





This report was compiled by the C4C reporting and coordination groups on behalf of the C4C signatories. The information has mainly been anonymised, except for some highlighted examples of the work of individual signatories.

The content of this report is a summary of inputs from the C4C signatories and does not necessarily reflect the views and positions of individual signatories.

Contact: www.charter4change.org admin@charter4change.org

Cover caption: A transitional shelter in the Philippines being relocated by 20 people in an area affected by Typhoon Haiyan. After the typhoon devastated central Philippines on November 8, 2013, CRS worked with families and communities trying to recover from the devastating effect from Typhoon Haiyan.

Photo: Charisse Mae Borja for CRS, 2013

Lay out: Anne Mousten, DanChurchAid

Design & analysis of rating and financial reporting: Christian Els, Independent Consultant

Introduction

This report synthesizes the financial and narrative data shared by 29 of the 33 Charter for Change (C4C) signatory organisations in their second year of progress reporting.

The C4C was initially presented at the World Humanitarian Summit's (WHS) Global Consultation in Geneva in October 2015, and officially launched at the WHS in Istanbul in May 2016. The majority of signatories signed up to the Charter by October 2015, and most started to work on organisational change initiatives post May 2016. Additional signatories and endorsers signed up since May 2016 and are now participants in the C4C initiative.

Each chapter of the report broadly addresses five aspects: progress, challenges, good practices, learning in relation to making progress and next steps. It is structured into chapters according to the eight C4C commitments as follows:

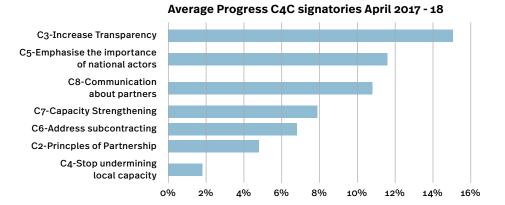
- Commitments 1 and 3 on financial flows and tracking
- Commitments 2 on partnerships
- Commitment 4 on recruitment
- Commitment 5 on advocacy
- Commitment 6 on equality
- Commitment 7 on capacity support
- Commitment 8 on communications
- Special report on C4C and the Cox Bazar response
- Annex 1: List of C4C signatories
- Annex 2: List of the 202 C4C endorsers

In addition to financial and narrative reporting, C4C signatories were asked to self-rate their compliance with each of the eight commitments on a scale from 0 (non-compliant) to 5 (fully compliant). In order to measure progress over the last year, signatories reported this perceived compliance for two points in time: at the time of the actual data collection (April 2018) and a year prior (April 2017) to that. Figure 1 shows how the signatories collectively rated their current (April 2018) compliance with the eight commitments. Figure 2 details the collective progress made towards meeting the commitments between the first and the second year of reporting – again as per the signatories' own reporting.

Figure 1: Average compliance of the C4C signatories



Figure 2: Average progress on C4C commitments since last year



Apart from the annual reporting by the individual signatories on their progress to meeting the eight C4C commitments reported on in this paper, the C4C initiative continues to play an important role as a platform for collaboration and joint advocacy. At the 2017 C4C meeting in Den Haag, the Netherlands, this collaboration was further consolidated. It also became apparent that apart from exercising influence on the global humanitarian policy dialogue, C4C, in a number of countries, may be evolving into an important platform for local and national coordination, dialogue and advocacy on these issues. Not least in these emerging national platforms, C4C endorsers are providing crucial leadership in taking the localisation debate and agenda from a global policy level to a more practical national level dialogue on what these commitments, such as those in the C4C and the WHS associated Grand Bargain (GB), mean in practice.

The special report on C4C and the Rohingya refugee crisis response (Bangladesh) at the end of this paper is a good – and sobering - example of the importance of testing global policy commitments against real life practice in a complex and sudden onset humanitarian crisis.

Commitment 1: Increase direct funding to southern-based NGOs for humanitarian action.

In 2015, when C4C was innitiated, only 0.2% of humanitarian aid is channelled directly to national non-governmental actors (NGOs and CSOs) for humanitarian work - a total of USD 46.6 million out of USD 24.5 billion². We commit through advocacy and policy work to influence North American and European donors (including institutional donors, foundations and private sector) to encourage them to increase the year on year percentage of their humanitarian funding going to southern-based NGOs³. We commit that by May 2018 at least 20% of our own humanitarian funding will be passed to southern-based NGOs. We commit to introduce our NGO partners to our own direct donors with the aim of them accessing direct funding.





Commitments 1 and 3: Financial Flows and Tracking

Overall, the C4C signatories have significantly progressed in their reporting of financial data regarding funding flows to national and local NGOs. In 2016, 13 organisations reported data on total humanitarian expenditure and subsequent funding flows to local and national NGOs, while in 2017, 20 signatories reported such data. Some signatories though, are not (yet) able to distinguish between development and humanitarian funding, and 2 organisations only reported combined figures.

Taken together, the total reported humanitarian expenditure of the 20 signatories that provided data amounted to \$1.2 billion, of which 19.7% (or \$240 million) was channelled to local and national NGOs. Some organisations also provided new and better quality data for the previous year (2016) and therefore last year's C4C aggregated reporting figures were amended. This amendment translates into a corrected 2016 (previous year's reporting) total humanitarian expenditure of \$515 million. Of this amount 18.4% (or \$95 million) was allocated to national and local NGOs in 2016. Taking this amendment into account, 2016 figures on reporting signatories' total humanitarian expenditures (reported to be \$835 of which 24.4% was allocated to local actors in the 2016 report) have been downward corrected to \$515 million and 18.4%, respectively.

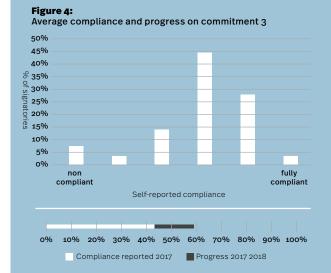
The difference between the previous year (2016 corrected data) and 2017 funding flows to local actors therefore amounts to \$145 million. This substantial increase in actual money transferred can be ascribed to two main factors: better and more complete reporting and increased overall humanitarian expenditures.

The most important factor is the increase in reporting, as the number of reporting organisations increased from 13 to 20. Out of that \$145 million increased funding to local actors, \$128 million can be ascribed to reporting by the additional seven signatories compared to 2016. Another factor that influenced the reported funding flows are higher overall humanitarian expenditures for some of the organisations. This factor explains \$14 million of the total \$145 million.

It is important to consider that several organisations actually increased their funding percentages, while other signatories reported a slight decrease. When considering the different sizes of the signatories this result in a small net increase from last year's reporting (\$3 million).

Signatories were asked to rate their compliance with Commitments 2 to 8 on a scale from 0 to 5. In order to also obtain a comparable figure for Commitment 1, compliance

Commitment 3: Increase transparency around resource transfers to southern-based national and local NGOs. A significant change in approaches towards transparency is needed in order to build trust, accountability and efficiency of investments channelled to national actors via international intermediaries. We commit to document the types of organisation we cooperate with in humanitarian response and to publish these figures (or percentages) in our public accounts using a recognised categorisation such as the GHA⁴ in real-time and to the IATI standard⁵.



was calculated as follows: signatories that reported to provide no funding to local actors were assigned the rating 0, while organisations with 20% or more were considered fully compliant (rating 5). For all other signatories, numbers between 1 and 4 were assigned (1 = 0-5%, 2=5-10%, 3=10-15%, 4=15-20%).

