



University of Essex



Perspectives on Locally Led Humanitarian Action: Advancing UK Practice and Policy

**Bond, CAFOD, and the University of Warwick
and the University of Essex Conference
Summary Report, 27th March 2025**



On 27th March 2025, Bond, CAFOD and the Universities of Warwick and Essex co-hosted a Conference on ways forward for UK donor institutions – in particular FCDO, DEC and Start – and UK INGOs in support of locally-led humanitarian action. Over 100 participants contributed to the discussion including representatives from INGOs, FCDO, academia and local/national actors (LNAs). The agenda was developed based on consultation with the BOND Humanitarian Working Group and representatives from national NGO networks in Kenya (Charter4Change Kenya Working-Group), Syria (Syrian Civil Society Networks Platform and Syria Localisation Lab) and Ukraine (Ukraine CSO Alliance). Key recommendations raised for FCDO, DEC and Start and UK INGOs included:

1. Establish structured, regular direct dialogue with LNAs at global and embassy levels; including partners on FCDO grants and representatives from national NGO networks.
2. Encourage intermediary agencies to explore radically new ways of organising themselves to reinforce LNAs; and establish incentives, monitoring and mutual accountability of INGOs and UN agencies to promote equitable partnership and support for local leadership. To enable this, donors like FCDO and funding platforms like DEC and Start Network, need to adopt clear and ambitious policy frameworks to promote locally-led humanitarian action and embed global localisation policy commitments into their own policies and practices.
3. Establish means for LNAs to feedback to back-donors and 360-degree reflection on grants between donors, LNAs and intermediaries on partnership quality. A balance must be struck between making it systematic and substantive, not tick-box legitimating same old ways of working and not generating additional administrative burden.
4. Design global FCDO Guidance on Overheads/ICR and Prefinancing to ensure that ICR is no longer a zero-sum game between intermediaries and local partners; and approaches to prefinancing do not obstruct LNAs taking on leadership roles (eg pre-financing mechanisms based on forecasts, not reimbursement cycles).
5. Identify contexts to action the guidance note for donors on '*Promoting inclusive and locally-led action through humanitarian pooled funds*' by UK embassies and partners, including through 'local intermediaries' and INGOs with demonstrated effectiveness on partnership, support to local-to-local capacity-sharing and solidarity.
6. Build on FCDO's decision to passport organisations with CHS certification through the Charter4Change Due Diligence Passporting Tool and other options align, simplify and harmonise due diligence processes; including tiered, proportionate approaches which enable support to reach diverse LNAs, including mutual aid groups and other grassroots actors.

7. Reframe due diligence and capacity-strengthening processes to recognise and build on the expertise of LNAs, leveraging the strengths of other actors (INGO or LNA) supporting them on back-office functions in terms of compliance and reporting. Due diligence processes should be adapted recognising different strengths and types of organisations and leadership present in women-led groups and other diverse CSOs, rather than subjecting them to the same expectations as traditional humanitarian agencies.
8. Action the Grand Bargain Risk Sharing Framework and conflict sensitivity methods to establish trust and dialogue between donors, intermediaries and LNAs on risk management; and to give greater attention to the risks faced by local actors and enabling a partnership-based approach to understanding and mitigating those risks.
9. Invest in processes to reflect on individual staff's knowledge, attitudes and behaviours, as well as organisational culture; and build on established learning about how jargon, language and ways of organising processes of dialogue can be decisive in effective partnerships.
10. Explore options for research, policy, and knowledge sharing activities that ensure ownership of donor, INGO and LNA practitioners to support locally led humanitarian action, covering the whole life-cycle from values and guidance to impacts and lessons learned.

