



Promising practices for partnerships supporting national and local women’s organisations and groups undertaking Gender-Based Violence (GBV) prevention and response programming in emergencies.

**Query:** Provide an overview of the evidence on best practice for partnerships between International Non-Governmental Organisations (INGOs) and national Non-Government Organisations (NGOs), with the view to supporting national and local women’s organisations and groups to engage in GBV prevention and response programming in emergencies.

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### Summary

Conflict, natural disasters and displacement disproportionately affect women and girls, yet women and women-led organisations are significantly underrepresented in humanitarian response. The crucial role of national and local women’s organisations in humanitarian action is increasingly recognised by global humanitarian policy frameworks such as those emerging from the World Humanitarian Summit (WHS). However, progress is slow: national and local women’s organisations and groups face a myriad of challenges in accessing technical support and funding to deliver GBV services in a timely, quality and sustainable manner in humanitarian emergencies. Despite challenges, there are growing efforts and new models of partnership between national and international organisations to improve GBV prevention and response in emergencies. This report provides an overview of the emerging lessons learned and promising practices for collaborative partnerships with women’s organisations to improve local women-led GBV programming in emergencies.

## 1. Why work with national and local women's organisations and groups?

Conflict, natural disasters and displacement disproportionately affect women and girls, yet women and women's organisations are significantly underrepresented in humanitarian response. Women's organisations experience a broad range of challenges in delivering assistance to women and girls in emergencies - from a lack of sustainable funding and operational capacity, to contractual and other obstacles in partnering with INGOs. The International Rescue Committee (IRC) concluded in their report on *'Localising Response to Gender-Based Violence in Emergencies'* (2017), that even when the international community does succeed in prioritising local partnerships, it often does so by asking local partners to implement pre-designed programmes, failing to support local organisations with the skills, tools and resources needed to develop and evolve their own programmes.<sup>1</sup>

In their 2019 paper, *'Feminist movement building: Taking a long-term view'*, the Coalition of Feminists for Social Change (COFEM) highlights how feminist movements have historically catalysed global efforts to address GBV.<sup>2</sup> Women's organisations and groups bring invaluable contextual knowledge, skills, resources and experience to GBV response. They are well-placed to respond when an emergency happens as they already have a presence in communities before a crisis and may be mobilized even before INGOs can mobilise resources and deploy international staff. In situations where security is poor, they may ensure access and services after INGO staff are evacuated.<sup>3</sup> *'Women responders'* (i.e. individual women volunteers, activists, leaders, women-led groups, organisations and networks) are powerful agents of change and their effective engagement can make humanitarian responses more transformative.<sup>4</sup>

Yet, despite their extensive experience, leadership, participation and contribution to humanitarian responses, women-led organisations and networks are often eclipsed and side-lined by the formal humanitarian system and international actors struggle to prioritise building equal partnerships with them. Women's organisations are typically underfunded and excluded from decision-making and critical agenda-setting spaces in humanitarian responses.<sup>5</sup> Strengthening technical, institutional, and leadership capacity of women's organisations and developing more participatory coordination structures and decision-making is essential to responding to the needs of women and girls in emergencies.<sup>6</sup>

## 2. Global commitments to national and local women's organisations and groups

The crucial role of national and local women's organisations in humanitarian response is increasingly recognised by global humanitarian policy frameworks such as the [World Humanitarian Summit's \(WHS\) five core commitments to women and girls](#),<sup>7</sup> the [Grand Bargain](#),<sup>8</sup> the [Call to Action on Protection from GBV in Emergencies](#),<sup>9</sup> the [Sustainable Development Goals \(SDGs\)](#), and the [Women, Peace and Security \(WPS\) agenda](#).<sup>10</sup>

Despite the rhetoric on the importance of localisation<sup>11</sup> in humanitarian responses, progress is slow. Although current financial tracking mechanisms do not provide a means to monitor how much funding is targeted specifically for women and girls,<sup>12</sup> nor deduce how much of it was received by women-led organisations,<sup>13</sup> the general evidence on localisation paints a bleak picture. In 2017, national/local NGOs received 0.4% of all international humanitarian assistance reported to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Financial Tracking Service (FTS), a rise of 0.1%, from 2016 and falling significantly short of the Grand Bargain target of increasing funding for local organisations to 25% by 2020.<sup>14</sup> Access to direct funding is increasingly a central demand of national organisations, but the number of funding windows available to them is limited.<sup>15</sup>

Action Aid's 2019 report, *'Funding a localised, women-led approach to protection from Gender Based Violence: What is the data telling us?'*, highlight that emergencies can stimulate transformational

changes to overcome inequality and discrimination towards women and girls, and that women-led approaches are at the heart of this change.

