Charter4Change Annual Meeting 2024 Report

Overview

The **Charter for Change (C4C)** is an initiative led by both National and International NGOs, aimed at implementing practical changes to the Humanitarian System to enable more locally led responses.

The 2024 Annual Meeting was a series of online events aimed at taking stock of progress, sharing good practices among C4C signatories, endorsers, and allies, and fostering solutions-focused discussions to address obstacles in INGO-NNGO partnerships and advance localization efforts.

The meeting was facilitated by **Oenone Chadburn**, a freelance International Aid Consultant who created a safe and open space for honest reflections. This collaborative atmosphere enabled participants to shape priorities for **2025 and beyond**.

Special appreciation goes to the session co-leads, whose tireless efforts ensured the delivery of impactful sessions that effectively met the meeting's objectives.

Specific Objectives of the Annual Meeting

1. **Share Insights**: Highlight emerging insights, progress, good practices, and challenges in delivering on the 8 C4C commitments.

2. **Encourage Collaboration**: Learn from country-level C4C networking and foster greater regional and national collaboration to advance localization.

3. **Deepen Commitment**: Strengthen accountability and commitment of C4C signatories (both global and country offices) and endorsers.

Anticipated Outcomes

1. Develop more effective ways to share learning between agencies.

2. Deepen accountability and commitment among signatories and endorsers.

3. Identify opportunities for enhanced coordination among stakeholders.

Session #1: C4C Annual Meeting Opening Plenary

The opening session set the tone for the C4C Annual Meeting. Key components included:

see Session PPT Slides

- **Highlights of 2024 from the secretariat**: A topline on C4C's main activities throughout 2024 themed a year of collaboration

- **Presentation of Reports**: Signatories Annual Report – Key Findings (2023-2024)

- **Opening reflection with Arbie Baguios** - challenging concepts of solidarity

- **Priority Setting for 2025**: Group discussions among signatories and endorsers to collaboratively define priorities for the upcoming year.

Annual Signatories reporting: HQ reporting + country-level reporting
Noteworthy shifts:

Signatories Annual Report – Key Findings (2023-2024)

Number of complete responses:				Volume of funding reported:
	2022	2023	2024	USD 2.372.600.136
HQ	16	16	23	up from 1.642.324.494 (2023)
CO/desk	117	118	194	

% of humanitarian funding passed to L/N NGOs/CSOs

2022	2023	2024	
23%	25%	24%	but: higher number of respondents

Reaffirm Principles of Partnership			Transparency			Recruitment			Advocacy		
2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
4.0	4.2	3.7	3.6	3.5	3.7	4.0	4.0	4.0	4.6	4.5	4.7

| Equality			Support			Promotion		
2022	2023	2024	2022	2023	2024	2022	2023	2024
3.7	3.8	4.0	3.9	3.7	4.0	4.1	3.7	4.4

Key Takeaways

Reflection: Arbie Baguios

Arbie Baguios offered an external perspective, challenging C4C to live up to its vision of solidarity. His key points included:

- Recognizing C4C as a genuine manifestation of solidarity.

- Addressing the impatience of those waiting for outdated institutions to evolve.

- Posing a critical question to INGO signatories: **"What is our solidarity costing us?"**

- Challenging INGOs to make bold, difficult investment decisions to support localization.

- Urging endorsers to unite for a stronger collective voice.
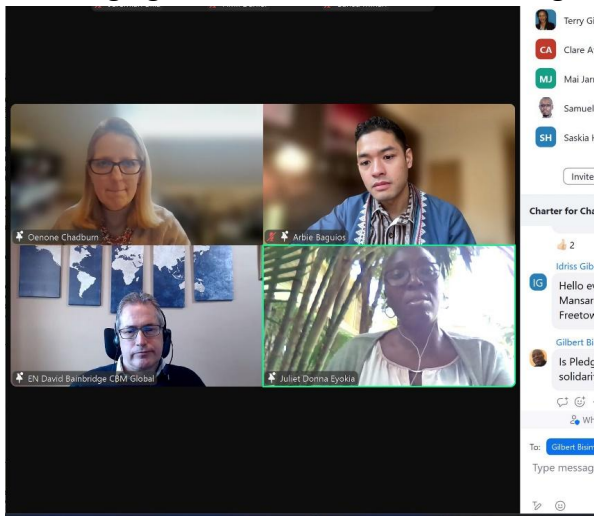
*Opening reflection: Virtual Sofa :**Arbie Baguios** questioned concepts of solidarity and challenged Signatories to make difficult investment decisions, and Endorsers to collaborate for a stronger voice. **Juliet Donna** highlighted the innovation and creativity of national actors, and **David Bainbridge** shared that C4C is not just a vehicle; it has to support a change in values and ethos.*

Strengths to Continue in 2025 and beyond

● Growth in the number of endorsers and signatories, fostering greater integration of the C4C agenda into coordination and advocacy efforts.

● Enhanced peer learning and collaboration at the country level, with endorsers actively engaging in capacity building.

Areas for Improvement, Next Steps, and Key Actions

1. Engagement and Collaboration

- **Signatory Participation**: In some contexts, few signatories attend meetings or engage consistently. There's a need to accelerate and broaden signatory involvement.

- **Endorser Coordination**: In regions with numerous endorsers, many remain unsure about how to engage effectively.

2. Strategic Actions

- **Harmonization of Due Diligence**: Explore harmonization and passporting to streamline processes.

- **Mapping of Endorsers**: Conduct a detailed mapping of endorsers and share findings with donors to align efforts.

3. Advocacy and Support for Local/National NGOs (LNHAs)

- Increase direct, flexible funding and ensure overhead costs are allocated to LNHAs.

- Strengthen advocacy for the inclusion of local/national NGOs in coordination and advocacy platforms at both national and global levels.

- Push for donor engagement to secure greater support for localization efforts.

4. Stop

- **Negative Discrimination**: Cease the negative discrimination and abusive generalization of local actors.

- **Duplication of Structures**: Avoid duplicating existing structures, particularly at the country level, to ensure resources and efforts are streamlined and effective.

Session#2: Exchange Session C4C Country-Level Dialogues: Findings from country-level C4C pre-meeting outcomes and ways forward.

This session aimed to share C4C country-level Working Groups' best practices, emerging issues, and recommendations for strengthening the groups. It included Moderated panel discussions and presentations, followed by an open discussion on country-level experience on localization, especially C4C commitments from both signatories & Endorsers. See Session PPT Slides

The Charter4Change is working through 12 country-level working groups and Country level Coordination platforms in (Kenya, DRC, Uganda, Bangladesh, Yemen, Pakistan, South Sudan, Nigeria, Lebanon, Sierra Leone, India, Malawi, Burundi & Ethiopia)

- We recognize the groups are all at different levels of growth and need strengthening

- There is interest in establishing groups in 5 countries of; Rwanda, Niger, Ghana, & Somalia

