



Charter **4**
CHANGE

From commitments to action

Progress Report 2021-2022

Charter ⁴ CHANGE

This report was compiled by the Charter for Change (C4C) reporting and coordination groups on behalf of C4C signatories.

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

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

Written by Sinead Callaghan

Cover: A seed distribution in Yirol, South Sudan focussed on internally displaced and host families struggling with a lack of food. CAFOD & Trocaire in Partnership has been working through the local Caritas network to support families with farming tools, seeds for planting and with emergency food distributions. Photo credit: Achuothe Deng

About Charter 4 Change (C4C)

The Charter for Change (C4C) predates and complements the Grand Bargain by providing specific targets for action on localisation of aid. Since 2015, 39 INGOs have signed up to the 8 commitments, supported by 556 local and national NGOs who endorse the charter and hold signatories accountable.

Executive Summary

This year's C4C signatory report included a number of additional questions to explore accountability for localisation and quality partnerships. Throughout this report and in the Special Focus section on Accountability and Key Performance Indicators for localisation, you can find detailed findings emerging from these questions. A top priority emerging however is that whilst a number of INGO signatories have made some progress on institutionalising localisation into their organisational systems for governance, staff management, programme oversight, monitoring, evaluation and learning, this appears to be a minority of the INGO signatories to date. Delivering on the C4C Charter and wider localisation commitments needs to shift from something that is endorsed at a policy level in a vague way to something that is systematically factored into the design and performance management of organisations, staff, programmes and partnerships. Linked to this, this year also underlines how only just over half (55%) of the INGOs that reported have established more systematic approaches to two-way mutual accountability with their local partners.

Fortunately however, C4C INGO signatories have recognised these challenges and over the past year have convened discussions on these issues at a Humanitarian Director level within the C4C coalition, and have advocated for progress on this at a sector-wide level through the Grand Bargain. C4C INGO signatories, in partnership with national NGO endorsers of C4C, led advocacy pressing the Grand Bargain process to identify recommendations for how intermediary agencies (including INGOs, UN agencies and some national organisations) get held accountable for localisation in a more systematic fashion, and how donors can incentivise this. The coming year will demonstrate whether or not and how C4C INGO signatories act on these findings and recommendations to more effectively systematise and action their localisation commitments.

One important challenge with this year's report has been that only 18 signatories responded to the annual survey - contrasting the 25 who reported last year. The reasons for this remain unclear.

Figure 1: Global survey ranking of compliance with C4C Commitments on a 5-point scale (n=18)

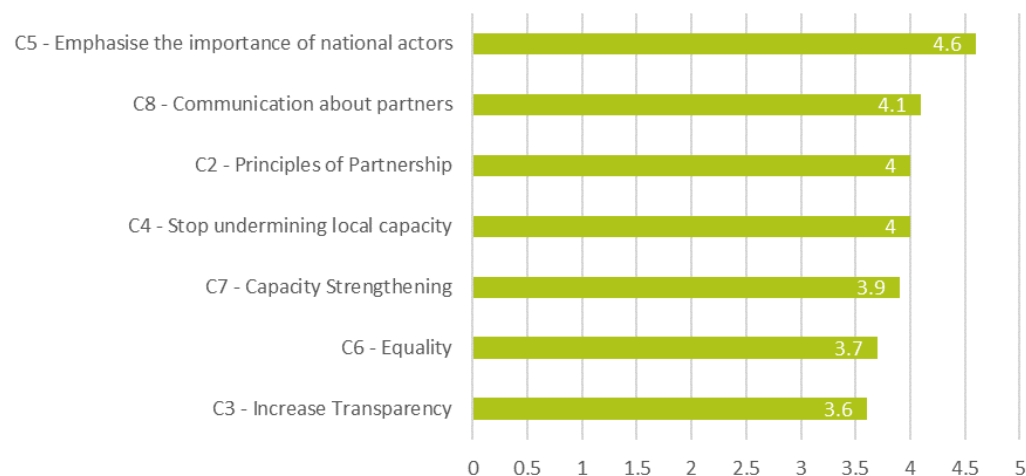
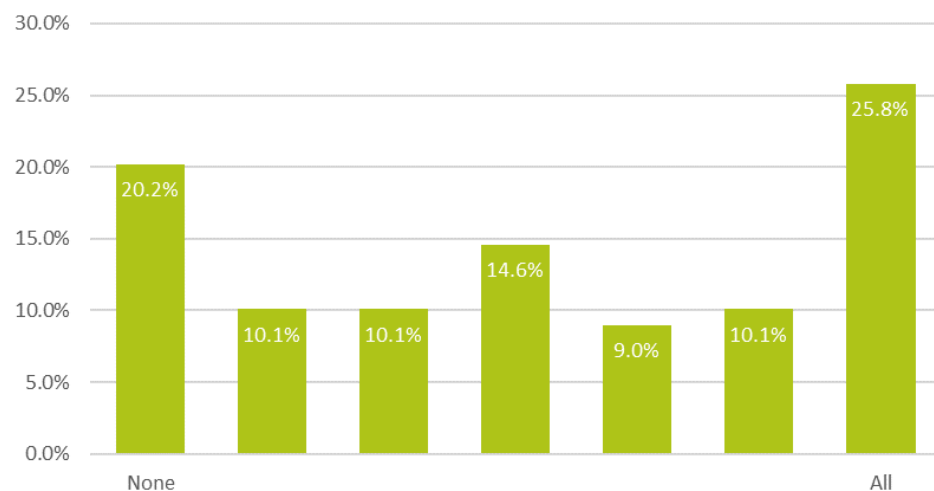


Figure 2: Country level survey: Have you shared the C4C commitments with your partners? (n=89)



Staff turnover in a number of signatory organisations meant that the survey did not reach the responsible person and a number of signatories highlighted that the overwhelming nature of the humanitarian caseload (with the global consequences of the Ukraine crisis on top of responding in Tigray, Afghanistan, the Covid19 pandemic and other on-going major crises) meant that agencies were simply stretched during the reporting period. Whatever the reasons, the over-reliance amongst INGO signatories on individual staff to compile their agencies' self-report to C4C further underlines the extent to which INGOs have not yet systematised their monitoring, evaluation, learning and reporting on localisation. More positively however, 123 country offices of these 18 signatories contributed to the surveys. This represents a quite impressive range of practitioner level input to the survey, and as participation is optional, not mandatory, it also potentially points to an appetite for reflection on localisation at the country level, which is promising. For all the responses, it should be stressed that this is based on self-reporting and the majority of survey questions are based on perceived performance by C4C signatory representatives.

