# ANALYSIS REPORT



## LOCALIZATION BAROMETER
*West and Central Africa – Year 2024-2025*

# NIGERIA

Conducted by

Supported by

COMMUNITY OF ADAMAWA CIVIL ORGANIZATION

**CACO**

*Motto: Unity & Strength*

**FONGA**

**FORUM DES ONG EN AFRIQUE DE L'OUEST ET CENTRALE**
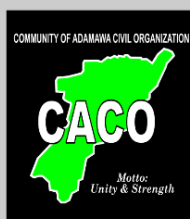
# ANALYSIS REPORT



## NIGERIA
*2024-2025 exercice*

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# Acronyms

| | |
|---|---|
| BHA | Bureau of Humanitarian Affairs |
| CCCM | Camp coordination and camp management |
| CHINGO | Coordination of Humanitarian International NGO |
| CSO | Civil Society Organization |
| ETS | Emergency Telecommunications Sector |
| FONGA | Forum des Organisations Non Gouvernementales en Afrique de l'Ouest et Centrale (Forum of Non-Governmental Organizations in West and Central Africa) |
| FTS | Financial Tracking Service |
| GBV | Gender Base Violence |
| GHD | Good Humanitarian Donorship |
| HCT | Humanitarian Country Team |
| IASC | Inter-Agency Steering Committee |
| ICVA | International Council of Voluntary Agencies |
| INGO | International Non-Governmental Organizations |
| IO | International Organizations |
| KI | Key informant |
| KII | Key informant Interview |
| L/NNGOs | Local / National Non-Governmental Organizations |
| MOU | Memorandum Of Understanding |
| NANGO | Network of Adamawa Non-Governmental Organisations |
| NHF | Nigerian Humanitarian Fund |
| NNGO | National Non-Governmental Organizations |
| NORCAP | NORwegian CAPacity |
| PLRCAP | Promoting Local Response CApacity and Partnership |
| SMART | Specific, Measurable, Achievable, Relevant, Time-bounded |
| SPONG | Secrétariat Permanent des Organisations Non Gouvernementales (Permanent Secretariat of Non-Governmental Organizations in Burkina Faso) |
| UN | United Nations |
| USAID | US Agency for International Development |
| WASH | WAter, Sanitation and Hygiene |
| WCA | West and Central Africa |
| WFP | World Food Program |
| WG | Working Group |

# Preface

The Localization Barometer Project in Nigeria represents a significant milestone in our collective journey toward strengthening locally led humanitarian and development action. The initiative led by the Community of Adamawa Civil Organization (CACO) in Nigeria, sets out to assess the extent, quality, and impact of localization efforts within the Nigerian operating context—while amplifying the perspectives, experiences, and leadership of local and national actors. The Localization Barometer Project provided a participatory framework for measuring progress against six key localization dimensions, covering: Capacity strengthening, Coordination, Access to funds, Partnerships, Participation, Policy Influence & Advocacy.

Through extensive consultations that began with a launch workshop and continued with surveys, focus group discussions, and key informant interviews, CACO worked hand in hand with Civil Society Forums across the country, the United Nations agencies, Nigeria INGO Forum, INGOs, Government agencies and Donors to generate evidence and dialogue on the extent of localization practice in Nigeria. The process not only produced data but also fostered learning, trust, and collaboration across diverse stakeholders. This report presents the findings, lessons, and recommendations emerging from the Barometer survey. It highlights both the achievements made and the challenges that remain in realizing the commitments of the Grand Bargain and related localization agenda. More importantly, it underscores the transformative potential of a genuinely localized humanitarian system, one that values local expertise, prioritizes community voices, and builds resilience from bottom up.

We extend our profound appreciation to the National Steering Committee that comprised representatives from UNOCHA, NORCAP, Save the Children, the Nigeria INGO Forum, IMMAP, Adamawa State, Federal Ministry of Humanitarian Affairs and Poverty Alleviation and Civil Society Forums across the six geopolitical zones in Nigeria for their contributions to the process. Our special thanks go to BHA/USAID, the International Council for Voluntary Agencies (ICVA) who brought this process to life and the Forum of NGOs in West and Central Africa (FONGA)/ the Sahel Regional Fund (SRF), for its commitment to see it through. Their experiences, challenges, and innovations form the foundation of this report and offer valuable insights for future humanitarian programming in Nigeria.