In Figure 3, compliance with commitment 1 for all reporting signatories is shown. While none of the signatories are entirely non-compliant, the vast majority of the signatories report that they channel 20% or more to local and national NGOs. This does not however translate into a total weighed average for all of the C4C signatories of funding flows at or above the 20% commitment, as some of the larger C4C signatories (in terms of expenditure) reported funding flows to local and national actors below 20%.

The increased availability of financial data also manifested itself in the signatories' self-reporting on Commitment 3 (transparency - see Figure 4). According to this reporting, 62% of the signatories indicated progress from last year. In fact, the commitment to increase transparency around resource transfers to southern-based national and local NGOs saw the most progress of all commitments, with

average compliance increasing by 15 percentage points from 43% to 58%.

Within the humanitarian sector, the question of what is a local and national actor has been heatedly debated. C4C signatories too have used various ways to categorize local and national NGOs. Some distinguish between the two categories, others provide only combined figures, while some use IATI categories (national and regional NGOs) to classify local actors. However, the figures presented here only include funding flows to bona fide local and national NGOs. Funding channelled to country offices and national branches of the signatories is not included in the presented data. In addition, only funding that goes directly from signatories is included and the value of inkind transfers were not considered.

Methodological challenges

Keeping track of funding flows and monitoring progress against C4C's 20% funding target can be seen as a relatively objective way to measure progress on the localisation commitment for C4C – as well as industry-wide initiatives such as the Grand Bargain commitment of 25% by 2020. The current data suggests that for the C4C signatories,

compliance with the 20% target is significantly higher than for all other commitments in the charter. But even when only looking at funding flows, measuring progress remains a challenge for two main reasons: data quality and coverage and annual funding fluctuations.

In terms of the data quality and coverage rates, some of the largest signatories (in funding size) actually amended or withdrew the data they submitted last year (reporting on 2016 funding data), as higher quality data and improved tracking has become available within their organisations. Other organisations enhanced the classification of their partners since last years' progress report, thereby increasing the quality of the data but without revisiting last year's data. All these improvements in tracking and coverage are signs of progress towards improved aid transparency. Nevertheless, such developments make one-to-one comparisons of C4C 2016 and 2017 data difficult. It is expected that reliable trends on in-/decreases of funding allocated to local actors can only be extracted from the data after a few years of tracking funds.

Lastly, it should also be noted that data for some of the smaller and medium sized C4C signatories (in terms of

expenditure) indicates considerable annual variations in terms of the percentage of funding that is channelled to local actors. While these fluctuations have not been systematically investigated, one signatory ascribes its doubling of funding to local NGOs (in percentage of total expenditures) to a large increase of funding for one particular emergency, in which it mainly works through partners. Such variation due to changes in available funding is likely to be more important for smaller organisations (in terms of humanitarian expenditure). Larger signatures are more likely to be continually engaged in many responses around the world, and increased funding for one particular humanitarian crisis is less likely to affect the overall figures to the same extent as for smaller organisations that only work in a limited number of countries.

Both of these factors, data quality and annual funding fluctuations, present challenges for measuring progress on localisation by looking at increases of funding flows to local actors only.

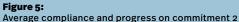
Learning and next steps

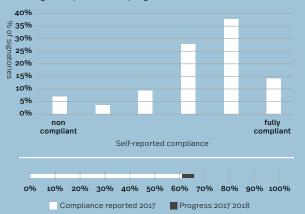
Many of the signatories plan to improve the scope and quality of the available data in the near future and several

have identified concrete steps on how to increase their contributions to aid transparency.

- Several organisations reported to be in the process of updating their internal systems to extract data on funding flows to national and local actors more completely and easily
- Two signatories plan to introduce improvements on separating development and humanitarian data
- Obtaining data on funding flows for capacity strengthening has been identified as a major challenge by several signatories
- Gaining more expertise with IATI and NGO categories has been mentioned by some INGOs as a necessary next step to increase transparency.
- Large signatories with several member organisations continue to report challenges with rolling out tracking systems across member organisation with considerably different fiscal years and financial systems
- Recently joined signatories have identified transparency as an area in which progress is yet to be made

Commitment 2: Partnership. We endorse, and have signed on to, the Principles of Partnership (Equality, Transparency, Results-oriented Approach, Responsibility and Complementarity) introduced by the Global Humanitarian Platform in 2007.





Commitment 2: Partnership

Progress

During year 2 of the Charter for Change initiative, signatories identified a slight increase in their rate of compliance towards Commitment 2 from year one, with the overall compliance increasing from 61% to 66%. Most reporting organisations indicated that they were signatories to the Principles of Partnership (PoP). Those that did not were, in almost all cases, committed to other similar principles and standards (or they had created their own internal guidance that aligned with the PoP). Some organisations, notably those who are members of large federations such as the ACT Alliance or Caritas Internationalis, have signed up to network-specific principles in addition to formally endorsing the Principles of Partnership.

Across the C4C, partnership is a primary method of aid delivery employed by signatory organisations. Regardless of whether signatories had formally signed up to the 2007 Principles of Partnership, the importance of equality in decision-making, complementarity and empowerment were identified as key themes that underpin C4C member strategies. One signatory is 'considering developing a Partner's Charter, outlining what partners can expect: transparency on budgets, shared learning, mutual support, timely response, fairness, staff behaviour and complaints handling'.

Transparency and external certification were identified as priority approaches by several organisations. Seven organisations explicitly mentioned certification against the Core Humanitarian Standards as a means by which to demonstrate their commitment to transparency and inclusion in the planning and delivery of humanitarian assistance. Within individual organisations, there is a concerted effort to raise awareness, and embed a culture, of equitable, principles-based partnership across all programmes and staff. One signatory has reported extending this beyond their international operations to ensure their partnership approach, and the role of their specific partners, is understood across the organisation.

Challenges

External environment factors (including systemic obstacles and the humanitarian imperative) were identified as the primary challenges inhibiting signatories from operationalizing their partnership commitments. Several signatories also highlighted internal obstacles with regards to disseminating and implementing the PoP (or other partnership principles/approaches as identified by individual respondents). Examples of both external environment as well as internal obstacles shared by signatories are detailed below.

Two large, semi-operational signatories mentioned the humanitarian imperative and operational contexts as obstacles prohibiting realization of partnership principles to the standards committed to in the Charter for Change. One organisation explained that 'our experience points to the importance of finding different and contextual ways of working with local organisations. Often this cannot be an either-or question of either working fully through local organisations or of being an operational implementer'. In this instance the technical and organisational capacities (such as fiduciary requirements) of partners were seen as obstacles to implementation of effective partnership strategies, requiring a higher degree of operational engagement than would otherwise be hoped for during a humanitarian intervention. Another signatory reported that it is 'challenging to change behaviour so as to operate in accordance with the PoP, especially in the heat of response', while still another organisation indicated this was particularly the case in fragile contexts and war zones (where partners' organisational governance, structures and local coping mechanisms are put under extreme stress).

Donor expectations and demands also emerged strongly as a factor that restricts the implementation of commitment 2. Set-backs were reported 'often because of imposed funding modalities and related risk management, resulting in partnership theory and practice not always being in sync and with ways of working becoming more transactional'.

This sentiment was further reflected in the challenge of 'balancing the desire to respond to partner needs and being flexible enough, while measuring risk and compliance' within the signatory's base-country context.

Furthermore, partnership is defined differently across different signatory contexts, and the Principles of Partnership are not prescriptive in their approach. Even within INGOs, there are challenges to adequately disseminating understanding of the organisation's partnership approach and strategy (whether the organisation adheres to the PoP or its own equivalent policies); 'it often depends very much on the recruited representative of (the organisation) how these principles are put into practice'.