In conclusion, three potential top priorities for follow-up action by INGO signatories, based on this year's reporting, are:

1. Establish more institutionalised INGO internal monitoring and tracking systems to measure progress and foster accountability on quality of partnership and support to localisation.
2. Share learning about how to implement effective two-way mutual accountability between INGOs and their local partners and scale up support to good practices on this.
3. Build on the appetite for engaging on localisation at the country level through a more systematic approach to this (including through engagement of INGO country managers on this agenda, and through performance management of them on support to localisation outcomes).

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

As of 2017, only 0.4% of humanitarian aid was channelled directly to national non-government actors (NGOs and CSOs) for humanitarian work – a total of US\$84.0 million out of US\$27.3 billion. We commit through advocacy and policy influence on 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 national and local NGOs. We commit that by 2020 at least 25% of our own humanitarian funding will be passed to national and local NGOs. We commit to introduce our NGO partners to our own direct donors with the aim of them accessing direct funding.

Figure 3: Global survey: Percentage of total humanitarian funding transferred to local and national actors, year on year comparison.

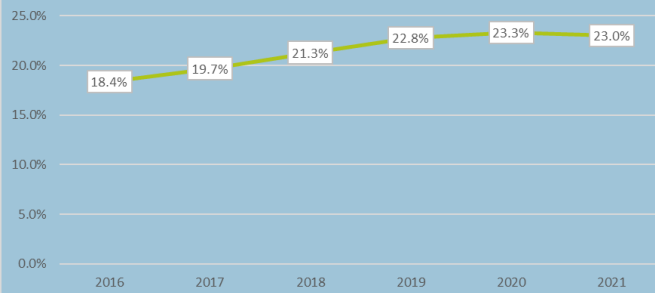
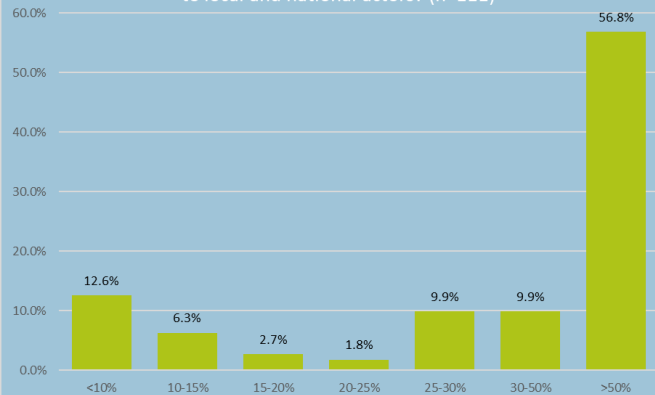


Figure 4: Country level survey: How much of your country programme's total humanitarian budget have you passed on to local and national actors? (n=111)



In contrast to the wider humanitarian sector, INGOs participating in the Charter 4 Change (C4C) have made impressive progress on increasing their level of funding to national and local NGOs. Over the past year (2021), signatories reported passing 23% of humanitarian funding to national NGOs at the global level, and at the country level signatories reported that over 56% of their total humanitarian budget was passed on to local and national actors (down from 58.2% last year). This figure is based on reporting from only 16 signatories so not a clear comparison and thus the decrease from last year's figure may also reflect the smaller number of signatories reporting this year. Data on funding to national NGOs is not consistently captured and published by many INGOs in the sector making it difficult to compare. Notably, the Grand Bargain's independent review this year highlighted that quality funding is not allocated 'equitably across different actors' and that local actors do not feel they are receiving any or a lot of quality humanitarian funding. Arguably, this progress reflects the extent to which INGOs that have signed the C4C Charter may have undertaken deeper, more substantive processes to implement the Grand Bargain commitments than the Grand Bargain signatories whose only mandatory follow-up action is to self-report to the Grand Bargain process on an annual basis.

Over the past year, a number of the C4C INGO signatories met to discuss the potential for their agencies to adopt and

implement "why not local?" policies, which would require their agencies to more systematically direct funding to local actors unless there were explicitly stated, context-specific rationales to directly implement programming or fund international agencies. In the discussion on "why not local?", several signatories highlighted how their agencies manage competing imperatives: imperatives to support local actors versus imperatives to maintain or grow their own resources to ensure organisational sustainability. Different INGOs are starting at very different places in seeking to grow their percentage of funding to local actors. Some C4C signatories have always been partnership-based agencies (ie. only funding local actors, not directly implementing programming), whereas others have directly implemented projects and shifting towards supporting local partners is a more radical change for them. Over recent years, some major government donors have gone through political changes (eg. UK) which mean they have radically cut their aid budget and especially funding to civil society (both INGO and national NGO) for political reasons. This has brought pressures on INGOs in those contexts to sustain themselves as organisations able to mobilise funding from the general public or potential future governments for humanitarian work, including channelling this funding to local actors.

Direct year on year comparisons should be treated with caution as the number and identity of respondents varies. Moreover, a core element of the C4C commitments is improving methods to track and report on this data which could lead to changes in how percentages are calculated. The results may also be affected by other variables beyond the knowledge of the authors of this report.

Advocacy to donors on direct funding

A lot of work has been done to encourage direct funding to local and national actors including: support with funding applications; introductions between donors and local partners; and some signatories being sub-leads on projects allowing partners to take the lead. Despite this progress, there are still barriers for local and national actors trying to access direct humanitarian funding. Some of the barriers highlighted in this year's country level survey include a reluctance from donors who don't have the "required faith and trust in local organisations' capacity" and a recognition by some that "most of our donors want to work with them [local actors] through us". There are also contextual barriers for example, in Libya and Cuba, INGO country level offices reported that there are very limited or no opportunities for partners to directly access funding.

Many respondents continue to seek ways to introduce local and national partners to their donors where 34.8% of country level respondents have introduced all or most of their partners to their donors. However 10.4% reported not introducing any partners to donors in the past 12 months, an increase from last year's 8%. The most common type of funding successfully accessed following introductions was through country-based pooled funds, other UN funds, START, EU and other government donors.

At country level, most signatories do not contribute financially to country-level grant mechanisms for local actors, with 19% of respondents having done so (where 32% reported this was not applicable to them). 33% of respondents (n=109) reported advocating to country level donors to invest in mechanisms such as this to support funding to local actors (beyond UN OCHA country-based pooled funds (CBPF)).

As recognised last year, the START fund was again considered a good example of pooled funding. Many signatories mentioned engaging with the START network in different ways including through country level hubs and networks. Action Aid Nepal supported the establishment of the START network Nepal chapter by contributing financially in 2021.

