



Accelerating Localisation through Partnerships

Endline Report

December 2019

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Acronyms

CBPF	Country Based Pooled Fund
DFID	Department for International Development (UK)
ECHO	European Commission’s Civil Protection and Humanitarian Aid Operations
INGO	International non-governmental organisation (non-profit)
L/NNGO	Local / national NGO
NGO	Non-governmental organisation (non-profit)
NSC	National Steering Committee
UN	United Nations
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene

1. Introduction

Accelerating Localisation through Partnerships was implemented in four focus countries: Myanmar, Nepal, Nigeria and South Sudan, with an aim to change the way international NGOs work in partnership with local and national NGOs in humanitarian action, so that these partnerships support the move towards localisation and ultimately reach those affected by crises more effectively and efficiently. The programme was guided by national steering committees (NSC) and existing NGO Fora in each of the focus countries and managed by a consortium of 6 INGOs: Christian Aid, CARE, Tearfund, ActionAid, CAFOD, Oxfam who have worked together for several years to look at partnerships and localisation through the *Missed Opportunities* series of reports and research¹.

Accelerating Localisation through Partnerships was funded by the European Commission's Civil Protection and Humanitarian Aid Operations from November 2017 to October 2019, and will continue until March 2020 with funds from the consortium. The programme built an evidence base for operational partnership practices for humanitarian action through research, and to use the findings and recommendations from the research to test in real-time humanitarian action and on-going partnerships. Learning from the pilot phase, along with findings and results of other key activities, informed national localisation frameworks which were developed in consultation with local and national NGOs, international NGOs, UN agencies, donors and government authorities in each country. These four localisation frameworks fed into the final paper: *Pathways to Localisation*.

This report presents the data collected from end of project - 'endline' - surveys completed across all four target countries, and for those based internationally, between September – November 2019.

1.1 Methodology

Data was collected through two online surveys developed for: 1) those that **implement** humanitarian action (primarily local, national and international humanitarian actors); and 2) those that **fund** humanitarian action (including institutional donors, UN agencies, INGOs and others). The survey for those that implement humanitarian action was translated and made available in Nepali and Myanmar language, as well as English, on Kobo Toolbox. It was also possible to complete the survey and/or offline using a version in Word. The survey for those that fund humanitarian action was made available in English only on allcounted.com.

The links to the surveys were widely shared by consortium partners with their partners and more widely through networks such as national NGO fora in each country. The links were shared with an estimated over 850 stakeholders through emails to organisations and networks. A link to the survey was also shared on relevant social media sites.

1.2 Limitations

Compared to the baseline survey for NGOs workers, or those that implement humanitarian action, significantly fewer people responded to the endline survey. In total, 56 people from across the four programme countries and beyond completed the survey, representing at least 50 organisations. This is in comparison to 165 from 137 organisations for the baseline survey. One limitation therefore is the limited sample size. For the survey for donors, or those that fund humanitarian action, the responses were also low especially in comparison to the baseline survey which had 37 responses.

Running an online survey allowed the survey to be distributed widely and with no cost. The disadvantage, however, is that those wanting to respond on such a platform need to have the use of a computer or smartphone as well as reliable power and connectivity to complete the survey successfully. This may have limited the sample to a smaller sub-section of NGOs in each country and excluded the smallest local NGOs and community-based organisations. However, the survey was also available offline and in Word format.

2. Findings

The surveys captured the opinions of 56 NGO workers and 13 donor agency staff (representing an estimated 8% response rate). Findings of the two surveys are presented through this report, and compared to the results of the baseline survey where relevant.

2.1 Perceptions of those implementing humanitarian response

See Table 1 for a breakdown of the respondents to the survey for those that implement humanitarian action – referred to as the ‘NGO survey’. The majority of respondents were aged between 18-49 (84%), male (66%) and representing local or national NGOs (80%). When disaggregated further by country, we see that 76% of the South Sudanese respondents were male in comparison to 48% in Nigeria which may reflect the NGO sector in these countries. One respondent indicated they were living with a disability.

Table 1 - NGO Survey Respondent Profile

		Total	
		#	%
Country	Myanmar	6	11%
	Nepal	6	11%
	Nigeria	25	45%
	South Sudan	17	30%
	Multiple Countries	2	3%
Organisation Type	International NGO	10	18%
	National NGO	31	55%
	Local NGO	14	25%
	Other	1	2%
Age	<18	0	0%
	18-49	47	84%
	50-69	9	16%
	>70	0	0%
Gender	Female	19	34%
	Male	37	66%
Living with a disability		1	3%

Of the NGO survey respondents, 66% (n=37) had personally been affected by a humanitarian crisis within the last 5 years themselves. This question was asked to gauge the extent to which communities and people affected by crisis are at the centre of humanitarian action, as outlined through the Core Humanitarian Standards on Quality and Accountability (CHS). Respondents from Nigeria and South Sudan were the most likely to have been personally affected by a humanitarian crisis (46% and 41% respectively), compared to those from Nepal or Myanmar (11% or 0% respectively).

