



ANNUAL COUNTRY LEVEL C4C DIALOGUE IN UGANDA NOVEMBER 2021



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Charter **4** CHANGE

CHARTER FOR CHANGE WORKING GROUP - UGANDA



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LIST OF ABBREVIATIONS:

AWARE	Action for women and Awakening in Rural Environment
AWYAD	African Women and Youth Action for Development
CAFOMI,	Care and Assistance for Forced Migrants
CECI	Community Empowerment for Creative Innovation
CENET	Community Empowerment Network
CEPAD-WN	Community Empowerment for Peace and Development West Nile
CEFORD	Community Empowerment for Rural Development
CRS	Catholic Relief Services
DCA Uganda	DanChurchAid Uganda
DEPROSC-Nepal	Development Project Service Center Nepal
DOSFU	Down Syndrom Foundation Uganda
ELECU,	Education Local Expertise Center Uganda
ELHNA	Empowering Local and National Humanitarian Actors
PEP	People Empowering People
TPO Uganda,	Transcultural Psychosocial Organisation
YSAT,	Youth Social Advocacy Team
NUWOSO	Northern Uganda Widows and Orphans Support Organisation

BACKGROUND

Local and national organisations are among the first institutions to respond to emergencies, disasters and outbreaks of violence, only mere 0.4% of humanitarian aid is channeled directly through these¹. International NGOs are encouraged to play an active role in this transformation process if a more locally-driven humanitarian system is to be achieved.

The Charter for Change is an initiative that aims to transform the way the humanitarian system operates, to enable local and national actors to play an increased and more prominent role in humanitarian responses. Alongside advocating to governments, those organisations who signed up to the charter have committed that by 2020, they will pass at least 25% of humanitarian funding directly to local and national NGOs.

The annual country level meeting was organized to take stock on progress, challenges and way forward to better achieve commitments.

PARTICIPATING ORGANISATIONS:

Self-introductions were made. In attendance were different Civil Society Organisation (CSO) representatives both online and physically. Representatives from TPO Uganda, Care and Assistance for Forced Migrants (CAFOMI), Community Empowerment Network (CENET), ELECU, Plan International, YSAT, Amani Initiative, I CAN South Sudan, CEPAD-WN, DEPROSC-Nepal, , Xavier Project, REAL, RADIO KARAMOJA, Wageningen University and Research in the Netherlands, DCA Uganda, Down Syndrome Foundation Uganda (DOSFU), Smruti Patel participated online. Representatives from CARITAS International, PIUS – Kenya, AWARE Uganda, Trocaire, Street Child, Catholic Relief Services (CRS), Cordaid, Community Empowerment for Peace, CAPAIDS, PALM, People Empowering People (PEP), AWYAD, Arua District NGO Network, C4C- TENADA, Care International, Cordaid, Save the Children, Oxfam Uganda, Uganda Red Cross, Amplified Girls, Community Empowerment for Creative Innovation (CECI) Uganda, Refugee Led Organisation Network physically attended.

THE TIME IS NOW, MAYBE WE ARE LATE!

- ❖ Localization is a process which involves a lot of lobbying and advocacy.
- ❖ Always name and acknowledge the work of local partner organizations in our press releases, song sheets, and other publications.
- ❖ Pitch partner spokespeople to the media. Pull together your list of potential spokespeople as part of emergency preparedness.
- ❖ Innovate! Collaborate! Figure out ways to partner with local organizations in creating effective communication products.
- ❖ Equitable and diverse partnerships are critical.

KEY REMARKS AND OFFICIAL OPENING:

Welcome remarks by the Chairperson C4C Uganda working Group:

The Chairperson C4C Uganda working group, Ms. Donna Juliet, welcomed all the participants and in particular those who travelled a long way to be part of the dialogue meeting. In introducing the theme for the day as time for action, she noted that the past two years have been difficult for the globe and Uganda due to the pandemic outbreak.

Uganda has made tremendous strides towards supporting the communities targeted. This has been achieved through the international support towards the local and international humanitarian actors, despite dwindling funds. However, there are quite a number of challenges such as population movement, floods, landslides, failure to cover overhead costs by INGOs to the local actors, leading to high staff turnover; making the realization of the localization agenda difficult.

