



GENDER-BASED VIOLENCE AREA OF RESPONSIBILITY (GBV AOR) LOCALIZATION TASK TEAM

Appendix of Tools and Guidance on GBV Localization | December 2019



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INTRODUCTION

Seeking to meet commitments under the 2016 World Humanitarian Summit, Grand Bargain and the Call to Action, the Gender Based-Violence Area of Responsibility (GBV AoR) is dedicated to ensuring GBV localization moves beyond rhetoric and is realized through global decision-making and field-level coordination mechanisms, while ensuring the needs of survivors and those at risk are prioritized. Global-level commitments around localization, and efforts to operationalize the agenda at the global level have not always translated into impact on the ground. Momentum will be gained through demonstrating how localization improves the effectiveness and efficiency of humanitarian aid. Tools and guidance pertaining to GBV localization are particularly crucial, in order to enable promising practices to be taken to scale and to provide frameworks by which to evaluate the effectiveness of localization approaches.

Although there has been a great deal of research and work surrounding localization within the humanitarian sector, field-ready tools and actionable guidance are minimal. These gaps are particularly apparent with regard to specific tools pertaining to GBV localization. As a result, this resource draws from relevant tools and guidance materials developed by other sectors, in order to enable GBV actors to utilize these resources to inform their work. This document was developed as an appendix to the Global Mapping Study report on GBV localization developed by the Localization Task Team of the GBV AoR and is designed around the key themes that emerged through this research, including: partnerships; dynamics in coordination groups; capacity building; engaging women led organizations (WLOs), and advocacy.



LOCALIZATION TOOLS

LEADING INTERAGENCY NETWORKS AND PROJECTS FOCUSING ON LOCALIZATION

THE START NETWORK

THE STRATEGIC HUMANITARIAN ASSESSMENT AND PARTICIPATORY EMPOWERMENT (SHAPE) TOOL • [SHAPE FRAMEWORK.PDF](#) • [SHAPE FRAMEWORK SUMMARY](#)

The SHAPE framework is a process for organizational self-reflection and development. The SHAPE process begins with a participatory workshop that brings together participants from across the different teams, departments, and functions within each organization (Director, HR, programs, finance, humanitarian, development, etc.). A series of Guiding Questions helps to inform discussion about the organizations' experiences, strengths and gaps. It is intended that organizations can use the self-assessment tool with or without trained external facilitation and a Guidance Note has been developed for these purpose. The SHAPE process can identify opportunities for peer-exchange, training and mentoring, as well as collective action, advocacy and fundraising – as an individual organizations but also as a collective local civil society. The SHAPE framework has three sections: (1) internal governance and leadership, (2) external relationships, partnerships, networks, and influence, and (3) programming/delivery for the communities served.

THE NEAR NETWORK

NEAR LOCALIZATION PERFORMANCE MEASUREMENT FRAMEWORK

The purpose of this Localization Performance Measurement System (LPMF) is to evidence progress towards achieving localization commitments. While its focus is on local and national actors, it is anticipated that it will also be relevant to international NGOs, UN agencies, and donors, as well as research and academic institutions evaluating localization. The LPMF is consistent with the structure of the Grand Bargain commitments, and is a practical tool that can assist in strengthening the evidence base for localization and advance a common understanding of the progress that is being made, as well as identifying areas of weakness.

THE CHARTER FOR CHANGE

SIGNATORIES AND ENDORSEMENTS, PRINCIPLES OF PARTNERSHIP

Principles of Partnership Tools

National and International NGOs led an initiative to implement change in practical ways with regard to the manner in which the Humanitarian System seeks to enable more locally-led responses. The Charter for Change includes eight Commitments that INGOs agree to implement, to address imbalances and inequality in the global humanitarian system. More than **234 National and Local Organizations** from 45 countries across the world endorsed the Charter4Change, calling on their international partners to work signing the eight commitments. **34 International NGOs** have signed the Charter and committed their organizations to change the way they work by implementing the eight commitments above.

AUSTRALIAN HUMANITARIAN PARTNERSHIP (AHP)

'DISASTER READY' FRAMEWORK

The Australian Humanitarian Partnership (AHP) is a five-year (2017-2022) partnership between the Australian Government and Australian NGOs. In disaster response, the AHP uses Australian government resources to leverage NGO networks and expertise, to deliver effective humanitarian assistance. In the wake of crises to which Australia is responding, the partnership selects the best placed NGOs to assist those in need, in the timeliest, cost efficient and effective way. Using local, Pacific-based partners, Disaster READY supports Pacific communities and governments to better prepare for and respond to disasters. The program places specific emphasis on the inclusion of women, disabled people and faith based organisations in disaster preparedness.