2.1.1 Diverse organisations

The NGO survey asked questions to assess the size, scale and reach of the respondents’ organisations as well as the diversity of those who work for them. As shown in Table 2, 60% (n = 33) of the 56 respondents worked for organisations with a workforce of less than 20, showing that the majority of those that responded to the survey worked or volunteered for small organisations.

Table 2 - Size of Respondents' organisations

Number of Employees	#	%
<20	33	60%
20-39	9	16%
>39	13	24%

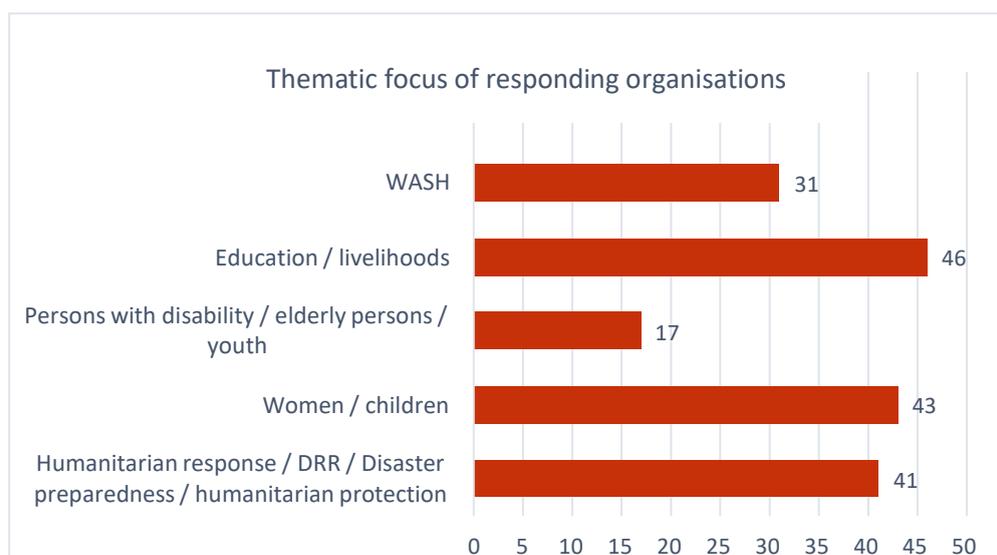
On average, the workforces of the organisations that completed the NGO survey were not particularly diverse: women as a percentage of the total workforce was only 23%, employees aged over 50 years was only 7% (although there are different retirement ages in each country), and those with a disability made up 3% of the workforce. However, in Nepal, the average proportion of Dalit/Janajati employees – caste/ethnicities which are disadvantaged and marginalised in the country – was 52% across the workforce, showing good representation. See Table 3.

Table 3 - Workforce Diversity

	Average as a % of workforce
Women	23%
Over 50 years old	7%
Persons with disability	3%
Dalit/Janajati (Nepal only)	52%

In terms of the thematic focus of the organisations that completed the NGO survey, 73% said they had a humanitarian response, disaster risk reduction / preparedness or humanitarian protection focus. Interestingly this means, 27% of the organisations that responded to the survey do not count themselves as humanitarian focused. Another surprising finding was that no respondent categorised their organisation as having a peace-building focus. A higher number selected education and livelihoods work as an organisational focus area. See Figure 1 for all responses. Note, respondents could select as many focus areas as they needed.

Figure 1 – Thematic focus of endline survey respondents' organisations



2.1.2 Knowledge of localisation

The results of the NGO survey suggest knowledge of localisation among respondents is high. The vast majority of respondents felt that they could explain localisation to a colleague with 79% agreeing that they could ‘absolutely’ explain it, in comparison to 62% of respondents to the baseline survey. A further 20% felt able to explain ‘some’ of it to a colleague, in comparison to 35% in the baseline survey; and only 1% felt unable to explain localisation at all, in comparison to 3% in the baseline survey. Overall, this shows **an increase in knowledge and understanding of what localisation means** since the beginning of the project.

