

## Ansøgningskema

### – Større kapacitetsudviklingsinitiativer (rev. 06.2015)

Dette skema anvendes til ansøgninger om længerevarende initiativer med et budget på mellem 75.000 kr. og 400.000 kr. og som strækker sig over 12 til 36 måneder.

Der henvises til Retningslinjer og bevillingskriterier for "Pulje til støtte af kapacitetsudviklingsinitiativer" for en nærmere beskrivelse af intentionen bag puljen, ansøgningsmuligheder, vurderingskriterier og bevillingsprocessen. Alle relevante dokumenter kan hentes på [www.globaltfokus.dk/pulje](http://www.globaltfokus.dk/pulje).

Vær også opmærksom på, at initiativer, der er under udvikling, skal lægges på Globalt Fokus' Puljebørs for at sikre at evt. interesserede organisationer får mulighed for at tilslutte sig initiativet, hvis behov og mål passer inden for initiativets ramme –find information om Puljebørs på <http://globaltfokus.dk/pulje/puljebors>

Alle afsnit i nedenstående ansøgningskema skal udfyldes. Dog er de angivne underpunkter (bullet points) i de enkelte afsnit kun vejledende med mindre andet er angivet. Ikke alle underpunkter vil være lige relevante for alle typer ansøgninger, og I kan frit bytte om på rækkefølgen. Det afgørende er, at initiativet er beskrevet klart. Det er ansøgerens ansvar, at der er tilstrækkelige informationer tilstede til, at bevillingsudvalget kan vurdere ansøgningen i henhold til retningslinjerne og de opstillede vurderingskriterier.

Ansøgning skal være på **MAX 6½ SIDE** (eksl. forside og bilag). Det angivne max side antal for de enkelte afsnit er vejledende. Ansøgningen sendes elektronisk som word dokument til Globalt Fokus' puljerådgiver Rina Lauritzen Trautner på [rlt@globaltfokus.dk](mailto:rlt@globaltfokus.dk) samt vores infomail [info@globaltfokus.dk](mailto:info@globaltfokus.dk). Alle godkendte ansøgninger lægges op på Globalt Fokus' hjemmeside som pdf fil.

Initiativets titel:	Localisation in Practice
Juridisk og økonomisk ansvarlig organisation ('lead organisation'):	Organisationens navn: Red Barnet Adr: Rosenørns alle 12, 1634, Kbh V Kontaktperson: Katja Rosenstock Tlf: + 45 5055 1865 E-mail: <a href="mailto:kr@redbarnet.dk">kr@redbarnet.dk</a>
Øvrige ansøgende organisationer (Bilag 1: 'Ansøgerforpligtelse' for samtlige ansøgende organisationer skal vedlægges):	For samtlige ansøgende organisationer:  Organisationens navn og adresse: Oxfam IBIS, Vesterbrogade 2B, 1620 Kbh V Kontaktperson: Else Østergård Tlf: + 45 3520 0530

