



ACCELERATING LOCALISED RESPONSE TO COVID-19: PRACTICAL PATHWAYS

EXECUTIVE SUMMARY

The COVID-19 pandemic presents a rare and immediate opportunity for a norm shift towards localisation in the humanitarian architecture. Whilst international humanitarian actors are facing constraints in funding and restrictions on movement and travel, national and local level humanitarian actors are on the ground to respond. A timely investment in local capacities and capabilities creates a strong platform for effective, efficient and sustained response and recovery from the impact of the COVID-19 pandemic in the days, months and years ahead.

The 2016 Grand Bargains makes a commitment to channel at least 25% of humanitarian funding directly to local and national actors; however, [just 0.1% of the Global Humanitarian Response Plan funds for COVID-19](#) are going to national and local level actors. Localisation literature notes a number of interrelated barriers, including (i) a lack of accessible, available funds for local level actors; (ii) a lack of fund-absorption capacities amongst local level actors; (iii) low donor appetite for risk, resulting in highly bureaucratic management and monitoring; (iv) low leadership and representation of local actors in the humanitarian architecture – in particular decision making mechanisms; and (v) entrenched conflicts of interest that affect the allocation and use of funds.

[Street Child](#), an international organisation with operations in South Asia and Sub-Saharan Africa, is working with the Global Protection Cluster [Child Protection Area of Responsibility] and the Global Education Cluster to pilot and test practical pathways to accelerate localisation, and to advocate for the adoption of proven approaches. We propose a number of practical options for international actors and agencies from our own efforts to accelerate local action, including our frontline relief and response experience in the [2014-2016 West Africa Ebola Epidemic](#).

PROPOSED PATHWAYS

For all actors -

1. Committing to active investment in localisation, including and especially in COVID-19 response
2. Engaging local actors in assessing localisation needs
3. Adapting and contextualising due diligence for local actors
4. Increasing support for localisation to national and sub-national clusters

For international actors -

5. Investing in institutional strengthening of local actors
 - 5.1. Increasing immediate surge support to local actors
 - 5.2. Sustaining capacity strengthening support to local actors

For funders -

6. Increasing the number and volume of direct fund allocations to local actors in COVID-19 response
 - 6.1. Creating and supporting structured COVID-19 rapid response funds to enter new local actors
 - 6.2. Creating ringfenced COVID-19 response funds for local actors
 - 6.3. Considering a range of funding options whereby local actors receive direct funding, with international actors providing technical, management and/or monitoring support
7. Increasing or sustaining unrestricted funding to local actors through COVID-19 crisis

Each proposed action is illustrated with case studies and suggested standards, strategies or steps as appropriate. Tools developed by Street Child are referenced to support replication, scaling and/or mainstreaming approaches outlined in these case studies and will be shared on request. For further information on any of the case studies, examples or referenced tools, please contact Street Child Programme Directors Megan Lees-McCowan megan@street-child.co.uk or Ramya Madhavan ramya@street-child.co.uk.



CONTEXT

The COVID-19 pandemic is changing the way the world works, and the humanitarian sector is no exception. Funding reductions, movement and travel restrictions are creating severe constraints on the abilities of international actors to respond to the health and humanitarian impact of the pandemic. Despite significant challenges, these constraints are creating incredible and important opportunities for a norm shift towards localisation across the humanitarian architecture. National and local level actors¹ are on the ground, connected to deep, diverse networks of community contacts with access to hard-to-reach, remote and rural areas and affected populations. An in-time investment in localised response is an excellent platform for increasing capacities and capabilities to sustain effective, efficient response and recovery from the impact of the COVID-19 pandemic in the days, months and years ahead.

However, our sector faces a series of major challenges in localising response to the current COVID-19 crisis: local actors are in the right place to respond, but lack the required resources for a range of structural reasons. The linkages between local, national and international humanitarian actors remain fragile and fragmented: local actors have limited access to coaching, mentoring and training opportunities that will see step changes in their response capacities; limited access to the restricted and unrestricted funds required to strengthen and sustain their organisations; and limited leadership and representation in coordination structures. There are entrenched conflicts of interest to combat: from international organisations competing for scarce local level funds, to governments threatened by non-governmental organisations, to donors that are risk-averse and geared to default to established partners.