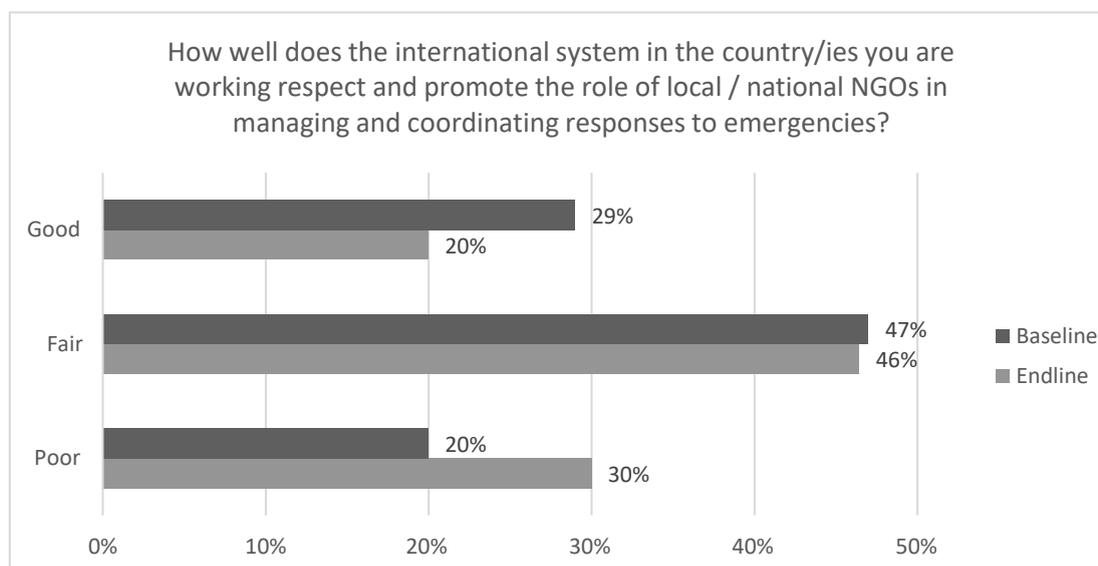
There was variance, however, across the four countries. Those working in Nepal, Nigeria and South Sudan felt the most confident to explain localisation to a colleague, with 83%, 84% and 81% respectively feeling ‘absolutely’ confident. In Nepal, this represents a significant increase from 53% in response to the baseline survey. While respondents from Myanmar felt less confident with 50% respondents saying they could ‘absolutely’ explain it, and the remaining 50% feeling able to explain ‘some’ of it. This is a slight decrease from the baseline results for Myanmar (where 51% said they could ‘absolutely’ explain it). However, it is important to note that the sample size was small in Myanmar and Nepal in particular, which combined made up only 22% of overall the respondents.

Survey respondents were also asked how familiar their organisation was with what the Grand Bargain is and what the commitments are. Results of the baseline survey showed low familiarity at only 22% of respondents saying they were ‘very clear’; this is in comparison to 46% saying the same in the endline survey which shows a **significant increase in awareness and understanding of the Grand Bargain**. A further 34% in the endline survey said they knew ‘some’ of the main points (baseline = 36%) and only 20% said they were ‘not very familiar’ or ‘don’t know about this at all’ (baseline = 36%).

2.1.3 Influencing decision-making in humanitarian response

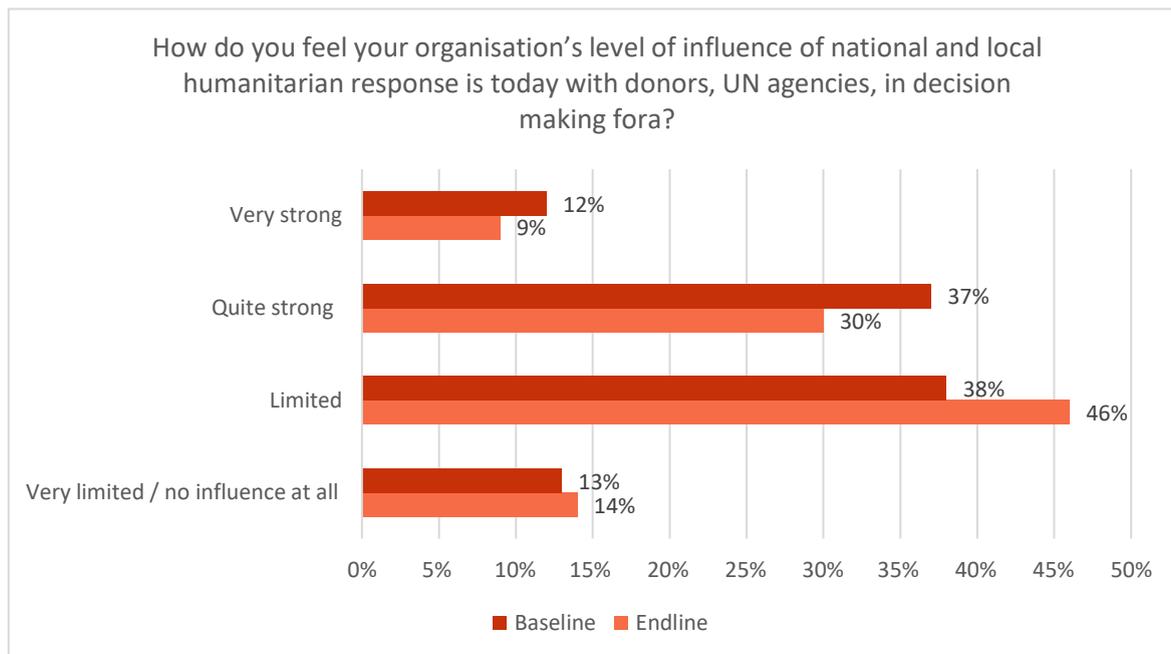
The NGO survey asked a number of questions related to the respect and promotion of local/national NGOs in managing and coordinating humanitarian response, and perceptions on their ability to influence humanitarian decision-making. Below are three figures showing the results from the endline survey compared to the baseline.

Figure 2 – Respect and promotion as perceived by respondents



Sadly, in comparison to the results of the baseline survey, the endline results actually show **a decrease in positivity from respondent’s perceptions of how the international system respects and promotes local/national NGOs**. This perception is mirrored in the decreasing positivity of survey respondent’s perception of their organisation’s ability to influence donors and UN in decision-making fora. See Figure 3 which shows **a reduction in the level of influence survey respondents’ organisations perceive they have with donors, UN and decision-making fora**.