An example of Good Practice:

Development of an accompaniment partnership model 'where (the organisation) assists or handles certain aspects of the response, e.g. financial reporting or accounting, and provides capacity strengthening support until the local partner is ready to enter into a 'normal' partner agreement'.

Key Learnings

Signatories consistently spoke about the need to better formalize and implement the Principles of Partnership within their organisations, within their alliance and among their partner networks. Addressing organisational culture and perceptions on partnership continues to require attention, as well as a felt need to invest in underlying more tangible factors that affect signatory capacities to deliver against this commitment. Eight signatories indicated, explicitly or implicitly, capacity strengthening needs to be a key factor to improving implementation of their Charter for Change partnership commitments. Better and more resources dedicated towards strengthening partners' systems (finance, HR and technical) is thought to contribute to redressing imbalances in partnership dynamics by improving local actor capabilities, resulting in minimal need for INGOs to supplant local actors in the delivery of humanitarian aid.

Next Steps

In addition to further adaptation of organisational policies, guidance and tools, signatories reported on several issues that are critical to move this commitment forward:

- 'Look at formalizing organisational commitments to the Principles of Partnership (in instances where this has not already been done)';
- 'Mainstream principles in other operational documents';
- 'Disseminate knowledge of the Principles of Partnership to all arms of (the organisation's global federation), e.g. through presentations and online platforms';
- Raise awareness, internally, of the organisation's partnership policies and the PoP generally;

Commitment 4: Stop undermining local capacity.

We will identify and implement fair compensation for local organisations for the loss of skilled staff if and when we contract a local organisation's staff involved in humanitarian action within 6 months of the start of a humanitarian crisis or during a protracted crisis, for example along the lines of paying a recruitment fee of 10% of the first 6 month's salary.





Commitment 4: Stop undermining local capacity

Human resources are the most important asset for local and national partners. Commitment 4 is about stopping undermining the capacity of local and national organisations by recruiting away their most skilled staff during emergencies. It encourages organisations to identify and implement fair compensation for the loss of skilled staff and suggests concrete compensation action to be taken.

Progress

On this commitment very little progress has been made compared to last year with a 1% increase from 56% to 57% of average compliance. Five agencies reported that staff poaching is not a problem as they are not operational and only work with partners. One organisation stated that when they signed the C4C they had indicated that they could not comply with this commitment. They felt it was not feasible for them to set up compensation policies. One stated that they feel that in considering all the different aspects of the C4C to be integrated in relevant policies and operational guidelines, this commitment has less priority. One has chosen not to track this commitment. One has reported that it is not taking place.

Tearfund have developed an ethical recruitment statement shared below:

- We will uphold good recruitment practices by openly advertising our vacancies in accordance with local labour law
- We will never directly approach individual local NGO staff to work us
- When we recruit, we will: i) advertise roles openly and transparently, ii) interview and take references in line with our standard HR policy, iii) Offer salaries that are set by Birches salary scales and benchmarked in line with local INGO salaries iv respect the notice period of those we appoint.
- Where possible we will explore with local NGOs
 the use of temporary transfer mechanisms which
 enable the individual to remain within the long-term
 employment of the local NGO.

Four agencies reported that they have developed HR policies that are now providing guidance around ethical recruitment. The ethical recruitment policy now forms a

central component of recruitment guidance and overall organisational recruitment policy. They are planning to include it in the training/discussion with emergency staff and with the internal HR roster.

Two agencies reported that at present they do not have policy and guidance in place but they will be working on it going forward. Many reported that the responsibility for recruitment is with the country offices and it is not something that they have control over globally. Some have started promoting it at international forums especially in relation to HR standards of the CHS.

The 2017 CHS Humanitarian Human Resources (HHR) Europe conference was entirely focused on the role of HR in the localisation of aid, as the localisation agenda poses many challenges for INGO HR managers as they try to support and implement it. The aim of the conference was to unpack and address a number of these compelling issues. 5 out of 12 conference speakers were C4C signatory representatives from HQ and country offices.

For the report and more information, see: www.chsalliance.org/news/latest-news/the-report-of-hhr-europe-is-out-now

One agency's efforts have focused on other aspects of 'undermining local capacity' beyond compensation for loss of local skilled staff. Using Grand Bargain language, they are becoming more intentional in 'reinforcing rather than replacing' (or undermining) local capacity. Some agencies do not have local staff in their overseas delegations, partly in order not to create a brain drain from their local partners.

Their policy is to support the local partners in maintaining their own staff body.

Challenges and future action

Some signatories report the lack of funding as a challenge and others report that other priorities have taken precedent over this commitment, especially as staff were busy with responding to several emergencies.

Four agencies reported that they will make this commitment more explicit and two agencies mentioned they will encourage their INGO partners to comply with C4C. Some report that more is needed to understand how to feasibly and responsibly compensate the local partner organisations. Another reported that 'Monitoring our specific commitment here has been a challenge as there hasn't been a systematic way of approaching this'.

Some organisations are planning to address these challenges through strengthening the regional surge support capacity and exploring the use of temporary transfer mechanisms like secondment from national NGOs.

One agency reported that they will address the issue with colleagues from country desks (as they are responsible for recruiting regular local coordination personnel) to avoid soliciting staff from local organisations during emergencies. Another plans to include a corresponding paragraph in project contracts with regard to humanitarian assistance.

One organisation reported that when their response is through other international NGOs there is not always the transparency to ascertain whether local staff have been recruited or not



Marie Alta Jean-Baptiste, director of Haiti's Civil Protection Division, discusses a risk map created by volunteers to aid their community-led disaster response and preparedness efforts in Port-au-Prince. In the aftermath of the 2010 earthquake, INGOs side-lined Haitian NGOs and government agencies; Jean-Baptiste is working to put local humanitarian actors back in the driver's seat.

Photo: Anna Fawcus/Oxfam

Commitment 5: Emphasise the importance of national actors. We will undertake to advocate to donors to make working through national actors part of their criteria for assessing framework partners and calls for project proposals.





Commitment 5: Emphasise the importance of national actors

Compliance with commitment 5 is the second highest of all the commitments in the Charter for Change. Average compliance across all the signatories is almost at 80%. This is also reflected in signatories reporting a continuation in advocating to donors about the importance of working with and through local and national organisations. Many indicated that donors, especially governments, are becoming more aware of the importance of supporting local and national actors, while at the same time witnessing a trend towards major donors preferring fewer partners, with INGOs becoming intermediaries between donors and local actors in the process.

Progress

"In the past 6 months, we've seen greater momentum among donors around localisation and increased interest in learning about ongoing initiatives, discussing ways they can provide targeted support and proposed strategy moving forward."

Several signatories reported advocating on localisation with donor governments, including Norwegian, German, Dutch, Danish and British agencies. Practices include bilateral meetings and promotion of local partners via embassies. For some signatories (notably those based in Norway), this process has become more institutionalized, while for others the process of institutionalizing the C4C advocacy as an institutionalised practice is still in the early stages.

Whilst a few signatories report that no major changes have occurred in the extent or manner in which they advocate to donors since last year's reporting, the actual advocacy emphasizing the importance of local/national organisations

has continued. One C4C organisation reports that one of their practices in localisation advocacy is to elevate local actors to national and international spaces.

German signatories reported that the German government has revised its proposals template to include the amount of funding that will be transferred to local actors. For several C4C signatories, partnering with a local organisation has been the key determinant in recent grant awards processes; an indication of the increased importance donors accorded to partnering with local actors in their granting criteria.

Practice varies a great deal between countries and contexts, but many signatories agree that advocating to donor governments is an on-going process. There is still need to remain vocal about localisation and maximize opportunities to engage with donor governments, behind-the-scenes and in high-profile events, such as humanitarian working group meetings and discussion forums.

