

# UNICEF - NGO Consultations

LOCALIZATION  
12<sup>th</sup> November 2019

## Objectives of the session

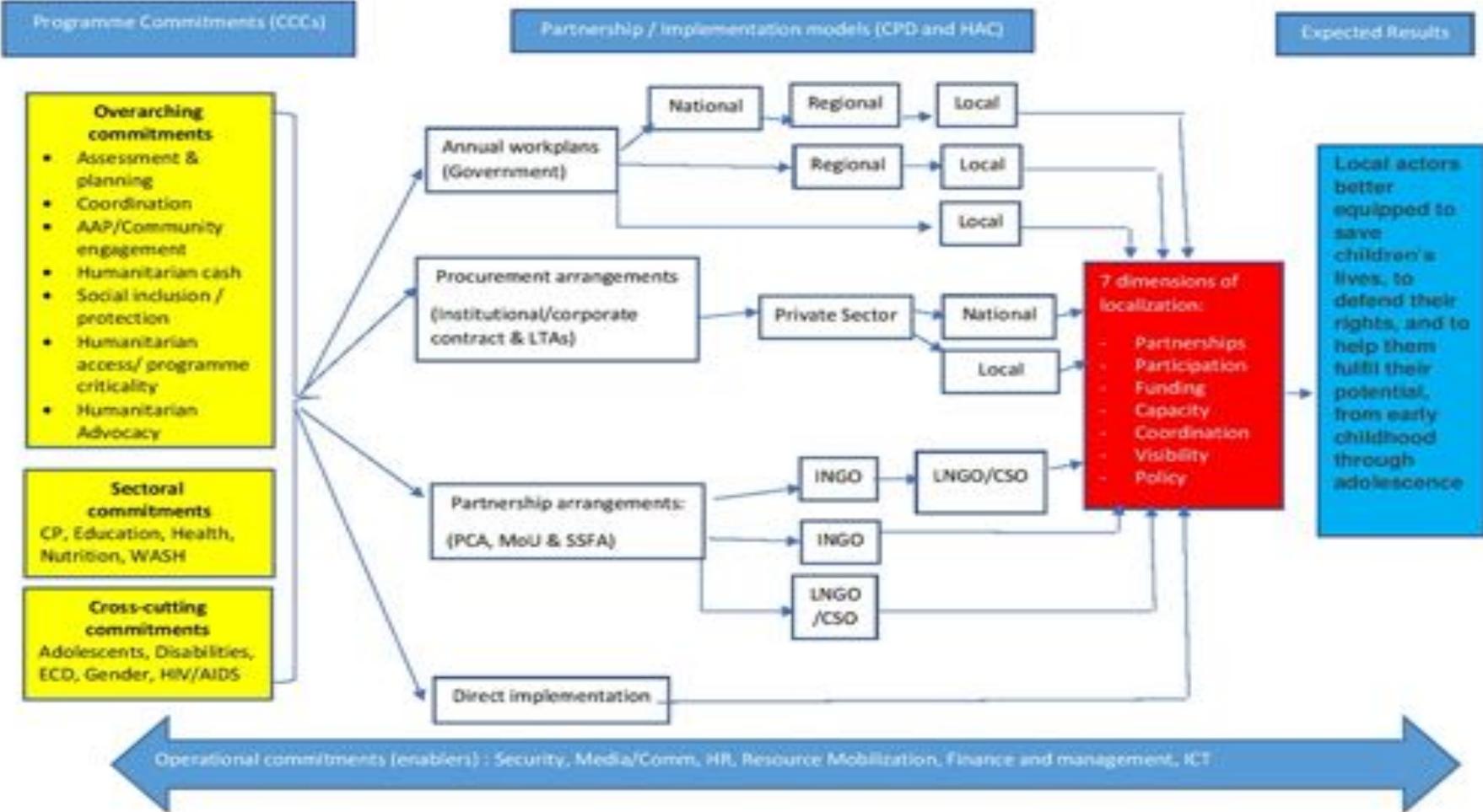
1. Share findings from South Sudan, Niger, Lebanon
2. Discuss initial thoughts on UNICEF approach to localization

## Methodology

A desk review of available documents both internal and external to UNICEF, key informant interviews with 50 UNICEF staff and 40 UNICEF partners in three countries (Lebanon, Niger and South Sudan)

An online survey was administered to 9 country offices with a total of 69 staff from UNICEF, 19 from CSOs and 16 from selected government counterparts (14 at the national level and 2 at the subnational level) responding to the survey.