As a network, we reaffirm our collective belief that localization is not just a policy goal, it is a pathway to a more effective, accountable, and sustainable humanitarian response. We hope that the insights shared in this report will inform policy dialogue, strengthen coordination mechanisms, and inspire practical actions toward realizing a truly locally led humanitarian and development action in Nigeria. Together, we stand committed to advancing the localization agenda—from principles to practice, from commitment to collective action.


Yours Faithfully,
Amb. Peter Michael Egwudah
Chairman
**Community of Adamawa Civil Organizations (CACO)**

# Executive summary

National NGOs (NNGOs) have become increasingly central to humanitarian response in Nigeria, particularly at community level and in service delivery, yet their role remains largely operational rather than strategic. Across a range of factors including capacities, coordination, funding, partnership, participation, and policy influence, a consistent pattern emerges: NNGOs are responsible for a considerable proportion of the implementation process, yet they possess limited autonomy, recognition, and leadership in decision-making spaces. This indicates both structural constraints and unequal power dynamics between national and international actors.

NNGOs are demonstrating an increasing operational presence and willingness to enhance their technical and organizational capacities. Initiatives such as the Nigeria Humanitarian Fund's dedicated channel for NNGOs and capacity-building efforts within partnerships have supported this progress. However, high staff turnover driven by wage disparities, indirect funding without consistent overheads, and persistent mistrust regarding governance systems limit their ability to consolidate gains. These constraints also shape their role in coordination spaces. While NNGOs are systematically present in national coordination mechanisms, leadership remains concentrated among international actors, and the capacity to influence agenda-setting is limited. Coordination culture and resource constraints further reduce NNGO visibility at technical and strategic levels.

Funding access highlights the same asymmetry. The allocation of direct donor funding to NNGOs remains limited in both volume and duration, thereby reinforcing dependence on sub-granting from INGOs. Despite an incremental enhancement in the quality of funding, the exclusion of NNGO from overheads in many partnership arrangements imposes constraints on institutional strengthening. Partnerships themselves, while often described as collaborative, frequently translate into activity-level implementation rather than shared responsibility. NNGOs tend to prioritize partnerships as a means of obtaining funding and establishing a presence. In contrast, INGOs often prioritize local access, leading to relationships that rarely evolve into long-term strategic engagement.

The allocation of funding is indicative of an underlying imbalance. The close relationship between NNGOs and communities has been demonstrated to enhance participation practices at projects level. However, this proximity can obscure the distinction between organizational representation and the direct voice of the community. Participation remains largely operational, with limited influence on standards or coordination. Communities are not represented in humanitarian governance spaces, leaving key decisions shaped without their input.

The dimension of policy influence and advocacy is the weakest. Despite being recognized as essential responders, NNGOs play a minimal role in shaping standards or systems and show limited visibility in national and international platforms. A confluence of factors, including structural barriers, limited resources, perceived political risks, and a lack of unified representation collectively impedes their capacity to exert influence.

When considered as a whole, these dynamics reveal a localized response environment in which responsibility is increasingly transferred to NNGOs, while authority, resources, and strategic space remain concentrated among international actors. A transition toward authentic localization necessitates the provision of sustained direct support to NNGOs, the implementation of equitable and transparent partnership practices, the augmentation of investment in leadership development, and systemic modifications to coordination and funding mechanisms. These adjustments would enable national actors to shape the humanitarian response, as opposed to merely implementing it.

# Introduction

## Study framework

The Localization Barometer is an initiative aimed at strengthening accountability and advancing local leadership within humanitarian responses. It provides a structured approach to measure progress through both quantitative and qualitative indicators, offering a clearer understanding of achievements and remaining gaps. Originally developed at the West & Central Africa level, the methodology has been adapted to national contexts to help define collective priorities and propose concrete pathways for more locally led humanitarian action.