The [GBV Area of Responsibility \(AoR\) Strategy 2018 – 2020](#)<sup>16</sup> commits AoR members to partnering with local organisations - in particular women's organisations - and facilitating their active participation in coordination. To move this forward, the GBV AoR has created the [Localisation Task Team](#), co-chaired by CARE and Action Aid. The Task Team is working to share learning and develop guidance and good practice to build partnerships and mechanisms to improve the capacities and access of local and national GBV response actors, including opportunities and skills to participate in assessments, funding and the GBV coordination mechanisms. In June 2018, there was an initial consultation workshop to map promising practices and challenges in addressing localisation identified specific issues facing local actors. Among these were donor funding criteria being inappropriate for local organisations, a lack of multi-year, flexible funding, and a tendency towards local organisations only getting short-term, highly earmarked, project-based funding on sub-contractual basis. These were aggravated by challenges for women-led organisations to access funds through the inter-agency coordination processes which tend to be male-dominated and exclusionary to women.<sup>17</sup>

Localising humanitarian action involves shifting financial and other resources, as well as power and agency, to local and national responders. This requires, first and foremost, acknowledging the current power dynamic in favour of international actors.<sup>18</sup> Greater efforts are needed to ensure humanitarian funding reaches women's organisation and groups to make humanitarian responses more effective and gender transformative.<sup>19</sup> Women's organisations and groups need a seat at the table with international organisations and donors to decide on funding, modalities of operation, and capacity-building priorities.

### 3. Types of partnerships

Partnerships between international and national NGOs can take different forms and these may evolve during different stages of a response from acute emergency and protracted to recovery and longer-term development phases. Below is an overview of three NGO partnership modalities.

**The sub-contracting approach.** Traditionally, international humanitarian organisations have interacted with local organisations through bilateral partnerships that are based on transactional arrangements. Funding to local organisations through partnership is often linked to the implementation of a project designed by the international organisation and agreed with their donors. The decision to work with local partners to implement programmes is sometimes made by default due to access constraints and insecurity, lower costs or government restrictions on direct implementation. The local partner benefits from short term capacity building either via specific activities, or by learning "on the job". However, there is no long-term commitment and it is generally viewed as a form of sub-contracting.<sup>20</sup> These partnerships have been criticised for being top-down and contract-driven, rather than genuine collaborations that foster effective capacity building and institutional strengthening.<sup>21</sup> Building collaborative partnerships and capacity takes time, which is a persistent challenge in humanitarian responses characterized by short-term funding cycles and high staff turnover.

**Supporting the locally led response.** Some INGOs make partnership and capacity-strengthening of local organisations their main mode of operations. They consider their role to be to support local initiatives and tend to pass on a large percentage of their funding to local organisations to strengthen their capacity and implement projects and programmes.<sup>22</sup> The local or national organisation has the vision and strategic analysis, and the international actor decides to support these. These types of partnerships are more common in protracted crises or developmental settings than during humanitarian responses. It is quite rare for NGOs who only engage in humanitarian action (as opposed to those with a dual humanitarian/development mandate) to use this approach. Lower costs; improved access and agility (physical access or access to information); local networks and knowledge of the context and long-term

presence are among the benefits of this approach. However, financial management capacity; financial resources needed for longer term partnership and potential governance issues are among the common challenges documented.<sup>23</sup>

**Seconding international staff to national organisations.** Deploying GBV technical expertise through seconded staff to national organisations during emergencies is an alternative approach that can result in improved capacity to deliver services (rather than substituting local capacity by having internationally-led responses or through bilateral partnerships, where local organisations become implementing partners). There are a few examples of international organisations seconding staff into national NGOs during emergencies as a means of addressing gaps and building capacity to deliver services, though these are not specifically related to GBV. During the Nepal earthquake response, several INGOs sought to strengthen knowledge and fill skills gaps by seconding international staff into their local and national partners. Where the duration of the secondment was sufficiently long to permit the transfer of skills and where the secondee had the right mix of technical knowledge and training skills, this approach was welcomed by the organisation. However, on a few occasions, concerns were raised that the secondments were too paternalistic, and responsibility should have been handed over to the local organisation more quickly.<sup>24</sup> Learnings from this approach to strengthen local capacity to deliver services during crises identified the need for such partnerships to be based on a shared vision and complementary strengths of each organisation. More efforts are required to see how this approach can be successfully applied to NGO partnerships on GBVIE.