Country level respondents shared further ways they have engaged in increasing funding to local actors. A frequent theme this year was a move towards INGOs being co-leads or sub-leads on applications allowing local partners to take the leading role:

CAFOD, Syria office: Three organisations (2 local NGOs and CAFOD) formed a consortium to apply for funding with the local partner being the lead organisation. Our project was selected and it was the first time our partner has led on an EU-funded grant.

Trocaire in Malawi: We have arranged a number of national level dialogues linked to our GBV and Livelihoods work which has provided a space for partners to showcase their work directly to donors and INGO peer organisations providing them an opportunity to build relationships with potential donors.

Oxfam Palestine-Gaza: In the last year where the partner capacity has reached a significant level, Oxfam has followed a new model where Oxfam encouraged the partner to lead the application with Oxfam as a co-applicant introducing the partner to WFP. WFP has promised enhancing their support to the local partner where Oxfam added value can be covered thus Oxfam decided to leave the partnership. WFP have recently signed a partnership agreement with the Oxfam local partner.

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 6: Country level survey: Have you had long-term strategic partnerships and partnership agreements with the local and national actors (n=103)

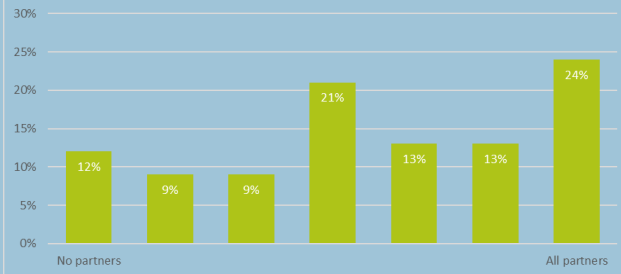


Figure 7: Country level survey: Have you discussed the Humanitarian Principles of Partnership during partnership scoping and establishment of partnerships? (n=101)

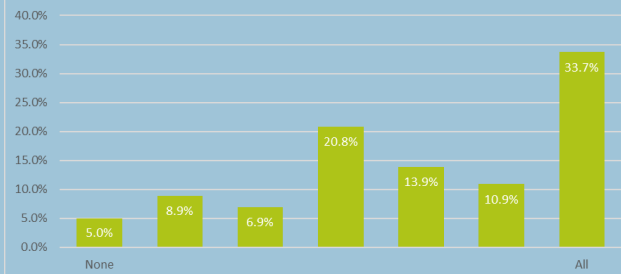
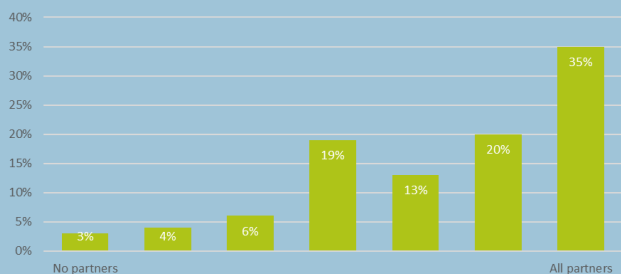


Figure 8: Country level survey: Have you had two-way partnership review and feedback mechanisms in place? (n=104)



The commitment to strengthening partnerships continues to see progress amongst signatories. Over half continue to report having long-term strategic partnerships with all or most of their partners and have discussed the Humanitarian Principles of Partnership with them. Despite this only 55% of country level respondents reported having two-way partnership review and feedback mechanisms in place with all or most of their partners – a slight decrease from last year. As the Grand Bargain Caucus on Intermediaries has proposed that all intermediaries – including INGOs – should establish such processes of feedback on partnership quality, and that donors should require this through their funding, hopefully the next year will bring progress on this.

At country level, 77% indicated that partners have shared concerns or suggestions to how partnership relationships can be improved, which is impressive. However only 32% reported that local and national partners have shared suggestions for improvements on progress towards C4C commitments, which may be related to the low percentage of those that share the C4C commitments with partners. A number of INGO signatories discuss localisation and partnership issues with their partners without explicitly referencing the C4C commitments, as they have internalised those commitments into their own organisational processes and/or refer to their local partners' own frameworks and principles to guide such discussions.

Some of the key themes that recurred in the feedback from partners included: increased need for capacity strengthening;

funding and resourcing concerns, including requests for advocacy to donors on financial procedures; requests for partners to be more involved at all levels of project design, budget reviews and more. One focus that was mentioned less but still significant was the need to improve communication between signatories and their local/ national partners. Some shared specific examples of how feedback has been taken on board and integrated into ways of working.

Christian Aid, Sierra Leone have introduced a standing item of 'Wellbeing' on the agenda for monthly review meetings.

Oxfam, Iraq shared that feedback on the attitudes and behaviour of field staff led to further training of field staff on "Better Partnering" and disseminating C4C commitments across the organisation for better understanding and action.

In **South Sudan**, the combined **CAFOD-Trocaire** office has responded to local partners concerns about the untimely disbursement of funds by establishing pre-financing mechanisms to step in when funds from back donors are delayed.

Oxfam, Myanmar reported increased flexibility to support partners following the impact of the banking crisis in the country and challenges with transferring funds after receiving partner feedback: "We continue to provide ICR to most of our humanitarian partners, accept alternative bank accounts and allow agent fees for money transfers."

Whilst two-way feedback mechanisms allow partner's concerns to be voiced and listened to, it is not always feasible to act on them. One signatory acknowledged that efforts on two-way accountability are far from where they need to be and that 'efforts still need to be made'. Nevertheless, two-way learning and reviews to improve partnerships with local and national actors are on the agenda for many INGO signatories, and the challenge is now how to operationalise it in practical ways.

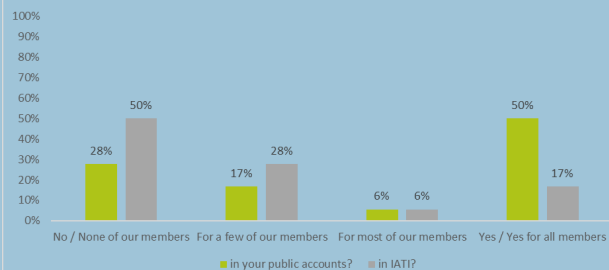
Commitment 3: Increase transparency around resource transfers to southern-based national and local NGOs.

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 real time and to the IATI standard.

Similar to last year, more signatories report sharing figures on their transfers to partners through their own agency's methods for public data and information sharing (e.g. websites and annual reports), rather than through the International Aid Transparency Initiative (IATI) database.