Figure 3 – Level of influence respondents perceived their organisation to have



There are a number of possible reasons for this reduction. One is that 75% of the larger sample size for the baseline survey were representing L/NNGOs, in comparison to 80% of much smaller sample of the endline respondents, thus skewing the data to show the perception of L/NNGOs who were more likely to say they had limited or no influence in comparison to INGOs.

Another reason is that awareness of the commitments made by international actors and donors through the Grand Bargain have increased during the project period (see Section 2.1.2) through awareness raising and sensitisation activities. This may have led to a) a reduced acceptance of the status quo; b) increased awareness of what localisation is striving to achieve; and/or c) frustrations of L/NNGOs in the slow pace of change. It should also be noted that the endline sample size was significantly smaller than for the baseline and so more open to being skewed. While the baseline had respondents evenly spread across the four programme countries; 75% of the endline survey respondents were from Nigeria or South Sudan. The results might be indicative of respondents from Nigeria and South Sudan perceiving their ability to influence donors, UN and decision-making groups as less positive than their counterparts in Myanmar and Nepal.

What is interesting however, is that when this data is filtered to include only the ‘top 3’ coordination groups – HCT and clusters, NGO fora and other ‘working groups’ – and the perceptions of L/NNGOs only, the results are a lot more positive. In these groups, 59% of L/NNGO respondents say they had ‘very strong’ or ‘quite strong’ influence on decisions made in these groups in comparison to 32% who said the same in the baseline survey. The other coordination groups which did not fit into the top 3

categories were largely networks of organisations which were not as broad as national NGO fora, nor as specific as working groups. These appear to be less open to participatory or inclusive decision-making.

Figure 4 – Those with the most influence as perceived by respondents

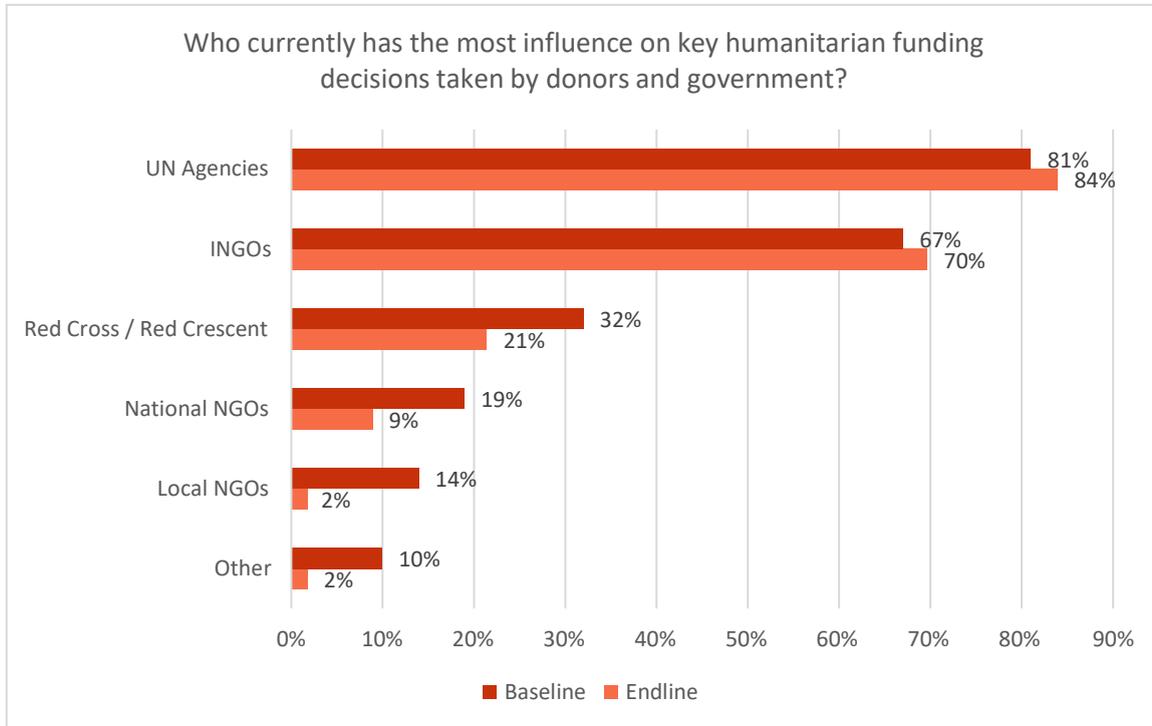


Figure 4 shows that, respondents of the endline survey have similar perceptions to those of the baseline survey as to which types of humanitarian actors have the most influence on key humanitarian funding decisions taken by donors and government. The UN and INGOs are still perceived to have a far higher level of influence than national NGOs and local NGOs; in fact, 14 times more. The results of the endline survey are even more polarised than that of the baseline survey here.