Barbelet (2018) outlines some other good practices for capacity building/strengthening, including ensuring that capacity-building plans are based on local actors' own assessments of what capacity needs support and how; allowing proper investment and time for effective capacity building not tied to project implementation; contextualising capacity-building initiatives by taking into account local experiences, history, risks and conflict, current capabilities, political will and donor funding.<sup>25</sup>

The United Nations Population Fund (UNFPA) [\*'Managing GBV Programmes in Emergencies'\*](#) training also outlines strategies for strengthening local leadership and ownership of GBV interventions including:

- Building on and supporting local initiatives and structures, rather than creating parallel initiatives;
- Creating partnerships with local actors characterised by transparency and good communication;
- Ensuring participation of local actors in all aspects of problem assessment and analysis, programme design, implementation and evaluation;
- Planning strategically with local actors beyond the immediate phase of humanitarian intervention to institutionalise social and political measures that prevent GBV;
- Training and capacity building to develop local competency, including skills for leadership, advocacy, coordination and networking.<sup>26</sup>

Findings from IRC's 2015 *'After Action Review: Responding to GBV in Emergencies'* found that to be effective, support to women's organisations must be both technical and operational. Directly channelling funding to local organisations to invest in preparedness supports timely response, and providing technical support is an investment in quality and sustainability.<sup>27</sup> Research conducted by Care and captured in the 2017 report, *'Women responders Placing local action at the centre of humanitarian protection programming'*, identifies seven key ways in which humanitarian actors can (and have) collaborated with women responders.<sup>28</sup> These range from training and support for grassroots women's groups, collaboration in emergency preparedness, and partnership with women-led organisations in direct service provision. The research found that most INGOs did not share a single approach to partnership in humanitarian response, undertaking a mixture of direct service delivery and implementation via partnerships according to the context and their own history of operation in that area.

Type of collaboration	Type of activity
Training and support to grassroots women's groups	<ul style="list-style-type: none"> <li>• Support to lead specific activities</li> <li>• Actions to support women's voice and leadership</li> <li>• Integration of protection activities into existing groups</li> <li>• Community-based protection</li> </ul>
Working with women-led organisations and groups at different geographic levels	<ul style="list-style-type: none"> <li>• Working through national membership organisations</li> <li>• Facilitating collaboration between different groups and organisations</li> </ul>
Partnerships with women-led organisations in direct service provision	<ul style="list-style-type: none"> <li>• GBV prevention and response</li> <li>• Support for self-care of service providers</li> <li>• Psychosocial support</li> <li>• Child protection</li> </ul>
Collaboration with women-led organisations and groups in advocacy and coordination	<ul style="list-style-type: none"> <li>• Collaboration on specific advocacy actions and projects, such as collaboration in research</li> </ul>
International actors playing a facilitating and convening role	<ul style="list-style-type: none"> <li>• Supporting the formation of coalitions</li> <li>• Facilitating a space for minority voices</li> <li>• Working with women-led organisations as training co-facilitators</li> </ul>
Emergency preparedness	<ul style="list-style-type: none"> <li>• Inclusion in emergency preparedness processes</li> </ul>
Localisation pilots	<ul style="list-style-type: none"> <li>• Strengthening the emergency preparedness of women-led organisations</li> <li>• Piloting flexible support</li> </ul>

Source: [CARE \(2017:32\)](#) <sup>29</sup>

#### 4. Addressing common challenges in supporting national and local women's organisations and groups

National and local women's organisations and groups face a myriad of challenges in engaging with international humanitarian actors, in accessing support and funding, and in being able to deliver GBV services in a timely, quality and sustainable manner. These include barriers that limit women's participation in decision-making more widely, such as restrictions on their mobility, harassment and social norms which undermine women's leadership.<sup>30</sup> Additionally, women's organisations experience difficulties in partnerships with INGOs, accessing funding, organisational and technical support and participating in coordination structures. These challenges need to be anticipated and addressed in order to improve engagement with and support to women and women's organisations in emergencies. Lessons learned from localisation efforts that are women-led and women-centered suggest several critical ways in which women's organisations can be better supported.<sup>31</sup>