Street Child is committed to localisation as the most effective, efficient and sustainable mode of operation and means of impact. Whilst we see the COVID-19 crisis as a critical opportunity to further this agenda, we are also advocating for a sustainable shift towards localisation as the prime approach to humanitarian action in all circumstances, and not only in the current crisis. Our position on and commitment to localisation is grounded in –

- Sustained work with national and local level organisations where to date, we have worked with over 80 organisations across 15 countries to address the needs of marginalised children and communities;
- Specific work with local level actors in the 2014-2016 Ebola Epidemic with direct relevance to the current crisis; and
- Ongoing collaboration with the Global Education Cluster and Global Protection Cluster [Child Protection AoR] to pilot and test practical pathways to accelerate localisation, and to advocate for the adoption of proven approaches.

Across our network of >80 national partners in 14 fragile, conflict and crisis affected countries, we have been collecting a number of proof points where our principles and approach to localisation have led to stronger, more sustainable local level actors and organisations. Initiatives with the Global Education Cluster and Global Protection Cluster [Child Protection AoR] explore practical approaches to strengthening localisation in protracted crisis contexts across Afghanistan, Bangladesh [refugee response], Cameroon [Anglophone crisis], the Democratic Republic of Congo [South Kivu]; Mozambique [cyclone and insurgencies]; and Nigeria [Boko Haram crisis].

The central proposition of this paper is the potential for these successful strategies to be replicated, scaled and/or mainstreamed – towards a collective intensification of localisation in humanitarian action. Each of the proposed strategies sets out case studies and suggested standards, strategies or steps as appropriate in the annex. These worked examples ensure these propositions are as applicable and practical as possible – to enable their rapid translation into practice where the enabling environment exists, and to encourage an intensification of tactical influencing where it is required.

¹ Local and national non state actors are 'Organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are non affiliated to an international NGO'. National and sub-national state actors are 'State authorities of the affected aid recipient country engaged in relief, whether at local or national level'. (IASC definition, 2018)

1. COMMITTING TO ACTIVE INVESTMENT IN LOCALISATION

As organisations develop their strategies and response plans in the current COVID-19 crisis, localisation is a central consideration not just as a modality of delivery, but as a goal that will take major effort to achieve. We recommend actors set out an active intention to invest in local level organisations, and set roadmaps, indicators of progress, and targets. Top level goals should be oriented towards demonstrable changes from the status quo, for example in allocation of resources; organisational capacity shifts; in local leadership. Localisation should be intentional, planned and mainstreamed if it is to have the most impact. This may be achieved by setting a cross-cutting priority, or as a specific organisational priority -as Street Child has done.

CASE STUDY

Street Child launched a [COVID-19 Global Response Plan](#) on 28 March 2020: one of our four stated strategic priorities focuses on accelerating localisation in the current crisis as illustrated –

4. Street Child will accelerate localization and transform local level capacities to prevent, prepare and respond to COVID-19 –

- **At the local level**, we will invest in increasing capacity strengthening support to our current network of national partner organisations, towards increasing awareness and rapid response planning and implementation.
- **At the national level**, we will advocate for increased direct and indirect resources for national actors and increased local leadership, representation and voice in national, regional and global coordination architectures.
- **At the global level**, we will share our experience and reflections on the benefits of localised responses, encouraging other actors to adopt successful strategies and calling for sustainable shifts towards localisation in humanitarian action.

Available tool to support adoption: [Street Child’s Accelerating Localisation Logic Model](#) sets out the activities, outputs and outcomes related to the response, and frames a method of assessing progress against this priority.

2. ENGAGING LOCAL ACTORS IN ASSESSING LOCALISATION NEEDS

Localisation requires that local level actors are actively involved in planning and implementing any approach to localisation. International organisations investing in localisation should aim for participation over prescription – engaging local level actors in understanding what is and isn’t working well, what localisation looks like in the context, and what steps to take towards increasing localised action. Consulting with local level actors can support international organisations to ensure activities are targeted and tailored, and ensure optimal coordination in areas where there are multiple localisation initiatives in action.

CASE STUDY

In Nigeria, Street Child conducted a consultation with local level organisations prior to planning localisation initiatives – this included a self-assessment survey with prospective partners. The survey showed that only 10 of 18 participating organisations had prepared a proposal in the preceding 24 months, with 5 respondents stating that they had not had a single successful proposal. 83% of participating organisations felt that a lack of feedback from donors was the dominant barrier to submitting successful proposals. The consultation informed the implementation of a proposal writing workshop for local level organisations; as a subsequent step, Street Child set up a proposal helpdesk for partner organisations to access first-stage support and feedback for any applications as needed. Two of these partners then went on to successfully win funding from Street Child’s own Rapid Response Fund.

