Charter for Change:
From commitments to action

Progress Report 2019-2020

Charter**4**CHANGE

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.

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Cover: Internally displaced people listen to a sensitisation message given by a community member and representative in the Baitu IDP camp near the town of Komanda, Ituri province, Democratic Republic of the Congo, May 23, 2019.
"As a humanitarian organisation we have a lot of challenges. Things can change quickly on the ground. But we stay, as this is our home. We are local. We talk the local language and as such we understand the local needs", explains Deputy Director Dieu Mosika Seribu of local NGO Programme de Promotion de Soins Santé Primaires.
Photo: Siegfried Modola for Diakonie Katastrophenhilfe

Lay out: Anne Mousten, DanChurchAid

Introduction - From Geneva to Goma

Charter for Change (C4C) signatories are required to report annually on progress towards meeting the commitments over the previous year. This progress report highlights organisational changes against the eight C4C commitments and thus supports the accountability of C4C signatories to the local and national actors they collaborate with. By annually taking stock of progress, setbacks and insights, C4C, as an initiative, tries to drive change within the sector[1].

This year, the reporting process was re-designed in response to a decision at the C4C 2019 annual meeting to increase focus on how the C4C commitments are being put into practice at country level – and not only monitored at global office levels. Thus, this year's report also focused on collecting data on compliance with the C4C commitments from country-level offices and desks and allows for comparisons between perceived compliance by signatories' global respondents versus perceived compliance by country level respondents. In numbers, 29 signatories responded to the global-level reporting survey, and 142 respondents contributed to the country level survey, representing 22 signatories' country offices or country desks.

Overall, the commitment perceived as most complied with in the global level survey is commitment #1 on increasing direct funding to local and national NGOs for humanitarian action (see Figure 1). This is followed by the commitment to advocate to donors on the importance of national actors. The commitment to uphold the Humanitarian Principles of Partnership follows as the third on the list of global level compliance. Looking at the results of the country-level surveys however[2], staff feel that the most complied with commitments are the commitment to communicate to the media and the public about partners (#8), signatories' inclusion of partner organisations in needs assessments and decision-making processes (as a part of commitment #6 on Equality) and the commitment to support strengthening of partners' organizational capacity (#7).

These differences in global level vs. country level perceptions will be explored more in detail in the below sections of the report, however it is interesting to note some seemingly clear differences in perceived compliance between global respondents and country-level respondents.

Most striking perhaps is the strong perception at global level that signatories are quite strongly compliant with supporting their local and national collaborators to access (direct) funding. However, responses from country level colleagues indicate that introducing local partner NGOs directly to donors lags behind the global offices'
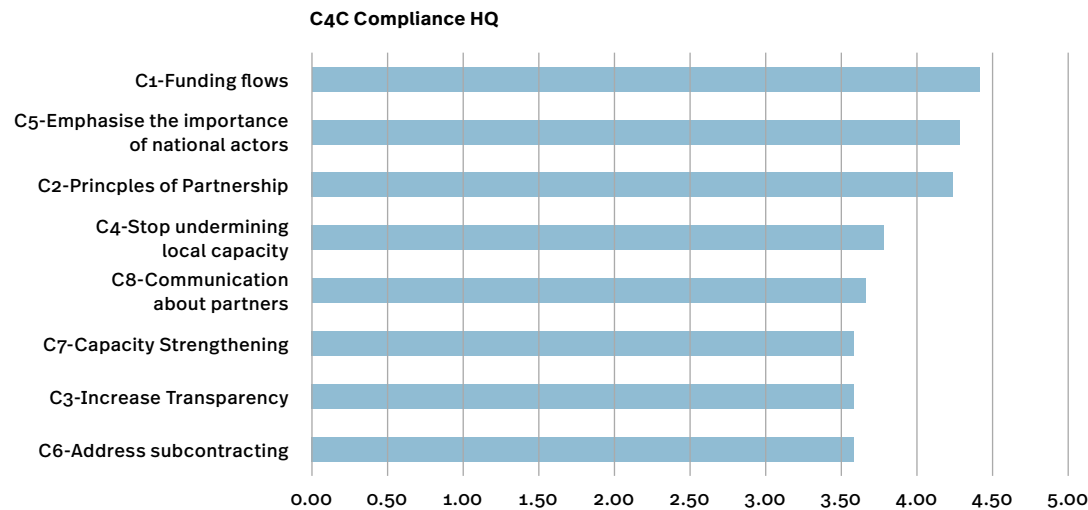
perception of progress on this commitment. Similarly, the global reaffirmation of the Humanitarian Principles of Partnership rates high with global level staff, while country level responses show that engaging in longer term, more strategic, partnership arrangements – beyond short-term project agreements remains one of the most challenging commitment to make progress on.

The country-level data does appear to indicate that signatories who only implement with partners generally are ahead on complying with the C4C commitments whereas agencies that historically have large direct delivery programs have more work to do.

Perhaps most disappointing in this year's report is the finding that relatively few signatory country offices systematically share the C4C commitments with all their local and national partner organisations. Of all the questions included in the country level survey, this question on average was answered the least positive. Failing to share the commitments with local and national collaborators shows a lack of transparency about the rights that local actors hold in their relationship with signatory agencies. It also undermines the very efforts at changing the wider humanitarian system that is a core part of C4C's mission.

At the C4C Annual Meeting, December 2019, there was a strong emphasis on moving the localization agenda as such – and C4C in particular – "from Geneva to Goma". C4C signatories actively sharing the C4C commitments with all their local and national collaborators is a first obligatory step in that direction. Following on from that, in-country dialogue on the commitments and related day-to-day practices can be a crucial contribution from C4C signatories and endorsers to root and anchor the localization process and debate, where it belongs – in Goma, Gaza and Rhakine – rather than predominantly in Geneva, Brussels or New York.

Figure 1: Perveived average compliance withC4C commitments (global level survey)

C4C Compliance HQ

Commitment 1: Increase direct funding to southern-based NGOs for humanitarian action.
In 2015, when C4C was initiated, 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 billion. 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 NGOs. We commit that by end 2020 at least 25% 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.

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 GHA in realtime and to the IATI standard.

Commitments 1: Increase direct funding to southern-based NGOs for humanitarian action &

3: Increase transparency around resource transfers to southern-based national and local NGOs

As in previous years, this funding commitment was rated highest of all commitments by global level signatory representatives. Overall, the C4C signatories have increased the reported funding to national and local NGOs in 2019 compared to previous years' reporting. The number of C4C signatories that reported data on total humanitarian expenditure and subsequent funding flows to local and national NGOs increased from 25 in 2018 to 29 in 2019. Taken together, the total reported humanitarian expenditure of these 29 signatories amounted to $1.2 billion - an amount similar to what was reported in 2017 and 2018. **Of this $1.2 billion, 22.8% (or $277 million) was channelled from signatory INGOs to local and national NGOs.** This indicates an increase in the share of C4C's signatories funding, which was passed on to local humanitarian actors compared to the previous years (18.4% in 2016, 19.7% in 2017 and 21.2% in 2018). The increase from 2018 to 2019 in terms of actual funding flowing to local actors amounts to $22 million. The increase may be attributed to – and influenced by - several different factors including better and more complete reporting, slightly decreased overall humanitarian expenditures, as well as fluctuations in the percentages of funding going to local actors by the individual signatories. These three factors - an increase of $27 million due to more reporting, a decrease of $7 million due to less overall humanitarian expenditure by the signatories and an increase of $2 million due to larger funding shares going to local actors - resulted in the net increase of $22 million compared to last year. The most important factor influencing the calculations appears to be the increase in reporting, as the number of reporting organisations increased from 25 to 29.