The survey did not enquire into the reasons for low reporting into IATI. Others in the humanitarian sector have highlighted concerns over how practically useful the IATI system is once data is inputted to it.

Figure 5: Global level survey: Publication of funding transfers to local and national partners. (n=18)



Commitment 4: 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.

This year, 76% of global INGO responses indicated that they have an ethical recruitment policy in place. Making good progress, only 18% reported approaching staff from local and national organisations within six months of a crisis for recruitment within their organisation – this is a significant decrease from 26% last year.

In Ukraine, the NGO Resource Centre, a national organisation focused on capacity-strengthening, monitoring, evaluation and learning efforts developed 'Ethical Recruitment Guidelines' and tabled these for endorsement at the UN/ NGO Humanitarian Country Team level. There has also been follow-up within specific clusters (eg. education) to seek endorsement and action by both INGOs and the wider range of actors involved in the humanitarian response.

C4C signatories have also supported this initiative and the guidelines reference the C4C Charter. Issues arising from advocacy on these guidelines have included the following: Donors in particular, but also international agencies, have emphasised the very context-specific nature of national legislation on recruitment and human resources practices for humanitarian agencies both in Ukraine and in the headquarters of international agencies, as being predominant factors in their approach to staff recruitment. These considerations were cited as a main factor inhibiting INGOs or others in endorsing the guidelines, as doing so first requires engagement by staff with the relevant legal experts who are sometimes not based in the context and busy supporting emergency responses and wider programming globally and so err on the side of caution.



CAFOD's local partner Caritas Poland staff and volunteers distribute aid packages to refugees who have made it across the border from Ukraine into Poland.

Photo credit: Philip Spalek, Caritas Germany

Commitment 5: Emphasise the importance of national actors

Emphasising the importance of national actors to donors was ranked first for compliance to commitments by signatories for the second consecutive year.

In the context of the Grand Bargain 2.0 process, donors increasingly recognise localisation as a major area of 'unfinished business' in terms of the commitments made at the World Humanitarian Summit. Whilst various factors have contributed to this, it is clear that initiatives such as C4C, the Grand Bargain and others are building momentum in the donor sphere and creating an appetite for localisation-focussed funding and policy. Some of the progress recognised by INGO signatories this year included:

DENMARK: The new round of Danida Strategic Partnerships with Danish civil society organisations prioritized equal partnership and local leadership in the programmatic approach requirements 'including transfer of funds, ownership and decision-making power to local partners'. C4C INGO signatories played active roles in advocating to the Danish government to make this shift.

EU/ ECHO: Building on ECHO's 2021 communication 'EU's humanitarian action: new challenges, same principles', ECHO continue to progress on their localisation commitments including through continued investment in strengthening local capacity and preparedness, favouring environmentally friendly and local procurement, supporting localised financing models and upcoming development of an equal partnership policy. Over the past year, several C4C INGO signatories also played lead roles in instigating and co-organising (alongside the C4C

secretariat) an in-depth workshop between ECHO staff, the European INGO network VOICE and national/local NGO representatives from C4C ahead of the European Humanitarian Summit 2022.

Dutch Relief Alliance: The Dutch Relief Alliance (DRA) has been advocating for, and embedding, localisation in its policy documents, strategies, and implementation plans for a number of years; with C4C INGO signatories playing lead roles in the alliance to press for more comprehensive approaches (including to press for more generous approach to overhead costs and involvement of local actors in decision-making of the DRA-funded 'joint responses' at country level).

The Netherlands: In the yearly parliamentary letter regarding humanitarian aid, the NL minister for development cooperation stated that they 'continue to strengthen the position and capacity of local and national humanitarian actors,' and that this year the NL is working on quality financing partnerships, which includes elements like direct financing, risk sharing and requiring DRA members to share ICR with local partners.

USAID: Proactively requested connections to local actors through its own partners and are revising their emergency grant guidelines. USAID have set a goal of 25% of direct funding to go to local actors in the next 5 years and for 50% of projects to have significant local engagement. Again C4C INGO signatories have played active roles in pressing for

these changes, and for clarity to ensure that funding reaches genuine local organisations (not INGOs that equate having national staff with being 'local' as organisations, etc).

Australia: DFAT grant opportunities and the Australian Humanitarian Partnership have included specific design and reporting requirements related to design of programs and funding local and national organisations, further embedding localisation of aid requirements and guidance aligned with IASC definitions of localisation.

Canada: Global Affairs Canada, under the collective influence of the Canadian NGO sector (and the Grand Bargain globally), has started allowing INGO partners to budget up to 7.5% ICR (as direct costs) for each partner involved in the response.

START Fund: Continues to roll out national and regional hubs and this has seen an increase in local and

national organisation membership which positions them better to secure donor funding.

Irish Aid: Supporting localisation and participation is central to Ireland's decision-making process regarding which partners to fund and what type of funding to provide.

United Kingdom: New FCDO International Development Strategy worrying in a shift towards UK self-interest aid strategy, however, it does maintain commitments on lessening bureaucracy, simplifying due diligence, and devolving decision-making to the country level. New NGO Humanitarian Funding Guidelines mandate that INGOs should provide equal level of overheads to local partners. During COVID, there was an increase in direct funding to local and national actors. C4C INGO signatories have again been proactively pushing for FCDO to do more both on global thematic policies and on direct funding to local NGOs in specific contexts like Syria and Myanmar.



A WASH Simulation exercise for District Disaster Management Committees in Uganda to enhance their capacity to respond to Emergencies. Participants were trained on Hygiene Promotion, Sanitation, Water treatment and Water supply through CEFORD Uganda in Partnership with Uganda Red Cross, LWF Uganda, Dan Church and CSBAG Uganda, with funding from EU-ECHO.