FEMINIST APPROACHES AND WLO INCLUSION: GUIDANCE FOR GBV COORDINATORS

GBV IN EMERGENCIES COORDINATION HANDBOOK 2018

Developed by the Gender-Based Violence Area of Responsibility (GBV AoR), this coordination handbook is a tool for GBV coordinators, and the humanitarian community more broadly (including international, national and local actors), to work together to address GBV. Building on a growing body of international practice and resources, it provides guidance on how to use coordination to address GBV throughout the humanitarian programming cycle in all phases of emergencies. It also aims to address barriers to participation in GBV coordination and response, which may keep local actors in particular from fully engaging with and contributing to the wider humanitarian efforts. Overall, the purpose of this handbook is to facilitate concrete action – from the earliest stages of humanitarian intervention through preparedness and early recovery – to safeguard survivors and protect those at risk.

COFEM FEMINIST POCKETBOOK

CoFEM has created a Feminist Pocketbook to support practitioners, researchers, and others working in humanitarian and development settings to incorporate feminist approaches to addressing GBV in their work. The Pocketbook consists of 10 ‘tip sheets’ on critical topics related to addressing GBV through a feminist lens in humanitarian and development settings. (See tip sheet 10 **feminist movement building**)

ACTIONAID: FEMINIST APPROACH TO PROTECTION IN EMERGENCIES

Introduction (For the full toolkit contact: emergencies.information@actionaid.org)

ActionAid’s feminist approach to protection aims to support the role, agency and leadership of women in humanitarian action. The Women-Led Community Based Protection (WLCBP) approach represents “stand-alone” protection programming with its focus on driving specific protection outcomes for women and girls. It addresses the unrelenting gendered discrimination, barriers, and disproportionate risk faced by women from affected populations in humanitarian crises and action. The WLCBP approach is about localizing humanitarian action, shifting power and agency, as well as financial and technical capacity to local and national women’s collectives and organizations.

PROTECTION LOCALIZATION COORDINATION TOOLS AND GUIDANCE FOR COORDINATORS*

■ TOOLS

GLOBAL PROTECTION CLUSTER AND GLOBAL EDUCATION CLUSTER ORIENTATION MATERIALS ON LOCALIZATION IN HUMANITARIAN COORDINATION GROUPS PDF • PPT

Developed by the Global Education Cluster and the Global Protection Cluster, the goal of this orientation is to come to a common understanding of what "as local as possible, as international as necessary" looks like in a given context, and to enable key actors to develop action plans and agree on indicators and a monitoring system. Available resources include a Facilitator Guide as well as a PowerPoint presentation.

CAPACITY-BUILDING WORKSHOP ON CLUSTER ENGAGEMENT FOR LOCAL AND NATIONAL NGOS : IRC LOCALIZATION OF PROTECTION FACILITATOR GUIDE: CAPACITY-BUILDING WORKSHOP ON CLUSTER ENGAGEMENT FOR LOCAL AND NATIONAL NGOS AND (POWERPOINT PRESENTATION)

This training curriculum was developed by IRC to support the GPC Localization Initiative and includes a three-day workshop to build the capacity of local and national NGOs to foster their participation and engagement in the cluster system. The objective of the workshop are to increase participants knowledge of the international humanitarian architecture, steps of the Humanitarian Program Cycle, and equip participants with the skills and capacities to participate in the cluster system and to contribute and influence the HPC process. Participants will become familiar with the tools and resources available to implement principled, accountable, high-quality programming, and strengthened organizational procedures. A collective action plan is also developed and endorsed to advance the localization agenda within the Protection Cluster, including identifying agency specific capacity-building needs and longer-term mentoring and support. Resource includes agendas, facilitators guide, and facilitators notes.

LOCALIZATION SCOPING SURVEY QUESTIONNAIRE • FRENCH

Localization of Protection - Expression of Interest & Survey for National Partners survey can be adjusted to fit the needs of the sub-cluster. Survey covers interest level, Gaps and Opportunities for Cluster Engagement, and Areas of Capacity Building.

PRINCIPLES OF PARTNERSHIP SELF-ASSESSMENT TOOLS: CLUSTER REVIEW TOOL, PARTNERSHIP REVIEW TOOL

The principles of Partnership Cluster Review Tool is a self-assessment tool which can be used with sub-cluster members to assess the status of PoP within the Sub-Cluster, based on organizational membership. The partnership review tool is a self-assessment tool which assess the status of PoP between cluster members through partnerships.