Available tools to support adoption: Street Child’s Localisation Needs Assessment

3. ADAPTING AND CONTEXTUALISING DUE DILIGENCE FOR LOCAL ACTORS

It is important that due diligence is adapted and differentiated to be as inclusive as possible for partners.

This is not to understate the importance of risk assessment and management; rather it is to (i) Ensure that gaps in documentation aren't confused for or conflated with capacity to implement programmes in complex contexts; (ii) provide the most accurate representation of risk in a contracted timeframe; and (iii) establish a partnership where the partner cooperates with the fund manager to improve risk awareness and response. Donors and international organisations should –

- Ensure due diligence processes are proportionate in length and complexity for local partners – and recognise context or cultural specificities and contextual constraints
- Adapt due diligence formats/ requirements to be as accessible as possible. Guidance documents and questions are often difficult to understand – especially where it requires translation into another language
- Understand due diligence as a capacity assessment process. Where a partner is assessed as high risk – additional reporting requirements add to burden, and more hands on support should also be provided
- To activate rapid response, due diligence should be rigorous enough to meet a minimum standard, but not drag programme implementation and the partner's ability to rapidly respond to needs.

CASE STUDY

In our engagement with local level partners in Afghanistan, it has been reported that in accessing funding partners have encountered due diligence processes from international donors that: are cumbersome – including lengthy assessments that use complex language that is unaccommodating to partners for whom English isn't a first language; often lack recognition of how partner's policies and procedures are the product of the context in which they operate – for example human resource procedures that respond to the volatility of the funding landscape; and place too much emphasis on documented policies rather than evaluating practices and procedures. Street Child have in turn supported our partners to navigate such due diligence processes through translation, explaining of concepts and advising on response to donor questioning, as well as strengthening partner's organisational capacities by providing support of transforming their practices and procedures into documented policies that meet donor expectations. In instances where Street Child are funding our partners directly, we have demonstrated how we can conduct assessments of our partner's capacities, through a due diligence process that is collaborative – through joint self-evaluation, and proportionate – sufficiently rigorous to manage risk without being unnecessarily burdensome on our partner.

Available reference tool to inform adoption: minimum due diligence requirements for Street Child's COVID-19 RRF partners

4. INCREASING SUPPORT FOR LOCALISATION TO NATIONAL AND SUB-NATIONAL CLUSTERS

Clusters at the national and sub-national level are very well placed to support local actors. As a humanitarian coordination mechanism, they can be one of the most accessible groups for local actors, and one of the most likely to include national actors in their membership. However many are typically over-stretched and under pressure to meet major needs with insufficient resources. To maximise the opportunity they have to accelerate localisation, cluster mechanisms must be supported and resourced. Their potential to support national actors to access resources, be heard and be mentored and coached to lead coordination remains often untapped. Their access to both government and civil society puts them in an excellent position to map national partners and capacity gaps, and to identify and onboard new partners.

CASE STUDY

Street Child has been running an Accelerating Localisation programme in collaboration with the CPAoR since August 2019. The goal has been to support 4 Child Protection Sub-Sectors (CPSS) to accelerate localisation, principally by creating paths to co-ordination leadership for national NNGOs. In NE Nigeria, after a thorough and transparent process led by the CPSS lead and Street Child's Partnerships Manager, a national NGO was appointed to the co-coordinator position together with the UNICEF co-lead, starting with a shadowing period. This

achievement resulted from close collaboration with the wider CPSS, especially national NGOs. The resulting report co-authored by the CPSS lead and Street Child UK offers detailed recommendations for the replication of this approach in other CPSSs, as well as the importance of INGO / UN agency role modelling and mentoring of NNGOs. In the DR Congo CPSS, Street Child engaged with the South Kivu CPSS to strengthen sub-national coordination, in particular working to engage DIVAS (department of social affairs) and three target sub working groups to strengthen their capabilities and coordination.