Challenges

A general barrier to localisation reported by many signatories is donors' risk aversion and the administrative burdens that accompany donor contracts. Another challenge highlighted was the emphasis donors give to programmes with high volume of funds and recipients of aid, whilst local partners often have a lower financial absorption capacity.

Three C4C organisations stress that most donors/governments are not yet in favour of localisation. On the contrary, they often require specializations, such as in the sectors of WASH or Shelter, thus obliging organisations to respond operationally when an 'adequate' level of technical

expertise is not available amongst the local actors in a specific setting. Further signatories highlighted donors' main interest in investing in already well trained and well-positioned local/national NGOs; by proxy those NGOs that only require relatively marginal investments in capacity strengthening. Thus this practice might lead to a less diverse field of humanitarian actors at the national level.

C4C organisations also see donors considering pooled funds as a way of transferring larger sums of money, to which NNGOs will likely have increased access. In order for this increased access to funding to be achieved, INGOs also need to show significant policy shifts that translate from head office policies to action at the country level.

Many signatories agree that there is a continuing need to advocate on localisation not only externally but also within their own organisations, given reasons such as the competing pressure faced to bring in restricted funding for their own operations.

Good practices

Last year one signatory included *Local Humanitarian Leadership* as one out of 3 priorities for the organisation's humanitarian campaigning work. The result was an increase in the number of its country offices that have taken up this theme as part of their advocacy strategy. An example is the Democratic Republic of Congo, where the organisation supported local CSO actors in advocating towards donors, ahead of the April 2018 Humanitarian Conference on the Democratic Republic of Congo (DRC), to consider strengthening the capacity of local actors as being the best way to ensure a link between short term humanitarian interventions and longer term development.

Another C4C organisation states that they "for the first

time adopted a humanitarian policy programme for 2018-2022 where localisation is anticipated to be one the major priorities during the programme period". While another signatory stresses that "International alliances such as the ACT Alliance and the START Network have taken steps toward increasing access to funds to national actors".

Key Learnings

"By demonstrating the changes we are making - and the lessons we're learning by changing - we can support donor discussions (and more introspection amongst our peers)."

Many signatories highlight the importance of working with international networks, such as the FCA Global Grants Unit, ACT Alliance and the Start Network.

There is a great enthusiasm for localisation within the Charter's signatory network. One example of practical results of localisation influencing work at country level is seen in Bangladesh; where for the first time local actors' voices were included in the revision of the governments Standing Order on Disaster (SOD), thanks to government agreement to have consultation workshops in five districts. Media fellowships raised the visibility of local actors' work in responses, a national humanitarian platform was established (NAHAB⁶), and local actors joined the Start Fund.

Next Steps

"We (collective) need to provide practical solutions to donors such as demonstrating different risk mitigation scenarios and options for non-burdensome framework partnering agreements."

As reported by one signatory, a next step to take for a government humanitarian donor, that does not have the capacity or will to support local and national actors directly,

will be to promote increased access for local responders to the Country Based Pooled Funds and other joint UN funding mechanisms – while realising and advocating that in itself, this will not be enough to reach the 25% Grand Bargain commitment by 2020.

Others report that in the future more funds and focus must go towards enabling partners to have their own budgets for capacity strengthening of staff, rather than be dependent on INGO managed capacity strengthening support.

Stronger coordination and joint advocacy are the main next steps to consider regarding advocating for localisation: many signatories highlight the need to collectively provide practical solutions to donors, such as demonstrating different risk mitigation scenarios and options for non-burdensome framework partnering agreements. C4C signatories also feel it is paramount to continue to advocate to donors for more joint planning, analysis and coordination among humanitarian and development programming while ensuring a formal space for national civil society organisations to engage in these processes.

C4C signatories realise that joint advocacy must be supported by better demonstration of the impact of C4C in a qualitative and quantitative manner. "During the C4C Annual meeting we talked about the need to develop shared advocacy points/documents on specific 'asks' from donors/governments around localisation (...). Such meetings provide a great opportunity to continue advocating for local/national actors in a room with many different donor and government representatives."

Commitment 6: Equality. Our local and national collaborators are involved in the design of the programmes at the outset and participate in decision-making as equals in influencing programme design and partnership policies.

Figure 8:
Average compliance and progress on commitment 6



Commitment 6: Equality

Progress

During the second annual reporting cycle, Charter for Change collectively reported a significant increase in progress against their commitment to address subcontracting in their humanitarian programmes.

For many of the Charter's signatories, involvement and participation of partners throughout the programme cycle is a business-as-normal approach and organisational policy, independent of their C4C commitments. This approach was summarized by one organisation stating that 'this has been our policy and will be our policy'. Still, within these organisations there is a recognition of the fluid nature of partnerships, and the need to avoid complacency; summarized by one signatory, 'this is one of the strong areas of (the organisation), which we have worked on for decades. Thus, there are no clear changes from last year, but an area where we constantly work to improve'.

For other C4C members, notably those who have traditionally employed a direct implementation approach to programming (or a mixture of direct implementation and partner-led response), changes are being made to systems and strategies, that will support organisations to achieve better compliance against this commitment. For some organisations this represents a shift in their operating model, and the structural changes that result from this commitment, although on a positive trajectory, will still require further

time to be delivered at the field level. Signatories to whom this applies reported adjusting their internal systems and tools to support staff (and development of staff capacities) to incorporate stronger partnership approaches in their response models.

Challenges

Structural issues, organisational culture and discrepancies across teams and regions were highlighted as some of the main challenges organisations encountered when delivering against commitment 6. This was particularly the case for two of the larger, semi-operational organisations. One organisation provided statistics to demonstrate the scope of the remaining challenge they face; 'out of a total sample of 47 country programmes, 66% reported structural inclusion of at least 50% of their local and national NGO partners in response planning. 16% of countries included less than 50% of these partners in their response planning, and 15% of countries submitted data that was inconclusive'.

In many cases the ability of C4C signatories to address subcontracting and equality in decision-making was influenced by systemic factors, some of which are beyond control of the NGO community. For example, three signatories identified humanitarian access as an inhibitor to delivering meaningful partnership strategies, and thus obliging INGOs to implement programmes directly (South Sudan, northern Nigeria, Mali and the DRC were cited as specific contexts



Children relaxing during an exercise for improving psychosocial wellbeing after the 2015 earthquake in Nepal. These activities were managed by AMURT (Ananda Marga Universal Relief Team) Nepal – a global network and a partner of Kindernothilfe (Germany).

Photo: Bastian Strauch, 2015

where this was a challenge). Another systemic factor consistently identified across the C4C community was the continued preference of donor governments to default to operational INGOs rather than through local partners; the resulting lack of available funding for local actors limits the scope for INGOs to deliver programmes through partnership.

As is the case with direct implementation, donor preferences, and perceptions of local capacities, are a consistent inhibitor to meaningful partnership approaches. Issues that have deterred stronger partnerships included reporting requirements, proposal deadlines, multiple (and competing) demands on partners and concerns regarding quality assurance. Furthermore, practical issues such as variable degrees of communications skills amongst partners (for proposal writing and development), inadequate infrastructure/connectivity, timing considerations and expectations of INGO management teams can, at times, all inhibit the most effective partnership strategies.

Examples of Good Practice

A few examples of good practices that are worth noting as they could trigger new ideas and/or inspire other organisations to do the same are the following:

- Minimum requirements for programme planning and management (that champion and promote incorporation of partners into response programming).
- Conducting joint needs assessments with partners, in advance of the design stage (and then continuing to have partners as a central element at this stage).
- Creation of internal learning resources on partnership including training and guidance.