Localization has been a central priority in the humanitarian sector since the 2016 World Humanitarian Summit and the Grand Bargain commitments. Key pledges included investing in the long-term institutional capacities of local and national actors and channeling at least 25% of humanitarian funding to them as directly as possible. Later revisions placed stronger emphasis on equitable partnerships, national ownership, and approaches rooted in the needs and leadership of affected populations. Despite these commitments, progress has remained difficult to track due to the lack of clear objectives and measurable criteria, underscoring the need for structured tools such as the Localization Barometer.

Across West and Central Africa, various initiatives have sought to reinforce the role of national NGOs in humanitarian decision-making and response, yet challenges persist without consistent monitoring frameworks. Building on earlier work conducted with SPONG in Burkina Faso, ICVA developed a regional methodology to assess levels of localization over time, identify good practices, and highlight key obstacles. For the 2024–2025 cycle, eight countries are participating: Burkina Faso, Cameroon, Central African Republic, Mali, Niger, Nigeria, Chad, and the Democratic Republic of Congo.

The initiative is implemented regionally by FONGA, building on foundations laid by ICVA, but its success depends on strong national leadership to ensure relevance, ownership, and long-term sustainability. In Nigeria, CACO leads the national process, drawing on recent advances in localization efforts. The findings generated will guide national and regional priorities, support more equitable collaboration between international and local actors, and contribute to the development of coherent localization guidelines for the humanitarian community.

## Methodological approach

The methodology developed draws on existing ones and adapts their components to create an approach that is: 1) contextualizable, 2) comparable, and 3) sustainable.
The objectives of this methodology are to:

(i)     establish a framework for quantitatively measuring progress in localization at the regional AOC level, enabling comparisons between countries and serving as a basis for repeated assessments over time.

(ii)    develop advocacy capacities at the national and regional levels; and

(iii)   establish a system for exchanging best practices and lessons learned.

In each country, the national NGO forum led the process, with support from technical consultants at the country and regional levels. A process for defining the localization agenda was developed by the partners of the L/NNGO forums, enabling the identification of variables for monitoring its implementation. The regional level is responsible for the regional comparative aspect of the study, ensuring consistency between the collection methodology and the results obtained, and facilitating constructive exchanges of good practices between countries.

Monitoring the implementation of the localization agenda is structured in a cascade format so that key SMART variables can be identified across three analytical levels:
- Dimensions: the main themes of localization, corresponding to the consensus areas of focus on the agenda.
- Challenges: for each dimension, specific issues to be considered to assess progress made.
- Questions of interest: for each issue, specific questions that enable the achievement of objectives to be measured and the situation to be characterized.

The dimensions and challenges are defined using the methodological framework that applies to all countries, while the questions of interest and associated variables are adjusted at the level of each country.

In the case of Nigeria and this exercise, 57 questions of interest and 120 associated variables were used to address the 18 localization challenges organized into six dimensions (see complete list in the Appendix). Data collection was structured in several phases:

1. **Collection phase**: a series of forms shared with the humanitarian community in order to:
    a. Collect feedback on the implementation of the localization agenda from individuals from different stakeholder groups. This process provides contextual information on the degree of involvement of the actors and their understanding of the level of implementation of the agenda. These are the individual "perception" questionnaires.
    b. Collect specific information on funding, partnerships, projects, etc. These are the "stakeholder," "finance," "partnership," and "coordination" questionnaires.
    c. Collect and analyze various key documents, attendance lists, policies, etc. to obtain factual data for certain variables.
2. **Comparative analysis phase**: comparing data from these three different sources allows working hypotheses to be formulated, which are then explored in greater depth through interviews.
3. **Interview phase**: bilateral interviews followed by discussions within the national steering committee, together forming the overall body of the country study.