Available tools to inform approach:

[Accelerating Localisation in Child Protection Coordination: Situational Analysis Report](#)

[UNICEF/Street Child: Accelerating Localisation in Co-Coordination: Lessons Learned \(Nigeria case study\)](#)

5. INVESTING IN INSTITUTIONAL STRENGTHENING OF LOCAL ACTORS

Increased funding allocation towards local level organisations should be accompanied by surge and capacity strengthening support to absorb funds and execute excellent programmes. It is often the case that emergencies can increase the cognitive load on these organisations – demanding that they step up to stringent due diligence requirements, donor relationship management, monitoring and reporting – whilst at the same time increasing the scope and scale of their programmes. Targeted, tailored surge support from identified international and national organisations can assist local level organisations to cope with an influx of funds, whilst simultaneous capacity strengthening support can ensure that the organisational is able to pursue institutional improvements that can be independently sustained past the rapid response/response/recovery/resilience phases as appropriate. Funding allocation guidelines should be structured as far as possible to promote indirect funding from international organisations to national organisations and create opportunities to match international and national organisations. Proposals that include significant localisation content should be preferred – both in terms of planning and implementation (through local partners) and content (capacity strengthening).

5.1 STRATEGY FOR INCREASING IMMEDIATE SURGE SUPPORT TO LOCAL ACTORS

Street Child offers surge support primarily through embedding / seconding experienced personnel in partner organisations for an agreed period of time – these personnel are engaged in the everyday activities of the organisations, and by undertaking essential activities that assist partners to move past pressure-points. Surge support is critical in a crisis, where there is an increased burden on local level organisations to mount frontline response, with reduced frontline presence from international actors. Street Child has addressed this need through the provision of rapid response frameworks for partners: rather than asking partners to develop proposed programmes from scratch, allowing them to use the framework as a foundation for their programmes has allowed them to get off the mark immediately. We then provide intensive support to ensure programmes are adaptive and responsive to needs, engaging in an active cycle of action-reflection-response with partner personnel. An initial period of surge support is almost always accompanied by sustained capacity strengthening support.

5.2 STRATEGY FOR SUSTAINING CAPACITY STRENGTHENING SUPPORT TO LOCAL ACTORS

Street Child operates a comprehensive capacity strengthening strategy where we work hand-in-hand with local level organisations to identify and address areas of improvement across six institutional areas: (i) strengthening capacities to design, develop and deliver programmes for greatest impact; (ii) strengthening capacities to meet donor requirements and manage donor relationships; (iii) increasing access to resources including international and national funds; (iv) strengthening influence and representation in national and international platforms; and (v) promoting local-level cooperation and capacity strengthening. Capacity strengthening support is applied across five stages of (i) exploration; (ii) planning; (iii) implementation; (iv) progress appraisal; and (v) impact assessment, with each stage taking as little time or as long as required – and agreed with the partner. Each stage uses a standard suite of tools that are adapted to the specific context, including a self-assessment, capacity assessment matrix and capacity strengthening schedule.

CASE STUDY

In the Rohingya Refugee Response, for example, a sudden surge in funding for local level organisations not only overstretched their capacities – an exodus of experienced staff from these local level organisations to international agencies offering increased salaries led to a significant increase in risk for both these organisations and donors. Street Child responded to a call from the Global Education Cluster to support partners with programme implementation, and has to date, supported six local level organisations – outside of any funding arrangements with these organisations - through a series of institutional strengthening activities designed to increase their ability to absorb and optimise the use of funds.

Furthermore, Street Child's support of local partners in Bangladesh has in some instances had a multiplying effect in benefitting local level organisations. In our collaborations with the child protection sub-sector in Cox's Bazar we have sought to strengthen local level participation in humanitarian coordination by funding local partners to provide two dedicated Child Protection Focal Points in the Host Community areas, where there had been none in place before. This focal point initiative benefits our partners by enhancing their coordination competencies through experience, but also benefits other local organisations by building the foundations for enhanced local leadership in coordination in the Rohingya response which can be leveraged by other local level actors.

Available tools to support adoption:

i) Street Child Capacity Assessment Matrix; ii) Street Child Capacity Strengthening Schedule; iii) Street Child Capacity Assessment Tracker

6. INCREASING THE NUMBER AND VOLUME OF FUND ALLOCATIONS TO LOCAL ACTORS FOR COVID-19 RESPONSE

There are several commonly identified challenges to granting directly to local partners. These include the low capacity of local partners to absorb funds, a lack of local partners &/ overstretch of limited range of local partners; low donor risk appetite for implementing partners, the limited management / oversight capacity of donor; ineligibility of local partners for e.g. pool fund allocations. High entry points for funding (eligibility & fund size) and low access to funding calls limit local agencies' ability to access rapid response funding including Pool fund allocations