Opening Plenary on Modern Partnerships in UK Humanitarian Action

- BOND highlighted how in today's major crises – Sudan, Myanmar, Afghanistan – civil society – both INGOs and LNAs – often have access in parts of the country that UN agencies simply cannot access and get support to the most at-risk sections of society. The reliance of donors – including FCDO – on the UN pillar of humanitarian response and vast increases in funding through UN agencies over the past decade has meant that some of them became seen as “too big to fail”. And yet when they do fail – as in the example of the mass diversion of WFP programmes in Ethiopia – then it meant that significant parts of the crisis-affected population are suddenly left without assistance. Previous Labour governments took seriously the civil society pillar of humanitarian action, alongside the UN and Red Cross pillars. The current Humanitarian Reset needs to once again recognize and explore how to leverage civil society's contribution.
- CAFOD highlighted how, for all the challenges, there are positive examples of good practices both by FCDO and by UK INGOs. For example, CAFOD worked with Christian Aid and the DEC secretariat to establish a set of metrics and strategies through which the DEC can hold DEC members accountable for equitable partnership and increase support to LNAs. Over the past two years, the DEC has expanded and strengthened its localisation approach across responses in Afghanistan, Ukraine, Syria/Turkiye and now Myanmar; including through support to LNA overheads, capacity-strengthening, tracking of funding to LNAs and establishing LNA advisory forums to feedback on DEC INGO member performance. In South Sudan, CAFOD is working in an FCDO-funded consortium called THRIVE on a local leadership strategy through consultation with its LNA partners. CAFOD hopes for more cross-country learning between different kinds of consortia or other NGO funding channels supported by FCDO to promote good practices rooted in meaningful partnership with LNAs and their leadership.

“This Conference takes place at a critical moment of aid cuts and crisis in the humanitarian system. Will FCDO just switch to putting all their remaining funding through the UN? Or will they recognize the critical role played by civil society and look at ways to leverage that in support of locally-led crisis response?”
INGO panellist

- Kenya Red Cross highlighted how tools for traditional humanitarian response were designed to act events with clear start and end dates, and the realities of humanitarian action in the era of climate crisis require change. Climate change has resulted in a continuous emergency mode, and on-going work by LNAs rooted in the community and working continuously across preparedness, response, recovery. Anticipatory action requires working with collaboration between government and LNAs and communities to put in place mechanisms effective at all levels. This was echoed by an FCDO representative who emphasized the importance of contextual knowledge of local actors, and their relationship with communities.

- One important aspect for FCDO is simplifying contracting, which the FCDO Centre for Delivery is working on in commercial contracts. Another aspect is due diligence as FCDO has recently adopted due diligence passporting for NGOs accredited through the Core Humanitarian Standard. HQAI and other donors are exploring how to enable passporting at country-level, which could potentially benefit LNAs that demonstrate their quality and accountability in line with CHS.

“From national NGO perspective, localization needs to go beyond more narrow focus on international agency led funding or decision-making processes becoming opened to LNAs. Instead, there needs to be attention to deeper issues of power dynamics in the humanitarian sector and the trust and solidarity between international actors and LNAs, which also in turn links to questions of risk appetite.”
LNA participant

- Another area that FCDO is scoping is how it can work through different kinds of pooled funds and intermediary agencies, including local intermediary agencies. For example, the FCDO Aid Fund For Syria gets 76% of its funding to LNAs and has sought to innovate in working with local intermediary agencies as ‘anchor partners’ to support grassroots organisations. It takes time to build trust in local intermediaries, just as it did with international agencies. For example, FCDO now funds the Ethiopian Red Cross, but this followed years of cooperation to build that trust.

Session 1: Mutual Accountability, Equitable and Empowering Partnerships

- Donors need to establish opportunities and channels through which LNAs can feedback to them on the performance of intermediary agencies, and the LNAs understand how their feedback will be acted on. ALNAP has convened dialogue between donors like FCDO and LNAs on these issues. BOND members have also advocated to FCDO for a systematic approach to monitor, evaluate and incentivise mutually accountable and equitable partnerships with LNAs.

“ICR is an elephant in the room. Sometimes there is this narrative that LNAs don’t have capacity to implement this or that. But actually they have the capacity, it’s just their overall systems and ability to retain staff is undermined as they aren’t provided with the core overheads costs coverage for a project.”
INGO participant

- LNA representative from Kenya highlighted that accountability for equitable partnerships should also factor in accountability to crisis-affected communities, and, in contexts which enable this, the role of national and sub-national county government structures. In Kenya there has also been piloting of participatory due diligence, community-led monitoring, or

use of local advisory panels to feedback on programme and partnership quality, which could be built on.

- Plan shared how it has rolled out an Equitable Partnerships toolkit (eg Equitable Partnership Health Check template) in its Ukraine response, which provided a basis for dialogue with local partners. Trocaire shared its experience of establishing an organisational localisation framework with metrics to measure progress, regular partnership surveys with local partners and a local partner advisory group to inform its global governance as an INGO.
- Speakers highlighted importance of culture and organisational culture, attitudes, mindsets and terminology. Localisation efforts must be accompanied with deeper reflection on power, privilege, bias and addressing racism for a sustainable future.