Key Learnings

Barriers to achieving commitment 6 of the C4C are often symptoms of other issues; indeed, many of these causes are also addressed in other of the Charter's commitments, of which advocacy to donors and capacity strengthening are the most prominent. Of these two related issues, enhancing partners' abilities to respond to crises is paramount. Further resources dedicated to capacity strengthening have positive knock-on effects that are far reaching. For example, enhancing abilities to develop and implement programming, and strengthening of partner understanding of international standards, which in-turn achieves more equal and balanced relationships between local and international NGOs.

Next Steps

In addition to further adaptation of organisational policies, guidance and tools, signatories reported on several issues that are critical to move this commitment forward.

- Greater investment in partner capacities, to address imbalances between local and international organisations.
- Greater investment in developing and consolidating internal (INGO) strategies and resources; and building from this, improve understanding and consistency of partnership approaches within organisations, with particular attention to addressing HQ and country-level discrepancies.
- Continue/increase independent and reliable documentation and advocacy of individual organisations as well as networks, such as C4C.

Commitment 7: Robust organisational support and capacity strengthening. We will support local actors to become robust organisations that continuously improve their role and share in the overall global humanitarian response. We undertake to pay adequate administrative support. A test of our seriousness in capacity building is that by May 2018 we will have allocated resources to support our partners in this. We will publish the percentages of our humanitarian budget which goes directly to partners for humanitarian capacity building by May 2018.



Commitment 7: Robust organisational support and capacity strengthening

This commitment focuses on organisational support and capacity strengthening. This means the signatories undertake to pay adequate administrative support and allocating resources to capacity strengthening of partners.

Progress

Overall, the signatories reported some progress from last year. Seven organisations confirmed that they provide administrative support to all partners, eight organisations reported that they provide administrative support to most partners and nine organisations reported that they provide administrative costs to some of them. Five organisations provided other explanations. Out of 29 agencies that reported, seven skipped questions on policy change or plans to address this commitment.

Three organisations reported that they prefer that the admin support is specified rather than a flat percentage, encouraging the partner to include administrative costs in the budget. One agency also supports local/national organisations in developing their own indirect cost allocation policy to be used with donors and partners. One organisation funds up to 10% of the overall project volume for administration. Another organisation reported that it depends on the donor.

Some organisations have reported that they do not have a written policy defining and regulating admin support and capacity strengthening support to partners, so there are variations from case to case.

Capacity strengthening resources for partners

Only one organisation reported that they have been able to institutionalise provision of resources for all partners' humanitarian capacity building as part of project budget going to the partners. Seven reported that they did this for most partners, 15 confirmed they provided budget resources to some of the partners and one that it did not allocate any funding. Five provided other explanations.

Out of the 29 reporting signatories, only eight provided data on the value of their capacity strengthening activities. Seven of these signatories provided combined data on direct funding transfers to local and national NGOs and in-kind provisions (for example costs of workshops) and just one signatory provided data that distinguished between capacity strengthening related funding transfers and in-kind. In total, the reported value of capacity strengthening activities for these eight signatories amounted to \$11 million. Among the eight reporting signatories, capacity strengthening expenses ranged from 1.4 to 4% of their total expenses.

One organisation reported that the decisions are mostly made at country programs or regions level to determine resource provisions to be used towards partners' capacity strengthening. Projects focused on capacity strengthening have highlighted the need for more investment in locally based staff to provide ongoing support and mentoring to local organisations in addition to trainings and other support. One confirmed that needs assessment is developed but a capacity strengthening plan is not.

In one agency some progress has been made in terms of increased recognition among regional, country, and affiliate level funding coordinators of the commitments made and the necessity of core cost contributions for the sustainability of local partners' operations, however success in negotiating these often depend on the conviction of country level funding coordinators and country directors.

Challenges

Lack of donor interest was one of the main challenges mentioned by many agencies. While there seems to be an interest among donors to increase their support for local and national actors, including capacity strengthening initiatives, there has not been corresponding increases in funding to support these efforts. It remains difficult to persuade humanitarian donors to allocate a certain percentage of project funds to capacity strengthening for partners in the early stages of programming where the focus is on saving lives, particularly in the current climate of needs hugely outweighing supply.

Oxfam has seen some success in gaining multiannual funding for local actor capacity strengthening in fragile countries, illustrated by the recently awarded (April 2018) 3 year SIDA-funded program for Oxfam in Iraq focused on partnerships and capacity strengthening work with and for local humanitarian actors.

A few agencies reported that budgeting a capacity component for partners is not yet standard practice in their organisations. Many agencies reported that data on organisational support and capacity strengthening cannot easily be retrieved from their financial systems. Some have pointed out the lack of a standard approach, understanding what is required and proper capacity assessment to guide capacity strengthening means it is often left to Programme Managers rather than a more consistent organisational approach.

Two agencies state that there is too much focus on technical knowledge and there still needs to be a fundamental mind shift on humanitarian capacity according to partners' own agenda rather than based on international standards and expectations. Often staff are concerned about quality and best use of limited humanitarian funds. New emergency responses can divert staff time from working on capacity strengthening, causing organisational change to be put on hold.

The key challenge is collecting reliable evidence of the impact of capacity strengthening interventions. A couple of agencies also highlighted the high turnover rate among

local partner staff as a challenge. This, in turn, acts as a barrier for strengthening local partner capacity.

Next steps

Some agencies have managed to negotiate funding in 2018 and one specific donor has now included a budget line covering this in their budget framework. This will lead to more resources available for these purposes. One agency will be meeting with USG departments to better understand, and positively influence, their localisation strategies. Another mentioned that it would be addressed in their new International Strategy. They would prefer to give core support to their partners and not earmarked funding – this is reflected in their International Strategy and the strategic indicators will help to measure progress made over time.

A number of signatories have carried out internal evaluations of their programmes; the insights and recommendations will help to improve program approaches where relevant. Some agencies have reported that they will work with partners to improve definitions of humanitarian capacity, ways of assessing it and methods of delivery, in order to better advocate for adequate resources. They will also look into feasibility of disaggregating humanitarian capacity strengthening funds to partners.

One agency mentioned that they will work towards having the budget format revised for this purpose thereby encouraging that capacity strengthening of the implementing partner in the future is prioritized in emergencies within the entire international network.

Commitment 8: Promoting the role of partners to the media and the public. In any communications to the international and national media and to the public we will promote the role of local actors and acknowledge the work that they carry out, and include them as spokespersons when security considerations permit.



Commitment 8: Promoting the role of partners to the media and the public

Progress

During year 2 signatories reported an increase in their compliance rate towards Commitment 8 from year one, with the average score increasing from 59% to 70%. All reporting signatories, except one, signalled improvements in promotion of the work of local actors in emergency response in their media communications. Ten organisations mentioned that partnership is rooted in their organisational culture/way of working; having clear guidance on inclusion of partners in communication materials.

Good Practice Example:

During humanitarian responses, the communications focus remains solely on our local actors (our Member Associations) doing the work with support from IPPF Humanitarian. Local organisation staff are featured in pictures and videos from responses whilst any attention to surge capacity (outside assistance) is minimized in the interest of focusing on the local organisation actors."

Six organisations signalled no significant changes over the past year, but mentioned that their local partners have experienced increased visibility through media spotlights

and social media (particularly Twitter). A few organisations mentioned that, when possible, they provide direct links to their local partners' websites within their online material.