Key Take Aways

Milestones at the Country level

1. *Increased country level Signatory support in driving the localization agenda initiatives & Outreaches*
2. *(Trocaire in DRC, Rwanda, Zimbabwe, CARE, Oxfam in Uganda, Street Child in Burundi, CAFOD in Ethiopia*
3. *This has increased the Mass mobilization of local actors from 810-1072 NNGOs in 2024 & other stakeholders to engage in localization activities*
4. *Collaboration with other non-signatory INGOs in localization drives for example partnerships with Plan International & Save the Children in Uganda, South Sudan, Kenya*
5. *Endorsers are part of other localization initiatives on localization in countries for synergy building, for example, the recently launched Pakistan Localization Lab supported by NEAR, Yemen & NGO pooled funds mechanism, Local leadership lab by Civicus in Uganda that are aimed at strengthening local humanitarian leadership initiatives*
6. *More Donors & INGOs institutionalizing localization*
7. *Local actors have participated in validating localization approaches of INGOs for example, CARE International & International Alert in Rwanda organized validation meetings with local actors to make their input while USAID organized localization road shows in Uganda*

8. *Local actors have come up with innovative ways to improve accountability & transparency for resource transfers from donors & INGOs. For example, the recent DATA Transparency Initiative by HAI & the LOCAL Platform aimed at tracking financial Data in India and tracking how funds reach grassroots organizations.*

9. *More Collaboration across regions among local actors for example the recent Study on the Status of Humanitarian Frontline Workers led by HAI, COAST, ECOWEB & CWSA where C4C Endorsers were part of the respondents [The report](#) was presented it at the Regional Humanitarian Partnership Week - Asia 2024*

Discussion Outcomes

1.Coordination & Collaboration

▪ Call for more active participation of signatories at the country level noted increased participation in some country-level dialogues

▪ Active involvement of regulator authorities Noted Overlap of responsibilities and competition within local actors in some contexts

2. Contextualized efforts

Adapting to existing structures and mechanisms towards promotion and achievement of the commitments needed to duplicate structures

3. Continued Learning:

▪ Localization baselines and related progress monitoring

▪ Dissemination of information - ICR IASSC Guidance note

▪ Organise Learning exchange sessions for country-level groups in 2025

▪ Power Dynamics and Trust despite the increased number of local actors in decision-making platforms Funding barriers – Not yet Multi-Year Funds

Session #3: Exchange Session: the session on C4C commitments 1 and 3 on Financial Tracking and going beyond the 25%

The session focused on financial tracking, transparency, and accountability in the humanitarian sector, emphasizing progress, good practices, and challenges in meeting Charter for Change (C4C) commitments 1 and 3 on Funding and Transparency. [See Session PPT Slides](#)

Highlights:

1. **Updated C4C Commitments**: C4C Commitment 1 to "Increase direct quality funding inclusive of Indirect Cost Recovery to national and local NGOs for humanitarian action" now explicitly encourages signatories to exceed the 25% target for funding local actors by 2026. No changes have been made to the text of C4C Commitment 3 to "Increase transparency around resource transfers to national and local NGOs".

2. **Insights from the C4C Annual Progress Report**
    o 23 of 39 signatories reported their financial data in 2023. The total humanitarian expenditure analysed was $2.3 billion, with $6 million transferred to local actors, resulting in an average of 24%. Transfers to local partners ranged from as low as 9% to as high as 92%.
    o Critical Challenges: Some signatories delayed submissions by up to 4 months. 16 signatories did not report financial data at all, and only half publicly shared their financial data. Even 8–9 years after these commitments were made, signatories were struggling to reach 25%.
    o Call to Action: There is a need for a change in mindset and practice among signatories. C4C could have the most reliable data in the humanitarian system, but only if signatories report transparently and on time. Finance systems need to require project officers to indicate if funding is for partners before a project is approved. Transparency remains a key focus, with calls for signatories to publicly share financial data consistently.

3. **Models in financial tracking & transparency, and going beyond 25%:** C4C Signatories like Trocaire, ActionAid, and C4C Endorsers like Humanitarian Aid International (HAI) shared innovative models for financial tracking and their commitment to transparency.

    o Trocaire's institutional enablers to go beyond the 25%:
        ✓ Setting Grants to Partners (GTP) as a KPI: This helped Trocaire achieve 62% of its total expenditure and 51% of humanitarian funding directed to local and national partners in FY 2023.
        ✓ Committing 50% ICR Sharing: Trocaire transferred 49.3% of its budgeted ICR funds to partners in FY 2023, committing to share 50% of all ICR received with their partners.
        ✓ Allocating and tracking of at least 5% of partner grants to capacity strengthening (not to turn partners into mini INGOs but to support them in meeting donor requirements)
        ✓ Embedding the commitments in their policies: Trocaire integrates localisation goals into its strategies (see: Trócaire's Strategic Plan: The "Step-Change", Partnership and Localisation Strategy 2021-2025: Guiding the shift of power to LNNGOs, Partnership Policy, Partner Indirect Cost Recovery Policy implemented from March 2023.
        ✓ Robust Reporting Systems for internal and external reporting (e.g., Trocaire-Grand Bargain Self Reporting 2024), quarterly reporting to management, and investments in tools like Salesforce for financial tracking and ICR sharing to LNNGOs and WLOs.

o   <u>ActionAid's efforts to track funding to women- and youth-led organisations</u>: By 2025, ActionAid aims to report funding flows to these organisations systematically, using custom dashboards and integrated financial systems to ensure alignment with their localisation goals. Despite challenges such as desegregating data and tracking multi-year, flexible funding streams, ActionAid continues to refine its tools to provide granular insights into partner funding across various grants.

o   <u>HAI's Country-level financial tracking and transparency dashboard</u>: HAI shared its **[Dashboard for Aid Transparency and Accountability (DATA)](#)**, a country-level model for sector-wide financial tracking and transparency. DATA is being used to:
   ✓   track and visualise funding flows to enable affected communities to see how money raised on their behalf reaches them.
   ✓   identify those actively responding on the ground versus those receiving the funds
   ✓   capture the quality of funding and partnerships (reporting on ICR sharing, flexible, timely and long-term funding, etc)
   ✓   track not only Global North funding flowing to the Global South (India particularly) but also local donations and community contributions whether financial or in-kind. These contributions are often overlooked in traditional reporting systems, but recognising them can reframe communities as active contributors to the response rather than just passive recipients.

   Over INR 420 million of humanitarian funding has been reported, since DATA's launch in January 2024. DATA highlighted the **equal and shared responsibility** of endorsers to track and report on the flow of funds at the country level and offered a replicable model for sector-wide financial transparency and accountability.
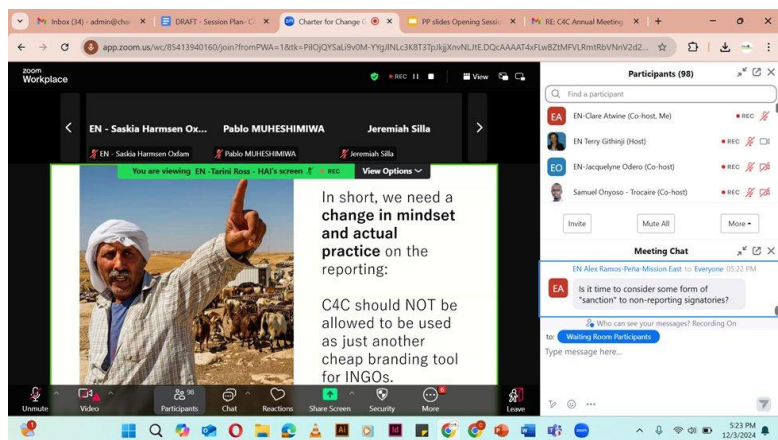
Recommendations from the Breakout group discussions:

This session captured actionable recommendations from five breakout groups tasked with addressing two key questions.

i. **Going beyond the 25% commitment**: How can C4C signatories improve funding quality, and what does fund quality mean from the perspective of endorsers (local and national NGOs)?