Similar to last year's C4C annual progress report, signatories' compliance with commitment 1 were assessed using a linear rating scale (0=0%, 1 0-6.25%, 2= 6.25-12.5%, 3=12.5-18.75%, 4=18.75-25%, 5>25% of total humanitarian expenditure transferred to local and national NGOs), reflecting the adjusted funding target of 25% (Figure 1 shows compliance with commitment 1 for all reporting signatories). Similar to the last years, the data indicates that while none of the signatories are entirely non-compliant, the vast majority of signatories report the perception that they channelled 25% or more to local and national NGOs.

Figure 2:
Donors to local NGOs following introductions by signatory organisations (frequency of mention)
The category "Other named donors" included SDC, CFGB, DfID, Global Fund for HIV awareness, BMZ local partnership programme, Foundations and private donors, Mission Alliance, USAID, CDC)
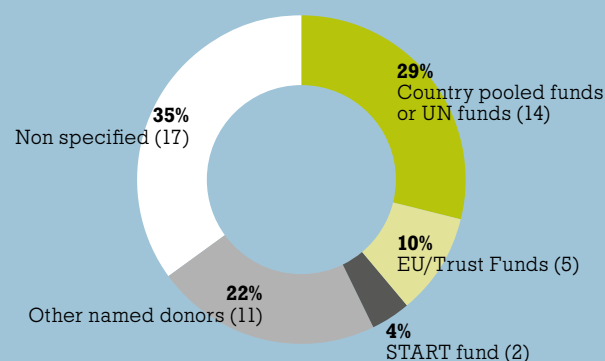
As reported above, on average the reporting agencies did in fact only transfer 22.8% percent of their combined total humanitarian expenditure to local and national partners.

Perspective on funding from country offices
In the survey to signatory country offices two questions relate to commitment #1. The questions read: *If you have introduced your partners to your donors, has this led to direct funding opportunities for them? Is there a successful case from the last year that you would like to highlight?*

Just over 40 per cent of respondents (42%) indicated that the introduction of local partners to donors resulted in partners receiving direct funding; nearly half of the respondents (49%) indicated this was not (yet) the case).

The most common type of funding successfully accessed was Country-based Pooled Funds (usually OCHA-led) - or funds from other UN agencies. See Figure 2 for details.

Written proposals and concept notes are mentioned along with more active encouragement and support in the process of application. Some examples from the survey: *"We introduced two local NGOs through concept notes, and they were approved by the donors".* Another example says: *"...in the case of any direct funding opportunities for local actors, we do share this information with our partners and actively encourage them to apply for such funding opportunities… We also support partners in completing OCHA's Due Diligence process, so that they can access Country Pooled Humanitarian funding directly.*

The introduction may not always be so direct, but rather more a sharing of information. One respondent's wording could be interpreted as 'gatekeeping' as well as supporting and facilitating contacts: *"Whenever we see funding opportunities from donors looking for local organizations, we always share it with our partners, and we let them proceed to conversations with the donors."*

Introductions during field visits, face to face meetings and joint networking opportunities may also be useful. Introductions may not lead directly to funding, rather funding could be a result of building a relationship over time. One approach mentioned is for a local partner to first be a sub-grantee in a consortium and then later become a full grantee in the consortium: *"Under [this consortium], [our local partner] who was previously a sub-grantee has now received funds directly from the fund manager".* Introductions take time and may result in support to other objectives rather than funding directly as exemplified by one respondent: *[The introduction] did not result in direct funding to the local partner but raised the interest of the donor in the work they do. The donors visited the partner's*

Figure 3:
Distribution of responses to the questions whether signatories published their financial information on funds to partners in IATI and their public accounts.

☐ In public accounts
🟩 In IATI
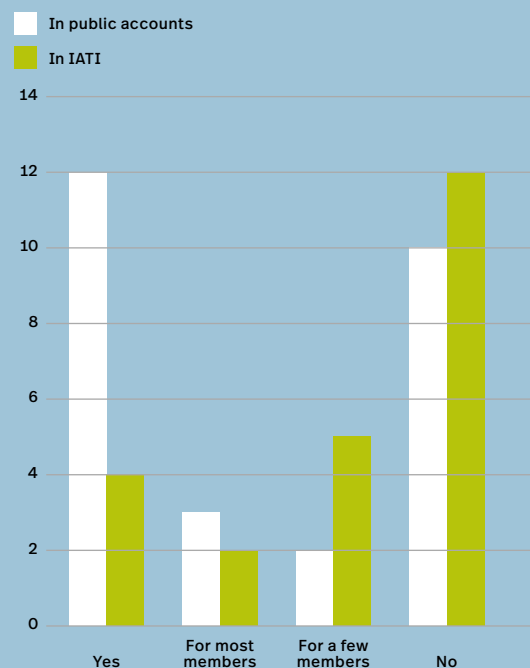
projects on the ground. So - no direct funding yet, however, more coordination including invitations for donor/embassy meetings."

Other interesting aspects are raised by the respondents. For instance, one response was: *"Not our own donors, but definitely other donors". Or when another respondent explains how: "…it is notable that most of our work with partners doesn't come from restricted donor funding, but rather appeal and other public funds so the opportunity isn't very big."*

One signatory country office reports how it actively stepped out of a donor relationship in support of a local partner gaining funds: *"This year we were invited by [a UN organisation] to have [a framework agreement] with them in preparation for future emergencies. We told them that we will not apply and instead endorsed our strategic humanitarian partner. They got [funding] through [the UN organisation]."*

Barriers to direct funding
Several instances are mentioned where donors will only directly fund international organization registered in the donor country itself. In such situations, local partners may be co-applicants. Their participation may still be a "make or break" for the proposal: *"…the competency of*

the local partner is decisive for the application and the success of a project. An application for funding under [this donor] has been successful. This is largely due to the good record of the partner's performance, gained mostly but not exclusively in other projects funded by the same donor. Another respondent explains how: "…donors openly say they prefer to fund [us, the INGO], for [the INGO] to pass on funding to partners. Donors claim they don't have the capacity to fund 'smaller' LNGOs directly, which is strange in the [country] context as some LNGOs have larger operations than INGOs." The above said, one example is mentioned of one of these donors having a specific local partnership program which was successfully accessed for direct funding.
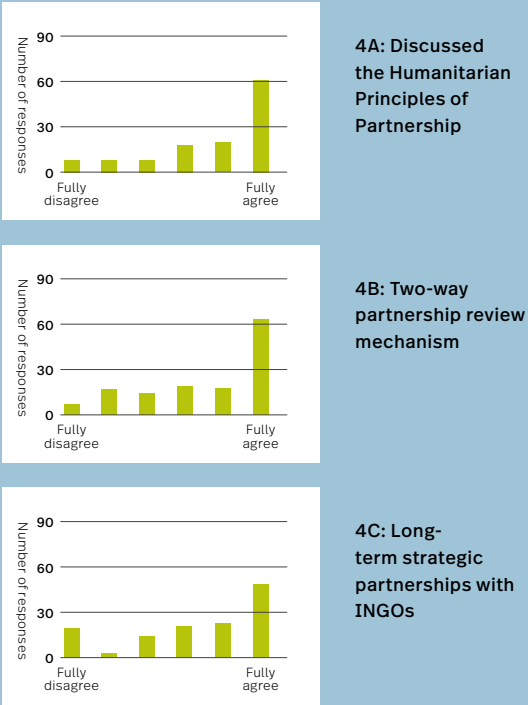
Commitment 3: Increase transparency around resource transfers to national and local NGOs
C4C signatories' self-reporting on Commitment 3 (Figure 3) remains relatively low. The average perception of compliance reported by the signatories stands at 3.5 (65%) on the 0-5 scale - indicating modest progress compared to last year's reporting. The part of Commitment 3, which is about publishing funding data on own publicly available resources (e.g. own websites and annual reports) appears to perform considerably better than the part covering signatories reporting to the International Aid Transparency Initiative's (IATI) database (see Figure 3).