Photo credit: CEFORD Uganda

Figure 9: Country level survey: Have your partners taken part in your country strategy development and review processes? (n=97)

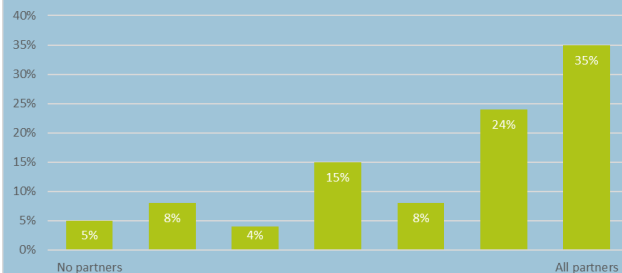
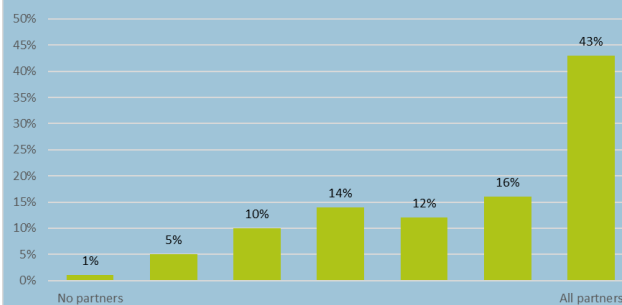


Figure 10: Country level survey: Have your partners taken a leadership role in joint activity/ or project design? (n=115)



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.

Progress continues to be made on ensuring local and national actors are involved in joint project design and decision-making. 43% of signatories reported an increase in all or most partners taking a leadership role in joint activities and designing of projects, higher than last year's 38.3%. Additionally, 59% of country level respondents reported that all or most of their partners took part in their country's strategy development and review process this year.

The Grand Bargain Intermediaries Caucus – which C4C

signatories led in advocating for - reflected the challenges and possibilities of intermediaries supporting locally-led humanitarian action in their paper 'Towards Co-Ownership'. Particularly relevant here is the emphasis on increasing the role of local and national actors in formal leadership functions in humanitarian coordination and the requirement that local and national actors play a more visible role in programme steering, with demonstrated participation in planning and decision making.

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 2020 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 2020.

Reflection on this commitment was two-fold, firstly focussed on funding for administrative support and capacity strengthening, and secondly reflecting on other activities and advocacy around capacity strengthening. The term 'capacity strengthening' is vague and poses the possibility of being used as a 'buzz word' for organisations to give the impression they are compliant when the reality is that their efforts centre more on basic aspects of project reporting and compliance to donor expectations, rather than investing in a more comprehensive approach to institutional development and sustainability. One issue raised both by some INGO signatory reports, and by wider discussions in the sector, is that the discourse about capacity-strengthening needs to shift away from vague assertions like 'local actors lacking capacity' and recentre more on tangible propositions for how international and local actors can work in partnership to better understand and address whatever capacity issues may exist in a spirit of complementarity. In feedback from partners, capacity strengthening remained one of the most frequently mentioned themes requiring further support, including a shift from generalised 'capacity strengthening' towards one-to-one mentoring and more tailored training.

Core Funding

The need to provide core funding to local actors has been discussed greatly in the humanitarian sphere. It is widely recognised that this allows organisations to become more sustainable, expanding beyond project-based delivery and strengthening their organisational capacity and planning in the longer term. Where only one third of signatories indicated that they have an organisational policy in place for overheads, in practice, Indirect Cost Recovery (ICR) is regularly provided to local actors by most signatories. CAFOD was one organisation who cited having a policy of sharing overheads 50/50 with partners on institutional donor grants. Others shared that whilst they have no policy, they ensure a sufficient amount is allocated for core and admin costs. Many signatories voiced that they are in the process of developing policies around ICR's for local organisations, including CRS, Trocaire and Cordaid. The challenge continues that some donors don't allow core costs to be included in budgets requiring further advocacy at donor level.

Figure 11: Organisational policy supports core funding for local partners (Global level n=18)

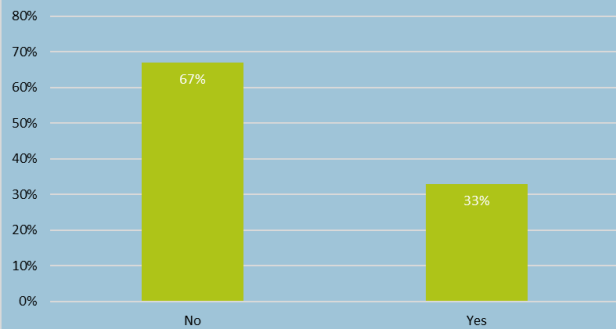


Figure 12: Have you provided core funding? (Country level n=107)

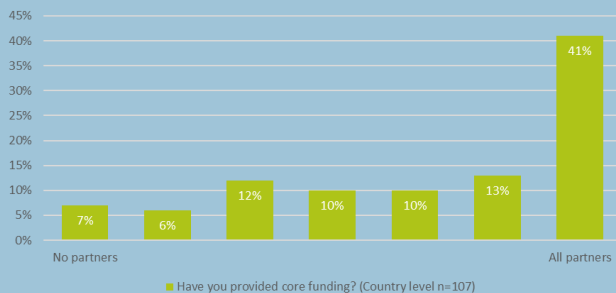


Figure 13: Have you actively supported local and national partners in your country to network, coordinate and advocate for locally-led humanitarian action? (Country level n=104)

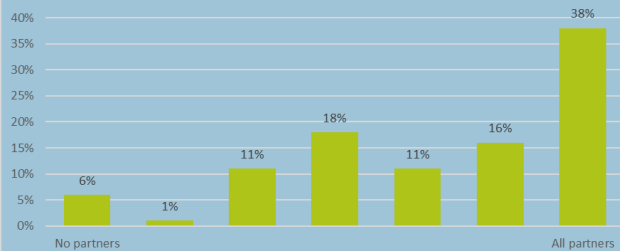
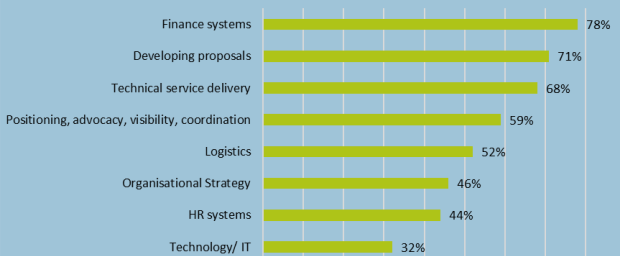


Figure 14: Country level survey: We have supported the organisational development of our partners in these areas: (n=117)



This reflects the findings of this year's research, instigated by C4C signatories and led by Development Initiatives, UNICEF and Oxfam under the Inter-Agency Standing Committee (IASC) workstream on the allocation of overhead costs. At its core, the research revealed a huge inconsistency across the board on the provision of ICR. As reflected in this report, very few INGOs and UN bodies have policies in place though many are in the process of developing them. In practical terms, where provision of overheads exists despite this, it is often led by negotiation or on a case-by-case basis meaning it can vary considerably between programmes even within the same organisation. Whilst the research identified a number of good practices, it also drew out some of the barriers to provision of overheads including a lack of transparency around how much funding reaches local actors including overheads, lack of common cost classifications, potential financial implications and regulatory barriers. In light of this, they recommend that organisations provide ICR without delay, prioritise organisational buy-in and develop organisational policies for more consistent approaches. Additionally, advocacy is required to publicise the issue and create more opportunities for dialogue between local actors and donors, recognising the role donors play in incentivising change.