Mainstream media attention of local partners' work has been successfully gained by several signatories with media outlets such as ABC Australia, Radio New Zealand, and the Guardian (UK). Two organisations mentioned that, while they have made progress in featuring the work of local partners, it is rare for press releases to explicitly mention local partners by name; referring to them as 'partners', particularly in private donor mailings or external media pieces, with communications content still highly focused on their own activities.

Good Practice Example:

In Nepal, CRS seconded a communications director to support Caritas Nepal and the Caritas Federation network in building the communications capacity of Caritas Nepal after the 2015 earthquake. This involved mapping out a new communications structure, helping to hire a communications officer, and training key staff on communications possibilities and responsibilities in the emergency context, and for donors and partners.

Two organisations talked about the importance of supporting civil society partners to engage in global policy dialogue. One organisation highlighted their work with local women's activists and humanitarians and how they have engaged them in global policy dialogue on humanitarian action and crisis resolution.

Across one of the larger C4C associated federations, communications offices have developed a model where a designated point person from one of the federation agencies is appointed to serve as liaison for a local member organisation during a crisis; responsible for supporting the capacity of the local member in that response. This helps mitigate duplication of efforts, creates collective and clear communication messaging, and alleviates stress placed on the local members responsible for the response and partner coordination.

Challenges

Several similar challenges ran through signatories' reports, with the most prevalent being the lack of accessibility of local partners for communications materials, interviews, media spots and/or engagements due to issues of security, time, language barriers, technological complications and

capacity. A few organisations talked about the issue of tight media deadlines, which doesn't always lend itself towards the co-creation of information/stories from local partners nor the identification/prepping of a partner spokesperson to meet with journalists or go on camera. It is often difficult to access local partner staff during an emergency as they are stretched for time and hard to reach in the field. Other signatories talked about issues of security and political sensitivities, particularly in conflict zones, which restricts organisations' ability to source stories from local partners for publication; alongside technological complications where it can be difficult to establish a direct line of communication, like in South Sudan and Syria.

The second challenge most identified by signatories concerns the issue of fundraising. Numerous signatories discussed the delicate balance between the organisational need to showcase their own work to attract funding and the mission driven interest of highlighting the work of their local partners. The reality remains that the public tends to be more interested in supporting an international organisation they are familiar with. This fundamental issue has hampered some organisations' progress in developing or modifying communications policies around inclusion of local partners,

as there tends to be inconsistent support/viewpoints at senior management levels.

Finally, a key challenge discussed is the difficulty in influencing journalists, news media outlets and the public, that stories about the work of local organisations is compelling. "For journalists, a good story is a good story; when and if we can frame that story well, they will be interested, regardless of whether or not the subjects are local leaders." Also, signatories must manage expectations of media sources in their own countries, who are of the mind that that the public are not interested in hearing from local organisations. As one organisation stated, "Our assumption is that the image of the "saviours" from the Global North still prevails in most people's minds."

Examples of Good Practice

- Co-branding emergency communication materials and videos, when relevant, to feature key local partner(s) in a response.
- Developing a mobile communication platform where local partners can post stories, videos and images directly from the field.
- Including budget in a project's visibility plan for inclusion

of local partners at communications events and bilateral meetings with relevant stakeholders.

- Embed communications staff with a local partner to support their communications capacity and development of materials, content and profile.
- Provide capacity strengthening opportunities for local partners; like developing an e-learning toolkit that includes trainings on media, providing remote communications support to partners, and matching up local partner staff with a communications/media 'mentor'.

Key Learnings

One organisation talked about how the challenges of shifting the way the organisation communicates about partners warrants development of practical guidance with input from a wide array of internal stakeholders, and systematically disseminating it throughout the organisation. This may be a time-consuming process, but an important one to affect systemic change.

One signatory reflected on how putting local actors in the front seat of global policy dialogues is making a difference in terms of visibility and enabling local partners to gain more direct access to global decision-

makers. Another signatory felt that while actions related to fulfilment of this commitment hadn't necessarily resulted in more visibility for local organisations, it had positively increased recognition among the NGO and donor community that it is important, mutually beneficial and critical to include local actors in humanitarian dialogue at the highest levels.

Good Practice Example:

"We (CARE) facilitated strong presence and voices from local civil society and women's leaders in the recent global Conferences on Syria (2016 London, 2017 and 2018 Brussels)...in the April 2018 Conference in Brussels, CARE is co-sponsoring a Side Event on Syrian Women's Voice and Gender. We are bringing our own Syria partners so they can speak with their own voice and be seen and heard as the frontline actors in the Syria response and reconstruction space."

Next Steps

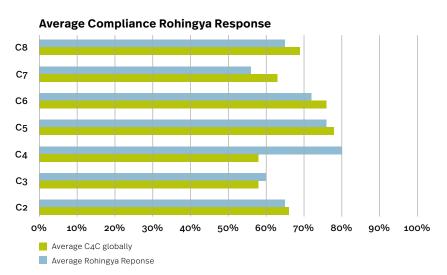
In addition to further adaptation of organisational policies, guidance and tools, signatories reported on several issues that are critical to move this commitment forward.

• Continue to socialize the C4C communications commit-

ment within signatory organisations until it's better understood and accepted as an organisational priority.

- Continue, or start, to provide capacity strengthening to local organisation staff on communication skills and media interviews so they can better engage with regional/ international media and be better spokespersons for their organisations' work.
- Include a full list of local partner organisations, by name, on signatories' websites.
- Ensure that advocacy and communications form part of project budgets to highlight the role of local organisations.
- Identify new/creative ways to provide a more "immediate voice" for local organisations through videos, interviews, etc.

 $\textbf{Figure 11:} C4C \ signatories' \ average \ compliance \ with the \ charter's \ commitments \ in the \ Rohingya \ crises \ refugee \ response. \ Data \ for \ C1 \ was \ not \ available.$



Adherence to C4C commitments in major humanitarian responses:

Special report on C4C and the Rohingya crisis refugee response

'We have really tried, but it is not easy': Are Charter for Change signatories living up to their commitments in the Rohingya response?

Context

In August 2017, ethnic Rohingya refugees streamed across the Myanmar/Bangladesh border. They were fleeing a spike in violence in a conflict that many had, for years, expected. Within days hundreds of thousands had escaped from Myanmar into the Cox's Bazar region of neighbouring Bangladesh. One of the worst feared scenarios in the humanitarian community had been realised; and it occurred at a scale and speed far greater than had been predicted or forseen.

The Rohingya refugee crisis was the first major rapid-onset disaster during the lifespan on the Charter for Change. As such it serves as a yardstick to reflect upon the progress and challenges encountered by the C4C community in putting commitments into practice during a major emergency. In the words of one signatory, 'we have really tried, but it is not easy'.

Methodology

Charter for Change signatories were asked to report on their organisations' progress and challenges encountered towards implementing the 8 commitments of the Charter during the Rohingya refugee crisis response. In cases where organisations did not respond to the Rohingya refugee crisis, they were invited to provide evidence pertaining to another humanitarian emergency⁷. 29 C4C signatories chose to submit responses to this question, of which 17 provided data pertaining to the Rohingya crisis specifically. The analysis below focuses on the feedback from these 17 responses

It is probably misleading to numerically rate how strong C4C has shone through in this crises response thus far, and this approach does not tell the whole story or give justice to the experiences of Charter for Change signatories and their local partners. But we will begin this analysis by demonstrating the average strength of adherence to the commitments, 67%, based on the 17 Rohingya response accounts submitted. Signatories were asked to rank the extent to which their humanitarian response complied with each commitment. This figure was tallied per agency and divided by 8. The subsequent 17 resulting figures where then themselves averaged. Below you will find a breakdown of the average of rankings provided against each commitment, in the order of highest to lowest average scores. Anecdotal evidence contributes a clearer picture of how C4C, and its signatories, responded to this test.