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.

Figure 4:

4A: Discussed the Humanitarian Principles of Partnership

4B: Two-way partnership review mechanism

4C: Long-term strategic partnerships with INGOs

Commitment 2: Partnership

Affirming the Humanitarian Principles of Partnership[3] has been increasing in perceived compliance over the last 3 reporting periods. In the 2017 reporting period, Commitment 2 was in 5th place out of the 8 commitments, the report for 2018 showed a shift to 4th most complied with commitment, and now, over the 2019 period the commitment to reaffirm and implement the Humanitarian Principles of Partnership is the 3rd highest ranked commitment.

The country-level responses provide a useful and more detailed insight where more needs to happen, pointing especially to the challenges in establishing longer-term more strategic partnership arrangements beyond specific project-funding related contracts only.

Implied in the principles of partnership is signatories' openness to solicit and receive feedback on the partnership relationship itself. The survey data indicate that most signatories' country offices have two-way partnership review or feedback mechanisms in place, although ca. 25% indicate that such mechanisms either still need to be established or can be improved. The survey also demonstrates that well over half of all partnerships are not guided by long-term strategic agreements or MoUs but may be more on an ad-hoc, project-to-project basis. To obtain more insight into the kinds of feedback that signatories receive from partners on their relationship, the survey asked country offices whether they had received concerns or suggestions, what those suggestions were, and whether they were able to take them forward. The responses received to this inquiry are discussed in more detail in the Special Focus section on how to improve collaboration further on in the report.

At the Azraq Film School, 25 participants create short, documentary style films presenting stories of fellow Syrian refugees at Azraq Camp in Jordan. Participants learned the ins and outs of creating films with the help of EPIC Magazine. Once the films were ready, they were shown in a film screening in front of family and friends. The initiative is a CARE Jordan program.
Photo: Nancy Farese / Care Netherlands

Commitment 4: Stop undermining local capacity.
Stop undermining local capacity: We commit to implement fair recruitment policies to discourage the poaching of staff from national and local NGOs (as this severely undermines their capacity to operate, particularly in the height of emergency response).

We will explore alternatives with our partners such as secondments, mentoring or supporting national surge initiatives.

Commitment 4: Stop undermining local capacity

The commitment to stop undermining local capacity speaks specifically to C4C signatories implementing fair recruitment policies. This includes discouraging recruiting staff from national and local NGOs as this severely undermines their capacity to operate, particularly in the height of emergency response. By signing up to C4C, signatories commit to exploring alternative approaches to scaling up the size of humanitarian teams and operations, by partnering with local actors and strengthening capacity through secondments or mentoring, or supporting national surge initiatives. This commitment has consistently been rated low over the past reporting periods, scoring second to last in terms of perceived compliance for the 2018 reporting period. Average rating for the past reporting period was higher, with the perceived compliance for this commitment in 4th place.

Country level responses seem to confirm this relative progress perceived in the global office reporting. Out of 136 respondents from signatory country offices, over 80% state that their offices have ethical recruitment guidelines in place. However, some 20% of respondents also stated that they had approached staff from local and national actors to work for them within 6-months of the outbreak of a crisis. This shows that active recruitment from local and national organisations still takes place despite the commitment not to do so. As the Charter for Change had not collected data from country offices on this in previous years, it is not possible to say whether the practice of recruiting from partner organisations has decreased over time.

Commitment 5: Emphasise the importance of national actors

The perceived compliance with the commitment to emphasise the importance of national actors in signatories' advocacy to donors, and more specifically to lobby donors to make working through national actors part of their criteria for assessing framework partners and calls for proposals, was rated second highest of all commitments across signatories.

The data shows that slightly more signatories agreed with the statement that they advocated to donors to make working through local and national actors' part of their criteria than those who agreed with the statement to encourage their (back) donors to increase the year on year percentage of their humanitarian funding going to national and local NGOs. However, the difference is small and both statements are rated very positively. This active advocacy to donors is supported by the widespread practice among signatories to explicitly credit the work of local and national partners in their reports to donors. This perceived compliance aligns very well with the responses from signatory's country offices who similarly rate crediting partners' work in donor reports very high.

Signatories reported on several activities undertaken in 2019 which have helped promote progress with donors in terms of increased funds going to local/national NGOs. A few of which are highlighted here:

The Accelerating Localisation Through Partnerships (ALTP) programme funded by ECHO (involving C4C signatories: CAFOD, CARE, Christian Aid, OXFAM and Tearfund) has strengthened the capacity of local NGO networks in Myanmar, Nepal, Nigeria and South Sudan to lobby for accelerated localisation at country level. For example, in South Sudan, CARE facilitated local advocacy efforts which resulted in DFID and ECHO encouraging CBPF managers to increase funding to local actors. The South Sudan Humanitarian Fund, WFP and UNICEF have consequently increased their funding to local actors. In addition, they have increased the level of overhead costs available to local actors. In Nepal, ALTP advocacy led to the activation of a locally-led Start Fund, and the national Red Cross Society has been accorded a seat on the HCT to represent local actors.

Dutch C4C signatories have pushed the Dutch Government and the Dutch Relief Alliance (DRA) to prioritise localisation. Each year, the DRA has increased the percentage of funding going to local actors – 23% in 2018 and 26% in 2019. Additionally, the Dutch Minister who is the Eminent Person for the Grand Bargain, often speaks out in favour of localisation.

C4C members of the Start Network have also successfully pushed Start to give greater emphasis to localisation.

The Danish C4C signatories hosted the C4C 2019 annual meeting in Copenhagen. As part of the meeting a policy event was organised with the Danish Ministry for Development (DANIDA) with a focus on advocating for a more gender-balanced localisation agenda. Despite a growing recognition that women play a unique role in crisis response in many crises, women and women-led organisations are left out and not included in decision-making processes, capacity sharing and coordination of responses.

Advocacy towards donors

Oxfam America has advocated strongly with key US donors in favour of working in partnership with local organizations and strengthening local capacities. This led to ground-breaking results in some countries/regions, particularly in Central America where Oxfam has been investing for more than 10 years in strengthening the capacity of DRR partners networks with substantial funding from those donors. These donors are now serving as role models to influence other donors and are opening new ground for local partners.