Besides provision of ICR, signatories shared other ways they have contributed to capacity strengthening activities in the last year. 60% of signatories reported that with all or most of their partners, they contributed to local and national actors' collective activities to **network, coordinate and advocate for locally led humanitarian action**.

Amongst these activities were support for stakeholders and government representatives to visit partners and projects, as well as opportunities for local actors to speak at high level events. Other activities included:

Numerous country level respondents pointed to encouraging local actors to participate at cluster level or national level. In one UN funded project, **CAFOD's** partner Women for Change has been supported to become a GBV subcluster lead in South Sudan. **Oxfam, Palestine-Gaza** nominated one of its WASH partners to join the Humanitarian Pooled Fund assessment panel where they engaged with UN agencies, INGOs and local ministries.

Many INGO signatories have taken an active role in supporting the establishment of or accompanying country level Charter 4 Change working groups. **Oxfam DRC** accompanies the C4C network in DRC in advocacy at the provincial, national and international levels. **CAFOD & Trocaire in Partnership** have supported the organisation and facilitation of the South Sudan country level meetings alongside a national NGO.

Oxfam, Burkina Faso: Through the establishment of the Humanitarian Thematic Group (HTG), whose main mission is to mobilise all civil society organisations to advocate and represent the voice of national and local humanitarian actors for a quality and sustainable response.

Oxfam, Bangladesh have established a network called 'Women's Rights Organisations Working in Rohingya Response' and connected women's rights organisations with other international agencies for influencing and networking.

CARE Nepal has established a Humanitarian Partnership Platform (HPP) providing local organisations opportunities for peer learning, mentoring and collective action to influence humanitarian architecture to be inclusive and accountable and also address the different needs of diverse populations in preparedness, response plans and policies of local governments.

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.

At 67%, a similar percentage of country level respondents indicated that they promoted all or most of their national partners in their communication materials as last year. However, there was a decrease where 72% of global level respondents reported that they did this compared to last year's 84%.

Beyond communications and media materials, respondents also indicated whether they credit the work of local and national partners in donor reports as part of enhancing transparency of local actors. Responses were positive and both higher than last years, with 93% at global level and 84% at country level crediting partners in donor reports.

Figure 15: Crediting the work of local and national partners in communication materials, comparison between global level (n=18) and country level (n=105) survey results.

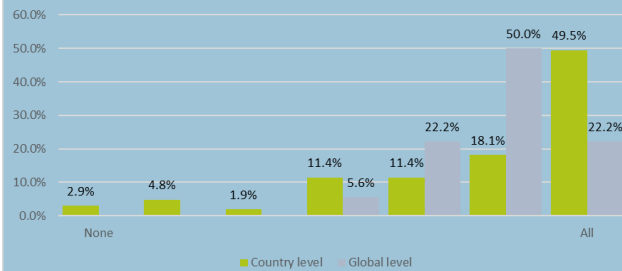
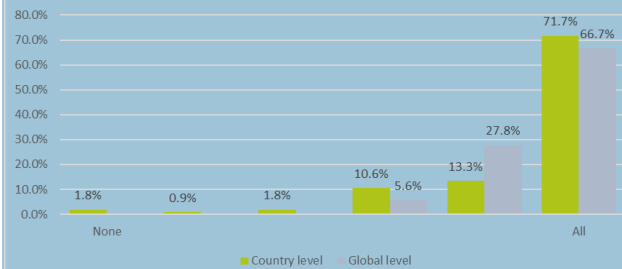


Figure 16: Crediting the work of local and national partners in donor reports, comparison between global level (n=18) and country level (n=113)



Special Focus: Accountability and KPIs for Localisation

In June 2021, the Grand Bargain process launched a Caucus on the role of intermediaries, welcomed by Charter 4 Change members. Through an online workshop in December 2021, and the responses of the C4C annual survey, key over-arching findings identified: a significant gap between intermediaries' endorsement of localisation commitments at global level, and implementation or accountability for these in practice; the need for a more aligned and harmonised approach to the accountability of intermediaries by institutional back donors; the need for donors to hold international intermediaries accountable for localising their response; and calls to recognise local responders' capacities and risks (including a recognition of the importance of 'risk sharing' and having organisational capacity development plans).

A number of good practices, challenges and obstacles were identified in the report. One of the most interesting of these is the progress INGOs are making on establishing Key Performance Indicators (KPI) specifically relating to localisation and partnership quality. Examples of these KPIs include things like monitoring growth in number of partnerships; self-assessment of relationships on a spectrum of transactional to strategic; documenting examples where local partner capacity was strengthened, and more. Establishing more KPIs like these could really allow C4C signatories to hold themselves more accountable by more easily monitoring progress on the commitments.

Interestingly, most C4C signatories still do not have a policy in place measuring performance of country directors against progress on localisation.



Evaluating the home of a family in Guatemala who received support for repairs and rebuilding after Hurricanes Eta and Iota in 2020. In Guatemala, CRS works closely with Caritas Alta Verapaz, community leaders and local authorities.

Photo credit: Dinorah Lorenzana/ CRS

Conclusion

Whilst most reporting signatories indicated some good progress on many of the C4C commitments, the low response rate at headquarter level remains a concern. Despite this, meaningful and lasting progress is being made on localisation and it is clear that initiatives such as C4C and the Grand Bargain process are building momentum for change as seen in the changes to donor policies and procedures too.

Internally, progress needs to be made on institutionalising these C4C commitments, including ways of reporting. These issues need to be part of an ongoing reflective and active process instead of a last minute scramble for reporting.

The progress around overheads costs/ICR is an exciting area where there is clearly momentum in the sector. There is still advocacy to do to overcome institutional and back donor barriers that prevent signatories being generous and consistent in their approach. However, many signatories voiced that they are in the process of developing organisational policies on this theme leaving us hopeful that by next year we will see huge progress in the institutionalisation of providing core costs to local and national actors.

Additionally, the 'Localisation Funding caucus' and 'Intermediary caucus' continue to offer opportunities in the coming year to follow up on partnership processes and it is important for signatories to be involved in those conversations.