❖ **Unconditional Indirect Cost Recovery (ICR)**: Local actors often receive ICR funds with conditions, limiting flexibility. Participants recommended unconditional ICR to empower local organisations. C4C Endorsers/LNNGOs should also start demanding flexibility in the use of ICR funds from donors and INGOs.

❖ **Partner-Led Budgeting**: When local partners lead on budgeting, they can better reflect priorities and costs specific to their contexts. C4C Signatories/INGOs need to shift from prescriptive budgeting models to partner-led budgeting frameworks.

❖ **Mandatory Funding Pass-Through Policies**: Inspired by Pakistan's government mandating 75% of funds to flow directly to local actors (as opposed to the 25% target), it was suggested that C4C should advocate for similar policies globally. CAFOD and other INGOs have adopted targets to support national NGOs to directly access funding, either as part of a consortium or independently. The aim is for INGOs to transition from leading roles to co-leadership or full leadership by local partners to prioritise local leadership.

ii. **Enhancing country-level financial tracking and transparency**: What steps can signatories and endorsers take to improve transparency across the humanitarian-development-peace nexus?

❖ **Global vs. Country-Level Reporting**: *"Global-level reporting might overlook key details. Country-level reporting ensures we capture the effectiveness of funding streams and their impacts on local actors."* Monitoring whether funding intended for local organisations genuinely reaches them was flagged as critical. Greater collaboration among endorsers and signatories at the country level was seen as vital to address the challenges of reporting and tracking quality funding in-country. C4C Signatories should invest in country-level reporting and allocate budgets to customize their internal systems to ensure **comparative country-level tracking** of C4C commitments.

❖ **Transparency Challenges in Mixed Models**: Signatories/INGOs were recommended to invest in financial tracking systems to monitor country-level funding and enable cross-country comparisons (especially for INGOs with both direct implementation and local partnerships to track funding streams accurately).

❖ **Quality Over Percentages**: Participants highlighted the need to define quality funding beyond numerical commitments. "*It's not about just the 25% anymore—it's about what the funding looks like in practice and how it supports local priorities.*" Participants emphasised the importance of flexible, multi-year small grants to empower community-based organisations. It was recommended to build reporting mechanisms that reflect funding quality, not just quantity.

❖ **Underrepresented regions**: Participants flagged underrepresentation of some regions (e.g., Americas) in tracking localisation progress. It was recommended to use diverse platforms and invest in multilingual reporting dashboards to increase participation

from such regions. C4C Endorsers/LNNGOs were encouraged to document and share regional success stories to encourage broader participation.

Conclusion

The session highlighted the need to go beyond the 25% funding target by focusing on quality, flexibility, and local leadership, while also addressing systemic gaps in financial tracking and reporting. Innovative models from within C4C demonstrated how institutional enablers, such as partner-led budgeting, equitable ICR sharing, and country-level financial tracking can ensure accountability to both local actors and affected populations. The actionable recommendations from breakout group discussions emphasized critical reforms, including the importance of unconditional ICR, mandatory funding pass-through policies, and the adoption of comparative country-level tracking systems. Participants also stressed the need for greater collaboration between endorsers and signatories, more inclusive reporting mechanisms, and a shift from numeric funding targets to measures of funding quality.

Session #4: Stock-take on Localization Policy - Insights on C4C, Grand Bargain, and other localization trends

This session provided an opportunity for C4C signatories, endorsers, and allies to gain insights into recent initiatives by the C4C Advocacy Group and relevant policy trends. It included an overview of key humanitarian donors, including institutional government donors, and UN agencies, with a focus on their approaches to localization, particularly regarding funding information. See Session PPT Slides

- Localization is no longer a niche topic; most key stakeholders are now aware of and actively engaged in localization efforts.

- Discussions lately cover a wide range of areas, including equitable partnerships, quality funding, risk-sharing, collaboration with WROs and RLOs, ICR/overhead costs, leadership in coordination, due diligence passporting, and locally-led pooled funds.

- There is an increased emphasis on framing localization within the context of cost-effectiveness.
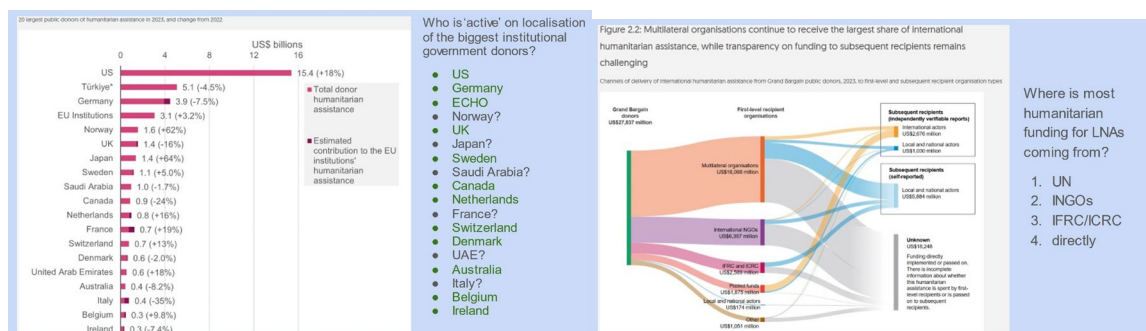
Who are the biggest humanitarian donors? (Data from Development Initiatives)
US, Germany, ECHO, Norway, UK, Japan, Sweden, Saudi Arabia, Canada, Netherlands, France, Switzerland, Denmark, UAW, Australia, Italy, Belgium, Ireland

Where is most humanitarian funding for LNAs coming from?
 -UN (WFP, UNICEF, UNDP, UNHCR, IOM, OCHA)
- INGOs (World Vision, MSF, CRS, IRC, BRAC, Save the Children, Oxfam, Care, NRC)
-       IFRC/ICRC
-       Directly

The Zoom Survey conducted highlighted donors the advocacy WG focus their energy on;
-       US (72%), ECHO (53%) WFP, OCHA (39%) UNICEF (36%) Germany (31%)
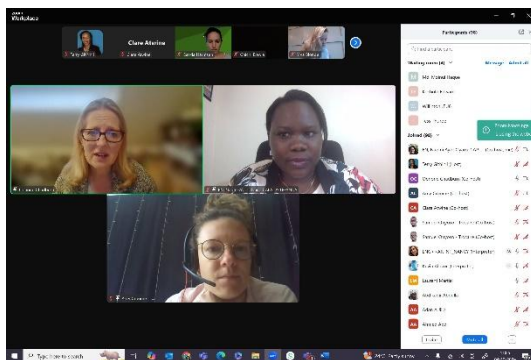
The Co-Chairs of the C4C Advocacy working group share Insights on C4C, grand bargain & other localization trends

The session included breakout rooms to assess participants' knowledge of donors' localization efforts and explore strategies for effectively engaging with them.

USAID Breakout Session

1. What do we know about this donor's (BHA) work on localization?
At the country level and HQ level:

- BHA provides overhead costs for local partners.

- USAID has a policy on locally-led humanitarian assistance: USAID Policy on Locally-Led Humanitarian Assistance.

- While USAID has historically been a strong donor, recent due diligence requirements have made it more challenging for local NGOs to engage.

- Although USAID has commendable localization policies on paper, there is limited tangible action in certain regions, such as South Africa.