Well as commitment towards localization is a process, it is important that all we the endorsers reflect on the extent to which the charter of accountability has been implemented. The core question that we need to provide an answer to as endorsers is the extent to which we have been accountable, have strengthened the capacity of local structures such as the Community based organisations, women groups and youths. It is important to integrated the Core Humanitarian Standards in programming and implementation as we uphold meaningfully equitable partnerships in our quest for localization.

Finally, Ms. Donna Juliet encouraged participants to take advantage of this meeting to capture the journey made to-date and deliberately direct all efforts towards localization, while addressing the core accountability questions. *We need to identify sustainability strategies for what we are investing in*, she said.

Remarks form the country Director Oxfam: - Francis: Maybe its late.

The Country Director OXFAM welcomed all participants to the event and informed the stakeholders that his participation in last year annual general meeting gave him opportunity to listen to the voices of the women, youths and refugee led organisations and this changed his perspective towards implementation of localization, giving him a chance to understand the progress made towards the commitment to the C4C.

In his remarks, Mr. Francis encouraged the stakeholders to appreciate the fact that It's been a hard time for the country, with some lives lost. However," *we can sustain our work through the people affected by crisis who are part of the solution*". He said given their mandate, Oxfam remains committed to C4C and Grand Bargain and all the work streams. He couldn't agree more with the theme for the day and the Chairperson's submission on questioning our commitment to the localization agenda echoing that probably we are late for the action and need to act now.

Although some strides towards localization have been made, the power to its success is in working with the locally rooted people, for its they who have been through that experience and are indeed the masters of that solution and should be given opportunity to be part of the solution. The mix is what causes the lasting change and knowledge preservation in their lives.

The shift in mindset has made us realize that partnership should be a result and not a vehicle. In our imperfection, the commitment to uphold the C4C agenda is often times reflected in the, commitment to learn every day and provide opportunity for the voice of women to be heard, and ensuring that we find a good balance to engage with the refugee led organisations.

Call to Action: All the international organisations working in the humanitarian circle to honor their commitment to localization, for it is this fundamental commitment that will sustain the humanitarian system with sustainable impact to those that we serve.

Remarks from Country Director Trocaire, Mr. Ian: The time is now!

In his remarks, the country director Trocaire welcomed all participants to the workshop, and encouraged the development partners and INGOs present to walk the talk. Trocaire has always worked towards the realization of localization. The commitment is further portrayed in the developed global Strategic plan which empowers the organisation to work towards specific global partnership goals. It is a fully funded plan which emphasizes local power local justice in every aspect of implementation.

Localization is an idea whose time has come, its' now and is the future. Although may seem like progress is small, impact will be realized and thus hearing the messages, stories and voices of the people is important in shaping our thinking and strides towards localization.

Localization is all about changing the way we work, think and enhancing power dynamics! that is not easy and will not be easy because challenges exist, ranging from funding, capacity limitations, governance, participation, visibility, security, risk, and these pose a threat to building a valuable resistance.

Call to action: INGOs renew their commitments to open up doors to localization and engage other development partners, the government, UN in promoting localization. “ *When we believe in something, we need to commit to that thing. No matter how many times we fall and stumble we must stand up and get stronger and stronger* he said.

PRESENTATIONS:

The journey of the C4C working group in Uganda - Community Empowerment for Rural Development (CEFORD).