- FCDO highlighted recently published guidelines on pooled funds and localisation, including attention to those led by civil society (eg grassroots womens' organisations and refugee-led organisations). Donors can draw on these for influence through donor boards overseeing pooled funds (eg how administrative processes enable LNA access to funding); enabling more joined-up donor influence at HQ and country level. Positive examples include Netherlands providing multi-year funding to NGO-led pooled funding and the Sudan OCHA pooled fund, which piloted an abridged approval note to accelerate funding applications and abbreviated risk assessment processes now being rolled-out across other OCHA funds.

"In Kenya we are looking at how to be more creative in our partnerships between LNAs and INGOs, so we share our INGO staff with local partners to reinforce them on humanitarian accountability efforts, or wider finance and risk management imperatives. At the same time, we don't want to internationalise local organisations, so we are looking at how to do such support which enables their response to a crisis in creative ways."

INGO participant

- A Sudanese civil society representative shared positive examples of how partnerships have evolved during the conflict between development, human rights and humanitarian civil society actors; supported also by diaspora networks, INGOs and institutional donors. However, challenges include how many international agencies and registered national NGOs are constrained by their global, longer-term ways of working, jargon and top-down approaches, which impede better partnerships with community groups.
- Issues raised by audience members included the importance of diaspora and philanthropists who are often not engaged in localisation policy spaces; and the issue of how conflict dynamics and challenging relationships with host governments impact on LNAs, and partnerships between intermediary agencies and LNAs. Methods to enable meaningful dialogue and trust between donors, intermediary agencies and LNAs from conflict sensitivity practices could help, as well as recent efforts to foster dialogue inspired by the Grand Bargain Risk Sharing Framework.



Session 2: Local leadership in humanitarian programming and funding - How UK INGOs and UK donor institutions approach local leadership in programme and grant management?

"We aspire to establish more strategic, transformative partnerships, but often find in humanitarian situations that the pressures result in us being in more transactional relationships. Most funding is designed for larger organisations like ours"

- The 25% target is the most well-known Grand Bargain Localisation commitment. If you want to see where the power is, follow the money. However, it is also important to recognise how shifts in funding require wider shifts in the humanitarian system. Otherwise the only LNAs that benefit will be those that most closely resemble existing larger international agencies, and a deeper shift to local leadership will not occur. For many, especially UN agencies, localisation is measured in terms of the aggregated quantity of funding or number of grants to local actors. But the quality of that funding is often poor and the relationship transactional.
- Example shared by CAFOD of setting organisational targets to support LNA partners to directly access funding and transition leadership of grants and consortia to them. In Myanmar, Syria, Ukraine and elsewhere, CAFOD's local partners now play lead roles in local-to-local capacity sharing and act as local intermediaries channelling funding onto other local actors. Could FCDO require all international agencies to demonstrate how they support this kind of shift?
- Syria Localisation Lab shared how in areas of Syria where international agencies did not have access, then funding modalities were found to work directly with LNAs but still with donors deciding the priorities and LNAs learning to speak the donor language. Elsewhere where international agencies had access, they mostly did not support LNAs in this way. So change has to be forced and go deeper to genuinely centre local leadership.
- One LNA representative highlighted how some funding mechanisms (eg OCHA Country Based Pooled Funds) create LNA advisory committee structures but there is a limit to the influence which LNAs have. If they are too challenging, then they will be rotated out of

those roles. Need to invest in collective LNA advocacy capacity to more effectively navigate and influence in these processes.