Issue/challenge	Suggested recommendations
<ul style="list-style-type: none"> <li>• <b>Multi-year, flexible quality funding.</b> As noted above, partnership management approaches within INGOs, and the extent to which this takes a project-based sub-granting approach versus one geared more to collaboration, can be a major challenge for developing and maintaining quality partnerships. Once a project is complete, local organisations can be left without funds for ongoing staffing and operational needs which can result in organisations disbanding or downsizing.<sup>32</sup> The 2018 Oxfam report <i>'A feminist Approach to Localisation'</i> stresses the need for quality funding to women's organisations and groups that is flexible, allowing them to define their own approaches and priorities based on their understanding of the local context.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improve the quality of INGO/NGO partnerships.</b> Partnership models between international and local and women's organisations need to be equitable and grounded in mutual respect and transparency so that both partners build on their existing knowledge and response capacity and employ joint strategic decision-making in all phases of project design and implementation.</li> <li>• <b>Provide multi-year, flexible and strategic funding to women's organisations.</b> Donors need to provide multi-year, flexible and strategic funding for partnerships between local women's organisations and humanitarian agencies and prioritize overall GBV preparedness and response. Additionally, INGOs need to commit to multi-year flexible funding to support core organisational costs, technical and operational capacity building of local and women's organisations, to strengthen their leadership and capacity to address GBV.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Operational systems and support.</b> Many donors have mandatory criteria for funding including financial management systems, internal audit control processes, and counterterrorism policies that can impede local organisations in accessing funding directly. Even where women's organisations have sufficient capacity to deliver services, they may need additional funding and support to build stronger organisational, legal and financial systems, as well as to develop more technical grant management skills to meet donor reporting requirements. Without this, their access to significant funding remains limited and is most often through INGO or UN intermediaries.<sup>33</sup> Women's organisations require support to build their financial systems, so they can manage larger grants and meet donor compliance requirements.<sup>34</sup> INGOs need to recognise that national NGOs have inadequate access to unrestricted or flexible funding to cover core costs to critical support systems such as Human Resources, Logistics and Finance.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase flexible core costs.</b> Quality funding also needs to cover the core costs of women's organisations and groups, so to help them sustain their operations in times where there is not an emergency so they can respond should a crisis occur.<sup>35</sup> Funding and support to national organisations need to be provided on a continual basis and cover gaps that arise due to the short-term nature of humanitarian funding cycles. Planning in the longer term is required to ensure that local organisations are adequately positioned, with the requisite organisational infrastructure and humanitarian technical capacity to take on the increased programming.<sup>36</sup> This requires significant investment to build stronger organisational systems and support including grant management and donor compliance.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>GBV emergency preparedness and response capacity.</b> According to research by IRC, even when women's organisations have the operational and staff capacity to address barriers related to funding, some organisations working on women's rights or gender equality do not necessarily have the emergency experience that allows them to shift programming in rapid onset crises. This readiness for emergency response is not easy to find in many contexts, sometimes even amongst INGOs.<sup>37</sup> During acute emergencies, there may be</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Enhance preparedness and response capacity among women's organisations.</b> To ensure timely and effective GBV emergency response, women's organisations must have resources for preparedness prior to emergency onset. There is a need to invest in capacity-building for preparedness. Contingency funds to support women's organisations in the event of an emergency and provisions for staff care should be included in preparedness planning.</li> </ul>

<p>tension between delivering lifesaving services as quickly as possible and working in a way that facilitates collaboration with women-led organisations. This underlines the importance of investment in emergency preparedness and finding creative ways of working with women-led organisations to deliver assistance.<sup>38</sup></p>	<ul style="list-style-type: none"> <li>• <b>Provide technical support and capacity building to women’s organisations.</b> Technical support can be provided by dedicating GBV technical staff within international organisations to focus on partnership with women’s organisations. This may include strategies such as embedding INGO staff with local partner teams when they are carrying out emergency response work to help them strengthen systems and service delivery. In recognition of the link between operational and technical needs in preparedness planning and response, support to local organisations must also consider institutional strengthening including supply chain, security, human resources and finance in parallel to GBV emergency capacity.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Staff safety and welfare.</b> Due to the nature of their work, women responders may be at greater risk of threats and violence due to them challenging gender norms, either directly through their work, or as a woman undertaking a role that does not conform with these norms.<sup>39</sup> Many experience security threats due to hostility towards their aims of advancing gender equality and women’s rights and frequently report violent attacks which hinder their ability to do their work.<sup>40</sup> National and local organisations may also experience challenges to instituting a system of care for their staff both in terms of physical safety as well as psychological well-being.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Investing in costs for security and staff welfare.</b> INGOs need to ensure that core costs and technical support is provided to ensure that national women’s organisations have adequate security protocols, policies and systems including communication channels in place to manage risk and insecurity. This can include training, provision of security and communication equipment and development of security protocols. In addition to this, financially and technically supporting the development of supervision for case workers as well as staff care systems should be part of partnership agreements with national organisations.</li> </ul>