INGO signatories of the Charter for Change:

ActionAid
 Asamblea de Cooperación por la Paz
 CAFOD (Catholic Agency for Overseas Development)
 CARE
 Caritas Denmark
 Caritas Norway
 Caritas Spain
 Christian Aid
 Church of Sweden (Svenska Kyrkan)
 Cordaid (Catholic Organisation for Relief and Development Aid)
 CRS (Catholic Relief Services)
 Danish Church Aid
 Diakonia
 Diakonie Katastrophenhilfe
 Finn Church Aid
 Help – Hilfe zur Selbsthilfe
 HelpAge International
 Human Appeal
 Humedica
 ICCO
 International Planned Parenthood Federation (IPPF)
 Islamic Relief Worldwide
 Johanniter International Assistance/Johanniter-Auslandshilfe
 Kerk in Actie
 Kindernothilfe e.V.
 Norwegian Church Aid (NCA)
 Norwegian People's Aid
 Oxfam
 Rescue Global
 SCIAF (Scottish Catholic International Aid Fund)
 Street Child UK
 Tear Australia
 Tearfund
 Terram Pacis
 Trocaire
 WarChild UK
 World Jewish Relief
 Xavier Project



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

Access Development Services	AMUDECO	Balaod Mindanaw
ACT Alliance	Anchalik Gram Unnayan Parishad	Bangladesh Model Youth Parliament (Protiki Jubo Sangsad)
Action Africa Help International (AAH-I)	Anglican Development Services North Rift	Bangladesh NGOs Network for Radio and Communication
Action Des Volontaires Pour La Solidarite Et Le Developpement	Applied Research Institute	Barokupot Ganochetona Foundation
Action Entraide	Arab Renaissance for Democracy and Development – Legal Aid	Basmeh & Zeitooneh
Action For Development	Ard El-Insan (AEI), Palestinian Benevolent Association	Belay Rehabilitation Center
Action for Human Rights and Education Initiative-Uganda	Arid Land Development Focus	BENEFANCE
Action for Improvement of Food Child and Mother	Arua District NGO Network	Beyond Aid and Relief
Action for Women and Awakening in Rural Environment	Arysh (Public Association)	BIFERD
Action Pour la Promotion de la Santé de la Mère et de L'Enfant	Ashroy Foundation	Bon Dieu Dans La Rue
Action Pour le Volontariat à Dubreka	Assistance and Cooperation for Community Resilience and Development, Inc.	Building Foundation for Development
Actions Pour la Promotion Agricole et Sanitaire	Assistance for Humanitarian Missions-International	Bureau Ecuménique d'Appui au Développement
Adamawa Peace Initiative	Asociación Benposta Nacion de Muchachos	CAF India
ADES – Agences de Développement Economique et Social ONG	Asociación de Desarrollo Agrícola y Microempresarial	Care and Assistance For Forced Migrants
Adeso	Asociacion para la Educacion y el Desarrollo	Care for the Physically Challenged and Destitute Foundation
Adilet	Association Congo Amkeni ASBL	Caritas Arua Diocese
Adonai Health and Development Foundation	Association des Acteurs de Développement	Caritas Bangladesh
Adult Literacy Centre	Association de Développement pour la Paix et la Reconstruction en République Démocratique du Congo	Caritas Butembo-Beni
Africa Development Aid	Association des Facilitateurs pour le Développement Intégré	Caritas Développement Goma
Africa Humanitarian Action	Association des Femmes du Secteur des Industries Extractives du Niger	Caritas Développement Niger
Africa Peace Service Corps	Association for Integrated Development	Caritas Kotido Diocese
African Children's Voice	Association for Rural Poor	Caritas Lebanon
African Women and Youth Action for Development	Association Locale pour le Développement Integral	Caritas Moroto Diocese
Agile Internationale	Association Nigérienne pour le Traitement de la Délinquance et la prévention du crime	Caritas Nepal
Aides aux Personnes Démunies (APED)	Association of Voluntary Actions for Society	Caritas Nigeria
Airavati	Association Tunisienne De Défense des droits de l'enfant	Caritas Sri Lanka
Akkar Network for Development	Astha Sansthan	Caritas Ukraine
ALDI International	ASVSS	Caritas Uvira
Amani Initiative	Bader Charity Organization	Cash Learning Partnership
Amel Association	Baikunthapur Tarun Sangha	CEDERU
American University of Nigeria		CENADEP
Amity Public Safety Academy		Center for Disaster Preparedness Foundation
Amity Volunteer Fire Brigade		Center for Protection of Children
		Center for Social Integrity
		Center for Support of International Protection

Center of Resilient Development
 Centre Afrika Obota
 Centre de Développement Intégral de l'Enfant Rural
 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 Resource Development and Documentation Center
 Civil Society Empowerment Network
 Coalition for Health Agriculture and Income Networks
 Coastal Association for Social Transformation Trust
 CODEVAH
 Collectif des Associations Feminines
 Comité d'Action pour le Développement Intégral
 Comité d'Appui au Développement Rural Endogène
 Comite De Developpement Local – CODEL UMOJA WETU
 Communauté Baptiste au centre de l'Afrique
 Communities in Development Activities
 Community Development Network
 Community Development Support Services
 Community Empowerment and
 Rehabilitation Initiative for Development
 Community Empowerment for Creative Innovation
 Community Empowerment for Peace and Development
 Community Empowerment for Rural Development
 Community Initiative Facilitation and Assistance Ethiopia
 Community Initiative for Prosperity and Advancement
 Community Uplift Program