- Ukraine CSO Alliance highlighted the importance of support to local civil society led pooled funds and philanthropic institutions. They are developing a community of practice on fostering locally-led pooled funds; and want to collaborate and draw learning from other contexts.
- CARE shared from its efforts to establish a policy on Indirect Cost Recovery support to local partners and Pre-Financing, as well as monitoring efforts on localisation through two major FCDO funded programmes in Yemen and Bangladesh. This revealed that having 30 to 40% of the budget directly managed by local actors created cost efficiencies of £3.4 million out of £60 million budget enabling those funds to be invested back into the programme. But this experience also revealed how FCDO's current ICR policy does not enable fair ICR provision to local partners as they take on an increased leadership role. Intermediary agencies like CARE end up subsidizing the programme and the local partners' lead role in it. Another specific challenge arising from FCDO restrictions is Treasury policy that UK-funded projects cannot cover private insurance costs (despite the fact that most local NGOs have private insurance for their staff).
- FCDO has undertaken a review of climate resilience partnerships in Somalia looking at layering approaches between local, national and international levels. Issues raised included: information sharing with local NGOs (especially on how to access to climate finance); the need to better join up development and short-term work on climate shocks, environmental degradation and conflict; and thirdly the failure to recognise and leverage the expertise of local actors in conflict analysis.
- BOND raised importance of more joined-up approach across FCDO, as scaling up innovation and research shared by FCDO humanitarian staff across wider FCDO would help. Developing an FCDO Local Leadership Strategy could support this. At present progress is stifled by waiting for each other to act (INGOs waiting on donors, and vice versa). FCDO has an opportunity under Lammy's leadership to champion system change in support of resetting partnerships with global south actors on a more equitable and empowering basis. Greater policy coherence across donors and between donors and NGO partners will help to overcome the bottlenecks that arise due to misalignment between contracting, risk management, Treasury rules, and due diligence processes.

"In terms of pre-financing, FCDO's current approach only prefinances the first quarter of a programme, and then the second quarter is only financed one and a half to two months into the second quarter of its implementation. This creates huge challenges for local NGOs, and means the INGO partner has to pre-finance it. We have quickly found we don't have enough reserves to do this across multiple partnerships. So if we as a £40 million organisation cannot do the pre-financing, how can national or local NGOs take this on?"

INGO participant

- CONCERN research on social capital and resilience resulted in its research method evolving over time. Through this, they learnt about methods to engage communities in feedback on the findings and use of them. A review by FCDO of climate resilience experience in Somalia included consultation with women-led organisations and youth advocates, which changed what questions FCDO explored in the review. As such local leadership in funding and programme management needs to be rooted in deeper community participation.
- Ukraine CSO Alliance highlighted importance of investment in national institutions' capacity and leadership on training and programme quality efforts (eg through universities), rather than capacity-strengthening dependent on external actors. The Alliance is collaborating with national universities on a pilot practitioner-relevant course on humanitarian action. An Afghan civil society representative also emphasised the importance of support for national humanitarian research institutions and education programmes. Only few global south individuals gain exposure to the global events or studies in donor contexts. Conversely an example was shared from one conflict-affected context where the LNA network always nominates different local leaders to get opportunities to participate at global level. In other contexts, competitiveness between national NGOs has got in the way of this.
- Questions were raised about power dynamics between donors, intermediary agencies and LNAs in funding processes. Ukraine CSO Alliance raised the importance of language used, which often implies that LNAs are the junior actor. Additional aspects highlighted were duty of care, salary levels and support for insurance for LNA staff. Current policy and practice on this gives the impression that intermediary agencies and donors do not prioritise action on these issues which are serious challenges for LNAs.
- Regarding the model of INGOs establishing big, expensive Country Offices, CAFOD shared how current donor policies penalise their decision to not establish these and rather work through a model of accompaniment, secondments and partnership with strong LNA partners who act as intermediaries to networks of other local actors. Until recently DEC policy has meant that CAFOD cannot cover staff costs to enable this approach. Likewise in Ukraine, the INGO platform was resistant for over a year to having CAFOD as a member because we did not operate through the country office model.
- Women Now, a Syrian feminist organisation, highlighted how donor and international agency due diligence processes neglects the strengths of local womens' organisations, and instead assume and promote changes in women-led organisations to become more like big humanitarian agencies in their ways of working. This has also played out in terms of power dynamics between male-led national NGOs who assessed local women-led groups and gave them a 'zero', which demotivated them but actually reflected the different kinds of organisations that they are.

"We often talking about 'shifting power', but in doing so we are exercising power. In shifting funds, we are shifting power. We are inserting ourselves into existing power structures and ecosystems, and we need to understand how power manifests also in the localisation process. How do we do this intentionally given all those local power dynamics?"