## 5. Ensuring participation of women's organisations and groups in coordination mechanisms

Many INGOs and donors fail to approach local and women's organisations as equal partners, but rather as implementers with no decision-making power over what the programmes and services will include. Local women's organisations and groups can experience challenges in participating in humanitarian coordination mechanisms, where financial and other decisions are made.<sup>41</sup> Often, coordination systems can inadvertently hinder participation of local/national actors. Common factors that limit engagement include holding meetings in locations that are difficult for national NGOs to reach due to distance or resources needed for transport (especially from rural areas); not providing adequate translation at meetings; facilitation of meetings that does not encourage the participation of national organisations and the predominance of international organisations in meetings. In addition, national actors who are members of humanitarian coordination systems/meetings do not tend to represent smaller local organisations, such as grassroots-based NGOs, volunteer networks and community-based organisations.<sup>42</sup> In turn, operational mapping (such as OCHA's Who, What, Where (3W)) may not acknowledge the contribution of these local actors because they are not be represented in formal coordination systems or funded through tracked funding.<sup>43</sup>

### **Box 1: Global Study on Localisation in GBV sub-clusters**

In 2019, the GBV AoR Localisation Task Team commissioned a '*Global Study on Localisation in GBV sub-clusters.*' The preliminary findings on coordination and local women's organisations, from research in Iraq, South Sudan, Nigeria and Whole of Syria/Turkey, include:

- Participation of national organisations in GBV coordination structures has improved: an estimated 50 percent of membership in most GBV sub-clusters is comprised of local actors. Even so, meaningful participation is lacking. In some contexts, participation in these structures is a requirement for pooled funding.
- Leadership and decision making of local actors in GBV coordination is frequently concentrated amongst a 'blessed few.' This can overwhelm these few organisations, pushing them to provide services of lesser quality to meet demand.
- Partnerships are the main path for localisation, yet they remain typically exploitative and unequal. Often, these do not cover operating costs, and may transfer risk onto local partners.
- Engagement of local actors with the Humanitarian Needs Overview (HNO)/Humanitarian Response Plan (HRP) process remains mixed. In some contexts, local actors are completely excluded and have little access to funding linked to the HRP process. In contexts where access has improved, funding remains limited and reporting requirements present an undue burden.
- Country Based Pooled Funds (CBPF) are the main source of funding for local actors. In some contexts, access has improved allowing local actors to receive funding which includes operational costs to strengthen internal systems.

**Adapted from Bennett, K., (2019) Presentation on the Global Study on Localisation in GBV Sub-clusters. CSW 63.**

The GBV AoR Localisation Task Team, with support from CARE, produced [Placing women responders at the centre of humanitarian protection programming: Opportunities for Coordination Groups](#) that highlights good practice in for GBV coordination systems to better engage with women's organisations. The table below provides a list of options for coordinators and coordination groups, who are interested in facilitating the work of these important humanitarian actors.<sup>44</sup>

<b>Needs Assessment and Analysis; and Strategic Planning</b>
<ul style="list-style-type: none"> <li>Identify and include trusted women leaders and women responders in data collection <u>and analysis</u></li> <li>Hold dedicated consultations with WLOs when developing and validating HNOs and response strategies to ensure existing local strategies are strengthened and not undermined</li> <li>When prioritising international actors' project sheets, promote those that support or include support to WLOs</li> <li>Promote and place value on gender and protection, contextual knowledge and community relationships when making determinations or assessments about WLOs capacity</li> </ul>
<b>Resource Mobilisation</b>
<ul style="list-style-type: none"> <li>Ensure that WLOs, particularly grassroots, community organizations are visible during resource mobilization activities – bring them to donor meetings, name them in relevant reports and highlight their efforts in public or interagency meetings</li> <li>Partnerships with WLOs should be considered as a positive criterion in pooled fund allocation strategies</li> <li>Identify resources to support strong WLOs to draft project sheets, proposals and funding applications</li> </ul>
<b>Implementation and Monitoring</b>
<ul style="list-style-type: none"> <li>Share the CARE International Guidance Note for implementing organizations and discuss periodically with coordination group members (in November will be <a href="#">available here</a>)</li> <li>Support WLOs to have their results recorded in the cluster/sector IM systems (including identifying a partner to resource this outreach, if necessary).</li> </ul>
<b>Coordination</b>
<ul style="list-style-type: none"> <li>Review the coordination group membership and take steps, if needed, to ensure membership is representative of the diversity of actors, including WLOs and actors who support people with disabilities, LGBTI etc</li> <li>Identify ways to remove barriers for WLOs who wish to attend coordination meetings including practical, physical, security and resource-related barriers</li> <li>Facilitate connections between grassroots, community organizations, national and international forums and authorities; and ensure that risks associated with this are mitigated.</li> </ul>

Source: CARE (2017)

## 6. Useful resources for INGO/NGO partnerships on GBVIE

A selection of several useful resources detailing lessons learned, promising practices and guidance are outlined below.