It is possible that these 3 charts showing a more negative view for localisation of humanitarian action since the baseline survey in August 2018 is actually reflecting an increased understanding and awareness of localisation, global commitments, and the aim to shift management, coordination and decision-making to local and national actors. Frustration with slow changes might be influencing survey respondent’s views. The other alternative, is of course that the situation has got worse, with local and national NGOs having even less influence than they did a year ago. But other reports such as the Grand Bargain independent annual report suggest otherwise; that while progress has been slow and inconsistent, there is a movement towards a more localised humanitarian system.

Survey respondents were also asked, what they needed to do to position their communities to best influence who receives humanitarian assistance and when. Many of the responses mentioned: awareness, sensitisation and advocacy on localisation and humanitarian action; capacity strengthening support for local communities and organisations; and participation and coordination with relevant stakeholders. Some of the responses are outlined below:

“Take up leadership positions and ensure women led organisations are supported.”

National NGO staff member (female), South Sudan

“Strengthen the capacities of staff on humanitarian response and good practices.”

National NGO staff member (female), Nigeria

“1) Coordination through sector groups to produce database on interventions by communities to eliminate multiple interventions of the same type in communities. 2) Adequate community engagement and entry. 3) Recruitment of locals from communities or nearby who speak similar languages. 4) Reassurance from actors that there are no hidden agenda like evangelization of locals, terrorism financing and food/medical assistance to terrorist, financial assistance to armed groups etc.”

National NGO staff member (male), Nigeria

“Build capacity of national organisation and advocate for the donors to promote localisation and channel funding through NNGO in addition to direct funding.”

International NGO staff member (male), South Sudan

“Strengthening local disaster management systems and active participation of each stakeholders.”

Local NGO staff member (male), Nepal

“To be involved in working group and work closely with all level of stakeholders. We need to prove that we can do the best for humanitarian works.”

International NGO staff member (male), Myanmar

2.1.4 Organisational capacity building/strengthening

Respondents were asked whether their organisation had assessed their own capacity building needs to lead humanitarian response over the last 6 months. All respondents (100%) stated that their organisation had. This is in comparison to 52% of respondents in the baseline survey who said their organisation had. Through the programme, more than 90 NGOs were supported to assess their organisation’s capacity strengthening needs; the results may be showing this and/or **an increase in organisations assessing their own capacity strengthening needs.**

2.1.5 Direct funding

The NGO survey asked whether the respondent’s organisation had received funding to lead local or national humanitarian response directly from donor agencies (not including funds received through partnerships / sub-contracts with INGOs). The results confirmed that INGOs are far more likely than L/NNGOs to receive direct funding from donors to lead humanitarian responses; 80% of the survey participants working for INGOs suggested this to be the case whereas only 7% of L/NNGOs said their organisation had received direct funding from a donor. The donors listed by L/NNGO respondents whose organisations had received direct funds were USAID, DFID, GIZ and European development funding. Interestingly no respondents listed receiving funds from a Country Based Pooled Fund (CBPF).

A number of INGOs mentioned other donors such as Irish Aid, UN agencies, Netherlands and Belgium. Given the small sample size of the endline survey, the results of the baseline survey have been used to report on the value of Specific Objective Indicator 4. In the baseline survey, 51 L/NNGOs confirmed they had received funding directly from a donor; a measure that these local actors’ capacities are recognised by donors [as good enough] to lead local or national humanitarian response to emergencies. The breakdown, by country, is presented below in Table 4. See also Table 5 where the results from the endline donor survey are presented. Here, a total of 134 L/NNGOs have received direct funding from the respondent’s organisation. However, as the information on the country and

organisation were not requested, we cannot be sure this doesn't include some double-counting, and/or funding to L/NNGOs that were not based in the four project countries.

Table 4 – Local and national NGOs funded directly by donors to lead humanitarian response

Country	No. of actors
Myanmar	13
Nepal	13
Nigeria	12
South Sudan	13
TOTAL	51

Of those L/NNGO respondents whose organisations had not received direct funding to lead humanitarian response, the most common explanation for failing to access such funds was a lack of contact with, or access to, donors. Below are some of the responses from the NGO survey from South Sudan:

“I don't know how to reach them for funding.”
National NGO staff member (male), South Sudan

“Donors prefer to fund through UN Agencies and their country specific INGOs (Western INGOs).”
National NGO staff member (female), South Sudan

“Such opportunities have been given to International NGOs only with local/ National NGOs being partners.”
National NGO staff member (male), South Sudan

“The local/NNGOs are not always considered to have capacity to lead humanitarian intervention either locally [or] nationally.”
National NGO staff member (male), South Sudan

2.2 Perceptions of those funding humanitarian response

The survey for those that fund humanitarian action – referred to as the ‘donor survey’ – was completed by 13 respondents on behalf of the organisation or agency they represented. The number of respondents per agency was not limited. The findings are presented below.

2.2.1 Survey respondents

The following organisations in Table 5 were represented by the 13 donor survey respondents. Respondents were not asked for the name of their agency to maintain a certain level of anonymity and encourage frank and open answers.