	<p>E-mail: <a href="mailto:eos@oxfamibis.dk">eos@oxfamibis.dk</a></p> <p>Mellemfolkeligt Samvirke          Adr: Fælledvej 12, 2200 Kbh N          Kontaktperson: Kirsten Hjørnholm          Tlf: +45 2178 3078          E-mail: <a href="mailto:kis@ms.dk">kis@ms.dk</a></p>
Ansøgt støtteperiode: min. 12 måneder – max 36. måneder:	<p>Fra: 01.08.2018          Til: 31.01.2020          (antal mdr. i alt: 18)</p>
Ansøgt beløb fra Globalt Fokus (min. 75.000 kr. – max. 400.000 kr):	DKK 318.000
Hvis relevant: medfinansiering af betydning for gennemførelse af initiativet i form af anden donor finansiering, deltagerbetaling etc.	DKK 221.646
Eventuelt tidligere bevillinger til beslægtede initiativer gennemført af ansøgergruppen eller lead organisation (navn, j.nr., implementeringsperiode, afslutningsdato og beløb):	N / A
<p>Resumé (max. 15 linjer):</p> <p>Mens globale midler til humanitære kriser stiger, stiger behov for nødhjælp hurtigere, og gør det humanitære system ude af stand til at hjælpe nødlidende gennem den måde det humanitære system er sammensat i dag. Grand Bargain er nødhjælpssektorens eget initiativ til at forandre den humanitære arkitektur, så den bliver mere effektiv. Grand Bargain omfatter ti tiltag, hvoraf den ene "Støtte og finansiering til nationale og lokale nødhjælpsaktører" (ofte refereret til som "localisation" eller "lokal forankring") er af særlig relevans for danske organisationer, der arbejder med nødhjælp og sammenhængen mellem udvikling og nødhjælps tiltag. Mens der globalt er meget fokus på dette tiltag, er det også tydeligt, at der læses mange forskellige fortolkninger og aktiviteter ind i tiltaget, der rangerer fra INGOer, der decentraliserer beslutningskompetence, til organisationer, der søger at transformere magtrelationer mellem Nord og Syd. De ansøgende organisationer har behov for at forstå lokaliseringens begreb og dets mange udformninger bedre, med henblik på at sikre at humanitære responser forankres lokalt på mest hensigtsmæssige måder i forskellige kontekster. Initiativet søger at samle den fragmenterede viden og erfaring, der er genereret om "localisation" gennem en serie workshops med ekspert-inputs og at omsætte denne viden til praksis i de ansøgende organisationer og i nødhjælpsarbejdet i organisationers internationale føderationer, med det formål at sikre videns- og erfaringsbaserede tilgange til lokal forankring af de ansøgende organisationers nødhjælpsarbejde.</p>	

## Globalt Fokus – Localisation in Practice (max 6,5 side)<sup>1</sup>

### 1. Forberedelse (max 1 side)

Over some time, ActionAid Denmark (AADK), Oxfam IBIS and Save the Children Denmark (SCD) have had informal talks on the Grand Bargain workstream on localisation (refer to Bilag 3 on “Grand Bargain og local forankring”). Through discussions it has become clear that with all three organisations as receivers of humanitarian funding from the Danish MFA, and all three organisations being part of global alliances and federations, we can learn from each other’s approaches to humanitarian aid. We will utilize this Globalt Fokus capacity strengthening process, to formalise and qualify our experience sharing as well as joint learning on translating localisation of humanitarian aid to meet the needs on the ground.

Predating this initiative, capacity gaps have been assessed individually and in different ways. A 2016 mapping by **Save the Children Denmark (SCD)** of how Save the Children International (SC) work in local partners in humanitarian settings highlighted both system oriented and INGO-cultural barriers to localisation and translated into a SC toolkit on partnering with local actors in humanitarian responses. The toolkit will be rolled out across SC globally following the launch in April 2018. The quality of the toolkit has been dependent upon SCD’s localisation knowledge, primarily limited to drawing from SCD’s and SC’s existing experience and localisation approach, but ex. overcoming INGO preconceptions on local partners’ capacity and issues on trust, partnering and localisation in fragile states and conflict situations is not adequately addressed.

As a new receiver of humanitarian frame funding from the Danish MFA (LOT HUM) **ActionAid Denmark (AADK)** needs to tailor its procedures to humanitarian implementation and unpack differences between development and humanitarian settings, bridging nexus opportunities and how localisation can look in different contexts. **OXFAM IBIS** is also a new receiver of humanitarian funding from the Danish MFA (LOT HUM), and needs to develop systems to operationalise localisation. Given the current crisis of OXFAM globally, rooted in OXFAM’s approach to humanitarian aid, the openness to redo OXFAM’s humanitarian implementation approaches and focus on localisation are bigger than ever.