Launched in November 2019, the Charter for Change working group in Uganda was aimed at bringing together signatories, endorsers and allies of localization	Achievements: <ul style="list-style-type: none"> Increased membership of endorsers 40 to 72 and still looking forward to attracting more endorsers, signatories and allies. Successfully influenced endorsers, signatories and other allies from the INGO fraternity to attend the bi-monthly meetings conducted by C4C WG Advocacy activities to create awareness and promote local humanitarian leadership and urge country offices to engage with national and local NGOs on the COVID-19 response and the Global Humanitarian Response Plan (GHRP) revision process. Facilitated High level Inter-ministerial dialogue that was graced by the then Speaker of parliament. The C4C Chairperson recognized as a Real-Life Heroes in the Southern and East Africa.
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towards promoting local humanitarian leadership.	<ul style="list-style-type: none"> Published “prioritizing local solutions for global problems” article, with the Inter Press Services in New York, as the world was celebrating the WHD. Promoted visibility through commemoration of World Humanitarian Day events through communication products on websites and social media platforms. Participated at global and regional level conversations, panel discussions, representations etc.
	<div> <div> Good practices: <ul style="list-style-type: none"> The discussion of localization has taken shape beyond the C4C WG. some good practices taking place and if taken forward by more INGOs and UN agencies, are beginning to foster localization especially those linked to the Education in Emergencies working group (EiE WG) and the Education Cannot Wait (ECW) consortium. For instance; <ul style="list-style-type: none"> SCI has promoted localization by sub granting local partners, Oxfam’s partnership with RLO, WLO WFP call for proposal under the GFA program, with a pre-requisite of having a local partner in a consortium for accepting the proposal. are just but some good practices so far achieved. </div> <div> Challenges: <ul style="list-style-type: none"> Limited or no funds to facilitate implementation of core advocacy activities. Limited participation of Local actors in virtual meetings and events due to high-tech expenses. High SARs-CoV- 19 prevalence, leading to deaths of core teammates </div> </div>

Women in humanitarian response: Community Empowerment for Peace and Development West Nile (CEPADWN) by Teopista

<p>Humanitarian situation in Uganda: 1.5 million refugees from the region, country faced with other disasters like floods, disease.</p> <p>Over 100k people affected by floods. This s a big humanitarian crisis that Uganda ais facing. 4 million people are in severe food insecurity and 6 million more in moderate food insecurity.</p> <p>Karamoja being the most affected region at 21%. (OXFAM, 2020). As of 13th October 2021, the Government of Uganda (GoU) reported a cumulative total of 124,864 COVID-19 cases and 3,179 deaths.</p>	<p>What has worked</p> <ul style="list-style-type: none"> New opportunities to engage with diverse actors created opportunity for WLO/WRO to learn and work in consortia to apply for funding and successfully implement projects. We have seen more capacity development for women participating in leadership and meaningfully engaging in planning, coordination and advocating at different levels. A few signatories in Uganda have specifically engaged in partnerships with WLO/WRO organizations fronting the Principles of partnership based on mutual understanding and respect with fair power balance and recognition of each other’s contribution. <p>What did not work:</p> <ul style="list-style-type: none"> There was deliberate exclusive politics aimed at in limiting funding opportunities for women led organizations. Sexual harassment, Male chauvinism and conquest experienced by some WLO organizations partners, refusal of 	<p>Recommendation</p> <ul style="list-style-type: none"> Prioritize Institutional capacity strengthening and integrate these into partnership agreements to sustain localization Assign dedicated and functional spaces that enhance women’s representation and leadership Develop a national database of WLOs and WROs working on programming on the humanitarian-development Set up specific funding mechanisms to providing direct funding for WLOs to sustain commitments towards building the capacity of local and national WLOs.
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Women play a key role in disaster preparedness and recovery at individual, household, community and national levels making life saving contributions, Peacebuilding and building resilience.	<ul style="list-style-type: none"> which led to missing out on grant opportunities reduced funding from 15 to 12% accounting of only 1.5% of funding allocated to WLOs. Gender stereotype associated with feminism. 	<ul style="list-style-type: none"> Streamline funding application procedures and criteria for local organizations taking into consideration challenges and capacity gaps faced by WLOs and WROs.
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Refugee led Organisation: John Jal Dak ED – Youth Social Advocacy Team (YSAT)