*These tools are listed as well on the [Global Protection Cluster \(GPC\) Localization tools page](#).

■ GUIDANCE

ADVANCING THE LOCALIZATION AGENDA IN PROTECTION COORDINATION GROUPS

A learning paper developed by the Global Protection Cluster (GPC) with key principles for promoting localization within the context of protection coordination groups.

LOCALIZATION IN COORDINATION FREQUENTLY ASKED QUESTIONS

Developed by the Global Protection Cluster, this guidance note outlines the role of humanitarian coordination groups in promoting localization, and includes links for further readings.

GUIDANCE ON INTEGRATING LOCALIZATION INTO THE HUMANITARIAN PROGRAM CYCLE (HPC)

Developed by the Global Protection Cluster, this resources provides guidance regarding ways in which to incorporate localization within the context of the humanitarian program cycle (HPC).

PLACING WOMEN RESPONDERS AT THE CENTER OF HUMANITARIAN PROTECTION PROGRAMMING: OPPORTUNITIES FOR COORDINATION GROUPS

This guidance note focuses on ways in which humanitarian coordination groups can work with women-led organizations (WLOs).

TIP SHEET FOR INTEGRATING LOCALIZATION INTO THE HUMANITARIAN NEEDS OVERVIEW (HNO) AND HUMANITARIAN RESPONSE PLAN (HRP) PROCESS, ENGLISH, FRENCH

One-page tip sheet detailing actions on how leadership can integrate localization into HNO and HRP processes.

ACTION AID: MAKING THE LOCAL GLOBAL - A GUIDANCE NOTE ON SUPPORTING LOCAL WOMEN LEADERS' PARTICIPATION IN GLOBAL HUMANITARIAN SPACES

This guidance note is aimed at local women's organizations as well as international organizations wishing to promote and support local women leaders' meaningful participation at global, national and local level meetings and consultations. Guidance includes a checklist for staff of international organizations for supporting local women's meaningful participation in global spaces.

WORKING WITH DIASPORA - OPPORTUNITIES FOR COLLABORATION - COORDINATION GROUPS AND DIASPORA (SEE DEMAC RESOURCES BELOW)

One page tip sheet detailing actions on how coordination groups can effectively engage with the diaspora.

CAPACITY ASSESSMENT TOOLS

UNDP CAPACITY MEASUREMENT FRAMEWORK - CAPACITY ASSESSMENT METHODOLOGY – USERS GUIDE (DEVELOPMENT SECTOR)

The framework guides practitioners to utilize a results-based approach to measuring capacity as reflected in institutional arrangements, leadership, knowledge, and accountability. Outcome indicators identify when interventions contribute to the achievement of outcomes. The framework links with localization by measuring capacity at scale and over time, with indicators across a range of areas including performance, stability, and adaptability. Parallels with determining capacity around what ‘as local as possible’ looks like in humanitarian response, and how the threshold for ‘as international as necessary’ is agreed and enacted upon.

OXFAM - HUCOCA HUMANITARIAN COUNTRY CAPACITY ANALYSIS METHODOLOGY

A capacity assessment approach developed by OXFAM, HUCOCA assists national humanitarian actors in developing and agreeing a common understanding of the humanitarian profile of the country and agree on the most relevant issues that need to be addressed. HUCOCA is not an end in itself but an important step in a long term transformational process oriented to promote and support the leadership of local humanitarian actors based on enhancing their capacity as principled humanitarian actors. The analysis discusses positive elements in capabilities and collaboration in the humanitarian system, as well as blockers preventing local actors from fulfilling their potential in humanitarian work. The process supports local humanitarian actors to define joint strategic capacity building plans that will ensure that collective national humanitarian capacity is strengthened, while facilitating synergies and coordination among different country humanitarian stakeholders.

OXFAM – EMPOWERING LOCAL AND NATIONAL HUMANITARIAN ACTORS (ELNHA) PROGRAM : PARTICIPATORY REAL TIME REVIEW – LITE, AND TAKING THE LEAD TTL (FOR TOOLS CONTACT ELNHA@OXFAMNOVIB.NL) • GUIDANCE NOTE, TRAINING GUIDANCE

Under the Empowering Local and National Humanitarian Actors (ELNHA) program the PRTR Lite is a rapid qualitative review of humanitarian response carried out early on in the implementation of the response (six weeks to two months after the start of the response). It is an opportunity to step back, reflect and learn in real time for the teams managing and implementing the response. A participatory RTR lite is carried out by a team built from humanitarian staff working in other (peer) local organisations in the region/country and is conducted over 7 days. The TTL Joint initiative (Bioforce/Oxfam) supports local organisations to build their individual and collective capacity to engage in humanitarian action and coordinate effectively. The target is small to medium sized local actors who engage in humanitarian action, NGOs, CSOs, local authorities, and other state actors, private organizations, academic organizations, etc. The three stages include: capacity assessment of the context, organizational self-assessment and action planning, and collective assessment and action planning.