INGO representative

Session 3: Modern Partnership on Risk Management

- ODI shared examples from Myanmar, Gaza and Somalia of how donors and international agencies fail on risk sharing. For example, donor expectations regarding paper receipts for reporting purposes puts LNAs' staff at risk of arrest, torture and death by armed groups that seek to prohibit aid delivery that they don't direct and manipulate. Narratives continue that LNAs 'lack capacity' and that they are the risk, rather on how to support LNAs in mitigating or reducing the risks they face.
- Syria Civil Society Networks Platform shared how in the face of sanctions and counter-terror restrictions on engaging with powerholders in Syria, international agencies either offered to help navigate this, or emphasised that any interaction was forbidden, or operated on a "don't ask, don't tell" basis – with the latter being most problematic. The emphasis was mainly on narrow compliance, and less attention given to how finance and funding in partnerships could help to protect or promote civic space and human rights risks faced by LNAs. One good practice in Syria was the development of a Human Rights Due Diligence Tool by Syrian NGOs and INGOs under the DEC Syria/Turkiye earthquake response. This was raised as an example of working together as LNAs with INGOs to jointly identify risks and strategies to mitigate these, rather than a top-down approach.

Due Diligence and Compliance

Participants advocated that FCDO should build on the momentum generated by its recent commitment to passport organisations that have acquired CHS certification by exploring how the Charter4Change Due Diligence Passporting Tool and other similar efforts to align, simplify and harmonise due diligence processes towards enabling timely and effective partnerships with national/local actors. Key issues raised in relation to this included:

- Recognise that CHS accreditation is not feasible for smaller national and local organisations due to costs and complexity,

"Let's move away from a concept of risk management as the test, which you pass or fail. Let's rather encourage donors and agencies to join a journey which seeks to avoid duplication of effort. Become part of the journey to reduce the duplications. Rather all focus on how we can reinforce national actors who are leading the response."

INGO representative

and support both CHS efforts to enable tiered, more inclusive efforts by national/local actors to demonstrate their quality and accountability.

- Promote Due Diligence passporting as a standard practice by FCDO's implementing partners; for example by explicitly mentioning this in calls for proposals, and/or promoting joint visits by intermediaries to jointly do assessments on local partners where feasible; and encourage agencies to make FCDO aware if a similar assessment was undertaken recently to avoid duplication of effort.
- Promote support for capacity strengthening rather than a one-size-fits-all "pass rate" for LNAs. Frame assessment as part of a learning experience which links with and strengthens capacity, rather than a stand-alone "checklist" to please donors. Due Diligence should be an opportunity to build trust in both directions. Donors and intermediaries ask for a lot of information of LNAs, but they should share information too so LNAs understand who they would be working with (including the donor).
- Foster dialogue between FCDO staff responsible for operational oversight and staff responsible for finance, risk management and audit issues. Explore options to also engage Charity Commission and Treasury officials in this.

"Top priority is how donors and international agencies can shift from risk transfer to risk sharing. Important in this is ensuring staff and processes are making use of soft skills to allow for trust and meaningful dialogue about what the risks are and how to mitigate them. Also factoring in broader duty of care, including staff care, mental health and the cumulative effectiveness of the work."

INGO representative

Security Risk Management and Duty of Care:

- Current donor policy and practice, alongside access challenges in some contexts, mean that LNAs are incentivised to take on more and more risk without a commensurate level of support for their safety and security management.
- Security risk management (SRM) is a system, it cannot be funded at a project level only, it is therefore reliant on core funding. Frank and open conversations are required to be able to manage security risks in partnerships, this requires a climate of trust built over time. Donors should fund this through multi-year, flexible funding underpinning longer-term partnerships and project level financing for safety and security.
- Donors should incentivize intermediaries to show evidence of collaborative SRM planning and budgetary support for their downstream LNA partners.
- Increase support to pooled security management systems. Examples shared from Ukraine, Lebanon and South Sudan. For example, the Alliance of Ukrainian CSOs has signed an MOU with 'Protect Humanitarians' to create a shared learning space for organisations in Ukraine working on Mental Health and Psychosocial Support (MHPSS) and duty of care.
- Need to clarify policy of FCDO and other donors in relation to covering insurance for national NGO staff. In Ukraine insurance cover is seen as income and therefore taxable. In order for local staff to be insured without it being at their own cost, it is therefore necessary for donors to cover taxes (as Swiss donor agency recently started to do).

Community Participation towards enabling Quality and Accountability Assurance

- Donors like FCDO and international agencies should promote locally defined, co-created, contextualised approaches to community level quality and accountability assurance. Current practices can mean that processes to promote quality and accountability can become a technocratic risk management tool, rather than focusing on addressing root causes and issues of power and risk. As such, FCDO's approach needs to be accompanied by wider action on equitable and empowering partnerships between intermediary agencies and LNAs. Jargon and tone of dialogue between FCDO as back-donor with intermediary agencies and LNAs can be decisive in enabling or undermining a partnership approach to these issues.