<p>Youth Led Advocacy Team: appreciated the government of Uganda for giving support and opening doors to the Refugee led organisations.</p>	<p>What worked</p> <ul style="list-style-type: none"> Space and approach to influence and deliver an effective and acceptable service to the people Local partnership is working; internal capacity is transferred from one organisation to the people. International exposure by OXFAM which enhanced understanding of custom-made implementation <p>What did not work</p> <ul style="list-style-type: none"> Refugee led organisations struggled to access and attain Legal support and recognition Meagre budget allocated to support emergencies for refugees. Limited capacity to implement sustainable programs, and many projects availed have a short period of implementation. Little trust and stereotype exhibited while dealing with local refugee led organisations has hindered proper implementation of good and sustainable innovations. 	<p>Recommendation:</p> <p><u>To the INGOs:</u></p> <ul style="list-style-type: none"> Make implementation to be as local as possible. Develop partnership beyond money. <p><u>To Donors:</u></p> <ul style="list-style-type: none"> Include local logos in reports and acknowledge local contribution towards development of programs. <p><u>To Local NGOs:</u></p> <ul style="list-style-type: none"> Develop a data pool of the local partners to ease proposal development and strengthen networking. Both internal and external exposure learning needed
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Care and Assistance for Forced Migrants (CAFOMI): Implementing the localization agenda – Lamunu Prossy

<p>Care and Assistance for Forced Migrants (CAFOMI) is an indigenous organization established by returnee Ugandan expatriates and registered as a not-for-profit Non-Governmental Organization (NGO) in Uganda.</p>	<p>What worked well:</p> <ul style="list-style-type: none"> Forced migrants living in dignity, accept international standards and positively live with the host communities Local networking has provided opportunities for mutual learning, identifying appropriate development initiatives and generating learning resources. Regional NGO networks have provided opportunity to share research, approaches, resources capacity and work with both GoU and corporate sector. Enhanced Local Resource Mobilization through local businesses, individuals, government and locally generated income. <p>What did not work well:</p> <ul style="list-style-type: none"> Dwindling funds to facilitate emergency and refugee response activities. 	<p>Recommendation:</p> <ul style="list-style-type: none"> Strengthen the Volunteer structure, for it is provided for in the National Volunteer guidelines 2015. Source for funding within through creating income generating activities before sourcing for donor funds. Adopt and strengthen the use of Information, Communication and Technology (ICT) as a tool to strengthen networks, profile visibility, sharing and branding.
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It is a member of the Uganda National NGO Forum (UNNGOF)	<ul style="list-style-type: none"> o High donor dependence leading to limited financial, project and organizational sustainability. o Poor Governance attributed to founder syndrome and limited resources to support institutional development. o Poor networking within and without, often times leading to Poor relationship with potential INGOs. 	<ul style="list-style-type: none"> o Identify and select INGOs and NGOs with capacity to twin and work with CBOs and local NGOs in the humanitarian-development agenda.
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CARITAS -Kotido; Peace, Development and community Model

<p>Conflict is not attributed to many reasons but the most common is struggle for resources.</p> <p>In Uganda, conflict is hyped by the young people who feel abandoned, betrayed, left out of the round table discussions, no programs targeting them, superficially involved and have been mobilized to be on frontline</p>	<p>What has worked:</p> <ul style="list-style-type: none"> o Working with other Caritas organisations in eastern Africa to address the emerging conflict through a cross-border peace and disarmament program. o Engaging young people in implementation at all stages. o Facilitating Cross boarder and community dialogue on peace and reconciliation o Influencing government policy on peace and security <p>What did not work:</p> <ul style="list-style-type: none"> o Security vacuum as a result of government withdrawal in 2011 after disarmament o Delayed response from the government on resolution and re-disarmament o Limited resources and uncoordinated disarmament policy, for only 80% of the guns were recovered, leaving 20% within the population. o Different understanding of resilience in relation to emergency. 	<p>Recommendation:</p> <ul style="list-style-type: none"> o Involve and work with the women, youths, locally government established structures and the different religious denominations in peace building. o Build capacity of local partners in playing a critical role towards enhancing peace and conflict resolution Programs tailored towards empowering youth and women with right IGA skills o Promote the Nexus model in peace building process.
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INSIGHTS INTO BEST PRACTICES BY INGOS AND RELATED CHALLENGES:

This section presents the extent to which the Localization agenda is implemented by the different NGOs. It also reveals the different approaches that organisations are using to implement the localization agenda. It highlights the challenges, best practices and progress made.

Homes & Communities Localization Approaches: a presentation from Catholic Relief Services (CRS): by Ms. Michele Sahabo.