COACHING AND MENTORING RESOURCES

HUMANITARIAN LEADERSHIP ACADEMY – COACHING AND MENTORING IN HUMANITARIAN RESPONSE

The Humanitarian Leadership Academy is launching a free online course to provide a skills boost in coaching and mentoring for emergency response workers. The course has been developed in response to the growing number of emergencies and the urgent need to develop the capacity of staff in crisis-affected countries. The course requires one hour of learning and is being hosted on Kaya, the Academy's digital learning platform. Once they have completed the course, learners will receive an online certificate. To enroll in this free course, visit bit.ly/CMhum

BACKGROUND: GLOBAL MENTORING INITIATIVE (GMI); TOOL: QUALITIES OF AN EFFECTIVE CAPACITY DEVELOPMENT PRACTITIONER

GMI is a values-based organization that provides facilitation, individual, team, and organizational coaching support, supports interagency collaboration through partnership brokering, and offers advisory, training, review, evaluation, and research services in certain thematic and methodological areas to organisations working in complex and volatile contexts. We collaborate with a network of mentors and coaches who can accompany and support the organizational and team strengthening of civil society and business sector and others who provide robust and accountable response in emergencies and development to affected populations. We facilitate knowledge sharing between mentors for forward learning and promoting best practice.

GBV IN EMERGENCIES ADVOCACY HANDBOOK • PDF

The Gender-based Violence Area of Responsibility (AoR), under the Global Protection Cluster, is charged with facilitating an effective protection response to gender-based violence (GBV) in complex emergencies, including conflict and natural disasters. The Advocacy Handbook was developed from lessons learned in a desk review of relevant advocacy and policy materials from the humanitarian community and global GBV actors. Guidance is provided for Women's and human rights groups, civil society, coalitions, in-country activists, and NGO consortia at regional and global levels. The handbook includes: Multi-year advocacy strategy; tools, templates and resources to support implementation of the strategy; and advocacy training and planning.

GENERAL TOOLS

INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC) SAFER ACCESS FRAMEWORK : SAFER ACCESS – PRACTICAL RESOURCE PACK • PDF

The Safer Access Framework (SAF) helps National Societies increase their capacities and preparedness to respond safely and effectively to humanitarian needs in sensitive and insecure contexts. The SAF includes actions and measures that can be taken by a National Society to prepare for and respond to context-specific challenges, to reduce and mitigate the risks that it may face in sensitive and insecure contexts, and to help it earn the trust and acceptance of people and communities with humanitarian needs, as well as of those who control or influence access to them. The Resource Pack also includes the following reference and application tools: SAF quick reference chart, SAF assessment and planning tool, SAF Application Guide, SAF PowerPoint presentation, and “Staying Alive,” an ICRC publication covering the core concepts of operational security risk management.

INTER-AGENCY STANDING COMMITTEE (IASC) - ACCOUNTABILITY TO EFFECTED POPULATIONS – TOOLS TO ASSIST IN IMPLEMENTING THE IASC AAP COMMITMENTS

This resource is based on the importance of monitoring progress in the area of accountability to affected populations. Developed by the Inter-Agency Standing Committee (IASC), this framework identifies a manner in which agencies can examine humanitarian accountability throughout the project cycle and work collectively across IASC membership. The following tools are intended as a bridge between the two: (1) planning aids for agencies and clusters to travel from the general guidance of the commitments to the detail of a tailored and prioritized operational framework at an individual or inter-agency level, as aids to assist in monitoring progress, and (2) in educating stakeholders in what is involved in accountability to affected populations. These three tools were developed at FAO and include the Accountability Analysis and Planning Tool, the AAP Self-assessment Tool, and the Rapid Cluster Accountability Review Tool.

