Establish review mechanisms, collect feedback, analyze data, promote flexibility	Ongoing	In progess
4.3	Conduct annual reviews of the strategy, incorporating feedback from stakeholders	All stakeholders	Comprehensive reviews, gather feedback, analyze and incorporate feedback, communicate findings	Annually	In progress

4.4	Adjust plans to ensure relevance and effectiveness in the evolving context of Yemen	All stakeholders	Assess changing context, adapt strategy and plans, monitor impact, maintain flexibility	Ongoing	In progress