- In Rwanda, USAID works with partners like Trocaire, but the tight timelines for applications limit the ability of partners to propose broader, locally-driven actions.

2. How should we target them with our advocacy initiatives?
At the country level and HQ level:

- Facilitate Dialogues: Organize open discussions between local actors, donors, and stakeholders at both country and HQ levels to address challenges and collaboratively develop solutions.
- Advocate for Simplified Requirements: Push for streamlined donor processes to enable more accessible and effective partnerships with local actors.
- Promote Localization Success Stories: Highlight examples of local actors leading successful programs to demonstrate their capacity and influence donor priorities.
- Support Local Advocacy Platforms: Strengthen and empower local networks and groups (e.g., Myanmar's Local Actor group similar to HCT) to advocate for themselves and shape policies directly.

UNICEF's Localization Efforts:

- South Sudan: Largest partnerships with Local and National Actors (LNAs), offering 7% Indirect Cost Recovery (ICR) and minimum grants starting at $50,000 for six months.
- Kenya: Influences WASH initiatives but lacks a clear localization strategy despite efforts to map LNAs.
- Uganda and Pakistan: Collaborates with governments for sustainability (Uganda) and focuses on emergency response (Pakistan).
- Advocates recommend focusing on capacity building and systems strengthening to enhance local partnerships.

World Food Programme (WFP) Localization:

- Zimbabwe: Cash transfer programs face challenges due to government interference undermining neutrality.
- Kenya: Effective collaboration between COCOP and NORDA demonstrated strong relief distribution coordination.
- Nigeria and Bangladesh: Christian Aid successfully transitioned to local actor engagement in Nigeria, but similar efforts in Bangladesh faced challenges.
- WFP is drafting its global localization policy, with recommendations needed by mid-January for donors ahead of the February Executive Board meeting.

Opportunities and Challenges of Localization:

- Increased local leadership brings potential benefits but depends on strong leadership and commitment from country offices.
- Share and agree on questions to gather input from C4C country-level working groups and the Advocacy working group by mid-January to influence WFP's localization policy.

DG-ECHO

ECHO has made strides at the HQ level in increasing the visibility of localization in its policies and dialogue. However, challenges remain, especially at the country level where local actors still face difficulties accessing funds.

1. **Targeting ECHO at the Country Level:**

Effective targeting can be achieved by leveraging existing databases at the regional and country levels to reach relevant stakeholders. It's important to recognize that countries are progressing at different speeds in terms of localization.

2. **Local Partner Efforts:**

Local partners must actively work on improving their visibility through national strategies and advocacy to secure buy-in on localization issues, such as capacity building and organizational development.

3. **Documenting Best Practices:**

Having documented products and emerging best practices provides evidence for funding access, helps build relationships, and strengthens advocacy for localization.

UNHCR

Positive Aspects:

- o UNHCR has a localization framework and was a co-lead on the IASC working group developing guidance on strengthening local and national actors (L/NAs) participation, representation, and leadership in coordination mechanisms.

- o They introduced the Refugee Led Innovation Fund, although it's currently minimal and could be expanded.

- o UNHCR provided data on funding directed to L/NAs in 2024 and made pledges for localization during the Refugee Forum in December 2023.

- o They have an advisory board for refugee leaders, which is seen as a positive initiative.

2. **Challenges**:

- o UNHCR's call processes are lengthy and burdensome, with budget cuts demotivating stakeholders. There are concerns about overheads, and there is a need for improved transparency.

- A significant portion of their larger funds is still channeled through INGO implementing partners, limiting direct support to L/NAs.

3. **Recommendations for Improvement**:

- Collective advocacy efforts should be made to approach UNHCR country office leadership for better engagement and information.

UN-OCHA

1.What do we know about this donor's work on Localization? (at country level and at HQ level)

1. **OCHA's Roles and Responsibilities:**

- Manages and hosts CBPFs (Country-Based Pooled Funds), CERF (funding to UN agencies), and the secretariat for Humanitarian Country Teams (HCT).

- Responsible for inter-cluster coordination, financial tracking services (FTS), and ReliefWeb

- Implements the Flagship initiative to increase local leadership in humanitarian efforts.

- Coordinates the humanitarian needs planning process (HNO, GHOs) and collaborates with local authorities.

- Translates information into local languages and coordinates IASC and GB efforts.

2. **Country-Level Localization Efforts:**

- Kenya: Supports a localization center and facilitates a humanitarian partner team that brings together local NGOs and UN partners to strengthen local response.

- Sosu: Piloting the Flagship initiative, developed an HCT strategy including local actors, and has established a platform with C4C to allocate 25% of pooled funds to local partners.

- Lebanon: Pushed for localization through CBPF, directly funding local organizations. Palestine's CBPF has also funded local actors

1. **How should we target them with our advocacy initiatives? (at country level and at HQ level)**

1.Leverage OCHA's Influence:

- Advocate for OCHA to use its influence in clusters, HCT participation, CBPFs, financial tracking (FTS), and program cycles at both global and country levels to benefit local actors.

- At HQ level, push for the continued implementation of the Flagship initiative, drawing on lessons from SoSu, Kenya, Lebanon, and Palestine.

2. **Focus on Local Actor Participation**: Advocacy should emphasize the inclusion of local actors in country-level coordination, particularly as co-chairs in clusters and inter-cluster coordination, to promote local leadership in humanitarian efforts.

3.**Address Accessibility Challenges**: Push for solutions to barriers that limit the participation of local actors located outside capital cities, as key decision-making and coordination often occur in-person in capital areas.

4.**Complementary Efforts**: Support parallel advocacy efforts targeting WFP's global localization policy, ensuring input from C4C country-level and advocacy working groups before the end of January, ahead of the WFP Executive Board's February discussions.

Session #5: Thematic Session: Climate & Environment - Exploring climate relevance and local leadership in climate action

This session focused on key achievements and activities of the group in 2024 including attendance in key Global Climate and Environment focused events . See Session PPT Slides

Key highlights from CoP 29

UNFCCC highlighted COP 29 COP did not deliver on the high ambitions on climate finance but delivered a climate finance boost from 100 billion USD to 300 billion USD. Agreements were reached on Carbon Markets, it is positive that Environmental and Human Rights safeguards are mandatory, while some issues are still challenging. 2024 Yearbook of Global Climate Action highlighting the action of nonparties.

Recommendations going forward for COP 30 include; Increased ambition, countries must submit new NDCs by Feb 2025 with emphasis on accelerating adaptation efforts. Implementation of NAPs, countries are urged to have NAPs in place by 2025. Enhanced Collaboration, expectation for stronger international collaboration and partnerships to address climate challenges.

It's important for local actors to position themselves well in national climate dialogues, present innovative solutions, make the link from higher levels to grassroots communities, work together with international, national public, and private actors – this is easier to navigate than international negotiations.

Examples of good practices on local leadership successfully driving impactful climate adaptation initiatives?

- *A participant from Palestine highlighted the difficulty of distinguishing between climate-induced and man-made impacts, emphasizing the interconnectedness of climate with*

socio-economic and security challenges. Despite challenges in areas like Gaza, people are adapting through sustainable farming practices and water conservation, with civil society actively engaging local governments and communities.