We all approach localisation differently. While SC is a significant global humanitarian actor, there is a tendency to regard SC as primary implementers and there is predominant experience with this approach<sup>2</sup>. AADK on the other hand, is primarily familiar with an approach where no or very little humanitarian work takes place through direct implementation, but struggles with how this approach is ensured through local partners’ capacities and behaviour of INGOs towards local partners. Oxfam IBIS, recently becoming part of a federation through whom aid is channelled, is currently exploring how best to ensure humanitarian operations meets OXFAM IBIS’ requirements on local partnering, both when OXFAM IBIS staff is present and not present on the ground themselves.

Translating localisation into practice is a burning platform, linked directly to our abilities to meet the humanitarian needs more effectively, meet Grand Bargain commitments as well as Danida Humanitarian strategic objectives. This is clear at all levels of the organisations. This Globalt Fokus capacity initiative allows us to formally learn from each other’s different approaches and

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<sup>1</sup> The main application is written in English to allow sharing of the application with non-Danish speaking stakeholders, like partners and international staff

<sup>2</sup> The CHS audit findings identified that SC has a scattered global approach to partnering and working with local actors in humanitarian context

experiences, document the learning and best practices for dissemination it in our federations and to other Danish CSOs.

## 2. Faglig/metodisk fokus og kapacitetsmæssige behov (max 2 sider)

While locally based humanitarian aid is not new, UN or INGOs has traditionally been prime decision-makers and holders of funds. The sector-wide pledge to change the aid architecture was confirmed in the Grand Bargain at the 2016 World Humanitarian Summit and consist of ten workstreams, two of them being “More support and funding to national and local actors” and “Humanitarian and development Nexus” aimed at bridging the humanitarian and development gap better (Refer to Bilag 4 for more on the Grand Bargain). Danish CSOs are in a particular good position to work with local anchoring of humanitarian aid, as we have traditionally worked with strong local partnerships in our development initiatives, and the Grand Bargain is a great opportunity for Danish CSOs to bring Danish expertise on local partnering into the way humanitarian aid is operationalised. Through informal talks between us, it became clear that there are two intertwined shared challenges:

1. How can we best translate the localisation agenda to practice on the ground and which approaches works best in which humanitarian contexts?
2. How can we influence behaviour of our global federations to work better with local partners in humanitarian responses?

While there are experiences to draw from and share in our organisations, the global attention to the localisation agenda has produced case-studies and research on the subject, though the knowledge remains fragmented and scattered and has not yet been shared systematically in Denmark.

### *Localisation and knowledge*

Knowledge on anchoring humanitarian response locally have for a large part focused on producing case stories or as part of the Shifting the Power project in the UK. The suggested Globalt Fokus capacity strengthening initiative would be an obvious forum for learning from the Shifting the Power project as well as the UK-based Humanitarian Leadership Academy, who is working on an inter-agency capacity strengthening framework for local actors in humanitarian response.

While all this crucial knowledge and initiatives are existing, it is contextualised and fragmented, no **collective** learning have been drawn from it yet that could inform inter-agency reflection and learning for Danish CSOs. This hinders Danish organisations from challenging the way we work with localisation and in different humanitarian contexts.

The initiative will create a forum where the three applying organisations can learn from each other, and collate some of the fragmented research and case studies developed by researchers and other organisations. The three organisations **lacks both exposure to how other Danish CSOs approach local partnerships in humanitarian responses as well as bandwidth to navigate and collate the existing external knowledge on localisation.** The reason for the knowledge gap in the organisations is both rooted in the development agenda traditionally being at the forefront of our organisations, resulting in organisational knowledge primarily focused on this way of working, and in the humanitarian sector’s aid architecture traditionally being quite strongly knit and dominated by strong international players, often seeing themselves as primary implementers, somewhat conflicting with Danish approaches to aid. **With the Lot HUM funding and Grand Bargain these conditions are now changing, rendering a strong need for the applying organisations to step up the knowledge base and consequently the implementation.**

This initiative will support us to strengthen localisation in implementation building to how local partnering is best approached in which contexts, ultimately ensuring local partners are supported to be at the forefront of humanitarian operations in a way that meet needs of beneficiaries better.