Community World Service Asia
 Concepts for Community Programmes
 Concertación Regional para la Gestión del Riesgo
 Concertation Paysanne Pour Le Developpement Endogene
 Conflict Transformation for Development
 Consortium of Christian Relief
 and Development Association
 Convention Pour Le Bien Etre Social
 Coordination, Rehabilitation and Development Service
 Corporacion Manigua
 Cox's Bazar Environment,
 Human Rights & Development Forum
 CRONGD/NK
 CRUDAN
 Darbar Sahitya Sansada
 Davina Care Foundation
 Development Action without Borders / Naba'a
 Development Centre for Orientation, Discovery
 and Empowerment
 Dhaka Ahsania Mission
 DIKO
 Diocesan Development Services North Karamoja
 Down Syndrome Foundation Uganda (DOSFU) Ltd.
 Dynamic Agro-Pastoralist Development Organization
 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
 Fédération des Groupements des
 Jeunes Pasteurs et Agropasteurs
 Feminature Uganda
 Femmes Actions et Développement
 FONAHDRDC
 Fondation Pour l'Action Rurale
 et Urbaine de Développement Intégrale
 Food for the Hungry Philippines
 Forum Bangun Aceh
 Forum for Awareness and Youth Activity
 Forum For Kalongo Parish Women Association
 Foundation for Rural Development
 Friends of Lake Turkana
 Fundacion Tierra de Paz
 FUPRODI
 Future Foundation Feminist Development
 GAMMUN Centre for Care and Development
 Garib Unnayan Sangstha
 GEPA
 GHOLVI-ASBL
 Global Initiative For Proper Parenting
 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 and Conflict Resolution Centre	Kitumaini Association for the Development of Health of the Mother and Infant	Oasis of Restoration Foundation
Human Rights Movement "Bir Duino-Kyrgyzstan"		OFADEC
Humana People to People Congo	La Generale d'assainissement et de protection de l'environnement du Congo	Ohaha Family Foundation
Humane Mission Africa		Omarang Charity Association for Multipurpose
Humanitarian Aid International	Lawyers for Human Rights	ONG Eau Vie Environnement
Humanitarian Development Consortium	Le Ceprossan Asbl	Organisation au Service d'Actions Humanitaires
Humanitarian Relief and Development Council	Lebanese Association for Human Promotion and Literacy (ALPHA Lebanon)	Organisation des Jeunes pour la Promotion des Initiatives Communautaires
Humanite Plus		PACODEVI
Hygiene et Environnement Communautaire au Congo	Legal Resources Centre	Palestinian Benevolent Association
Indonesian Society for Disaster Management	Libyan Humanitarian Relief Agency	Palestinian Vision Organisation (PalVision)
Indonesian Student Association for International Studies	Life at Best Development Initiative	Participatory Research Action Network
INHURED International	Livelihood Improvement Programme of Uganda	Partners in Community Transformation
Institut Bioforce	Lizadeel	Partnership for Faith & Development
Institute for Social and Economic Development Assistance (ISED - Public Fund)	Local Communities Development Initiative	People Empowering People
Instituto da Infancia	Lotus Kenya Action for Development Organization	People's Disaster Risk Reduction Network, inc.
Integrated Child Service	Lutheran World Service India Trust	People's Federation for National Peace and Development
Integrated Risk Management Associates	Manna Development Agency	Positive Attitude to Life Initiative
Integrated Volunteers Network	Mavi Kalem Social Assistance and Charity Association	PRISNA
InterAid	MAYANK Anti-Corruption Coalition	Programme de Promotion des Soins de Santé Primaire
Iranian Lifequality Improvement Association	Mercy Malaysia	Programme for Helpless And Lagged Societies
Iraqi Institution for Development	Mercy Vincent Foundation	PRO-VIDA, Asociacion Salvadorena de Ayuda Humanitaria
ISDE-Bangladesh	MIDFEHOPS	Public Foundation "Bio Service"
Jabilia Rehabilitation Society	Moral and Charity Organization for Human Rights	Public Fund "Mehr Shavkat"
JAGO NARI (Barguna Nari Jagaron Karmoshuchi)	MONISHA	Rakai Counsellors' Association
Jindal School of International Affairs	Moroto Nakapiripirit Religious Leaders Initiative for Peace	Ranaw Disaster Response and Rehabilitation Assistance Center
Jireh Doo Foundation	Mosala Group	
Joint Learning Initiative on Faith & Local Communities	Nakere Rural Women Activist	REACH-Rehabilitation, Education and Community Health
Joint Strategy Team	Naseej for Development, Relief & Human Rights	Rebuild Hope for Africa
Jordan Hashemite Charitable Organisation	National Humanitarian Network	REDESO
Jordan Health Aid Society International	National Relief and Development Corps	Réponse aux Catastrophes et aux Initiatives de Développement
Jordan Paramedic Society	National Secretariat for Social Action (NASSA) / Caritas Philippines	Research and Development Foundation
Just Project International	New Life Charitable Trust	Réseau de Coopération pour la Transparence et la lutte contre la Corruption
Justice Development and Peace / Caritas Onitsha	North-East Affected Area Development Society	
KALU Institute	Not1More	Rhema Foundation
Kapoeta Development Initiative	NPCYP	Rock Centre Asbl
Kisima Peace and Development	Nuba Foundation	RONHD
	Nuba Relief Rehabilitation and Development Organization	

Rural Agency for Community Development & Assistance
 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, Auxilio y Rescate
 Save Humanity Africa
 Sawa for Development and Aid
 Seeds India
 Settlement Council of Australia
 Shabab Peace and Environment Action Group
 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 Ikaunlad ng Katutubong Agham
 at Teknolohiya Inc. or Center for the Development of
 Indigenous Science and Technology)
 SKS Foundation
 Smile Again Africa Development Organization
 Snazzy Hope Foundation
 Society Voice Foundation
 SOCOAC
 Solidarité Chrétienne
 pour les Urgences et le Développement
 Somali Rural Development Organisation
 Sorouh for Sustainable Development Foundation
 SORUDA
 South Sudan Grassroots Initiative for Development
 Spectrum - Sustainable Development Knowledge Network
 Stand for Change and Unity
 START Network

Steps to Life Nigeria
 STEWARDWOMEN
 Strategies for Northern Development
 Strengthening Participatory Organisation
 Support Agency for Sustainable Living
 Support for Peace and Education Development Program
 Support Yemeni Society Organization for Development
 Syria Relief
 Taakulo Somali Community
 Tagore Society For Rural Development
 The Big Smile
 The Federation of Ethnic Communities' Councils
 of Australia
 The Indonesian Society for Disaster Management
 The Organisation for Children's Harmony
 The Uganda Association of Women Lawyers
 The Victim Relief Alliance
 Titi Foundation
 Touch Africa Now
 Transcultural Psychosocial Organisation
 TrioDuol Multipurpose Cooperative Society
 Udyama
 Uganda Land Owners Association
 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
 Village Community Development Initiatives
 Vision for Humanity (ViFoH)
 Volunteer Corps Nepal
 Volunteer Efforts for Development Concerns
 Wajir South Development Association
 Waves of Success Foundation
 West Nile Youth Empowerment Centre

White Life
 White Smile NGO
 Women's Action for Self Empowerment
 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 Power in Social Action
 Young Women Creating Opportunities
 and Networks for Economic Transformation
 Youth Empowerment Center
 Youth Leadership Forum and Giving Back Movement
 Youth Net and Counselling
 Youth Social Advocacy Team
 Zanjireh Omid International Charity Institute
 Zion Emergency and Disaster Rescue Unit