- *In Sierra Leone, civil society and UNDP are supporting income diversification through training, particularly for women and girls, to adapt to climate-related livelihood losses.*

- *In Pakistan, civil society promotes climate-friendly agriculture, while local communities lead afforestation projects. Women and youth play key roles in advocacy campaigns, collaborating with local governments on ecosystem-based solutions like wetland restoration and planting indigenous trees.*

3. What are the most significant barriers preventing local actors from taking a leadership role in climate adaptation efforts?

1. Lack of implementation of existing policies and absence of power-shifting practices in local systems.
2. Exclusion of local voices in decision-making
3. Financial constraints hinder community participation in climate dialogues and action.
4. In conflict-prone areas, climate change is undervalued, with limited information available on its impacts.

4. What do you think are the most critical next steps for aligning civil society and donors to advance locally led adaptation (or localised adaptation)?

1. Enhance local adaptive capacity through education, training on climate change, disaster risk reduction (DRR), and alternative income generation.
2. Foster multi-stakeholder collaboration, equitable partnerships, and institutional accountability.
3. Provide grants, not loans, for long-term resilience-building projects.
4. Develop case studies / case compilation to take forward   to raise funds to respond to Loss & Damage

What are your insights and good experiences/examples of ensuring that Climate Finance reach local actors?

- Readiness to climate finance: AHN with IIED and DFID funding influenced local laws and funds on climate finance, 3 counties, Kenya. - scaled up by the World Bank. The case highlights the importance of getting subnational structures ready: Develop lower-level structures to connect to county level and national level funding mechanisms

- Local organizations may approach international and national climate finance with the help of national governments

- Challenges: Perspective from Uganda: Limited transparency on how global climate finance flows to local actors. Limited access to climate funds for local actors. Perspective from Sierra Leone: donors often already have a slated local partner, limited willingness to go into new partnerships, and consider how to open space for new partners.

What do we want to achieve in 2025, what would success look like for us as a network?

- Building on a case/suggestion from Sierra Leone: Come together as local organizations to engage endorsers through the government to enhance/broaden local actor engagement

- At the network level, we can map out resources coming in, take stock of what is happening in countries, share challenges and successes, look at how innovative mechanisms, loans, and grants activities in different countries, assess what have they achieved in terms of localization of finance. Assess the value of green bonds to leverage investments for local actors.

- Develop case studies/case compilation to take forward to fund response to Loss &Damage

- Look into the capacity of national focal points to negotiate better climate finance deals, building on lessons from COP29.

- Engagement with the private sector is instrumental for the financing because funding instruments are more inclined to the private sector and we need to work in collaboration with them to access big grants.

Where do we see opportunities?

- Existing networks and platforms for collaborating with partners with experience in AA and access to possible funding on AA

- CARE International in Kenya is already promoting the integration of scientific and indigenous knowledge on development of EWS for AA

- Members of Start Network can access funding for AA

- German Government is also investing/supporting AA initiatives

Session #6: Exchange Session: Due Diligence Passporting - Updates on C4C signatories' progress on due diligence.

The idea of **DD Passporting** originated from the 2021 **C4C** annual meeting. Following this, the C4C Secretariat in Kenya convened a meeting, led by **Trocaire**, to discuss the way forward. This meeting focused on mobilizing resources for developing the DD Passporting tool and process. It

also provided an opportunity for the community to reflect on how such a tool could enhance the provision of assistance during drought crises. [See Session PPT Slides](#)

The DD Passporting process consists of three key components:

1. **Initial Due Diligence**: A comprehensive assessment that evaluates the key aspects of an organization's structure, capacity, and processes.

2. **Information Sharing**: Making the assessment results available to a potential partner for their review.

3. **Targeted Assurance**: Conducting focused reviews on specific areas by a potential partner that may require additional scrutiny, avoiding the need to repeat the entire due diligence process from the beginning.
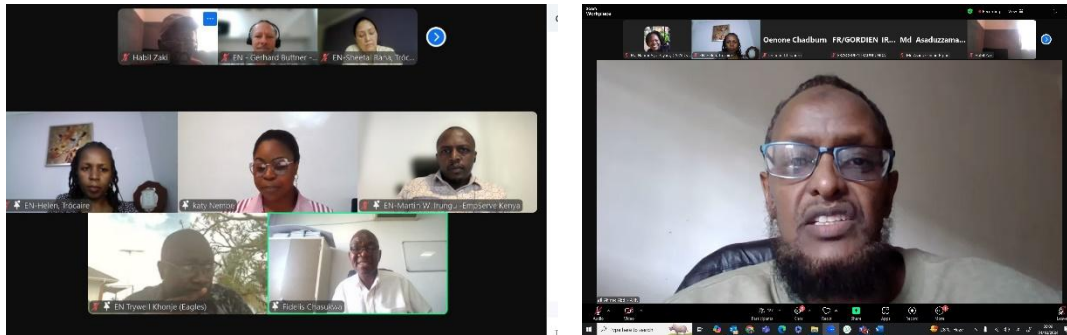
Key Developments

1. **Tool Development**: Seven C4C signatories collaborated with Humentum to create an open source tool that integrates the due diligence requirements of these organizations. It encompasses seven areas, including governance, accountability, financial management, and safeguarding, using 26 flexible and comprehensive questions.

2. **Pilot Phase**: The tool has been piloted to test its effectiveness by 7 participant agencies in 9 contexts. It demonstrated value in reducing the assessment burden for NGOs working with multiple INGOs, facilitating collaboration, and supporting capacity strengthening. However, Its time requirements and perceived simplicity for larger INGOs were noted as areas for refinement.

Summary of Learning

• *Collaboration and Capacity Strengthening*: The tool fosters collaboration between INGOs by enabling joint due diligence assessments and planning for capacity strengthening with local partners. This reduces duplication and enhances operational partnerships.

- *Reduced Assessment Burden*: While initial use of the tool requires significant time, especially during participatory visits, it significantly reduces redundancy for partners engaged with multiple INGOs.

- *Comprehensive yet Adaptable*: The tool is seen as thorough and effective for identifying capacity-strengthening needs, though its simplicity may not meet the complex demands of larger INGOs or donors. Alternative, simpler tools remain available for grassroots organizations.

- *Applicability and Challenges*: Smaller organizations may find the tool demanding, but its intentional design covers essential areas and allows for adoption beyond C4C. Local actors can leverage it to advocate for fairer due diligence processes.

Overall, the tool strikes a balance between comprehensiveness and simplicity, making it a valuable resource for fostering equitable and streamlined partnerships.

Future Prospects

- **Next Steps**: Refine the DD Passporting Tool based on pilot feedback, coordinate with other harmonization/passporting initiatives, and advocate for broader adoption to scale the approach and demonstrate its benefits.

- **Call to Action**: Encourage INGOs and donors to adopt the tool, integrate it into their processes, advocate for its widespread acceptance, and collaborate with the C4C network to increase uptake and reduce redundancy for local partners.

The Tool is publicly available as open-source, intentionally to ensure all interested stakeholders can benefit from it.- https://humentum.org/charter-for-change-due-diligence-passporting-tool/

Discussion and Q&A part

1. **Collective Action and Collaboration**: Several participants, including Anwar, expressed concern about the fragmentation within the sector, with INGOs and donor organizations working in silos. There was a call for a unified approach that would streamline processes, reduce duplication of efforts, and engage government institutions in creating more standardized frameworks for due diligence and compliance. This points to a desire for collective action that complements existing initiatives instead of duplicating them.