Table 5 – Respondents of the donor survey

Agency type	No. of respondents
Institutional donor	4
INGO or Red Cross / Crescent	4
National government	3
UN agency	2
TOTAL	13

An institutional donor was defined as being either an international governmental donor or multi-lateral aid agency. Just over half of the respondents were based at their agency’s head office or HQ while the remaining were based in national offices of their agency.

2.2.2 Funding humanitarian response

Respondents were asked how many local/national actors they had directly funded to lead local or national humanitarian response in the last 12 months. The results were quite varied; for example, one institutional donor reported funding 15 local/national actors directly, while another reported funding 2. Similarly, one International NGO reported funding 40 local/national actors directly, while another reported funding 12.

The sum total of the different respondents was 134 and broken down as reflected in Table 6. Note that as the respondents were not asked to name the local/national actors they had funded directly, there may be some agencies counted more than once here.

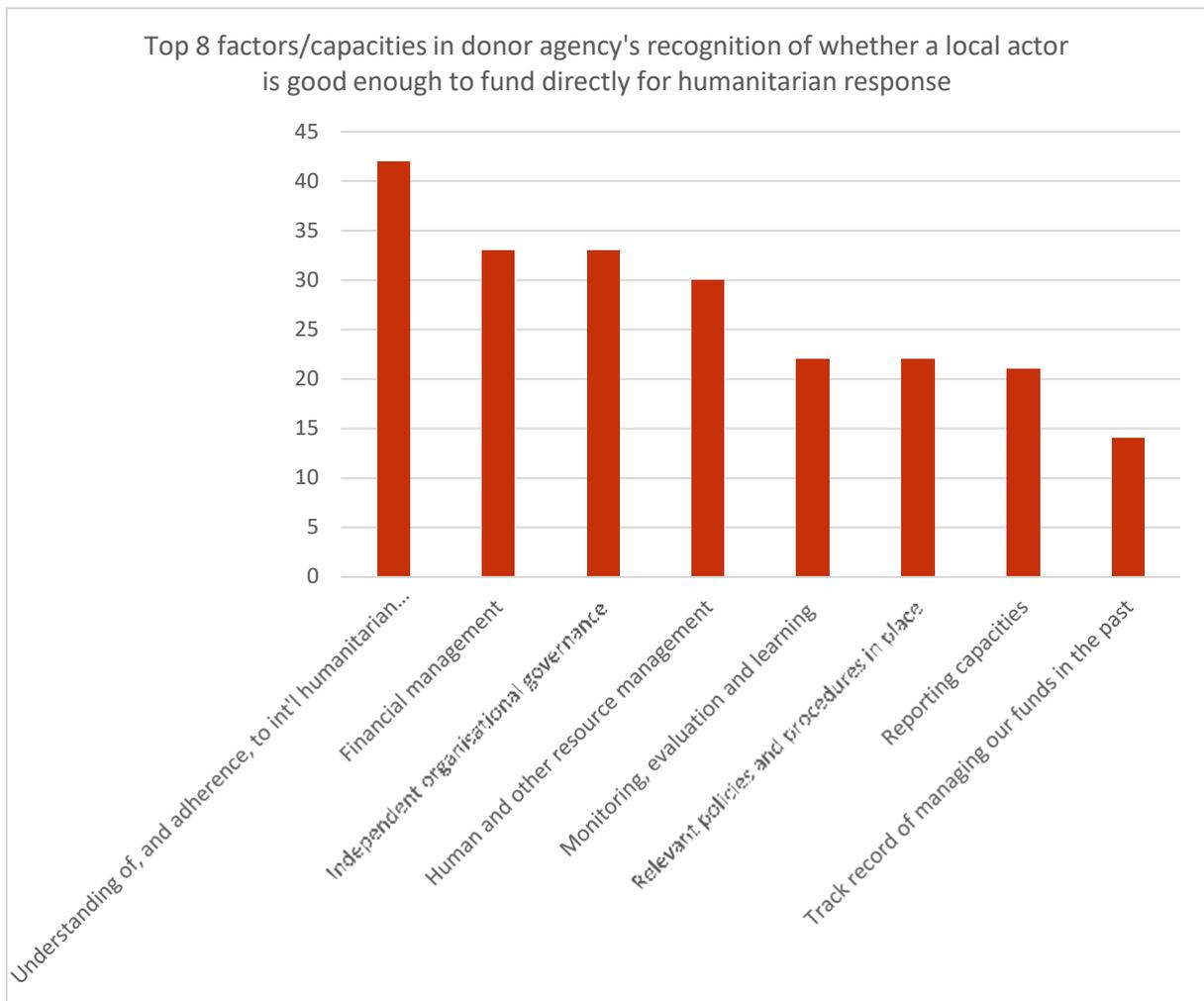
Table 6 – Total count of direct funding to L/NNGO to lead humanitarian response

	National Governments	UN agencies	Institutional donors	INGOs
L/NNGOs funded in the last 12 months	1	35	20	78

2.2.3 Capacities of local/national actors influencing decision to fund

Donor survey respondents were asked to rank factors or capacities such as financial management, monitoring and evaluation, and reporting capacities, for how important they are in their agency’s assessment of whether local / national actors are ‘good enough’ to fund directly for humanitarian response. The factors / capacities have been given a score based on how highly they were ranked by the respondents and are outlined in Figure 5, with the highest score showing higher ranking and therefore highest importance for decision-making.