### a) CARE

'Gender & Localising Aid: The potential of partnerships to deliver' (CARE, 2017) explores which partnership models and practices can best foster gender transformative humanitarian action. Based on five recent emergency responses, this research generated findings and recommendations that highlighted the importance, value and contribution of partnering with women's organisations from the outset of an emergency and adapting approaches and partnership models to cater for these relationships. Adaptations include more flexible funding, recognising the value of women's organisations within CARE's partnership narrative, building two-way mutual assessment and capacity building processes and ensuring protection and accountability in remote partnerships. <sup>45</sup>

Additionally, in 2017 CARE produced a guidance note for practitioners and donors outlining practical recommendations for meaningful collaboration with women responders. The Women Responders Guidance Note<sup>46</sup> is based on three mutually reinforcing principles

- Principle One: See women as the experts in their situation;
- Principle Two: Respect the priorities of women-led groups and organisations;
- Principle Three: Compensate for women's time and remove barriers to access.

This guidance note provides examples and recommendations of good practices for different types of collaboration including in working with grassroots women responders; partnering with women-led organisations; facilitating engagement with minority groups; and overall approaches to emergency response in protection programming.

### b) International Rescue Committee (IRC)

IRC, through the *'Building Local, Thinking Global'* project, is supporting national organisations to become technical resources for GBV emergency preparedness and response. Working directly with local and women's organisations, the IRC is seeking to improve the capacity and funding of GBV

emergency preparedness and response at the local level. The initiative is led by Akina Mama wa Africa, the GBV Prevention Network, Isis-Wicce, IRC, El-Karama, and the Strategic Initiative for Women in the Horn of Africa. The coalition brings together feminist, women's rights organisations, activists, academics, community-based organisations, NGOs, and regional civil society networks with the aim of harnessing collective power within the humanitarian community to ensure women and girls are protected from GBV in emergencies. The three-year initiative began in 2017 and is targeting network staff and member organisations to become local technical experts for GBV emergency preparedness and response. This approach is three-pronged:

- Create a pool of GBV emergency preparedness and response trainers from local organisations and networks and support each other and member actors to lead training for their peers;
- Expand resources on GBV emergency response, with a focus on ensuring that GBV services are accessible to marginalized and underserved women and girls; and provide cash awards to local organisations that apply these resources to improve meaningful and safe access to services;
- Contribute to ongoing global learning with online availability of material in a variety of languages and recorded webinars.<sup>47</sup>

#### **c) International Medical Corp (IMC)**

Since 2011, IMC has collaborated with UNFPA to deliver a multi-phased learning course for GBV managers, [Managing GBV Programmes in Emergencies](#). This initiative directly targets GBV managers and coordinators from national and international organisations and supports learning and capacity building for local women's organisations/actors. The MGBViE programme is designed to expand the pool of qualified GBV programme managers who can lead GBV prevention and response interventions in humanitarian settings and participants are drawn from national and international NGOs. It includes Phase I- a self-guided e-learning; Phase II—a face-to-face training workshop; and, Phase III—continued learning and networking opportunities.

- Phase I: E-Learning Course. The Phase I MGBViE e-learning course covers core GBV concepts and essential background information for GBV programme management. The e-learning course is self-paced, dynamic, and flexible to accommodate learners from different backgrounds. It is recommended for everyone working in humanitarian settings, to better understand risks of GBV and the responsibilities of humanitarian actors to prevent and mitigate those risks;
- Phase II: In-Person Trainings Available in French and English, the Phase II MGBViE in-person training course is a 6-8-day experiential and intensive training designed to build knowledge and skills in key areas of GBV programme design and management in emergency settings;
- Phase III: Professional Support and Community of Practice (CoP). The GBV AoR CoP offers structured space for ongoing, field-centred experiential learning and a platform for learners to discuss challenges and troubleshoot solutions. It includes alumni from the in-person trainings.

#### **d) Oxfam**

Oxfam launched the [Empowering local and national humanitarian actors \(ELNHA\) project](#) in 2018, focusing on women-led and women's rights organisations in Bangladesh and Uganda. This project was designed around commitments from the WHS and the Grand Bargain. ELNHA works in six districts in Uganda and nine districts in Bangladesh and more than 60 organisations in Uganda and 90 in Bangladesh participate in the project. The project intends to strengthen the capacity of national organisations, give them a voice in designing the humanitarian agenda and help them advocate support from international humanitarian donors and NGO's for this change in leadership. The project aims to ensure that resources are targeted to empowering local actors by using flexible funding mechanisms and has two funding mechanisms:

- Humanitarian Capacity Development Fund: supports the collective and tailored capacity development plans defined by local and national actors;

- Humanitarian Response Grant Facility: activated in a crisis to allow local and national actors to demonstrate their strength in design and implementation of quality response projects, with good financial accounting systems.