2. **Effectiveness of the Passporting Tool**: A major question raised was whether the passporting tool is mature enough to be used at the country level. Wanda from Zimbabwe specifically asked if the tool had reached a stage where it could be adopted for harmonizing accountability mechanisms within local contexts. The response confirmed that the tool had been piloted in multiple countries across three continents, including

Nepal, Cambodia, Iraq, Ukraine, and several countries in Africa, making it adaptable for use at the country level.

3. **Increase uptake of the tool**: Many participants such as Haja from Sierra Leone emphasized the need for more international organizations to adopt the passporting tool to ease the burden on local actors. This would reduce the number of audits and paperwork required to seek funding, thus promoting efficiency, risk management, and compliance while saving time and costs. The role of the advocacy working group under C4C was mentioned, stressing the importance of pushing for broader adoption across regions.

4. **Flexibility and Usability of the Tool**: Gerhard (Christian Aid) and other presenters explained that the passporting tool is designed to be simple yet robust, able to meet the due diligence requirements of various organizations while remaining flexible enough to be adopted by different stakeholders. It aims to standardize the basic compliance process without complicating it, ensuring that local and national NGOs can use it effectively without overwhelming them with additional requirements. The tool's flexibility was highlighted, allowing organizations to add specific questions relevant to their needs, such as those on age inclusion, which Chantal from HelpAge International raised.

5. **Challenges with Adoption**: One of the challenges highlighted by Chantal was the alignment of the tool with an organization's existing processes. For example, organizations may have specific questions or assessments tied to their membership criteria or partner programming. It was noted that the tool doesn't replace the partnership conversation but rather makes it more meaningful by addressing core compliance issues upfront, leaving room for more impactful discussions between partners.

6. **Validity and Timeline of Assessments**: Wanda raised a question regarding the validity of assessments conducted using the tool and how often assessments should be updated. While some organizations may require updates every few years, the key takeaway was that the tool should remain flexible, and organizations should aim for longer intervals (e.g., three years) between assessments to avoid frequent and unnecessary assessments. The goal is to reduce the burden on local actors while ensuring that the assessments remain valid for as long as possible.

Key Action Points:

1. **Promote Wider Adoption of the Passporting Tool:**

Advocate for more INGOs to adopt the passporting tool to streamline assessments and reduce the compliance burden on local organizations via C4C, potentially link with Advocacy WG and also through recently created ICVA led CoP.

2. **Strengthen Collaboration and Peer-to-Peer Support:**

Facilitate peer-to-peer support networks among local organizations to share expertise and build stronger partnerships. The suggestion was to set up a CoP for exchanging the experiences and learning.

3. **Ensure the Tool's Flexibility and Usability:**

Refine the tool (by Humentum) based on the learning and ensure it remains open source for any interested stakeholders to utilize it.

Session #7: Exchange Session: **South America Regional Focus** - Identifying the priority opportunities and challenges for potential C4C engagement

This session is focused on sharing current initiatives on localization in the LAC region, Identifying priorities, opportunities and challenges for potential C4C engagement.

See Session PPT Slides

1. **Key take aways:**

- Discussion and exchange sessions where local/national actors can express themselves in their own language are part of the language justice within coalitions. Therefore, we thank C4C for providing space for the session in Spanish (with simultaneous interpretation into the other languages), despite some additional challenges this set-up brings with it.

- Local/national actors could define their vision of localization from a decolonization, principles of partnership and power equity/balance lens in their respective context and then take this to the table for discussion with international actors (and not the other way around).

- Center localization around the dignity of all people (communities) and the already existing capacities of local and national actors.

- Since only a small percentage of global humanitarian funding flows into Latin America, the inclusion of Latin American countries in global projects can advance localization efforts in Latin America

- Linking local, national, regional, and global engagement is important. This ensures that all voices are heard, and all concerns are addressed. In this case notable efforts in Disaster risk management in Central America (linking community led/centered approaches with municipal- national and regional platforms).

- South to South exchange and collaboration between countries in Latin America (a good practice is to foresee these as activities in programs, but also through a NEAR office in Latin

America) as well as between countries of Latin America and other countries of the global South strengthens L/NA's localization agenda.

- Incorporate research and documentation into programs and collaborate with universities and research institutes.

- L/NAs need more information on the commitments of international actors to hold them accountable.

This session was focused on 3 Topics: Risk Sharing, Capacity Sharing & Cash Voucher Assistance aimed at offering participants a space to network on topics of their interest . See Session PPT Slides

Risk Sharing Session

This session was focused on highlighting the inherent risks in humanitarian action, emphasizing the importance of a collaborative and principled approach to risk sharing.

Key Messages:

- Risk sharing promotes equitable distribution of risk management responsibilities.

- Collaborative dialogue and holistic risk analysis are critical for effective risk sharing.

- Prioritizing systemic risks and balancing risk with action can enhance humanitarian responses.

Key Takeaways:

- Preparation is essential for fostering open dialogue.

- Equitable partnerships require confidence-building and non-judgmental environments.

- Long-term commitment and resource availability are critical for success.

3. Scenarios and Real-Life Applications Case 1: Yemen Banking Crisis

- Challenge: Frozen funds (€700k) due to banking regulatory issues.

- Response: Regular monitoring, scenario planning, and collaborative problem-solving.

- Solutions: Pre-financing through crisis modifiers, private funds, and donor contingency lines.

- Outcome: Risk-sharing enabled continuity of humanitarian operations.

Lessons Learned:

- Collaboration and clear communication are vital.

- Adaptability is necessary to address unexpected challenges.

- Shared responsibility ensures no single actor bears the entire burden.

Case 2: Compliance Costs in Humanitarian Action

- Proactive Measures: Shared indirect costs and financial flexibility for compliance investments.

- Reactive Measures: Simplified reporting requirements.

- Results: Reduced administrative burden, strengthened partnerships, and improved focus on response delivery.

Key Takeaways and Reflections

1. **Dialogue and Preparation:** Open, inclusive discussions foster trust and collaboration.

2. **Shared Responsibility:** Equitable risk-sharing enhances resilience and operational efficiency.

3. **Adaptability:** Flexible approaches address both preventative and reactive risk management needs.

4. **Advocacy and Commitment:** Consistent engagement and advocacy are essential for institutionalizing risk-sharing practices.

Call to Action

Participants were encouraged to:

- Engage in ongoing risk-sharing dialogues.

- Advocate for equitable funding mechanisms and shared accountability.

- Apply the principles of risk sharing in their own contexts.

Follow-Up:

- An informal WhatsApp group for problem-solving was proposed to foster continued engagement and collaboration. Participants interested in joining were asked to share their contact information (not many numbers/email addresses received).

Conclusion: The session underscored the necessity of risk sharing as a standard practice in humanitarian action, offering practical strategies and real-world examples to guide future initiatives. The facilitators thanked participants for their contributions and urged them to champion risk-sharing principles within their networks.

Cash Voucher Assistance Session

Opportunities

- Enables INGOs to facilitate group cash transfers in partnership with local actors.

- Offers quick, timely, and flexible support to the affected communities

- Supports local interventions and solutions often overlooked by traditional responses.

- Reaches more people quickly through group cash transfers.

Challenges:

- Limited financial service providers in refugee contexts reduce hinder service delivery

- Inclusion barriers: Refugees cannot register mobile numbers without national IDs in some contexts

- Existing systems are not optimized for quick cash transfers during emergency responses.

- Requires significant financial resources and investment, such as partnerships with financial institutions for e-wallet solutions.

- Government regulations and restrictions pose hurdles.