This has led to various initiatives to increase local actor membership of Start (assisted by a willingness of some C4C Start members to contribute to the membership fees of their partners). In the Philippines, localisation has become a criterion for Start Fund allocations, and the Start Fund Bangladesh COVID pot was exclusively reserved for local actors.

CRS has supported 11 NGOs through OFDA's pre-award survey and 6 LNGOs to apply for direct funding from Government donors. Support included strengthening internal control systems and building capacity in Sphere, cash and protection programming, proposal development and PSEA. Consequently, two CRS-supported LNGOs have successfully mobilised $1,100,000 of direct donor funding.

The Danish C4C signatories hosted the C4C 2019 annual meeting in Copenhagen. As part of the meeting a policy event was organised with the Danish Ministry for Development (DANIDA) with a focus on advocating for a more gender-balanced localisation agenda. Despite a growing recognition that women play a unique role in crisis response in many crises, women and women-led organisations are left out and not included in decision-making processes, capacity sharing and coordination of responses.

Donor trends to fund localisation: new ground or cosmetic changes?

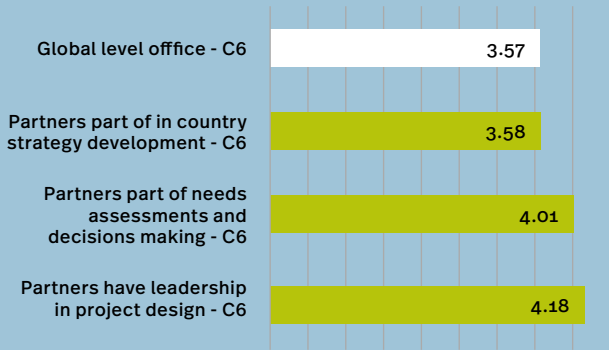Signatories report that major donors are increasingly showing awareness and express willingness to increase funding to support localisation. Some C4C signatories highlight that the US government is showing an increased interest and openness to directly fund local/national organizations. However, despite nuances in donors' willingness to prioritise localisation and increased awareness of the added value of local/national actors, the general trend is that donors largely maintained the usual practice and line during 2019: they are unwilling to make significant shifts in direct funding to national/national actors. Given the actual funding channeled to local and national actors, the modest improvements, for now, seem to reflect more of a cosmetic rather than a deep structural change.

Overall, a level of de-centralising funds to country-level does seem to be a continuous trend from 2018 and into 2019. The German government is increasingly channeling funding through the UN-led country-based pooled funds (CBPF) and the START fund, in an effort to support localisation. Some signatories highlight that the EU's Humanitarian Implementation Plans (HIP) now include working through local and national actors as a priority. However, C4C signatories are as yet unsure whether activities that are to be implemented in equitable collaboration with local actors are actually evaluated more positively than proposals that do not meet this expressed priority. ECHO has strengthened its monitoring of funding to local actors (and other actors as well) and the indicators to do that in each project. ECHO is currently not publicly releasing detailed information on this, which makes it difficult to hold them to account at this point.

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 5:
Comparison of average perceived compliance with commitment #6 by global level respondents vs country-level respondents' perceived agreement with practices that fall under commitment #6.

Global level offfice - C6 — 3.57
Partners part of in country strategy development - C6 — 3.58
Partners part of needs assessments and decisions making - C6 — 4.01
Partners have leadership in project design - C6 — 4.18

Commitment 6: Equality

Commitment 6 addresses equality and issues like subcontracting, by requiring that local and national collaborators are involved in the design of programmes from the outset and participate in decision-making as equals. This commitment scored lowest on perceived compliance as reported by global level signatory representatives. This is significant, as this commitment sits at the heart of moving away from relationships that primarily serve to sub-grant projects to partners who then implement predesigned activities, to partnership relationships that are genuinely based on joint identification of needs, co-design of appropriate interventions and participation as equals in strategy development and decision making.

The country level data on questions that correspond to this commitment, however, give a more nuanced view of where signatory staff at country level feel they are not yet living up to the commitment.

The global level perception aligns almost exactly with the average rating by country staff of the practice of having partners take part in signatory agencies' country strategy development and review processes (see Figure 5 for

comparison). Looking at the ratings of *partners taking a leadership role in joint activity/ or project design, or partners taking part in needs assessments and decisions making processes,* the picture is more encouraging. In fact, the statement on partners having leadership roles in joint project design is the 3rd most positively rated statement of all country level statements.

This comparison of global level perception and country level practice indicates that more attention needs to be paid to the inclusion of partners from the very start of the process, i.e. the identification and assessment of affected populations' needs, as well as the actual decision-making about joint projects and activities. However, what requires utmost attention, is to institutionalise the practice of partner participation in signatories' development and reviewing of country strategies. This finding aligns closely with the country level data on putting the Humanitarian Principles of Partnership into practice (commitment #2), which shows that country offices remain relatively weak when it comes to having long-term strategic partnerships and partnership agreements with the local and national actors in place - beyond specific project funding contracts.
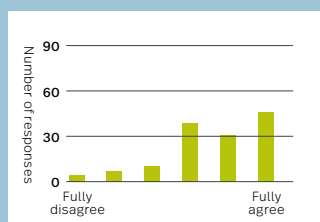
Commitment 7: Robust organisational support and capacity strengthening.
We will support local actors to become robust organisations that continuously improve their role and share in the overall global humanitarian response. We undertake to pay adequate administrative support. A test of our seriousness 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.

Figure 6:
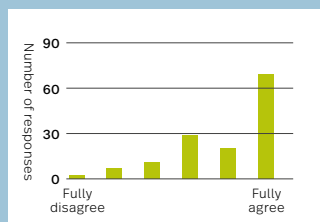
6A: Organisational development core objective of LNGO partnerships

6B: Funding to LNGO included adequate administrative support

Commitment 7: Robust organisational support and capacity strengthening

For the 2019 period, 17 out of the 29 signatories that reported were able to specify the total funding allocated for capacity strengthening of local and national partners' humanitarian capacity within the reporting period. This funding was quite significant – representing in total 6% of these signatories' humanitarian expenditure, and amounting to more than 1/5th of their total transfers to local and national partners.

The global level reporting survey asked signatories to provide tangible examples of capacity strengthening support which partners had indicated were especially relevant or valuable. The question received a high response rate (88%), which was matched by a high response rate by country-level respondents on the importance of capacity strengthening and organizational development being a core objective of their partnership relationships. Coupled with the financial investment data, this demonstrates that supporting local actors to become robust organisations, that continuously improve their role and share in the

humanitarian response, remains core to C4C signatories' engagements with local actors. The section below shares more insight into the form that such support takes.

Technical *and* organizational capacity strengthening activities: Signatories put forward different approaches as having been especially appreciated by organisations they partner with. This included capacity strengthening around technical areas and program quality issues such as humanitarian standards, PSEA, cash programming etc, *as well as* organizational health such as human resources, business development and financial management and compliance. This dual focus of programmatic alongside organizational development support was mirrored in country level responses, where the two most frequent capacity strengthening activities at country level were 'developing proposals' and 'finance systems/performance improvements'. Multiple respondents described using capacity strengthening approaches rooted in participatory (self-)assessments and subsequent joint action planning.