6.1. STRATEGY FOR CREATING AND SUPPORTING STRUCTURED COVID-19 RAPID RESPONSE FUNDS TO ENTER NEW LOCAL ACTORS

In order to surface and activate local partner response capacity, Street Child has funded five COVID-19 Rapid Response Funds for local actors. These can be managed through an implementing partner (ideally local or international) and working with and through relevant coordination mechanisms. A low first phase entry point ('Mobilisation') can increase local participation and helps geographical and target group mapping. Subsequent 'Intensification' and 'Scale Up' phases begin to test, pilot and scale what is most effective. The function of RRFs are not only to pilot new/innovative/low cost approaches, but also to activate and increase the number and capacity of local partners and serve as a platform to quickly build capacity to respond to COVID-19.

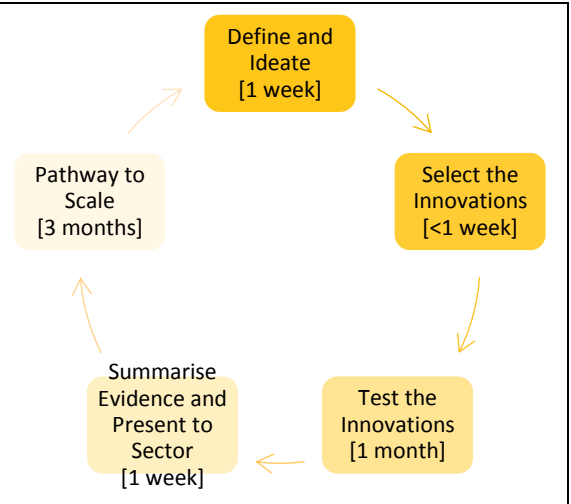
CASE STUDY

In Cameroon, Street Child has seed funded the first two phases of a Rapid Response Fund led by LUKMEF – a medium size and capacity local NGO with £30,000 through its COVID-19 appeal fund. In the mobilisation phase, five education / CP partners were identified through the Clusters for training and activation for COVID-19 prevention activities reaching 65,000 people through a £10,000 fund. The second intensification phase includes rapid needs assessment and prioritisation of most effective activities with strong Street Child mentorship and support. This is laying the groundwork for a third Scale Up phase in which partners can apply to the RRF for seed funding for much larger proposals, as well as mentoring/coaching support to mobilise further resources from other partners and funds.

The creation by partners of their own Rapid Response Plans is promoting agency amongst NNGO partners, building capacity to respond in the NW/SW and the needs assessment developed through this RRF has now been cascaded via the CPSS to 23 other national partners who have contributed with 4000 surveys completed. The largest partner has developed a staged, £800k, one year response plan across prevention, WASH, health, education and protection that delivers through five implementing partners across the NW/SW with the aim of reaching 5 million people.

Available tools to support replication:

- i) Call for RRF applications; ii) RRF workshop materials; iii) RRF proposal support training; iv) RRF lessons learned



6.2 CREATING RINGFENCED COVID-19 RESPONSE FUNDS FOR LOCAL ACTORS

When making allocations for COVID-19 response, consider ringfencing a proportion of funding for local actors. This facilitates the staged entry of new applicants, so that partners become familiar with fund procedures and practically build capacity to deliver and apply for future larger funds. Localise call for proposals – think about language, translation, comprehension barriers, and organise accessible webinars targeted for local partners. If appointing a grant manager; ensure they have a strong track record in localisation in humanitarian context, and can provide hands-on support to local partners to develop capacity to enter for larger allocations in future.

CASE STUDY

In 2019: Street Child and Save the Children co-authored an advocacy paper for Education Cannot Wait (ECW) and other donors on localisation. As a result, ECW funding in their Multi-Year Response Plan (MYRP) specifically for local actors. For the second year of Street Child’s ECW Uganda allocation, the local partner component has been paid directly to the partner, with Street Child fulfilling a technical and monitoring role. We have also supported another local partner to successfully apply for ECW funding for an MHPSS programme, with Street Child involved only as a technical consultant on the partner’s request.