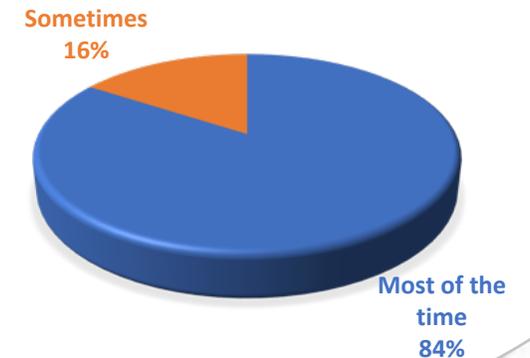
# Review Framework



# Observations: Partnership

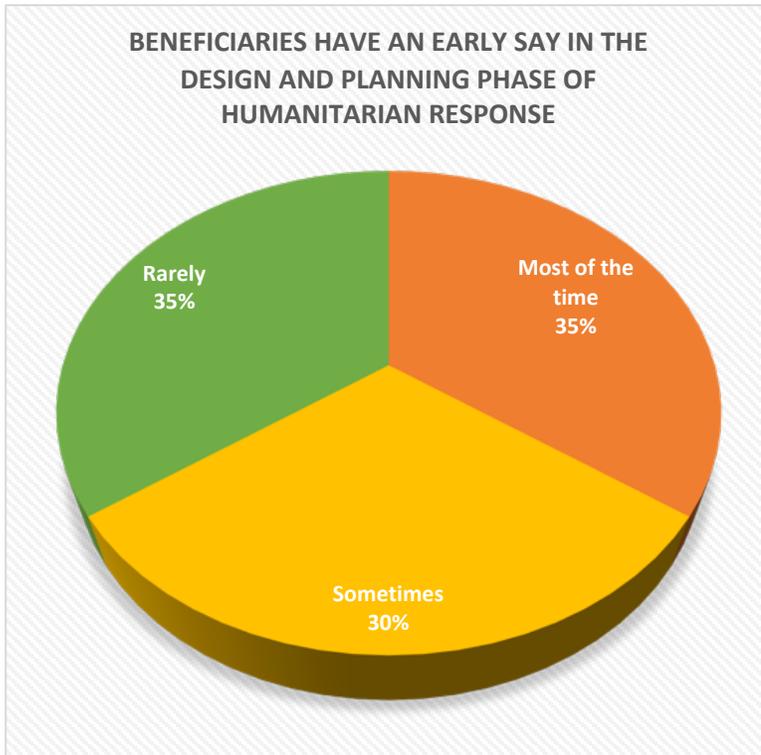
- UNICEF field offices play a critical role in engaging with local CSOs and government authorities at the most decentralized level especially in identifying, monitoring and evaluating their performance but also in strengthening their capacity albeit this is dependent on country dynamics.
- Direct partnerships with local governments and local CSOs at the decentralized level is dependent on country dynamics.
- Multi-year PDs is an excellent strategy to enable longer-term partnerships with CSOs and ensure the implementation of programmes aimed at strengthening the humanitarian-development nexus
- Partnering with local organizations with grassroots networks such as the Red Cross

Acknowledgement of constraints and challenges in the partnership



CSO respondents

# Participation of Local communities



- **Limited engagement of beneficiaries/local communities have an early say in the design and planning phase of humanitarian response.**
- **Established formal communication and feedback mechanisms in their office's most recent humanitarian response** to promote participation from the affected community (such as focus group discussions, information boards, telephone hotlines, participatory monitoring and evaluation etc.)