MATRIX OF RESOURCES ON COMMUNICATING WITH COMMUNITIES AND ACCOUNTABILITY TO AFFECTED POPULATIONS

This note aims to complement the four accountability to affected populations (AAP) commitments with some recommendations for senior managers for both the organizational and collective levels. The recommendations are adapted from the ‘Grand Bargain Participation Revolution Recommendations (GBPRR) to Promote Effective Participation of People Affected by Crisis in Humanitarian Decisions’ and the Core Humanitarian Standard (CHS). Also included is a short list of tools, guidance and case studies, in support of the four revised AAP Commitments for use at organizational and collective levels. Developed and endorsed by CDAC and the IASC AAP/PSEA Task Team.

BAIN AND COMPANY – FIVE STEPS TO BETTER DECISION-MAKING (PRIVATE SECTOR)

Marcia W. Blenko, Michael C. Mankins and Paul Rogers, **The five steps to better decisions**, Bain & Company, 2013; see also Marcia W. Blenko, Michael C. Mankins and Paul Rogers, **Decide & deliver: 5 steps to breakthrough performance in your organization**, Harvard Review Press, 2012

These resources support measuring decision-making effectiveness and impact on business outcomes. The approach includes a scoring metric, decision effectiveness benchmarks, a testing decision effectiveness tool, mapping decision architecture, a decision-rights tool, and indicators for measuring decision-making across companies. The framework for measuring decision-making effectiveness includes benchmarks and indicators. This framework parallels with tracking the influence and power of national and local organizations on funding, capacity and partnership decision-making, and the impact this has on the effectiveness and efficiency of humanitarian action.

TRAININGS, WEBINARS AND ONLINE COURSES

LOCAL 2 GLOBAL PROTECTION, SURVIVOR AND COMMUNITY LED CRISIS RESPONSE (SCLR) TRAINING PACKAGE AND WEBINAR • VIDEO

The Survivor and Community-Led Crisis Response package (SCLR) is of direct relevance to individuals who have been part of a SCLR co-design/training workshop – or a “Training of Trainers” in SCLR approaches. The SCLR workshops are structured as intensive 5 – 6 day co-design/training events. Resources include presentations, facilitation notes, exercises, and case studies relevant to the individual workshop. accountability to affected populations. For a version with French subtitles please click [here](#).

WEBINAR – P2P, LOCALIZATION: AS LOCAL AS POSSIBLE, AS INTERNATIONAL AS NECESSARY

This webinar discusses practical steps that Humanitarian Coordinators and Humanitarian Country Teams can take to support localization. Value-added of placing local actors at the center of a response include: sustainability, preparedness, knowledge of context, and accountability.

TOOLBOX FOR LOCALIZATION THE SDGS • TRAINING: MODULE 1 - LOCALIZING THE SDGS • MODULE 2 - TERRITORIAL PLANNING TO ACHIEVE THE SDGS • MODULE 3 – LOCAL GOVERNMENT REPORTING

This resource contains tools and resources for localizing the sustainable development goals (SDGs). Module 1 provides an introduction to the SDGs, Module 2 focuses on the alignment of public policies with the SDGs, and Module 3 concentrates on the role of local government associations in reporting to Voluntary National Reviews (VNRs). The modules are targeted at members of local and regional governments, as well as local government associations and their various relevant partners.



DIASPORA HUMANITARIAN TRAINING; DIASPORA MENTORING FOR LOCAL ACTORS

The DEMAC mentoring initiative brings together humanitarian diaspora and local organizations looking for advice on technical or substantial issue with a suitable diaspora mentor, and provides learning opportunities. The initiative utilizes the skills, knowledge, and expertise of individuals in the diaspora, which can support humanitarian organizations working in their country of origin. Through knowledge-sharing and peer-to-peer support and guidance provided by the mentors, diaspora or local organisations will be able to improve their skills and competencies in a certain area, reach their objectives, and better deliver their aid for the benefit of affected communities. This is the course for you if you are new to the humanitarian sector and want to improve your knowledge in an easy and accessible way. The course is made up of three modules which will take 125 minutes.

MANAGING GBV PROGRAMS IN EMERGENCIES E-COURSE

Developed by the United Nations Population Fund (UNFPA), this course targets new or emerging gender-based violence (GBV) specialists as well as humanitarian or development practitioners and others who want to increase their knowledge of GBV prevention and response in emergencies.

For field based technical support regarding GBV localization contact the GBViE Helpdesk by emailing: enquiries@gbviehelpdesk.org.uk . The GBViE Helpdesk is available 09.30- 17.30 GMT Monday to Friday, and will respond to you within 24 hours Monday-Friday.



www.care.org

CARE USA

151 Ellis Street, NE
Atlanta, GA, 30303
T) +1 (404) 681-2552
info@care.org