Available example to inform adoption:

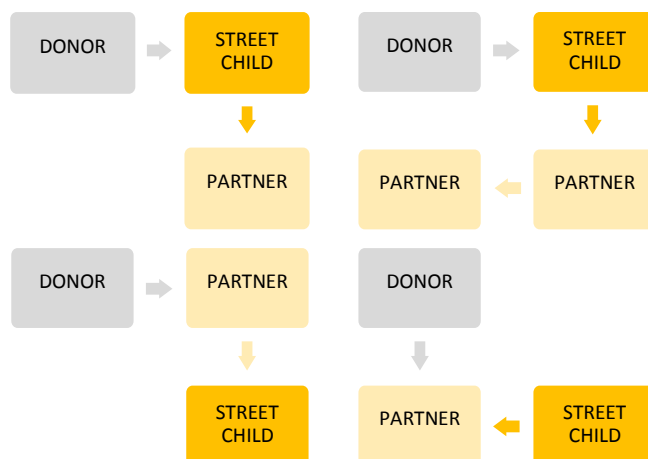
[Save the Children / Street Child Uganda Localisation Advocacy Paper](#)

6.3 CONSIDERING A RANGE OF FUNDING OPTIONS WHEREBY LOCAL ACTORS RECEIVE DIRECT FUNDING, WITH INTERNATIONAL ACTORS IN SUPPORT

Where the size, speed or technical requirements of a funding allocation appear to prefer international actors, alternative funding options may be considered. First, consider whether there are any high capacity national actors that might be encouraged to apply / given specific support to apply. This can include the potential for light-touch technical support from INGO partners, including for capacity strengthening. Local actors are sometimes referred to as ‘over-stretched’ once they are successful in winning funds, and this can limit investment precisely at a time when managed organisational growth could be highly beneficial. Secondly a ‘reverse-prime’ arrangement, where the local partner directly receives funding but has technical, grant management and/or oversight support from an INGO partner may also be considered as in the example below.

CASE STUDY

Street Child negotiated direct funding from UKAID to its local NGO partner in Sierra Leone for a £2.8m / 3 year grant in 2012/2013, by applying for its in-country education fund as a 'reverse-prime' partner. Street Child UK underwrote the grant, by providing technical, management and monitoring support. This included surge support at set-up phase, to fulfil the due diligence and reporting requirements which were challenging for the partner. This support decreased over time, but when the Ebola epidemic broke out in 2014, Street Child UK provided more hands-on, embedded support through its field staff to adapt the program. This first ever UKAID grant, the assurance of a successful due diligence process – and the high scoring of the project- all increased resource mobilisation opportunities. The local actor secured 4 new INGO funding partnerships, and went on to secure future direct funding from UKAID in the 2017 mudslide emergency. Street Child has used many such funding modalities (shown right) to support direct allocations to local partners.



7. SUSTAINING OR INCREASING UNRESTRICTED FUNDING TO LOCAL ACTORS, ESPECIALLY THROUGH COVID-19 CRISIS

Funders of local partners should sustain, and consider increasing, unrestricted funding to local actors during the COVID-19 crisis. In humanitarian contexts, local actors are expected to rapidly scale up, and rapidly shrink when contracts and/or funding flows dry up. Yet local actors often do not benefit from the safeguard of access to unrestricted and unearmarked institutional funding that international organisations do -for example, eligibility for 7% indirect management cost allocations. These help build and develop such capacities ahead of time, to sustain the core stability of their organizations between contracts, and reduce negative coping strategies such as borrowing, double-reporting or regular voluntary salary cuts for core staff. Especially during COVID-19, there has been a well-publicised call for support for third sector actors to access emergency funding and/or have their current funding de-restricted. This is especially important for local actors who may be dependent on new contracts and have little to no independent sources of unrestricted funding.

CASE STUDY

Street Child is partnering with Save the Children Denmark and the education clusters across 6 protracted crisis contexts (Afghanistan; Bangladesh; Cameroon; DR Congo; Mozambique and NE Nigeria) to implement a research project into the use of unrestricted funding by local partners in EIE. This follows the pattern of previous pilots of cash approaches, starting with small scale disbursements. A call for eligibility was circulated through the education cluster, and a partner was selected at random for an allocation of \$15,000. All partners were subject to minimum due diligence requirements including active EIE work within the last 5 years, non partnership with Street Child or Save the Children DK and a parameter of \$150,000 - \$5m income per annum. Street Child maintains monthly engagement with the partner, but does not steer the use of funds. Once completed, the partner will provide a narrative and financial report on the use of funds, and Street Child will carry out a qualitative analysis on how partners used unrestricted funding.