Address and prevent negative impact of recruiting NNGO staff during emergencies (C4). Average **compliance: 80%**. We see here a significantly higher compliance from the C4C signatory community. No further comments on this topic were offered during the reporting process; without which further analysis is not possible of this stage. However, feedback from local actors suggests that poaching and other unethical recruitment practices did occur, with a number of big local/national NGOs indicating they had lost staff to international actors⁸.

Emphasise the importance of local actors to donors and address subcontracting (C5 and C6). Average **compliance: 75% and 73%, respectively** Several signatories reported the absence of (opportunities for) local actors to engage in coordination meetings. Similarly, the politicised nature of

the Rohingya refugee response limited the opportunities and appetite for organisations to conduct advocacy around the issue of localisation.

Inconsistent local actor involvement during planning phases is indicative of the lack of awareness of the capabilities of local responders. Likewise, the rating provided on the issue of subcontracting implies that more work must be done to address the dynamics of our partnerships. Some positive examples were reported: one signatory mentioned that, although they were operational in the initial stages of response, they have since hired a partnerships manager for the Cox's Bazar region and shifted towards a partnership approach engaging with local actors and involving them in the design of this stage of the response.

Commit to pass at least 20% of humanitarian funding to local and national NGOs (C1). Average compliance: 65%9. This figure implies moderate adherence to this commitment, arguably the most contentious of the Charter's obligations. Reasons for this figure were varied; some organisations reported varying degrees of direct implementation, owing to the non-availability/capacity of suitable partners and speed required of the response, which in turn (in some instances) necessitated varying degrees of direct and/or hybrid model implementation. Furthermore, some signatories reported witnessing an absence of local actors in Rohingya crisis coordination meetings and discussions with donors and Grand Bargain signatories. The absence of local partners in these forums may be owed to pressures (as dictated by the emergency and by donors) to implement quickly, therefore placing INGOs and other international actors in dominant positions.

Publish the amount/percentage of funding passed to local/national NGOs (C3). Average compliance: 60%. Very little evidence was provided for why signatories arrived at this rating. In previous sections of this report, one signatory indicated their systems are not yet able to capture this level of data, but necessary changes are being implemented in collaboration with technical support staff. Another signatory (who responded with a hybrid strategy of direct implementation and partner-led response) reported that they 'are not presently tracking transfers to national/local partners. Senior staff estimate that transfers account for approximately 20% of total funding but could not provide evidence'.

Promote the role of local actors to the media and public (C8). Average compliance: 65%. C4C signatories rated themselves moderately well on this commitment. Certainly, this comes with some caveats that may affect the weighting, including broader challenges that have been identified with regards to commitment 8; degree of operational vs. partner-oriented response; media interest; availability of adequate media materials and spokespeople. Nevertheless the Rohingva crisis refugee response also generated positive examples of where signatories are actively seeking to promote the role of local actors; one organisation went so far as to commission a photographer to document the work of 10 local NGOs in this response, which will subsequently be published in a photo album. Interestingly, another organisation reported that while its own staff felt that local partners were 'recognised and valued in external communications', the same partners 'do not share this view and believe that acknowledging joint achievement and challenges should be improved'.

Reaffirm the Principles of Partnership (C2). Average compliance: 65%. This figure is naturally skewed (negatively) owing to the fact that some C4C signatories have not yet signed on to the PoP at the corporate level (this fact was also acknowledged by some organisations during the feedback process). Nevertheless the relatively low rating on this commitment implies that C4C signatories still need to better operationalize their approach to engaging with other humanitarian actors. One signatory stated challenges with implementing these commitments stemmed from a lack of suitable indicators and that open communication and respect, while important, were difficult to uphold in the middle of such a large and complex response.

Capacity Strengthening

One Charter for Change commitment was omitted from the list above; *Provide robust organisational support and capacity building.* With an **average compliance of 56%**, support for capacity-building received the lowest success score of the 8 C4C commitments. The bulk of signatory criticisms of the Rohingya crisis refugee response also flagged this as the main area for improvement. Indeed, many of the challenges encountered in the response could be mitigated by providing additional resources for capacity strengthening (between crises, not waiting for the disaster to hit).

Signatories cited the limitations of local partners to respond to the crisis as an impediment to successful C4C implementation. Faced with a sudden and dramatic influx of humanitarian needs, local actors were unable to respond adequately to the demands of this crisis, or the pressures brought upon them by the international community. More

and better quality, capacity strengthening during peacetime (including a focus on emergency preparedness in disaster-prone areas and hot spots) may have contributed to a faster, more inclusive and ultimately more beneficial response to this crisis. Moreover, the issue of adequate capacity strengthening support must extend beyond support to individual NGOs, and look at the local humanitarian system more holistically (including local government and local-level coordination mechanisms). Signatories also suggested practical and tangible measures to take to strengthen local capacities, including open educational resources, better investment in preparedness measures and unrestricted funding.

Charter for Change signatories who reported against their response to other crises reported a higher average rating on support for capacity strengthening (3) than those who reported using the example of the Rohingya refugee crisis. Many of these organisations also reported these figures against recognised 'protracted' (although no less complicated) emergencies (such as those affecting the Middle East). The differences in these ratings are relatively (although not insignificantly) small and demand further analysis, but it is interesting to observe that agencies provided with longer windows of opportunity to support partners seem to rank this as less of a concern than those reporting against the need for capacity strengthening support in a rapid-onset crisis.

Conclusions

The Rohingya response has demonstrated the difficulties in *delivering* on our commitments towards a process of localisation in a major rapid-onset disaster. Indeed, while there is a feeling in the aid sectors that this topic, and the C4C in particular, are gaining steam and becoming further embedded into corporate ways of working, localisation efforts have continuously come under fire for not adequately delivering at the local level. By and large, this was evidenced in the Rohingya response.

The collective response of C4C signatories can be best described as moderate and mixed; progress towards the commitments is not uniform, whether analysed by commitment or by organisation. Signatories show dedication to the C4C at headquarters level, but this is not yet trickling down to their programme staff. Better articulation, dissemination and operationalization of the C4C at country-level are critical for ensuring that responses to future emergencies are driven from the ground-up, and serve to reinforce, not replace, local and national actors.

Annex 1:

Signatories that contributed to this report:

Asamblea de Cooperacion por la Paz

CAFOD

CARE

Caritas Danmark

Caritas Norway

Christian Aid

CORDAID

CRS

Dan Church Aid

Diakonia

Diakonie Katastrophenhilfe

Finn Church Aid

Help

HelpAge International

Human Appeal

ICCO/Kerk in Actie

IPPF

Johanniter

Kindernothilfe

Norwegian People's Aid

NCA

Oxfam

SCIAF

Svenska Kyrkan

Tear Australia

Tearfund

Terram Pacis

Trocaire

War Child UK

C4C signatories (by April 2018):





































































Annex 2: Non-INGO endorsers of the Charter for Change:

Access Development Services (Adeso)

ACT Alliance

Action Africa Help International (AAH-I)

Actions Pour la Promotion Agricole et Sanitaire

Action pour le Volontariat à Dubreka

Adamawa Peace Initiative

ADES ADESO

Adilet

Adult Literacy Centre

Africa Peace Service Corps

Agile Internationale

Airavati

Akkar Network for Development

Amel Association

American University of Nigeria Amity Public Safety Academy Amity Volunteer Fire Brigade

AMUDECO

Anchalik Gram Unnayan Parishad (AGUP)