Capacity Strengthening

Number of Responses
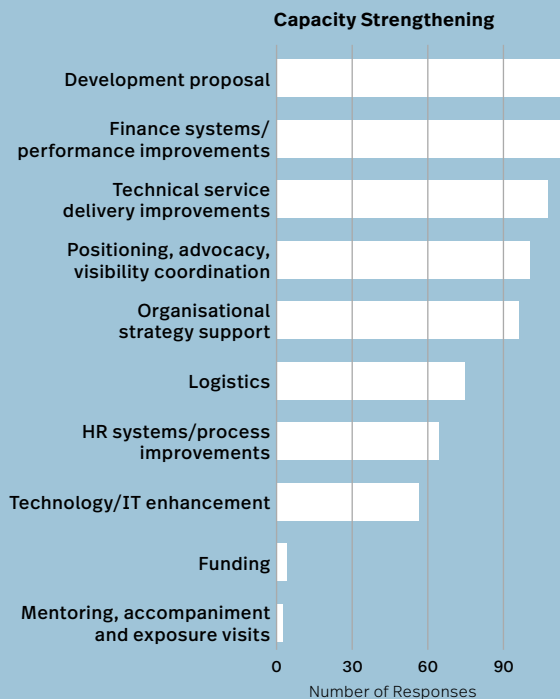
The majority of respondents cited training or workshops (74%) as a common method of strengthening capacity, usually delivered by the signatory themself, and covering a rage of topics, from technical areas like cash-based programming, WASH and nexus programming, to organizational functions like financial management and reporting. In a move away from more traditional training approaches, a number of signatories noted an increased focus on mentoring or accompaniment over the course of months and/or years. Resource sharing, such as sharing office space or vehicles, was found to be especially valuable, as in addition to reducing duplication and increasing efficiencies, such close collaboration enabled consistent day-to-day relationship strengthening, mentoring, and organizational growth support.

Another approach that was reported as being highly valued are emergency simulations (either held jointly with INGO partners or INGO-supported local actor led simulations), participation in south-south exchanges and global learning events, as well as online and blended learning opportunities.

Some signatories highlighted standalone capacity strengthening focused projects, some of which were funded by donors. These exist in a range of sizes, and represent a structured set of activities that formalize capacity strengthening of local actors, and local disaster management systems, in a well-resourced and planned way. Further examination would be needed to assess the number of these discrete investments, how many are back donor funded, and their impact.

Though not as frequently cited, some signatories noted additional ways they are approaching capacity strengthening, including connecting multiple partners in networks and platforms - either existing local actor networks or supporting the establishment of local actor humanitarian networks where they did not yet exist. Exploration and potential comparison of these methods of capacity strengthening against results, as well as perception from project participants, could be an interesting area for future study.

Funding and support for direct funding: Although the country office responses ranked 'developing proposals' as the top category of support provided (Figure 7), there were fewer descriptions of support activities focused on business development than on other areas of technical or organizational support. Though fewer, some organizations did report supporting partners in securing funding, as well as provided examples of successful transition of partnership models to local organisations being lead applicants in consortia to access donor funding. A US-based signatory reported that local organisations, under the agency's stand-alone capacity strengthening project,

were supported in submitting 15 proposals directly to different donors and achieved a win rate of 80% (12 successful proposals and 3 unsuccessful). Other forms in which the agency supported organisations' access to direct funding was by supporting their registration with the United States Government System for Award Management and going through the U.S. Foreign Disaster Assistance office's pre award survey process, thereby providing them direct access to US government funding.

In lieu of *direct* donor funding, a number of signatories highlighted the importance of internal rapid response grant facilities aimed at providing local actors with opportunities to quickly win grants to respond to disasters in their contexts. The management and decision-making over the triggers for, and allocations of, these grant facilities is increasingly led by local actor steering mechanisms and represent an effective method of supporting practice-based organizational learning from actual response experience.

Surprisingly, only few global level respondents reported specific capacity support to increase local actors' participation – or leadership - in coordination, decision making, or advocacy. This may be an oversightbut it appears that the majority of capacity strengthening efforts are focused on program and operations aspects. There were a few exceptions, but further exploration of

investment in representation, participation and leadership may be called for. Country level reporting on the other hand did include more than 90 responses of activities related to advocacy, visibility, and coordination. As this is a key commitment under the charter, tangible examples of what this can look like practically are useful (see the example highlighted in the text box).

"Supporting the creation of the Action Group for Organised Local Response in Palestine, led by 3 Palestinian partners, and with the participation of 3 Israeli partners. The Action Group has allowed Palestinian partners to overcome internal divides, to overcome divides with regards to Israeli civil society actors, and to come together around a common human rights in humanitarian response agenda, thereby offering a strong localised perspective in humanitarian coordination fora, which tend to be dominated by international perspectives and agendas."
Asamblea de Cooperación por la Paz (ACPP)

Country level representatives were asked to rate whether organisational development was a core objective of their partnerships with local and national partners, and importantly, whether the funding for their local and national partners included adequate administrative

support. The graphs representing country-level responses to questions related to commitment 7 show that a high number of signatories' country level respondents see organisational development as a core objective of the partnerships they engage in, in fact this statement was rated third highest of all statements by country level respondents. Also regarding adequate administrative support, it is encouraging to see the high number of positive responses on country representatives' ability to avail adequate administrative support for some or all of their partners, which rated relatively high in comparison to other statements.

The combined global and country level data shows us that commitment 7, on supporting overall organisational strengthening and enhanced capacity, continues to play a critical role in the way C4C signatories engage in local partnerships. What stands out, though not measured, is the high variety and range of discrete activities undertaken, which points to tailored and partnership-centric approaches, rather than one size fits all. The reporting surveys did not specifically inquire into outcomes or impact resulting from capacity strengthening activities, and descriptions remain quite activity based, so overall and ultimate impact would warrant further study.
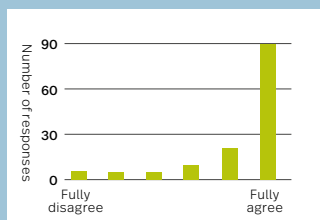
Commitment 8: Promoting the role of partners to the media and the public.

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.

Figure 8:
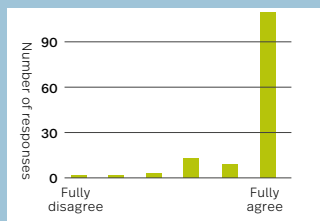
8A: Partners credited in donor reports

8B: Partners credited in communication through national media

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

The level of compliance with promoting the role of local and national actors and acknowledging the work that they carry out in signatory communications to the wider public has been fairly consistent over the years, with average compliance hovering just over the 70% point. This year, both global level and country office signatory representatives were asked to provide specific ratings of whether they had credited the work of local and national partners in submitted donor reports- and whether they had promoted local and national partners in their communications to the media and the public.

The responses from global and country office levels show similar patterns. Both sets of responses show that explicitly crediting partners in donor reports is complied with as a standard practice, while consistently promoting partners in communications to the media and the public is less frequent and systematic, at least at global/headquarter level. Country level respondents' average indicates that at country level compliance with promoting partners in in-

country public communication is the second most complied with practice of all the practice statements investigated. In fact, it ranges just after the practice of crediting partners in donor reports.