## *Target groups*

The capacity strengthening process is aimed at two target groups:

1. The **primary target group** is the three applying organisations (the reference group), who, through a series of workshops and following reflection platforms, will learn from each other's and external experiences and document the learning and changes needed in current or humanitarian operational procedures being developed. The operational procedures will be a key driver for translating the learning into practice in the field. This target group is deliberately quite small allowing us to work in-depth with how we best integrate the new knowledge to the structures of our individual organisations - and in our international federations.
2. The **secondary target group** is a diverse group consisting of other Danish CSOs, our international federations (Action Aid, OXFAM and Save the Children), local partners, other localisation initiatives (such as "Shifting the Power" and the Humanitarian Leadership Academy) as well as research institutions planning research on localisation (e.g. Copenhagen University's COPE institute). The secondary target group will be invited for the workshops, but not necessarily to the following reflection platforms, though local partners and key experts will usually be part of the reflection platforms. They will also receive the reports developed from the workshops as well as the final report analysing and summarizing the learning from the Globalt Fokus capacity strengthening initiative.

## **3. Mål og forventede forandringer (max 1 side)**

The **main goal** of the Globalt Fokus capacity strengthening process is to strengthen the applying organisations' abilities to work with localisation in different humanitarian contexts, consequently ensuring local partners are supported to be at the forefront of humanitarian operations in a way that meet needs of partners and beneficiaries better.

In accordance with the two target groups, the following **outcomes** are expected:

Target group 1:

Outcome 1: The applying organisations have developed strong capacities on localisation that **has influenced policy and shaped organisational procedures on local partnering** in humanitarian contexts, both at individual organisational level as well as in our federations.

Outcome 2: The applying organisations have **contributed to increased involvement of local partners** in humanitarian responses.

Target group 2:

Outcome 1: The work with localisation by target group 2 has been inspired by the learning generated and documented from the Globalt Fokus capacity strengthening process.

The outcomes are expected to have been met at the of the capacity strengthening process, contributing to implementing the Grand Bargain and shifting power more broadly at field level.

Expected capacity benefits for the organisations:

Change	Indicator
Target group 1 gains a wider understanding of additional or un-identified capacity and implementation gaps	The workshops initiated discussions between the 3 organisations and thereby contributed to inspiration, action and adjustment of procedures and policies. The planned workshops are adjusted as the applying organisations identify additional capacity gaps.
Based on local partnership experience target group 1 improves approaches to and implementation of localisation	Minimum 1 localisation approach is piloted in one of the organisations. Local partners influence target group 1 approaches to localisation. The global humanitarian funding accessed directly by local and national actors increases according to the <a href="#">Global Humanitarian Assistance Report</a> (contributing to the wider global sector commitment to increasing the current percentage).
To develop procedures and other systems and tools for implementation in South target group 1 organisations support each other in further conceptualisation and operationalisation of localisation initiatives and	AADK humanitarian procedures developed with inspiration from SC and Oxfam IBIS' procedures. SC's Humanitarian partnering toolkit, Response Management Procedure and Emergency Preparedness Procedures revised by SCD with a localisation lens and with support from AADK and Oxfam IBIS. Oxfam IBIS localisation strategy developed for federation discussions with support from AADK and SCD. Action points for each organisation is developed and followed up in their individual organisation. Peer support to follow action points.
Target group 1 support each other to influence federations' work with localisation, e.g. in external humanitarian initiatives, like the Shifting the Power project and with learning form this initiative.	Reports and documentation from the capacity strengthening process is shared with federations and other initiatives, like Shifting the Power. Peer support between the target group 1 organisations to develop material (e.g. policies, procedures, tools) to be included in policies and strategies on localisation in the international organisations.
Target group 1 contributes to the global localisation knowledge base to improve operationalisation of local partnerships in South	Reports and documentation from the capacity strengthening process is disseminated widely in the humanitarian sector, e.g. through the Humanitarian Leadership Academy