As part of the project, local actors define a capacity development roadmap, based on a self-assessment of their organisation and as a collective with other local actors in the district and at national level. The identified capacity needs are funded through the Humanitarian Capacity Development Fund. ELNHA goes beyond one-off trainings and includes secondments, on-the-job learning, peer-to-peer learning, and pilot projects, as alternative modalities to workshops and trainings. Through the Humanitarian Response Grant Facility, the project provides the opportunity to demonstrate their ability to design and implement quality humanitarian projects.

## 7. List of Abbreviations

CBPF	Country Based Pooled Fund
COFEM	Coalition of Feminists for Social Change
CoP	Community of Practice
CSO	Civil Society Organisation
DfID	Department for International Development
ELHNA	Empowering Local and National Humanitarian Actors
FTS	Financial Tracking System
GBV	Gender-Based Violence
GBViE	Gender-Based Violence in Emergencies
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IMC	International Medical Corp
INGO	International Non-Governmental Organisation
IRC	International Rescue Committee
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
UN	United Nations
UNFPA	United Nations Population Fund
WHS	World Humanitarian Summit
WPS	Women, Peace and Security

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### The GBV AoR Help Desk

The GBV AoR Helpdesk is a technical research, analysis, and advice service for humanitarian practitioners working on GBV prevention and response in emergencies at the global, regional and country level. Managed by Social Development Direct on behalf of the GBV Area of Responsibility, the Helpdesk is staffed by a global roster of GBV experts. Any view or opinions expressed in reports do not necessarily reflect those of the GBV AoR Helpdesk or any of the contributing experts.

The GBV AoR Helpdesk is available 9.30 – 17.30 GMT, Monday – Friday. We will respond to you within 24 hours.

You can contact the Helpdesk by emailing us:  
[enquiries@GBVIEHelpdesk.org.uk](mailto:enquiries@GBVIEHelpdesk.org.uk)

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- <sup>1</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)
- <sup>2</sup> Coalition of Feminists for Social Change (COFEM) (2019) [Feminist movement building: Taking a long-term view, Feminist Pocketbook Tip Sheet 10](#)
- <sup>3</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)
- <sup>4</sup> Lindley-Jones, H (2017) [Women responders Placing local action at the centre of humanitarian protection programming](#). CARE International
- <sup>5</sup> Coalition of Feminists for Social Change (COFEM) (2019) [Feminist movement building: Taking a long-term view, Feminist Pocketbook Tip Sheet 10](#)
- <sup>6</sup> GBV Area of Responsibility (2018) Report on workshop to consult on the GBV AoR Task Team on Localisation, July 2018
- <sup>7</sup> Outcomes from the WHS included a strong core commitment around women and girls, and a sub-commitment specifically on GBV in humanitarian action. For more information, see <https://www.agendaforhumanity.org/resources/world-humanitarian-summit#core-commitments>
- <sup>8</sup> For more information on the Grand Bargain, see <https://www.agendaforhumanity.org/initiatives/3861>
- <sup>9</sup> The Call to Action on Protection from GBViE (Call to Action) is a multi-stakeholder initiative launched in 2013 to fundamentally transform the way gender-based violence is addressed in humanitarian emergencies. The aim is to drive change and foster accountability so that every humanitarian effort, from the earliest stage of a crisis, includes the policies, systems and mechanisms to mitigate gender-based violence risks, especially violence against women and girls, and to provide safe and comprehensive services to those affected by gender-based violence. For more information on Call to Action, see <https://www.calltoactiongbv.com/>
- <sup>10</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)
- <sup>11</sup> Most definitions of localisation in both the literature and in practice refer to the need to recognise, respect, strengthen, rebalance, recalibrate, reinforce or return some type of ownership or place to local and national actors. In this sense, localisation is defined as a process that requires a conscious and deliberate shift to allow for more local humanitarian action. Barbelet, V., (2018) HPG Working Paper [As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action](#)
- <sup>12</sup> It was only in 2015, UNOCHA FTS began tracking funding for GBV programming as a separate sub-cluster area, reflecting changes in the humanitarian coordination system.
- <sup>13</sup> Fletcher-Wood, E., Mutandwa, R., (2019) [Funding a localised, women-led approach to protection from Gender Based Violence: What is the data telling us?](#) Action Aid
- <sup>14</sup> Development Initiatives (2018) [Global Humanitarian Assistance Report 2018](#).
- <sup>15</sup> De Geoffroy, V., Grunewald, F. and Ni Cheilleachair, R. (2017) [More than the money – localisation in practice](#) Trócaire
- <sup>16</sup> GBV AoR (2018) [GBV AoR Strategy 2018 – 2020](#)
- <sup>17</sup> GBV AoR (2018) [Report on workshop to consult on the GBV AoR Task Team on Localisation](#)
- <sup>18</sup> Barbelet, V., (2018) HPG Working Paper [As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action](#)
- <sup>19</sup> Funding for women’s organisations is dealt with in more detail in the recent GBViE helpdesk query by Martineau-Searle, L., (2019) [Humanitarian Financing for National and Local Women’s Organisations and Groups](#). SDD GBViE Helpdesk
- <sup>20</sup> De Geoffroy et al. (2017) [More than the money – localisation in practice](#) Trócaire
- <sup>21</sup> Barbelet, V., (2018) HPG Working Paper [As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action](#)
- <sup>22</sup> For example, in 2012, Christian Aid passed on 80% of its total humanitarian expenditure to national organisations.
- <sup>23</sup> De Geoffroy et al. (2017) [More than the money – localisation in practice](#) Trócaire