"How do we make accountability in humanitarian partnerships much more open so local organisations can be involved in not just receiving information about what to do, but rather to engage in the decision-making and determining the best course of action?"

INGO representative

- Where FCDO has an Embassy presence with staff capacity (eg Humanitarian Advisors), there could be increased scope to support contextualised approaches to quality and accountability assurance based on dialogue, flexibility and shared understanding of what makes sense in that context building on what already exists. Where FCDO does not have that country-level capacity, enabling locally-led, co-created and contextualised approaches through pooled funds and consortia can avoid the tendency to default into cookie-cutter, technocratic approaches.
- Multi-year investment essential for meaningful quality and accountability assurance. Examples shared from the DFID-funded DEPP Shifting The Power consortium from over a decade ago of how sustained investment in LNAs resulted in them now directly accessing FCDO and other donor funding, and leading on local-to-local capacity-sharing.

"One good example in Syria is that through education programmes we supported community committees which provided entry-points for community members to highlight child protection concerns, and they could strengthen the approach to safe case identification. Another example is that we funded OCHA to hire a local expert on these kinds of approaches who then worked to turn AAP into practical processes with communities to give feedback into different clusters. This led to the shelter cluster, for example, doing things differently informed by those insights."

FCDO representative

Closing Plenary: Ways Forward on Modern Partnerships in Humanitarian Action

- ODI highlighted the contradictory trends and consequences of the global aid cuts and wider political trends. On the one hand, the disruption opens up opportunities for radical change. International agencies are shrinking and so by definition the potential space for LNAs expands. However the rise of populist, nationalist politics is opposed to global solidarity and humanitarian principles.
- A representative from the Charter4Change secretariat (a Lebanese LNA) highlighted three issues: First, creating genuine spaces for feedback and complaints both from crisis-affected communities, and in partnerships between LNAs, intermediaries and donors. Second,

providing resources so LNAs can sustain core staff capacity and systems to manage risks and demonstrate quality of their work. Third, establish decision-making processes where LNAs can participate as an equal partner, not as the sub-contractor on decisions by others.

- Christian Aid advocated that FCDO direct its funds to intermediaries that demonstrate locally-led, people-centred approaches; especially mutual aid and community-led response. The vast majority of FCDO funds go to big UN agencies and INGOs that do not do this, or only tokenistic steps on it. INGOs should get behind Charter4Change or aligned efforts on Due Diligence Passporting, fair ICR to LNAs, simplifying jargon used, and invest in LNA networks at country-level.
- A DEC representative emphasised how DEC funds have a level of flexibility, which enables better partnership with LNAs. An important step has been to establish Local Partner Forums for each DEC appeal/response, which enables a contextualised approach. A strong issue arising both from today's Conference and wider discussions is the need for more effort on safety and security partnerships. INGOs also need to review and better articulate their complementary roles in the changing humanitarian system as partners to LNAs.
- British Red Cross highlighted the importance of make the political case for localisation so decision-makers at all levels, including ministers. Within Europe, there is a big emphasis now on conflict preparedness in the context of regional and global geo-politics. In this context, there is scope to make the case for local actors as an essential part of domestic resilience. The scope for competition in the humanitarian sector is often cited as negative, but it can also be healthy to direct resources to new configurations of international actors and LNAs.
- An FCDO representative welcomed the practical and constructive level of discussion at the Conference. It was highlighted however the need to consider what are the more radical 'future scenarios' that go beyond looking at current ways of working. FCDO is complex institution, and not yet one narrative on localisation. Local actor safety and security, ICR, due diligence passporting were amongst the issues raised in the event which have the most momentum and urgency to them. Global aid cuts also raise basic business model challenges, which can lead to international agencies looking more radically at how they can maintain back-office capacities and reconfigure themselves to support LNAs.

"When we talk about localisation, it can seem technical – funding, access to information, data – but it is fundamentally about power. So international agencies can use their power to give space to local actors – which can include more informal actors like tribal leaders or a small youth group, not just national NGOs. We have a lot of fatigue about localisation too. Progress is slow. But what other options do we have? Can we now in this moment of crisis in the system take a leap of faith together? Maybe because everybody is feeling the heat of aid cuts, there is the space for honest review of intermediary roles?"
LNA representative