# Capacity development

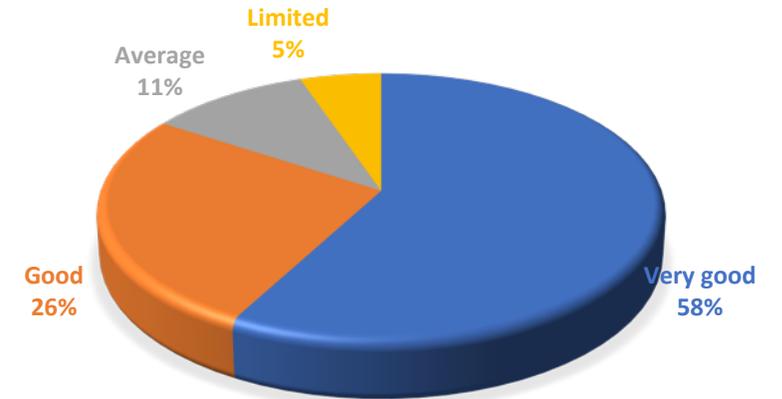
- Focus on technical capacity development e.g. WASH, Nutrition, CP
- Limited focus on institutional development
- Lebanon pilot with a 2% cost of PCA to support organization development

**Prioritizing pre-crisis capacity strengthening, as part of a preparedness strategy, is more successful than in-crisis capacity strengthening.**



# Coordination and leadership

- Local actors are involved in humanitarian coordination structures led by UNICEF with a good participation of national NGOs in coordination platforms.
- Governments co-lead several clusters/subclusters but still need to be supported to take on full co-leadership, like in Lebanon, the Niger and South Sudan



Response from CSO on their participation in coordination meetings ( Source: UNICEF, Working paper 2019)

# Summary of online survey

	Priority for programming	
	CSO	UNICEF
<b>Participation: Improving participation of affected communities</b>	100%	90%
<b>Capacity: Investing more on capacity building of local actors</b>	100%	91%
<b>Coordination: Supporting local actors to get greater presence and influence in Coordination mechanisms (clusters/sub-clusters or/and humanitarian sector working groups)</b>	90%	77%
<b>Visibility: Providing more support to raise the visibility of the work done by local actors in UNICEF communication products</b>	90%	75%
<b>Policy: Supporting local actors in getting greater presence and influence in national and international policy debates</b>	100%	75%
<b>Partnership: Establishing more respectful, equitable and transparent partnerships with local actors</b>	84%	78%
<b>Funding: Improving the quality and quantity of Funding provided to local actors</b>	79%	74%

## Risk management

- HACT risk assessment model with focus on fiduciary risk management, reputational risk (due diligence process)
- No clarity on: - Security risk management, duty of care, reputational risk

## Principled partnership

- Awareness of UNICEF Staff on the Principles of Partnership.
- Include Principles of Partnership in partnership agreements (programme documents, MoUs, workplans, SSFA...)
- Engage UNICEF Field Sub-Offices in partnership processes at country-level to ensure local ownership
- Use UNICEF partnership review mechanisms to inform the subsequent partnerships between UNICEF and local actors (reviewing and addressing strengths & weaknesses of UNICEF and local actors, etc.).

## Coordination and leadership

- Include local (national and sub-national) CSO in Strategic Advisory Groups of UNICEF led (sub-) clusters / sectors to promote local actors influence and inclusion in cluster/sector decision making process.
- Support local (national and sub-national) CSOs in coordinating themselves through NGO networks/forums/consortia to help them better mobilize resources and bring advocacy with Humanitarian Country Team.
- Put in place more flexible, contextualized, inclusive national and sub-national coordination mechanisms (providing translation, using simplified language and making joint assessments) to support active participation of local actors.

- Prioritize and scale up institutional capacity building component to enable local actors to move from project funding to long-term sustainability by building up capacity such as finance, logistics, administration, fundraising and reporting.
- Shift UNICEF capacity development model to focus more on coaching, mentoring and secondment such as promoting secondment of staff to local actors (CSOs and Governments) and vice versa for better training and working relationships.
- Include capacity strengthening strategy and activities into Programme Development as a funded objective/outcome to prioritize and be more accountable for partner capacity strengthening.
- Invest more in pre-crisis capacity strengthening of local actors (e.g. capacity strengthening of Civil Protection and National Disaster Management Agencies/Ministries of Humanitarian Action through secondment, peer support, etc.

- Where possible, promote multi-year funding and multi-year programme documents, ensuring that local partners receive the same multi-year duration of funding that UNICEF receives, if any, from donors.
- Engage unearmarked and multi-year development/humanitarian funds to focus on capacity strengthening

- Systematically engage communities in a meaningful way by ensuring they have an early say in the design and planning phase of the humanitarian response.
- Strengthen community engagement and accountability by establishing formal communication and feedback mechanisms.