Figure 5 – Factors or capacities ranked by donor survey respondents



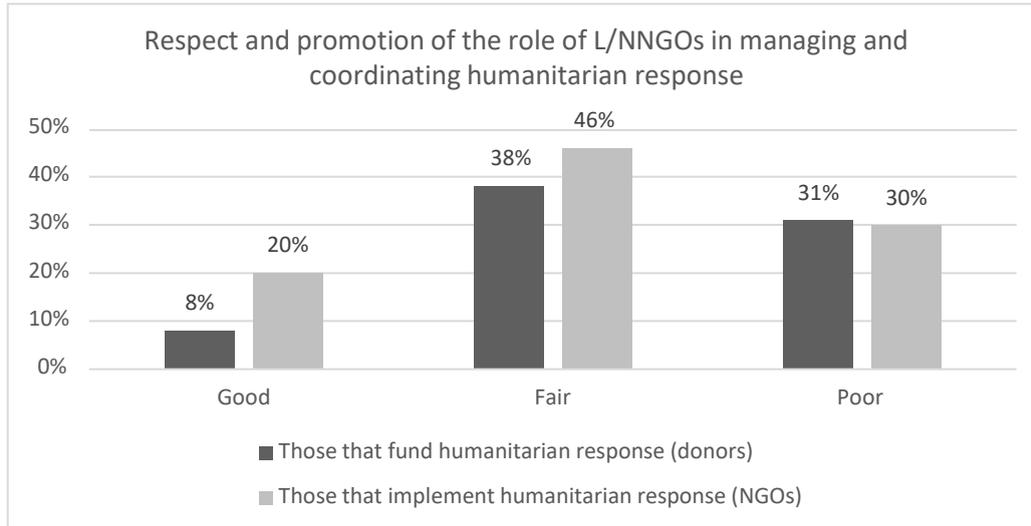
Overall, the top four most important factors or capacities considered to influence donor decisions on whether a L/NNGO is good enough to fund were: understanding of and adherence to international humanitarian standards; financial management; independent organisational governance; and human and other resource management. This is based on final score for each factor when answers were scored based on the ranking given by survey respondents. The capacities or factors ranked *most frequently* by respondents as the most important was understanding of and adherence to international humanitarian standards (n=3). Three respondents declined to rank these and said that all were equally important.

Overall, the two least frequently chosen organisational factors or capacities for L/NNGOs were 'track record of managing our funds in the past' and 'relevant policies and procedures in place'. Although the former was selected as the most important factor by one respondent, and the least important by another.

2.2.4 Respect and promotion of local and national NGOs

Donor survey respondents assessed how well they believed the international systems respects and promotes the role of local/national NGOs in managing and coordinating humanitarian response. The results are presented in Figure 6 compared to the results from the endline NGO survey.

Figure 6 – Respect and promotion of L/NNGOs as perceived by donor survey respondents



The results show that those implementing humanitarian response are more positive about the respect and promotion that local and national NGOs receive for managing and coordinating humanitarian response than those funding humanitarian response. Figure 6 shows responses which included good, fair, or poor. Not all respondents answered this question (so they do not add up to 100%), and of those that selected ‘other’, some of their reasons for this are included below:

“This is not a question that can be answered by these categories. The sector is trying to do more, but is struggling to do so. It is not a lack of willingness, it is about perverse incentives which need to be dealt with using political economy analysis.”

Donor survey respondent

“I think it really depends on the country context and also in the management style of the people who have key positions in country... these people can be more or less consultative and participatory... I would say overall between poor and fair.”

Donor survey respondent

2.2.5 Humanitarian coordination mechanisms

All survey respondents were asked what the top 3-5 official humanitarian working group, networks, or coordination mechanism where key decisions are made for humanitarian response are. The most commonly cited answer by 54% (n=7) was the Humanitarian Country Team (HCT). Other common responses included: UN, clusters and the cluster mechanism, Red Cross societies and the national government. A connected question was then asked about whether national and local NGOs have a role in these working/coordination groups. Those that answered ‘Yes’ provided a range of responses, including the following.

“Participant and occasionally lead on coordination, provide information such as needs and updates on how they are responding.”

International NGO survey respondent

“They can participate and inform ground situation. The information might help to position local NGO in fore front of the response work.”

International Development and Humanitarian Organisation survey respondent

“Implementation of the local assistance.”
 Institutional donor survey respondent

“Unless part of national response system, national and local NGOs have limited space to make decisions in an emergency response. They are increasingly influencing the direction of such responses but not the 'key decisions'.”

National Government survey respondent

Donor survey respondents were then asked to assess what weight the views of different humanitarian actors currently have in relation to their agency’s key humanitarian funding decisions. The results are presented in Figure 7.