- Some local actors lack the capacity to implement large-scale cash transfer programs.

Capacity Sharing session

The session was aimed at exploring and deepening our understanding of capacity, fostering collaborative reflection among local, national, and international actors. Through open discussion, this session aims to identify diverse perspectives on capacity and identify ways to enhance capacity sharing practices that support locally led humanitarian action.

1.How is capacity defined in humanitarian, development and peace work? How should it be defined?
An approach of sharing resources, expertise and skills between national and international organizations in delivery of HDP programming in crisis affected community in a coordinated manner
Capacity is defined in humanitarian terms as the ability of individuals and organizations to prepare for, respond to and recover from crisis/ conflict that includes technical skills and resources (visible or invisible) as development work; the long-term ability to achieve sustainable development goals that include human resources, governance and institutional effectiveness.
For peace work, capacity is the ability to prevent, mediate and resolve conflicts while fostering social cohesion and sustainable peace. The capacity should define - people-centered approach, dynamic and contextual and inclusive ways.

1. **How does our understanding of capacity shape the way we approach partnerships?**
   - Supplements a circular approach to knowledge sharing, engages actors at all levels and supplement the revival of Civil Society Characteristics.
   - Our understanding shapes expectations, roles, and the ways we build and sustain collaborative efforts.
   - sustainability/resilience at organizational level, increases programme quality.
   - Partnerships should recognize the diverse nature of organizations that bring on board different capacity and experiences. Partnerships should be based on standardized tools for capacity sharing that should be all inclusive and easy to adopt by everyone.
   - Co-creation of solutions and impact on partnerships - equity, mutual learning and sustainability.
   - The way an organization views capacity dictates how they approach partnerships. If we take a donor-driven approach, then capacity is seen as a need to fulfil contractual and compliance obligations.

2. **How can we advance capacity sharing between local, national, and international Organizations?**
   - Ensure that capacities and the sharing of them is part of discussions when negotiating partnerships
   - By fostering inclusive partnerships that prioritize mutual learning and context-driven support tailored to local strengths and needs.
   - Encourage mentorship and peer learning programs/hubs
   - Create collaborative platforms, invest in local leadership and promote transparency and focus on long-term sustainability.

Capacity Sharing in Practice: Rwanda Case study arctruhuka.org/

Closing Discussion - How can we, as the C4C network, advance capacity sharing in the humanitarian sector? What recommendations do you have on how we can work together to move this agenda forward?

   - Training modules for key issues in the implementation of programs.
   - Create forums for local organizations globally to showcase their expertise. Investing in reflections- Learnings, best practices, successes, and opportunities to inform evidence-based capacity sharing.
   - Advocate for policy reform and structural change that reflect the realities on the ground to support sustainable capacity sharing.

Session #9: Deep Dive on Crisis Implementation - Focus on crisis response in Sudan, Gaza, and Eastern DRC

This session was focused on experience sharing by C4C Signatories' implementation in 2024 in crisis response in Sudan, Gaza, and Eastern DRC. The reflections on best practices & lessons learned were centered on the 8 commitments of Charter4Change . See Session PPT Slides

Case 1: Sudan

The UN has been significantly hamstrung in its efforts, struggling to access affected areas and scale its response to meet the needs on the ground. Conventional responses from INGOs, such as using trucks to deliver aid to hard-to-reach areas, have not been feasible. This is compounded by a formal ban on NGOs working with mutual aid groups, alongside a major crackdown on these groups, including strict regulations on fund transfers.

To address these challenges, there has been a strong emphasis on risk-sharing and working with national partners and community-based organizations. These groups play a crucial role in monitoring issues like gender-based violence (GBV) and implementing locally led initiatives. Reporting requirements have been established to ensure accountability and transparency, while efforts focus on strengthening civil society organizations to mobilize grassroots community groups. Host communities, which bear the brunt of the humanitarian response, are central to these efforts. Community mobilization has emerged as a vital element of the response in Sudan, particularly as systemic failures continue to impede broader interventions.

Case 2: Gaza

Since the war in Gaza began in October 2023, the dominant narrative in the INGO and UN communities was that there was no aid in Gaza. However, this is inaccurate. From day one, ordinary people organized to help their communities by clearing streets to allow ambulance access, sheltering neighbors and families, and focusing on children's well-being, including psychosocial support. On-the-ground humanitarian staff, despite enduring the crisis themselves, have also been working tirelessly.

This narrative overlooks the critical role of first responders who have been active since the beginning. INGOs must ask the right questions and support local actors effectively, ensuring their efforts align with the needs on the ground rather than imposing external solutions. Operating in a sensitive climate after the Hamas attacks, cluster coordination meetings and response strategies often exclude local actors, leaving them out of crucial decision-making.

Building trust requires consistent engagement and transparent communication. Effective support combines community cash transfers with capacity-building initiatives. However, challenges such as inflation, cash scarcity, and high staff turnover complicate these efforts.

Case 3: DRC

Exemplary models from DRAs and MFAs such as Organizations that provide capacity building, a budget of 5% with the opportunity to influence decisions, and workshop experience sharing supported by international NGOs. promotion of equitable partnership by some INGOs characterized by risk sharing.

Local partners do not participate in negotiations and risks are transferred to them, especially during emergencies. No accountability or involvement of local communities,

Due diligence passporting is a good example of collaboration between CAFOD and local partners that includes collective fundraising and strengthening mutual capacity

Breakout rooms

Sudan

It's notable how similar challenges arise across different contexts, emphasizing the importance of scaling localization to address future crises effectively.

In some countries, there is a dedicated Charter for Change network, which provides a platform for INGOs and Charter for Change members to align their efforts and adopt a more robust approach to shared challenges and opportunities. This includes working towards a standard understanding of localization and establishing uniform procedures for delivering responses.

Applied learning has helped identify areas where progress toward localization is evident. For example, in Sudan, coordination plays a central role, facilitated by a working group. Despite the strong coordination mechanisms in Sudan, further efforts are needed to advance localization. Platforms such as the NGO Forum and the United Peace Organization are instrumental in these efforts.

However, challenges persist. During the recent crisis, Sudan faced a "double problem," with localization efforts hampered by resource constraints and ideological differences. Sudanese stakeholders highlighted the practical benefits of leveraging diverse technical expertise and resources, which has proven functional in addressing immediate needs.

Gaza breakout

A key recommendation is the harmonization of due diligence compliance processes among INGOs. While efforts have been underway in Lebanon, progress has stalled due to the recent conflict.

Greater investment is needed in locally led models, such as community cash transfers, along with more robust frameworks to ensure funding reaches local organizations. Flexible funding mechanisms should be prioritized to bridge power imbalances, highlight the unique value local

NGOs bring to responses, and shift from competition to collaboration, avoiding the depletion of local capacities by INGOs.

Flexible funding would empower local actors—often the first responders—to quickly mobilize and provide timely, efficient support to the most vulnerable groups

Additionally, Organizational Capacity Assessments (OCAs) should be adapted to the size, type, and capacity of Local and National NGOs (LNNGOs) to better support their development and effectiveness.

DRC

Risk Sharing Among Stakeholders

- Promote risk-sharing mechanisms among donors, INGOs, NGOs, and communities to prevent NGOs from shouldering implementation risks alone.

- Develop and harmonize a localization strategy to streamline priorities and coordination at the country level

- Align due diligence processes across stakeholders to avoid redundancy and ensure consistency.