#### 4. Strategi og metoder til kapacitetsudvikling (3,5 sider)

The learning approach is based on establishing a formal forum for experience-sharing between and mutual learning of the applying organisations. Learning will be generated by a mix of external input, followed by experience sharing, reflection and identified actions of the applying organisations. Reflections and actions will be used to adjust the planned capacity strengthening



workshops to respond to new identified capacity gaps and support needed to implement the identified action points.

The learning process will work with a combination of four different learning methodologies (A, B, C and D):

**A: Thematic workshops** identified by the applying organisations on different aspects of localisation. The sessions will be 2-3 hours and shared in real time through live-feeds, to facilitate field-based input. Presentations expected by external localisation initiatives (e.g. local humanitarian partner platforms, like NEAR, the START Network and the Humanitarian Leadership Academy), local partners, Danish CSOs and academia. The workshops will present and collate existing and new knowledge, discuss how identified patterns can translate to action at field level, policy level and internal behaviour by INGOs and how that impacts the way Danish CSOs work at all three levels. The workshops will be open for all interested audiences (Danish CSOs, researchers, members of the DERF, the MFA Grand Bargain cluster).

**B:** Following each workshop a **Reflection Platform** will be convened by and primarily for the reference group. The Reflection Platform will summarise main learnings from the recent workshop and relate it to each of the reference groups' systems and behaviour. These reflections will be collated in an action plan for each reference group member. The action plans will be shared with the leadership of each organisation. The Reflection Platform will also seek to adjust future workshop topics and workshop methodologies to ensure new learning is integrated in the following capacity strengthening process. The Reflection Platform is facilitated by an external actor, e.g. resource persons from the workshops, to allow the reference group members to focus on learning. The project assistant will document discussions and action points from the Reflection Platform.

The purpose of the Reflection Platform is to ensure learning is absorbed and tailored to the individual organisations, while the action plans will support concrete follow up and integration of the new learning. The Reflection Platform will also ensure that the workshops are adjusted according to evolving capacity needs of the reference groups.

**C:** Following each workshop and related Reflection Workshop a **short report** and/or videoclip documenting the workshop will be developed and shared internally in the applying organisations, with the federations, participants in the workshop and other relevant fora. A final **learning report** aimed at collating the new learnings and insights on localisation will be developed for dissemination widely in the sector. To ensure the learning report is of a quality fit for wide global dissemination an external consultant will collate the report, however under the leadership of the reference group.

**D:** Between the workshops the reference group will draw on each other's' experiences and support, when developing policy and processes on localisation. This support can e.g. be done through meetings or by commenting on each other's documents.

Please refer to BILAG 5 for a simplified graphic of the learning model.

While themes on localisation are subject to change depending on evolving capacity needs, they are currently expected to embrace the following (further development of workshop content; refer to bilag 6):

- **Conceptualizing localisation**
- **Localisation in fragile states and conflict settings**
- **Humanitarian capacity strengthening - the magic wand?**
- **International cuckoos - INGOs gone local?**

The order of the workshops is planned in a way that the first theme unpacks localisation. Following themes will build on localisation as a broad term, and explore localisation in conflict and humanitarian capacity strengthening against the backdrop of a variety of approaches to localisation. This way the target groups are forced to rethink current localisation models against a broad range of localisation models. A The finalizing workshop will be conducted aimed at recapping the four topic sessions, and feeding into a learning report, summarising and collating the knowledge and learning generated over the workshops and reflection platforms, as well as the capacity strengthening process. The report will both be used to sustain the applying organizations' learning and inspire other localisation actors to challenge preconceived approaches to localisation as well as diversified and informed approaches to localisation, when supporting humanitarian responses in the field. While the learning report development will be led by the reference group, an external consultant will be contracted to ensure the report is of a quality that allows it to be shared widely.