This shows that respondents responsible for rating their own compliance with commitment 8 at global level rate their compliance significantly lower than their country level colleagues. This most likely points to the tensions that exist in headquarter/global office communications – torn as it is between considerations towards what is perceived as effective fundraising in the domestic market place of the respective C4C signatories' home countries and on the other side commitments to fair and honest reporting of the role of local partners as stipulated in C4C commitment 8. This continued tension and gap also identifies signatories' own brand and communication staff as potential key change agents, if they would take the C4C commitment and agenda on board as a real priority.

Special focus: How to improve collaboration

This year's country level survey asked signatories to share more detail on which concerns or suggestions partners have shared with them, and whether signatories have been able to take those suggestions forward or not. Follow-on questions looked into whether such feedback included suggestions on how to improve implementation of C4C commitments specifically, as well as whether country offices had even shared the commitments with partners at all.

20 signatory country offices from 44 countries completed this question, and almost 90% of the country offices responded that they have taken partners' suggestions forward. 80% of the country offices that responded confirmed that partners suggested how to improve their partnerships. Around 20% reported that they had not shared C4C commitments with their partners and 60% replied that partners had not suggested how to progress on C4C. The below categories provide insight into the issues raised by partners, although an overall theme was the sustainability of partners' own operations over time.

Partnership agreements and longer-term strategic partnership

Most country offices reported that programmes have been adjusted based on partner feedback. Partners have asked for closer cooperation and clearer partnership policies. Some country offices reported that partnership agreements have been revised to include partner suggestions. Some report that MoUs are being drawn up with all the core partners which specify the signatories' commitments to them and vice versa. Partners have also proposed more strategic partnership relationships where activities and project components are handed over to the partners, which one agency reported having responded to already. Partners voiced concerns about some of the conditions put in the agreements and have suggested how the support can be designed better.

Philippines

"In some cases joint proposals have been developed together; partners' recommendations have informed the direction and contents of our Country Strategy. The input is part of our organisation's change management process and review of how our global strategy process is developed in the future."

Communications and transparency

Partners specifically asked signatories for more transparency in communication around partnership selection processes, to improve internal communications in daily collaborative work and to improve the response time in case of information requests. Partners also requested greater flexibility on reporting deadlines and reporting frequency; more transparency on budgeting in proposals and more support on advocacy and campaigning; putting partner staff more at the front of signatories' advocacy work - and for agencies to step back and assume more of a broker/facilitator role. Another suggestion was better documentation of decisions made.

To enhance communications and transparency within partnerships, one signatory's country office has established direct communication lines, instituted structural part-

nership and programme review meetings, and created space in reports for sharing any lessons, challenges and recommendations.

They also established about 15 MOUs for open engagement in case of humanitarian action needed (not specific to a project) and in these specified their roles and principles to guide both parties. The respondent admitted however, that such humanitarian surge capacity partnership MOUs are sometimes not adhered to internally.

Systems improvement

Some partners requested more institutionalized joint monitoring of projects, and that adjustments were made to reporting and monitoring practices on the basis of partners' suggestions. Another suggestion was to improve procedures to create time for procurement and program implementation. Directly related to the issue of enabling feedback, some country offices agreed on clear communication mechanisms through which partners can make suggestions. However there remains a need to improve and be more systematic in dealing with suggestions that have been made.

Capacity strengthening

Partners suggested signatories to conduct joint needs assessments on possible capacity gaps and needs *before* creating a project and involving national actors, in order to make sure that projects from different international partners do not overlap or focus on similar needs and issues. Suggestions were also made on improving coordination and complementarity on "training offers" as there are so many capacity building activities that it impedes partners' work and thus becomes burdensome. Such feedback has led signatories to make changes to the timing and spacing of training activities. Partners also suggested for signatories to follow up on agreed capacity development plans for their organizations and to resource institutional strengthening

to enable better delivery of projects and programmes. In general, longer term capacity strengthening that focuses on organisational development is appreciated, with some partners requesting support specifically for strengthening of internal governance mechanisms.

Funds

Next to the frequent mention of more funding for institutional capacity support, partners repeatedly ask for more timely transfer of funds for new projects. Partners suggested to enhance systems for grant transfers to improve lag time for funds transfer, and ensure timely implementation. Some signatories did this by fast tracking and hiring additional staff to grants and contracts teams. Suggestions also included asking signatories to provide management fees to their partners as well as provision of support on costs they make to develop proposals and budgets.

Several partners in different countries made suggestions related to improving coordination at a higher level among signatories and other INGOs to jointly apply for funding opportunities that support local actor-led action. Some partners have suggested multiyear interventions and a few signatories responded by planning 4-5 year projects. Some partners asked for more flexibility and less restrictions on how to use availed funds. At least one agency was responsive to that through the next phase planning. It also actively supported partners in diversifying their partner/ funding base. Some NGOs specifically requested a meeting with the donors.

Access to coordination platforms and leadership

Partners also requested that they lead engagement at the sub-national and national Humanitarian Networks with other local partners instead of only with the signatory agency, and request to C4C signatories to push for local actor participation in UN-led or national coordination meetings.

Ethiopian Kale Heywet Church Development Commission trains community members to be local education facilitators and form school management committees to provide pre-schools for children to prepare them for government schooling.
Photo: Candice Lassey/TEAR Australia, 2020

Following Cyclone Idai's devastation in Central Mozambique, Ajuda de Desenvolvimento de Povo para Povo (ADPP) Mozambique together with World Jewish Relief, have been working to help communities recover. Working with pre-existing farming clubs, communities have restored irrigation infrastructure to enable them to restart farming.
Photo: Mireille Flores for World Jewish Relief & ADPP Mozambique, 2019

Conclusion

Five years since the inception of the Charter for Change, many signatories continue to report an increase in the relevance and role that C4C plays in their organisations. The impact ranges from the commitments being cornerstones for shaping the organisations' humanitarian work, the channeling of funds to local actors, and their advocacy and communications, to many signatories reporting that the C4C commitments have played a critical role in shaping signatories' strategies for the next 10 years. Across the majority of the signatories, respondents mention an ever increasing staff awareness of C4C across the organisation, in different functions, departments – and in country-level offices. Especially the recent focus by C4C signatories on 'bringing localisation from the global policy level to country and local level practice, has supported global staff in engaging their colleagues in country offices more directly on the commitments themselves as well in localisation-related collaborations and debates, including but not limited to, those that convene under the banner of C4C.

C4C also continues to play an important role in advocacy and agenda setting, with C4C advocacy inputs being used for global and country level lobby work, and informing signatories' own localisation agendas and messaging.

Building on the C4C commitments, results and scope, network members leverage these experiences in policy submissions and face to face meetings. There is strong recognition of the collective C4C advocacy work, and the collaborative activities and inputs co-created by C4C signatories and endorsers, as helping to drive change in the wider aid system as well as within member organisations. One signatory shared that more recent localisation programs and initiatives have gained more attention within their own organisation, and hence achieved a higher profile in the agency in the past period.

This year's survey asked signatories to suggest the most impactful approaches to supporting local actors' role in humanitarian action. In their responses, many signatories shared innovative approaches to supporting broader organisational strengthening of individual partners, or of collectives of local actors in particular contexts, while the signatory agencies (INGOs) themselves moved in the direction of being more of a facilitator, broker or enabler - rather than focusing on sub-granting donor-funded projects.