- Adopt a unified global framework for localization in the DRC, involving structures like GNR, the Community of Practice for Localization, and the Local Actors Program support group.

Session #10: Closing Session: The Future of C4C - Reflections and setting priorities for future actions

The Closing Session included a Presentation on summaries from all sessions, small group discussions on emerging priorities and key actions for C4C after 2025, and wrapping-up the annual meeting. *The session also included the handover of the secretariat host from CEFORD to Lebanon Humanitarian Development Forum (LHDF) and recognizing the efforts of heroes of C4C in 2024*

Key takeaways

1. **Joint Strategies and Frameworks for Localisation**
   - **Unified Strategy for Localisation:** Develop a comprehensive localisation strategy that ensures all stakeholders adopt a shared language and metrics for measuring progress. This unified framework would minimise duplication and inefficiencies across initiatives like C4C.

- **Harmonisation of KPI Frameworks**: Adopt standardised key performance indicators (KPIs) to evaluate localisation efforts effectively. These frameworks should extend beyond organisational reporting to embed localisation goals into operational structures, including elements such as diversity and inclusion.
- **National Benchmarking Mechanisms**: Promote the use of tools such as scorecards and dashboards at the country level, inspired by models like India's Humanitarian Accountability Initiative (HAI). These mechanisms would enhance transparency and ensure progress is visible to donors, stakeholders, and local communities.
- **Institutionalisation of Localisation**: Integrate localisation into local governance structures, as demonstrated in Sierra Leone's district development committees. This approach strengthens local ownership and sustainability while embedding localisation principles into broader development efforts.

2. **Risk Sharing and Due Diligence**
- **Risk Sharing Across the Chain**: Develop equitable risk-sharing frameworks that account for every level of the delivery chain, including local communities. These frameworks must clarify roles, responsibilities, and the extent of risks borne by all actors, avoiding a top-down transfer of risks from donors to local NGOs.
- **Advancing Due Diligence Passporting**: Continue expanding and refining due diligence passporting initiatives. This includes aligning passporting with global localisation goals and integrating it into community-focused frameworks like harmonisation efforts and communities of practice. It is proposed to build on the 2024 pilot and existing C4C tool and make the passporting tool wider known, promote for uptake of tool in C4C and beyond, and advocate wider uptake of passporting to avoid duplication".
- **Duty of Care and Funding**: Ensure robust duty of care mechanisms for frontline responders, particularly in conflict zones. Risk-sharing discussions should include quality funding provisions to empower local actors to manage risks effectively.

3. **Amplifying Local Leadership and Engagement**
- **Elevating Local Leadership**: Prioritise local and national NGOs by amplifying their leadership roles and ensuring their voices are heard at international forums. C4C should actively push for local representation in humanitarian leadership and coordination bodies at the country level.
- **Strengthening Country-Level Engagement**: Improve country-level coordination by ensuring that C4C signatory representatives fully understand their roles and engage effectively with localisation initiatives. This includes linking with UN Country-Based Pooled Funds and donor mechanisms.
- **Increased Endorser Participation**: Actively engage more local endorsers in conversations around risk-sharing, advocacy, and other critical topics. Providing

platforms for knowledge exchange and mutual learning will foster stronger collaborations and collective impact.

4. **Programmatic and Advocacy Enhancements**
    ● **Bottom-Up Community-Led Programming**: Ensure that C4C agencies implement programmatic approaches that are driven by local communities and their unique needs. This shift from top-down methods will promote ownership, sustainability, and inclusivity.
    ● **Advocacy Thematic Papers**: Push the advocacy thematic papers as tools for advancing localisation and addressing systemic issues. Focus on elevating these papers' visibility and integrating their findings into broader C4C strategies.
    ● **Focus on Cash-Based Responses**: Recognise the importance of cash-based approaches in humanitarian programming. Establish a subgroup within C4C dedicated to locally led cash initiatives, complementing the existing climate and environment subgroups.

5. **Accountability and Transparency**
    ● **Decentralised Accountability Systems**: Move accountability mechanisms to the country level, making them more contextually relevant and actionable. This includes shifting transparency and reporting measures closer to the ground, where results can be tracked more effectively.
    ● **Tracking Organisational Sacrifices**: Introduce mechanisms to document and measure the sacrifices organisations make in support of localisation. This tangible demonstration of commitment could include resources reallocated, changes to policies, or shifts in power dynamics.

6. **Addressing Gaps and Challenges**
    ● **Frequent Signatory Meetings**: Establish more frequent meetings for C4C signatories (every 4-6 months) to review progress, hold members accountable, and share best practices. This would strengthen collaboration and maintain momentum.
    ● **Decolonising Localisation**: Form a "decolonial thinkers" group to critically examine and challenge the globalization and homogenization of localization discourse. This group would work to re-center discussions on diverse, community-led perspectives.
    ● **Reviving Critical Networks**: Restart dormant initiatives, such as Sudan's National Reference Groups and community-based child protection networks, to address specific challenges and strengthen grassroots engagement.

7. **Strengthening Operational Structures**
    ● **Country Working Groups (WGs)**:

- Provide centralised guidance on terms of reference (ToRs) to ensure consistent functioning of country-level WGs.
- Map contexts to identify where standalone WGs are needed and where existing structures suffice.
- Foster connections between WGs to share best practices and learn from successful models.

● **Promoting ICR (Indirect Cost Recovery)**: Advocate for fair cost recovery mechanisms, starting with a minimum 25% ICR rate. This would help INGOs move away from direct implementation and enable local actors to take the lead effectively.
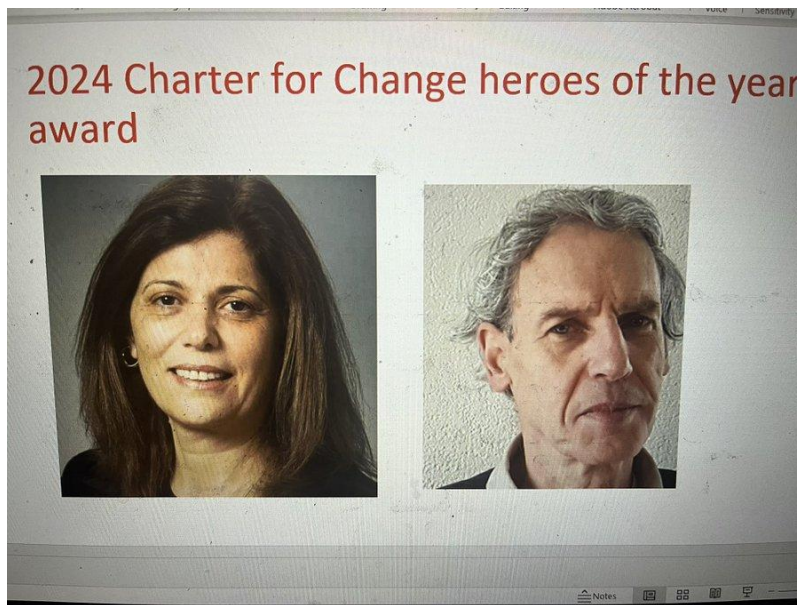
Mai Jarrar (YMCA-EJ) and Nok vande Langenberg (CARE) were honored as Heroes of 2024 for their outstanding passion and dedication to advancing the localization agenda.

Annex 1: A link to the [Whiteboard summary of the C4C Annual meeting Sessions](#)

Prepared by: Clare Atwine