The Homes and communities' localization approach is geared towards engaging communities and the refugees in a responsive manner that promotes accommodation. This is aimed at strengthening the resilience and self-reliance of refugees and host communities in using the sustainable home-based approaches. They are community driven approaches, evidence based and strategic relationship building.

Challenges:

- o Expensive Shelter construction: Shelter constructed by contractors, has

Best practices:

proved to be quite expensive. Not only do they use Local labour only used for minor, non-technical support jobs but also don't involve the owners.

- Multiple centres constructed and dependent on donor funding for running and maintenance.
- Limited and high demand for entrepreneurship skills amongst the target populations
- High demand for climate-smart agriculture trainings. This is coupled with low follow up from the extension workers.
- Dependence syndrome of refugees in local aid disempowered them to drive solutions to issues in their communities. This is aggravated by violence based on gender.

- Participant involvement in the design and construction process of own shelters. This enhanced social cohesion within the refugees and the local communities and further strengthened capacity for the refugee construction crews to increase their income potential and use local skilled manpower.
- Provided a One-stop hub providing access to support through referrals and information services, social activities, and IGA opportunities
- Business Skills Curriculum developed and adapted to the Uganda refugee context. Advocacy to influence local vocational schools to adopt this curriculum is done.
- Boosted agricultural capacity strengthening opportunities by setting up training platforms in the communities and connecting the extension workers to the district for effective collaboration
- Facilitated a Gender-focused community transformation process that uses a step-by-step process to identify and analyse existing community concerns, and enhances community competence to respond to them. This has helped them thrive on their own social capital, values and community resources

Entrenching Localization- Trocaire Global Localization Hub: by Denis Kioko.

Localisation is a collective process involving different stakeholders that aims to return local actors, whether civil society organisations or local public institutions, to the centre of humanitarian, development, and peacebuilding systems. It challenges the root causes of unequal global to local power dynamics, structures, and systems, including the legacies of racism and colonialism, with the goal of shifting power to local actors.

To achieve Local Power, it's important to recognise the need to put more means into the people with more needs hence Partnership & localisation

The mandate

- Strategic Thinking on Partnership & Localisation
- Technical Support and Engagement with Country Offices
- Networking, Advocacy & Strategic Relationship Building
- Research & Learning
- Accountability

Best practice

- Increase voice and influence of local and national partners in key spaces nationally and internationally
- Provide more effective capacity strengthening support for our local and national partners by reviewing and improving the existing capacity strengthening approaches.
- Ensure equitable partnerships with local and national actors, based on mutuality, respect, and reciprocal accountability
- Ensure that local and national partners receive increased quantity and quality of funding and resources from Trocaire and other sources.

The ELNHA Tool kit: Practical learning on how to integrate local humanitarian Leadership in programing - by Abbas Kigozi – OXFAM

Aimed at providing a practical approach for partners while implementing localization. It emphasizes Partnership, capacity, funding mechanism, influencing, donor compliance and risk management, women leadership and MEAL.

Principles: <ul style="list-style-type: none"> • Start from the capacity that is already locally available • Embrace a system perspective • Promote horizontal collaboration and complementarity • Foster leadership of local actors at every step 	Challenges: <p>Limited involvement of the Public private sector in promoting localization agenda.</p> <p>Adhoc involvement of key organisation leaders causes power imbalances in decisions that enhance the localization agenda</p> <p>There is limited use of the cluster systems which makes work with interagency groups a lot easier.</p> <p>Tensions between 'national' civil society and refugee-led organizations must be navigated carefully.</p> <p>Local partners have individual risk matrixes, and developing a risk management framework together with local partners.</p>	Lessons/ best practices <p>Coming together to find ground for collaboration is a challenging process. It is quite important that Power imbalances are addressed.</p> <p>Organizations' leaders including the private sector and the development actors must be engaged from the start.</p> <p>NGO engagement should be supported in the cluster systems and existing humanitarian groups. Working with interagency groups, including government, on research and analysis made it more successful.</p> <p>Revisiting how we manage risk should not undercut the need to uphold strong ethics and capacity around fiduciary responsibility</p>
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COMMENTS ON ALL PRESENTATIONS:

Question/ Theme	Response
Intentional Opportunities.	Are there intentional opportunities given to the locals to take part in changing the humanitarian sector?
Inclusivity and intersexuality:	In the face of the donor fund dynamics, It's important for C4C stakeholders to be intentional about inclusivity and intersexuality while budgeting for the very fragile groups.
Registration:	We do not have to be fully registered to enhance localization.
Revolving funds:	We need to create a funding to support these revolving implementations.
Peer to peer learning:	We have the capacities but often times not recognized. The real capacities are access and engaging that leads to influence. We need to create space and wait on the capacities that are there and recognized.

Due diligences:	Before grant acquisition joint capacity assessment for the partners to avoid disappointment and delays in implementation.
Institutional strengthening:	INGOs capacity strengthening systems do not empower the local actor, and this causes sustainability issues. We need to build the capacity of the local actors as an institution able to have space, make decisions.
Accountability:	How accountable are we? The board and secretariat ought to find a meaningful ground to secure the donor trust.
Partnership:	<p>while we have local partners pushing for localization, it's important that the INGOs and development partners believe in a very strong relationship between partners, from inception to completion and post completion.</p> <p>Build partnership beyond funding Organizations (INGOs and Development Partners) champion and advocate for localization</p>
Visibility:	<p>We ought to have a healthy working relationship with clear reporting. Acknowledge the local organisations as contributors of knowledge.</p>
engaging government:	Not only to provide space and infrastructure to not only enforce mutual relationship between the local and international organisation but to appreciate the relationship between the local partners. If we are to engage government, avoid finger pointing and sit as development partners, this will ease implementation.
Traditional and cultural actors:	Identify the informal sectors for those who can't access justice to access justice. The government is coming up with the national guidance on accessing informal justice and we should tap into that.
Embrace local philanthropy:	<p>Once we embrace local philanthropy at all levels the international development partners will follow our dream. We have the solutions</p> <p>Need to recognize that there are power differences.</p> <p>We must match up with the internationally acceptable standards if the localization agenda is to succeed.</p> <p>There are also contributions made by local organisations but they are not recognized or acknowledged. We need to address that. There are many volunteers working with local NGOs but these contributions are not counted</p>
Public Private Partnership	<p>How do we bring on board the private sector as allies in promoting our cause? Capacity sharing and recognition is important.</p>
Donor Relations:	Understand the donors and how they view us. Be as professional as possible. Be different, have an identity, build an innovative idea around the identity.
Capacity:	<p>capacity of local partners- important to understand the context from which we are working. This element is for everyone, but it is driven by interest and commitment to ride on the same globe. While we believe the INGOs have capacity, they could as well be in need of capacity to understand the local humanitarian actor's perspectives Promote Peer to peer learning within and outside the organisations.</p>
Funding:	Quality of funding is critical. We need to ask questions such as - is it equitably accessed?

	<p>Is it benefiting the right persons?</p> <p>Is it partner driven?</p> <p>Inclusion: need to include the youths and PWDs, the elderly.</p>
Political will:	<p>there is political will for implementation of localization agenda. However, the political environment is fragile and doesn't favor smooth operation of the NGOs – need strategies to address the challenge collectively.</p>
Data:	<p>Mapping of members is critical.</p> <p>How can we meaningfully engage the INGOs in a dialogue?</p> <p>Improve Governance within and including the government as a key partner in the C4C.</p>

CONCLUSION:

The timing of this meeting was perfect in unlocking participants deeper understanding of implementation of localization. Well as the local organisations seem to be incapacitated if not funded, the discussion revealed the different approaches that the local organisations can use to sustain and enhance localization and accountability. In this, Equitable and diverse partnerships are critical, therefore Coming together to find ground for collaboration is a challenging process. Organisations have to work towards addressing the power imbalances. It is a call to understand the importance of cluster systems and use them to effectively implement localization. We are part of a solution to fix a problem. The time is now.

ANNEXES

Annex 1: Program



Annual Dialogue
Meeting Program

Annex 2: Attendance list for the Physical participants.



Attendance sheet
C4C Country Level A

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