Anglican Development Services

Applied Research Institute

Ard El-Insan ARDD Legal Aid

Arid Land Development Focus

Arysh

Asociacion Benposta Nacion de Muchachos

Association Congo amkeni asbl

Asociacion de Desarrollo Agricola y Microempresarial

Asociacion para la Educacion y el Desarrollo Association des Acteurs de Développement

Association Tunisienne De Defense des droits de l'enfant

Astha Sansthan

ASVSS

Bader Charity Organisation

Balaod Mindanaw

Balay Rehabilitation Center Bangladesh NGOs Network for Radio and Communication (BNNRC)

Barokupot Ganochetona Foundation

BENENEANCE

BOAD CAF India Calp

Caritas Bangladesh

Caritas Developpement Goma

Caritas Developpement Niger (CADEV)

Caritas Nepal
Caritas Sri Lanka
Caritas Ukraine
Caritas Uvira
CEDERU
CEFORD

Center for Disaster Preparedness Foundation

Center for Protection of Children
Center for Resilient Development

Center of Support of International Protection

Centre for Development and

Disaster Management Support Service

Centre for Legal Empowerment Centro de Promocion y Cultura

Centro Intereclesial de Estudios Teoligicos y Sociales

CEPROSSAN

Childreach International

Church of Uganda Teso Dioceses Planning and Development Office

Churches Action in Relief and Development

Church's Auxiliary for Social Action

Civil Society Empowerment Network (CEN)

CLMC

Coastal Association for Social Transformation Trust

CODEVAH

Collectif des Associations Feminines

Community Development Support Services

Community Initiative Facilitation and Assistance Ethiopia Community Initiative for Prosperity and Advancement

Community World Service Asia

Concertacion Regional para la Gestion del Riesgo

Convention Pour Le Bien Etre Social

Coordination, Rehabilitation and Development Service

Corporacion Manigua

CPDEDRC
CRONGD/NK
CRUDAN

Dhaka Ahsania Mission

DIKO

Dynamique de Femmes Engagées pour un Environnement Sain et

Durable

East Jerusalem YMCA - Women's Training Program

Eau Vie Envirronement

ECC MERU FCOWFB

Embolden Alliances

Emergency Pastoralist Assistance Group - Kenya Environment and Child Concern Organization Nepal

(ECO-Nepal)

Federation of Ethnic Communities Councils of Australia

Forum Bangun Aceh

Forum for Awareness and Youth Activity (FAYA)

FONAHD RDC

Foundation for Rural Development

Friends of Lake Turkana Fundacion Tierra de Paz FUPRODI

FUPROD GEPA

GHOLVI-ASBL

Grassroots Development Initiatives Foundation-Kenya

Groupe d'action de Paix

et de formation pour la Transformation

Hayata Destek (Support to Life)

Heal Africa

Health Link South Sudan Help Channel Burundi Human Health Aid Burundi

Human Rights Movement 'Bir Duino-Kyrgyzstan'

Humanitarian Aid International

Humanitarian Development Consortium

Humanite Plus

India Volunteers Network

Indonesian Society for Disaster Management

Indonesian Student Association for International Studies

INHURED International (Nepal)

Institut Bioforce

Institute for Social and Economic Development Assistance

Integrated Risk Management Associates

Inter∆id

Iranian Lifequality Improvement association

Jabalia Rehabilitation Society

Jindal School of International Affairs

Joint Learning Initiative on Faith & Local Communities

Joint Strategy Team

Jordan Hashemite Charitable Organisation
Jordan Health Aid Society International

Just Project International Kapoeta Development Initiative

Kisima Peace and Development

Kitumaini: Association for the Development of Health of the Mother and Infant (AK-SME)

Lawyers for Human Rights

Legal Resources Centre

Libyan Humanitarian Relief Agency

Lizadeel

Lotus Kenya Action for Development Organization

Lutheran World Service India Trust

Mavi Kalem Social Assistance and Charity Association

Mercy Malaysia MIDEFEHOPS

Moroto Nakapiripirit Religious Leaders Initiative for Peace

NASSA

National Development Support Center

and Popular Participation

CENADEP

National Humanitarian Network

National Partnership of Children and Youth in Peacebuilding

North-East Affected Area Development Society (NEADS)

Nuba Relief Rehabilitation and Development Organization

OFADEC

Omarang Charity Association for Multipurpose

PACODEVI

Palestinian Vision Organisation (PalVision)
Partnership for Faith & Development

People's Disaster Risk Reduction Network Inc

PRISNA

Programme de Promotion des Soins de Santé Primaire PRO-VIDA Asociacion Salvadorena de Ayuda Humanitaria

Public Foundation 'Bio Service' Public Fund 'Mehr Shavkat'

Rakai Counsellors Association (RACA)

Ranaw Disaster Response and

Rehabilitation Assistance Center, Inc.

Rebuild Hope for Africa

Rehabilitation, Education and Community Health (REACH)

REDESO

Samudaik Kalyan Evam Vikas Sansthan

Sante et Developpement
Sawa for Development and Aid

Seeds India

Settlement Council of Australia

Shafak

Shaik Tahir Azzawi Charity Organization

Shaml Coalition

SHARP Pakistan Society for Human Rights and Prisoners Aid

Shoola-Kol

SHSA

Signature Research Centre

Smile Again Africa Development Organization

Society Voice Foundation

SOCOAC

South Sudan Grassroots Initiative for Development

Syria Relief

START

STEWARDWOMEN

Strengthening Participatory Organisation

Transcultural Psychosocial Organisation (TPO) Uganda

Udyama

Ukraine NGO Forum

UNASO (Uganda Network of AIDS Service Organization) Union Paysanne pour le Développement Rural Intégré

Volunteer Efforts for Development Concerns

Ydeborahs' Foundation

Wajir South Development Association

White Life

White Smile NGO

Women Aid Vision (WAV)

Women's Centre for Legal Aid and Counselling (WCLAC)

Women Now for Development Youth Empowerment Center

Youth Leadership Forum and Giving Back Movement

Zambia Relief and Development Foundation Zanjireh Omid International Charity Institute Zion Emergency and Disaster Rescue Unit

Endnotes

- Please refer to the end of this document for a full list of C4C signatories and endorsers.
- 2. See http://devinit.org/themes/humanitarian/
- Either national NGOs or local NGOs as defined by the GHA categorisation, see footnote 4
- GHA defines 5 categories of NGOs: international NGOs, southern international NGOs, affiliated national NGOs, (which are part of an INGO), national NGOs and local NGOs. see http://devinit.org/post/gha-report-2014/ page 119
- 5. While fully respecting security and not necessarily publishing the names of individual partners in conflict contexts.
- 6. See http://www.nahab.net/
- The crises reported on include Iraq, northern Nigeria, Palestine, South Sudan and the wider Syria crisis response.
- Whether any of these international actors were C4C signatories is unclear without further input from local/national NGOs in Bangladesh. Refer to Towards a Sustainable Approach (March 2018, COAST Trust) and Fast Responders are Kept Far (February 2018, COAST Trust).
- C4C was not able to verify this perceived compliance against available financial data.



Throughout Sudan's Nuba Mountains local civil society groups spread awareness on self-protection and survival to hundreds of thousands of civilians living in an active war zone. Awareness and training cover topics such as knowledge about edible wild food, traditional herbs, social wellbeing, basic psychosocial support and first aid. It also includes digging numerous foxholes as the one displayed here just behind the woman in a local market place. Though shallow, these foxholes offer effective protection from the shrapnel contained in the barrel bombs used in the war.

Photo: Nils Carstensen, L2GP, 2014