Figure 7 – influence of different groups as perceived by donor survey respondents

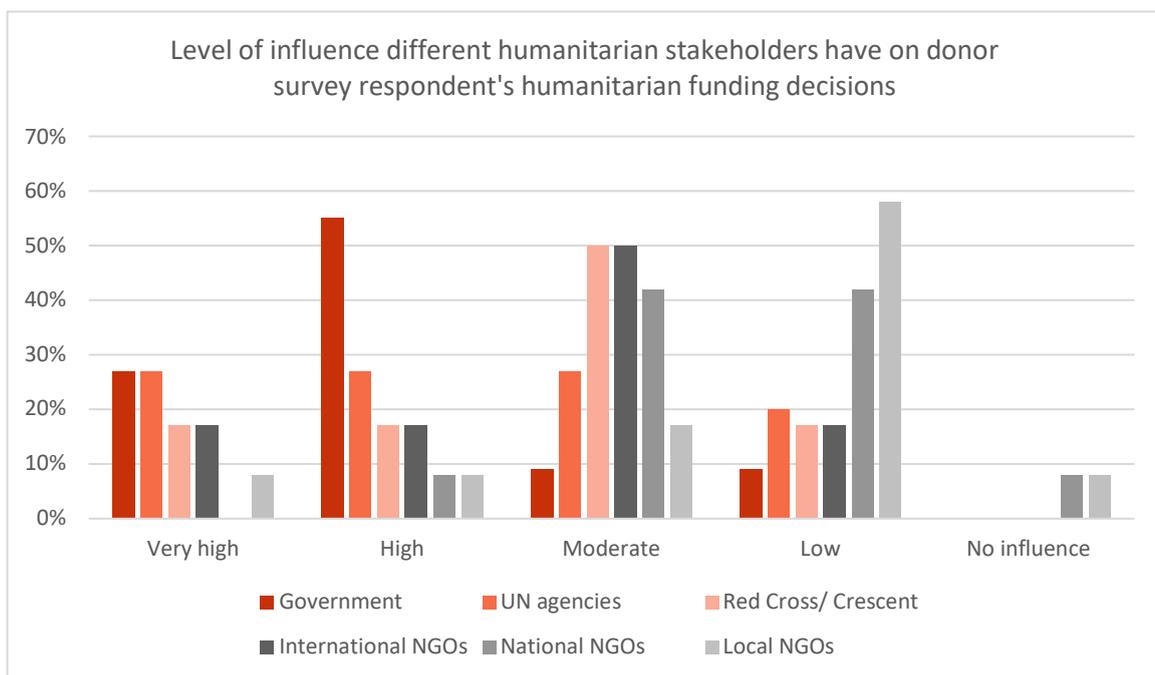


Figure 8 shows that, according to donor survey respondents, UN agencies and government have the most influence on their agency’s humanitarian funding decisions. Those with the least influence are local and national NGOs; with some donor agency respondents even saying that national and local NGOs have ‘no influence’ on the humanitarian funding decisions of their agency. INGOs and Red Cross/Crescent have a moderate amount of influence. These results are very similar to the results of the *Accelerating Localisation through Partnerships* baseline survey results. They are also similar to what NGO survey respondents believe; with UN agencies perceived to have the most influence on funding decisions of donors and governments.

Similarly, in another question posed by the *Accelerating Localisation through Partnerships* endline survey ‘How do you feel your organisation’s level of influence of national and local humanitarian response is today with donors, UN agencies, in decision making fora?’ L/NNGO respondents shared a similar sentiment with 49% of respondents saying they had a ‘limited influence’ in the decision-making fora.

The reasons given by respondents in the endline donor survey for the weighting they gave local and national NGOs included the following:

“Regarding the national NGO, particularly we work together with network rather prioritising to National NGO. At local level Local NGOs are key agents of disaster response. They have good coordination with stakeholders, communities and context. Local NGOs are based in local level and if their response capacity is enhanced they can contribute sustainable for longer time.”

Institutional donor survey respondent

“We fund N/LNGOs and so their input is critical.”

International NGO survey respondent

“Local and national actors have next to no direct influence on humanitarian funding decisions. They only have indirect influence through advocacy activities. Major donors decisions to fund emergencies has more to do with political / media pressure than need. However, it is necessary for the national government and the UN to request for support, for funds to be activated.”

National Government survey respondent

Donor survey respondents were then encouraged to share their opinions on how they saw this changing over the next 2 years, some of which are shared below:

“Not much unless, the national and local NGOs build their capacity to reach the national and local government.”

National Government survey respondent

“Previously due to technical capacity and fund mobilisation capacity NGOs were less emphasised. Similarly, in some extent they are less valued because of their political favour and possibility of political bias. Now scenario has been changed and they are becoming moral and neutral particularly in humanitarian situation. NGOs are gradually accessing international supports directly too.”

Institutional donor survey respondent

“Those local and national who participated in the location project have voice now. But there needs intensification of intervention among to trigger interest of donors and development agencies on localization. Again, donors, international NGOs and government need to work together for improving governance of the national and local NGOs to really accelerate the localization process. Otherwise it remains as principle.”

International NGO survey respondent

The following section presents the project logframe with indicators and their target and final values. Where the final value was measured in the endline surveys or where they relate to findings from the endline surveys, the explanations are outlined. See the Final Report for more detail on the activities of the project and progress towards the indicators.

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