While these are inspiring examples, and may serve to inform others in the sector, many of these examples stem from stand-alone 'localisation projects'. They are often externally funded and provide space and resources to step out of agencies' regular modus operandi to research, trial and advocate for other ways of working in partnership and collective humanitarian action. But only when signatory country offices are able to receive and act on suggestions made by partner organisations on changing their regular ways of working, can evidence be seen of real change taking root.

The many examples shared by signatories of genuine efforts to deliver on the 8 commitments at country level are a source of inspiration and encouragement, and suggests that the C4C commitments remain relevant and are increasingly making an impact also at country level. That said, this year's report also clearly demonstrates that the C4C signatories need to get better at informing and debating with local actors about the charter and the specific commitments. When both parties to a partnership are equally well-informed about the charter and the specific commitments, both may be able identify areas that they would like to see addressed in order to fulfil the objectives of the charter and the wider localization agenda.

Ultimately, analysis of the feedback provided to signatories by their country program partners points to future areas where the Charter for Change can contribute to change, as individual signatory agencies as well as a collective of like-minded agencies, by

- further striving to establish longer-term strategic partnership relationships with partners, beyond short-term funding cycles, and which a few signatories have proven is very possible to do,
- proactively coordinating with other C4C signatories and other INGOs on complementary offerings of capacity strengthening support, as the current demand placed on local actors to attend trainings comes at a cost to their staff's time and organisational resources,
- creating more coherence in how signatories partner with local actors, as often local actors collaborate with more than one signatory and are required to deal with myriad different procedures, tools and requirements, and finally,
- by continuing to explore ways to make an impact as the Charter for Change initiative in support of the role of local and national actors leading humanitarian action in their contexts - building on the collective power of C4C signatories, endorsers, and the ever expanding group of C4C allies.

Annex 1:

Signatories that reported:

Asamblea de Cooperacion por la Paz
CAFOD
CARE
Caritas Danmark
Caritas Norway
Caritas Spain
Christian Aid
Cordaid
CRS
DanChurchAid
Diakonia
Diakonie Katastrophenhilfe
Finn Church Aid
Help
humedica e.V Germany
ICCO
IPPF
IRW
Johanniter
Kindernothilfe
NCA
Norwegian People's Aid
Oxfam
SCIAF
Tear Australia
Tearfund
Terram Pacis
Trocaire
World Jewish Relief

C4C signatories (by end 2019):

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

Access Development Services

ACT Alliance

Action Africa Help International (AAH-I)

Action Des Volontaires Pour La Solidarite
Et Le Developpement

Action Entraide

Action For Development

Action for Human Rights and Education Initiative-Uganda

Action Pour la Promotion de
la Santé de la Mère et de L'Enfant

Action Pour le Volontariat à Dubreka

Actions Pour la Promotion Agricole et Sanitaire

Adamawa Peace Initiative

ADES – Agences de Développent
Economique et Social ONG

Adeso

Adev

Adilet

Adult Literacy Centre

Africa Development Aid

Africa Humanitarian Action

Africa Peace Service Corps

African Children's Voice

African Women and Youth Action for Development

Agile Internationale

Aides aux Personnes Démunies (APED) Airavati

Akkar Network for Development

ALDI International

Amel Association

American University of Nigeria

Amity Public Safety Academy

Amity Volunteer Fire Brigade

AMUDECO

Anchalik Gram Unnayan Parishad

Anglican Development Services North Rift

Applied Research Institute

Arab Renaissance for Democracy
and Development – Legal Aid

Ard El-Insan (AEI), Palestinian Benevolent Association

Arid Land Development Focus

Arua District NGO Network

Arysh (Public Association)

Ashroy Foundation

Asociación Benposta Nacion de Muchachos

Asociación de Desarrollo Agrícola y Microempresarial

Asociacion para la Educacion y el Desarrollo

Association Congo Amkeni ASBL

Association des Acteurs de Développement

Association des Facilitateurs
pour le Développement Intégré

Association for Rural Poor

Association Locale pour le Developpement Integral

Association of Voluntary Actions for Society

Association Tunisienne De Défense des droits de l'enfant

Astha Sansthan

ASVSS

Bader Charity Organization

Balaod Mindanaw

Bangladesh NGOs Network for Radio and Communication

Barokupot Ganochetona Foundation

Belay Rehabilitation Center

BENENFANCE

Beyond Aid and Relief

BIFERD

Bon Dieu Dans La Rue

CAF India

Care and Assistance For Forced Migrants

Caritas Bangladesh

Caritas Butembo-Beni

Caritas Developpement Goma

Caritas Developpement Niger

Caritas Lebanon

Caritas Nepal

Caritas Nigeria

Caritas Sri Lanka

Caritas Ukraine

Caritas Uvira

Cash Learning Partnership

CEDERU

CENADEP

Center for Disaster Preparedness Foundation

Center for Protection of Children

Center for Social Integrity

Center for Support of International Protection

Center of Resilient Development

Centre de Recherche Jurisconsulte

Centre for Development and
Disaster Management Support Service

Centre for Legal Empowerment

Centre OLAME

Centro de Promocion y Cultura

Centro Intereclesial de Estudios Teologicos y Sociales

CEPROSSAN Childreach

Children's Voice

Church of Uganda Teso Dioceses
Planning and Development Office

Church's Auxiliary for Social Action

Churches Action in Relief and Development

Civil Society Empowerment Network

Coastal Association for Social Transformation Trust

CODEVAH

Collectif des Associations Feminines

Comite De Developpement Local – CODEL UMOJA WETU

Communauté Baptiste au centre de l'Afrique

Community Development Support Services

Community Empowerment for Rural Development

Community Initiative Facilitation and Assistance Ethiopia

Community Initiative for Prosperity and Advancement

Community Uplift Program
Community World Service Asia
Concertación Regional para la Gestión del Riesgo
Concertation Paysanne Pour Le Developpement Endogene
Consortium of Christian Relief
and Development Association
Convention Pour Le Bien Etre Social
Coordination, Rehabilitation and Development Service
Corporacion Manigua
CRONGD/NK
CRUDAN
Development Action without Borders / Naba'a
Dhaka Ahsania Mission
DIKO
Dynamique de Femmes Engagées
pour un Environnement Sain et Durable
Dynamique Paysanne Féminine
East Jerusalem YMCA – Women's Training Program
ECC MERU
EcoWEB
Effective Life Vision
Eglise Evangélique Luthérienne au Congo
emBOLDen Alliances
Emergency Pastoralist Assistance Group – Kenya
Engineering Association for Development & Environment
Environment and Child Concern Organization Nepal
Ethiopian Guenet Church
Development & Welfare Organization
Evowa Association
Faith Alive Foundation
FONAHD RDC
Fondation Pour l'Action Rurale et
Urbaine de Développement Intégrale
Food for the Hungry Philippines
Forum Bangun Aceh
Forum for Awareness and Youth Activity
Foundation for Rural Development
Friends of Lake Turkana