Available resources to inform adoption:

[Street Child Innovation for Localisation Literature Review \[on unrestricted funding for local actors\]](#)

PROPOSED PATHWAYS TO SCALE

- **Mainstream**

In the majority of the examples shared, Street Child has mainstreamed localisation into its work, making local partnership central to our goals, strategy, partnership approach, programme cycle and funding decisions. Many of the case studies and examples illustrate the opportunity that is there to mainstream localisation in both every day practice and especially in rapid onset responses. We have sought to provide practical options and tools – listed below – to support the process of mainstreaming localisation into COVID-19 responses.

- **Replicate**

Street Child has also sought to innovate, to explore and test new strategies, with a view to replication and scaling. Notably the COVID-19 rapid response fund mechanism, capacity support for local partner leadership in cluster / CPSS mechanisms, piloting unrestricted funding to EIE partners and the model of secondment to local organisations are all distinctive models which show promising potential. These are likely to require more or different resourcing to further test and replicate in other contexts.

- **Advocate**

There are well documented barriers to localisation in particular in rapid humanitarian response. Advocacy and collaboration within and without the aid and development sector to combat these barriers are critical. Clarity of purpose and consistent action help to drive change, but capitalising on windows of opportunity, seeking powerful champions and collaboration with like-minded actors are also essential to transformation. COVID-19 is such a window of opportunity. The set of tools and resources shared here, with many others available within the wider sector, are intended to offer some options for taking immediate and practical next steps.

- **Generate evidence**

To successfully advocate for transformational change with all audiences, there is further need to generate more evidence of what works, why and how, to work towards localised response being accepted as a norm. Street Child has proposed some practical tools -and indicators- that we are using to measure progress in the COVID-19 response; however more collective work is required to demonstrate authoritatively that localised approaches are more effective, efficient and sustainable.

LIST OF AVAILABLE TOOLS AND RESOURCES

In support of mainstreaming, replication and scaling of localisation, we have compiled a list of tools and resources available on request. For more information on any of the below, please contact Street Child Programme Directors Megan Lees-McCowan megan@street-child.co.uk; and Ramya Madhavan ramya@street-child.co.uk

Tools:

- [Street Child's Accelerating Localisation Logic Model](#)
- Street Child's Minimum Due Diligence Requirements for Local Partners in COVID-19
- Street Child Capacity Assessment Matrix
- Street Child Capacity Strengthening Schedule
- Street Child Capacity Assessment Tracker
- Street Child Rapid Response Fund call for proposals & webinar materials
- Street Child Proposal Development Training

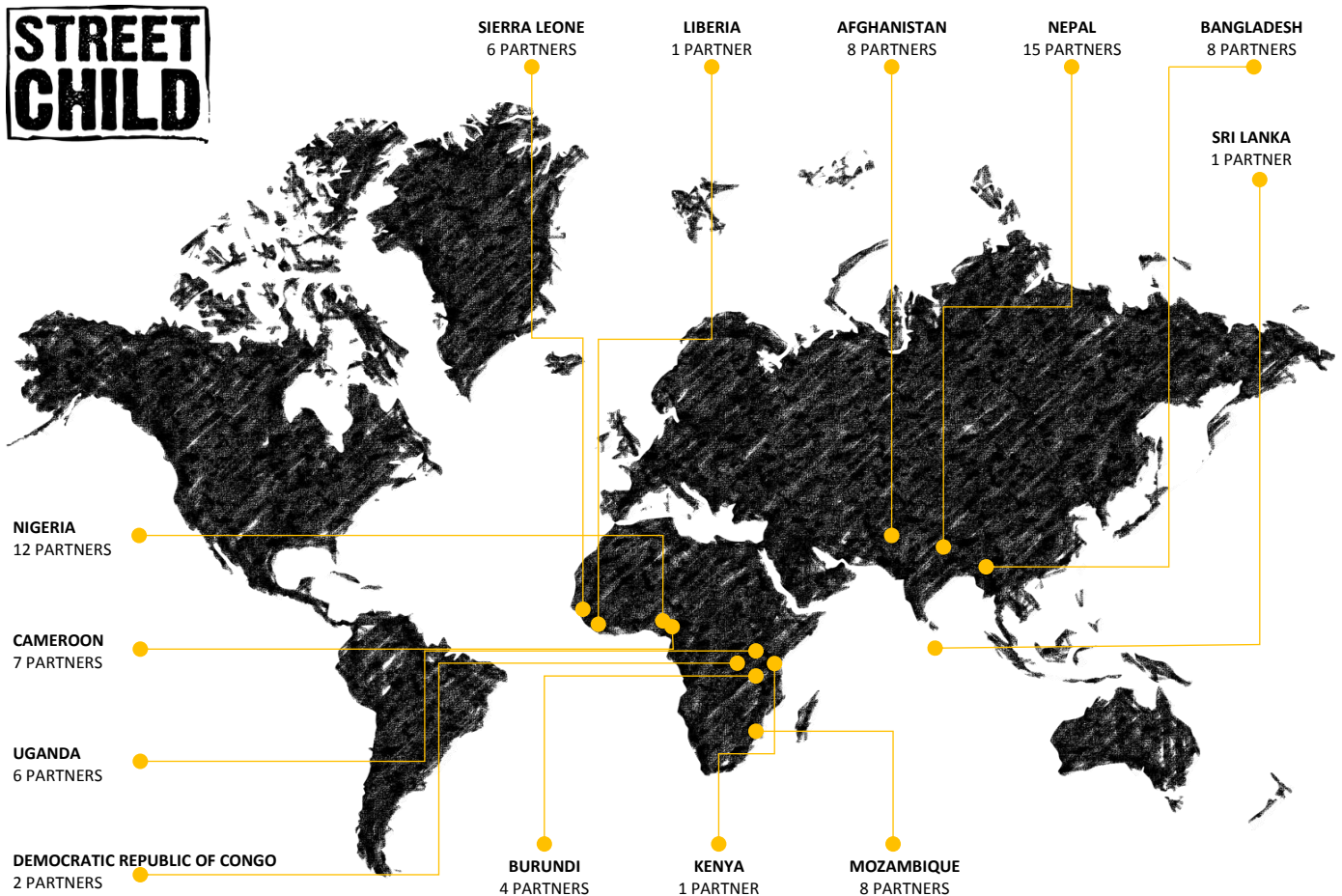
Resources:

- [Street Child COVID-19 Rapid Response Plan](#)
- [Street Child/CPAoR Accelerating Localisation in Child Protection Coordination: Situational Analysis Report](#)
- [UNICEF/Street Child: Accelerating Localisation in Co-Coordination: Lessons Learned \(Nigeria case study\)](#)
- [Street Child Innovation for Localisation Literature Review \[on unrestricted funding for local actors\]](#)
- [Save the Children / Street Child Uganda Localisation Advocacy Paper](#)

STREET CHILD AND LOCALISATION

Street Child is an international humanitarian organisation with its central office in London, UK, and branch offices in various countries across Europe, South Asia, Sub-Saharan Africa and the United States. Street Child seek that all children are protected and in learning, and specialises in working with children and communities in low-resource environments and emergencies.

Since 2008, where we commenced working with 100 street-connected children in Sierra Leone, we have continued to increase the scope and scale of our work in fragile, conflict and crisis-affected countries. At present, we have operations across 14 countries across South Asia and Sub-Saharan Africa, including Afghanistan, Bangladesh, Burundi, Cameroon, the Democratic Republic of Congo, Kenya, Liberia, Mozambique, Nepal, Nigeria, Rwanda, Sierra Leone, Sri Lanka and Uganda, as well as a strong partnership in Somalia and South Sudan. As an emergencies specialist, our first rapid response was to an infectious disease epidemic in Liberia and Sierra Leone, through our 2014-2016 Ebola Emergency Response. Further interventions include climate-change induced crises in Nepal and Mozambique, protracted political crises in Afghanistan, Cameroon and North-East Nigeria, and refugee responses in Bangladesh and Uganda, as principal partners of the Department for International Development [DFID], European Union [EU], US State Department, and United Nations [UN], amongst others. The scale and scope of our operations is underpinned by a deep, diverse network of >80 national partners across 14 countries.



Street Child is a recognized leader in localisation, working with the Global Education Cluster and the Global Protection Cluster [Child Protection AoR] on a series of innovative initiatives to localise humanitarian action and coordination architecture. Through these initiatives, Street Child is advising humanitarian clusters and coordination architectures on the adoption of localisation strategies that see a direct increase in funding to national actors, and increased national leadership, representation and voice in humanitarian response, in line with Grand Bargain goals.

Street Child launched a COVID-19 international appeal on 28 March and to date, has reached over 3.9 million people in under-reached, under-resourced areas of the countries where we work. Street Child has activated its national network to design and deliver rapid responses to the COVID-19 pandemic across all 14 countries.