The capacity strengthening process will run for **18 months**, with a thematic workshop approximately every quarter.

## **5. Læring, dokumentation og vidensdeling (max 1 side)**

**Learning:** The workshops will be tailored to appeal to and get input from many different stakeholders. This approach is aimed at ensuring reference group members preconceptions on localization is challenged and allow evolution of new perspectives on localization. The reflection platforms are established to relate the new insights to practice of the reference group members and identify actions relevant for each reference group member. Given the similarities between the members, it is expected that discussions in the reflection platform will lead to actions points inspired by the members existing practice with localization and local partnership. This will include exchanging guides, manuals, procedures and toolkits and learn of experiences with the implementation of these and will support implementation of improved localized initiatives in South and meeting the expected change described in chapter 3 and in bilag 1 (e.g. development and revision of procedures and policies). Local partners taking part in the reflection platforms is key, and will allow reference group members to learn from experience of local partners on partnering with reference group members.

**Documentation and sharing knowledge:** The capacity strengthening process will be documented by reports and/or video from each workshop and related Reflection Platform, as well as in the learning report. Action points tailored to each reference group member developed in the reflection platforms will be submitted to each organisations leadership for endorsement and commitment and monitored by the reference group. Video clips and reports will be shared as they are produced and used to discuss localisation internally in the organisation as well as with the federations (refer to bilag 2). In particular the learning report at the end of the project, will be a key document to inspire further discussions on localisation among Danish stakeholders, the MFA Grand Bargain cluster, with local partners, in federations and beyond. Outcome of the capacity



strengthening process beyond the scope of the project will not be documented, though the organisations, who are all Grand Bargain signatories, will self-report on an annual basis on each Grand Bargain commitment. While beyond the scope of the project, progress can hopefully be seen here.

## 6. Organisatorisk set-up, forpligtelse og ejerskab (max 1 side)

**Administrative lead:** SCD will hold the judicial and financial responsibilities for the grant, including Globalt Fokus reporting, and ensure the funds are spent in accordance with Globalt Fokus' and Danida's guidelines. Given that the learning process both brings stakeholders together face to face as well as through technology (livefeed) it is crucial that practicalities are well handled. To manage this we will contract a project assistant, responsible for technical and other practicalities as well as other administrative tasks (flights, hotel bookings, workshop invitations, dissemination of agendas and pre-reads). The project assistant will likely be a student assistant from either one of the reference group members and will be physically located in either of the three organisations. The project assistant will formally refer to one of the reference group members, but manage tasks on behalf of the Globalt Fokus initiative and consequently the reference group as a whole.

**Reference group:** The project will be overseen by the reference group consisting of OXFAM IBIS, AADK and SCD. The reference group is responsible for planning and implementing the project. This includes the responsibility to plan and carry out the workshops and reflection platforms and adjust planned activities in accordance with new insights. The members will ensure reporting and video are of adequate quality and disseminate and discuss the findings in the federations (refer to bilag 2). The learning report is a key deliverable, and the reference group will lead the development of this report, that will be collated by a consultant to ensure it is of a quality fit for dissemination in global fora. The organisations are also responsible for integrating the learning into the participating organisations' practice, in accordance with action points developed in the reflection platform and in accordance with bilag 1.

## 7. Evt. yderligere relevante oplysninger vedr. initiativet

## 8. Bilagsliste

- Bilag 1 – Ansøgerforpligtelse - Oxfam Ibis, Red Barnet og Action Aid Denmark
- Bilag 2 - Budget og budgetnoter
- Bilag 3 – Implementeringsplan
- Bilag 4 – Grand Bargain og lokal forankring
- Bilag 5 – Model for læringstilgang
- Bilag 6 – Workshop temaer