Fundacion Tierra de Paz
FUPRODI
Garib Unnayan Sangstha
GEPA
GHOLVI-ASBL
Grassroots Development Initiatives Foundation-Kenya
Groupe d'accompagnement des Maladies
Groupe d'action de Paix et de formation
pour la Transformation
Groupe des Hommes Voués au
Développement Intercommunautaire
GWQ
Hayata Destek (Support to Life)
HEAL Africa
Health Link South Sudan
Help Channel Burundi
Here Is Life
Hope 360 Initiative for Peace
Horizons for Green Development
Human Health Aid
Human Rights Movement "Bir Duino-Kyrgyzstan"
Humana People to People Congo
Humane Mission Africa
Humanitarian Aid International
Humanitarian Development Consortium
Humanite Plus
Indonesian Society for Disaster Management
Indonesian Student Association
for International Studies
INHURED International
Institut Bioforce
Institute for Social and Economic
Development Assistance (ISEDA – Public Fund)
Instituto da Infancia
Integrated Risk Management Associates
Integrated Volunteers Network
InterAid
Iranian Lifequality Improvement Association

Iraqi Institution for Development
ISDE-Bangladesh
Jabilia Rehabilitation Society
JAGO NARI (Barguna Nari Jagaron Karmoshuchi)
Jindal School of International Affairs
Jireh Doo Foundation
Joint Learning Initiative on Faith & Local Communities
Joint Strategy Team
Jordan Hashemite Charitable Organisation
Jordan Health Aid Society International
Jordan Paramedic Society
Just Project International
KALU Institute
Kapoeta Development Initiative
Kisima Peace and Development
Kitumaini Association for the
Development of Health of the Mother and Infant
La Generale d'assainissement et de
protection de lenvironment du Congo
Lawyers for Human Rights
Le Ceprossan Asbl
Lebanese Association for Human Promotion
and Literacy (ALPHA Lebanon)
Legal Resources Centre
Libyan Humanitarian Relief Agency
Life at Best Development Initiative
Livelihood Improvement Programme of Uganda
Lizadeel Local Communities Development Initiative
Lotus Kenya Action for Development Organization
Lutheran World Service India Trust
Mavi Kalem Social Assistance and Charity Association
Mercy Malaysia
Mercy Vincent Foundation
MIDEFEHOPS Moral and Charity
Organization for Human Rights
Moroto Nakapiripirit Religious Leaders Initiative for Peace
Mosala Group
National Humanitarian Network

National Relief and Development Corps

National Secretariat for
Social Action (NASSA)/Caritas Philippines

New Life Charitable Trust

North-East Affected Area Development Society

Not1More

NPCYP

Nuba Relief Rehabilitation and Development Organization

Oasis of Restoration Foundation

OFADEC

Ohaha Family Foundation

Omarang Charity Association for Multipurpose

ONG Eau Vie Environnement

Organisation au Service d'Actions Humanitaires

PACODEVI

Palestinian Benevolent Association

Palestinian Vision Organisation (PalVision)

Partners in Community Transformation

Partnership for Faith & Development

People Empowering People

People's disaster risk reduction network, inc.

PRISNA

Programme de Promotion des Soins de Santé Primaire

Programme for Helpless And Lagged Societies

PRO-VIDA, Asociacion Salvadorena de Ayuda Humanitaria

Public Foundation "Bio Service"

Public Fund "Mehr Shavkat"

Rakai Counsellors' Association

Ranaw Disaster Response and
Rehabilitation Assistance Center

REACH-Rehabilitation, Education and Community Health

Rebuild Hope for Africa

REDESO

Réponse aux Catastrophes et aux
Initiatives de Développement

Research and Development Foundation

Réseau de Coopération pour la
Transparence et la lutte contre la Corruption RONHD

Rural Initiative for Community Empowerment West Nile

Samudaik Kalyan Evam Vikas Sansthan

Sangathita Gramunnyan Karmasuchi /
Organized Village Development Program

Sante et Developpement

SAR Peru- Salvamento, Auxilió y Rescate

Sawa for Development and Aid

Seeds India

Settlement Council of Australia

Shafak

Shaik Tahir Azzawi Charity Organization

Shaml Coalition

Shar for Development

SHARP – Pakistan Society for Human Rights
and Prisoners' Aid

Shoola-Kol (Public Association)

SHSA

Signature Research Centre

SIKAT (Sentro para sa Ikauunlad ng Katutubong Agham
at Teknolohiya Inc. or Center for the Development of
Indigenous Science and Technology)

Smile Again Africa Development Organization

Snazzy Hope Foundation

Society Voice Foundation

SOCOAC

Sorouh for Sustainable Development Foundation

South Sudan Grassroots Initiative for Development

Stand for Change and Unity

START Network

Steps to Life Nigeria

STEWARDWOMEN

Strategies for Northern Development

Strengthening Participatory Organisation

Support for Peace and Education Development Program

Support Yemeni Society Organization for Development

Syria Relief

Taakulo Somali Community

The Federation of Ethnic Communities' Councils of Australia

The Indonesian Society for Disaster Management

The Victim Relief Alliance

Titi Foundation

Touch Africa Now

Transcultural Psychosocial Organisation

Udyama

Uganda National NGO Forum

Ukraine NGO Forum

UNASO (Uganda Network of AIDS Service Organization)

Union Paysanne pour le Développement Rural Intégré

Union pour la Promotion, la Défense des
Droits Humains et de l'Environnement

Universal Just and Action Society

Universal Network for Knowledge and Agency

Volunteer Corps Nepal

Volunteer Efforts for Development Concerns

Wajir South Development Association

Waves of Success Foundation

White Life

White Smile NGO

Women Aid Vision

Women and Children in Support of
Community Development Initiative

Women in Humanitarian Response in Nigeria Initiative

Women Now, for Development

Women's Centre for Legal Aid and Counselling

Women's Right to Education Programme

World Voices Uganda

Ydeborahs Foundation

Young Aid International Humanitarian Organization

Young Women Creating Opportunities and
Networks for Economic Transformation

Youth Empowerment Center

Youth Leadership Forum and Giving Back Movement

Youth Social Advocacy Team

Zanjireh Omid International Charity Institute

Zion Emergency and Disaster Rescue Unit

Endnotes

1. Find the commitments at the Charter4Change website. Since 2019, annual reporting is mandatory for C4C (INGO) signatories.
   www.charter4change.org

2. Note that the global and country level surveys are not 1:1 comparable, as the country level survey included more precise questions about how an overall commitment would need to be implemented in practice. For example, for C4C commitment 6 on Equality and addressing sub-contracting, the country level survey asked 3 related questions:
   Have your partners taken part in your country strategy development and review processes?
   Have your partners taken part in needs assessments and decisions making processes?
   Have your partners taken a leadership role in joint activity/ or project design?
   These 'indicator questions' provide a clearer sense of whether and how signatories' country offices are putting the higher level commitment into practice.

3. For more information on the Humanitarian Principles of Partnership, see https://www.icvanetwork.org/principles-partnership-statement-commitment

Cut off from government and most external aid, local communities manage to run more than 270 schools in the war-torn Nuba Mountains of Sudan. About 87,000 children were able to attend school in the area in 2019 due to the efforts and collaborations of local authorities, parents, children, local NGOs and a few international actors. In November, 992 girls and 1,317 boys sat for their final primary exams. Of these, 1.834 (79%) graduated with a certificate which, owing to their own efforts and some creative solutions by local and regional officials, is recognised in the East African region.
Photo: L2GP/Nils Carstensen