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- <sup>24</sup> Featherstone, A. (2017) [Time to move on: national perspectives on transforming surge capacity.](#) AFOD, Christian Aid, Tearfund and Islamic Relief Worldwide
- <sup>25</sup> Barbelet, V., (2018:22) HPG Working Paper [As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action](#)
- <sup>26</sup> UNFPA (2012:38) [Managing GBV Programmes in Emergencies](#)
- <sup>27</sup> IRC (2015) *After action review GBV Prevention Network Thematic Working Group on Violence against Women in Emergencies: Responding to and Preventing Violence against Women in Conflict and Other Emergencies*
- <sup>28</sup> Lindley-Jones, H (2017) [Women responders Placing local action at the centre of humanitarian protection programming.](#) CARE International
- <sup>29</sup> Ibid
- <sup>30</sup> Ibid
- <sup>31</sup> Fletcher-Wood, E., Mutandwa, R., (2019) *Funding a localised, women-led approach to protection from Gender Based Violence: What is the data telling us?* Action Aid; Lindley-Jones, H (2017) [Women responders Placing local action at the centre of humanitarian protection programming.](#) CARE International; Mollett, H., (2016) [She is a humanitarian. Women's participation in humanitarian action drawing on global trends and evidence from Jordan and the Philippines.](#) CARE International; IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#) ; Yermo, F (2017) *Promoting localised, women-led approaches to humanitarian responses. A briefing note.* Action Aid
- <sup>32</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)
- <sup>33</sup> Ibid
- <sup>34</sup> Lambert, B., Rhodes F., and Zaaroura, M. (2018), *A Feminist Approach to Localization: How Canada can Support the Leadership Of Women's Rights Actors in Humanitarian Action*, Oxfam Canada
- <sup>35</sup> Lambert, B., et al. (2018), *A Feminist Approach to Localization: How Canada can Support the Leadership Of Women's Rights Actors in Humanitarian Action*, Oxfam Canada
- <sup>36</sup> De Geoffroy et al. (2017) [More than the money – localisation in practice](#) Trócaire
- <sup>37</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)
- <sup>38</sup> Lindley-Jones, H (2017) [Women responders Placing local action at the centre of humanitarian protection programming.](#) CARE International
- <sup>39</sup> Ibid
- <sup>40</sup> Lambert, B., et al (2018), *A Feminist Approach to Localization: How Canada can Support the Leadership Of Women's Rights Actors in Humanitarian Action.* Oxfam Canada
- <sup>41</sup> Ibid
- <sup>42</sup> Fletcher-Wood, E., Mutandwa, R., (2019) *Funding a localised, women-led approach to protection from Gender Based Violence: What is the data telling us?* Action Aid
- <sup>43</sup> Barbelet, V., (2018:22) HPG Working Paper [As local as possible, as international as necessary. Understanding capacity and complementarity in humanitarian action](#)
- <sup>44</sup> GBV AoR (2017) [Placing women responders at the centre of humanitarian protection programming: Opportunities for Coordination Groups](#)
- <sup>45</sup> Raud, W., (2017) [Gender & Localising Aid: The potential of partnerships to deliver.](#) CARE International
- <sup>46</sup> CARE International (2017) [Women responders: Executive summary and Guidance note](#)
- <sup>47</sup> IRC (2017) [Localising Response to Gender-Based Violence in Emergencies](#)