For Nigeria, the sample is as follows (respondents by type of questionnaire):

| Participation Nigeria | Surveys | | | | |
|---|---|---|---|---|---|
| | Perception | Actor | Funding | Partnership | Coordination |
| NNGO | 115 | 88 | 41 | 48 | 8 |
| INGO | 16 | 7 | 5 | 8 | 1 |
| UN | 10 | 0 | 0 | 0 | 0 |
| Donor | 4 | 0 | 0 | 0 | 0 |
| State | 58 | 9 | 4 | 8 | 2 |
| TOTAL | 203 | 104 | 50 | 64 | 11 |

## Limits

The following elements are considered limitations of the approach:

- *Representativity:* despite repeated reminders, participation by donors and UN agencies remained very low. Only 14 agents responded to the "perception" questionnaire, while no other forms were completed. This limitation should be noted, but it in no way calls into question the overall robustness of the results or the quality of the analyses produced thanks to the substantial contributions of other categories of actors.

   Beyond the simple methodological limitation, this lack of participation is in itself a strong signal. It reveals a persistent reluctance on the part of some international actors to share information on their practices and operating methods in the context of localization. This reluctance contrasts with their stated ambitions and effectively weakens the collective dynamic. This report aims precisely to contribute to strengthening their commitment.

   For other categories of actors, however, the response rates are largely acceptable. The OCHA dashboard for HRP 2025 lists 37 NNGOs and 9 INGOs. On this basis, the participation rate exceeds 100% for NNGOs and reaches 77% for INGOs in the actor survey.

- *Declarative survey logic:* The Localization Barometer is not a control tool but rather an analytical instrument. Therefore, its purpose is not to verify the data provided through in-depth verification processes. However, the elements analyzed in this report have been cross-referenced using several data sets and then questioned through bilateral interviews to ensure a certain consistency in the analysis. While it is acknowledged that the raw results obtained may therefore contain biased responses, it is believed that these are not representative of the data obtained as a whole. It is further posited that the data cross-referencing processes have limited their prevalence.

- Finally, *cognitive response biases*, particularly those pertaining to perception issues, have been shown to facilitate enhanced integration of positioning issues. This aspect remains central to the logic of implementing the localization agenda.

   A lesson learned session will be held at the regional level at the conclusion of the first exercise to reflect on improvements and changes to be made in the future, with any limitations that have been observed being considered.

# Analytical summary

## Summary table

| Dimension | Challenge | Definition | Level of progress |
|---|---|---|---|
| **Capacities** | Humanitarian standards, tools and policies | Humanitarian standards, tools and policies are accessible and adapted to the context. | Medium |
| | Autonomy | NNGOs operate autonomously. | Medium |
| | Support | NNGOs benefit from the support of other actors as they develop their skills. | Strong |
| **Coordination** | Representation | NNGOs are represented at national level and participate in forums and coordination meetings. | Medium |
| | Complementarity | Humanitarian response is collaborative and complementary. | Weak |
| | Support | National coordination mechanisms are supported and have the technical capacity to intervene as part of the humanitarian response. | Weak |
| **Funding** | Access | NNGOs have access to the most direct funding possible. | Weak |
| | Quality | The quality of funding available to NNGOs is equivalent to that of INGOs. | Medium |
| | Quantity | The amount of funding available to NNGOs is proportional to their commitment to implementing activities. | Weak |
| **Partnership** | Fair and ethical practices | Partnerships between NNGOs and INGOs/UN are based on fair and ethical practices. | Weak |
| | Commitment to the project cycle | Partnerships with NNGOs enable them to be involved and take responsibility in all stages of the project cycle, particularly in the sizing, evaluation and financial management processes. | Weak |
| | Strategic approach | NNGOs are involved in longer-term strategic partnerships aimed at putting in place systems and processes that reflect their ambitions and objectives. | Medium |
| **Participation** | In action, programming, evaluation | Communities participate in shaping programming, including evaluating the work of INGOs. | Medium |
| | In standards and policy development | Communities participate in the development of community/contextualized standards for all actors working in this context. | Weak |
| | In coordination | Communities play a key role in coordinating aid. | Very weak |
| **Policy, influence and advocacy** | Standards and policies | Standards and policies defining humanitarian intervention frameworks are defined with NNGOs. | Weak |
| | Visibility & communication | NNGOs are visible and recognized as key aid organizations. | Weak |
| | Advocacy | NNGOs develop influence and advocacy strategies at all levels | Very weak |

## Summary figure

Localization barometer – Nigeria 2024-2025
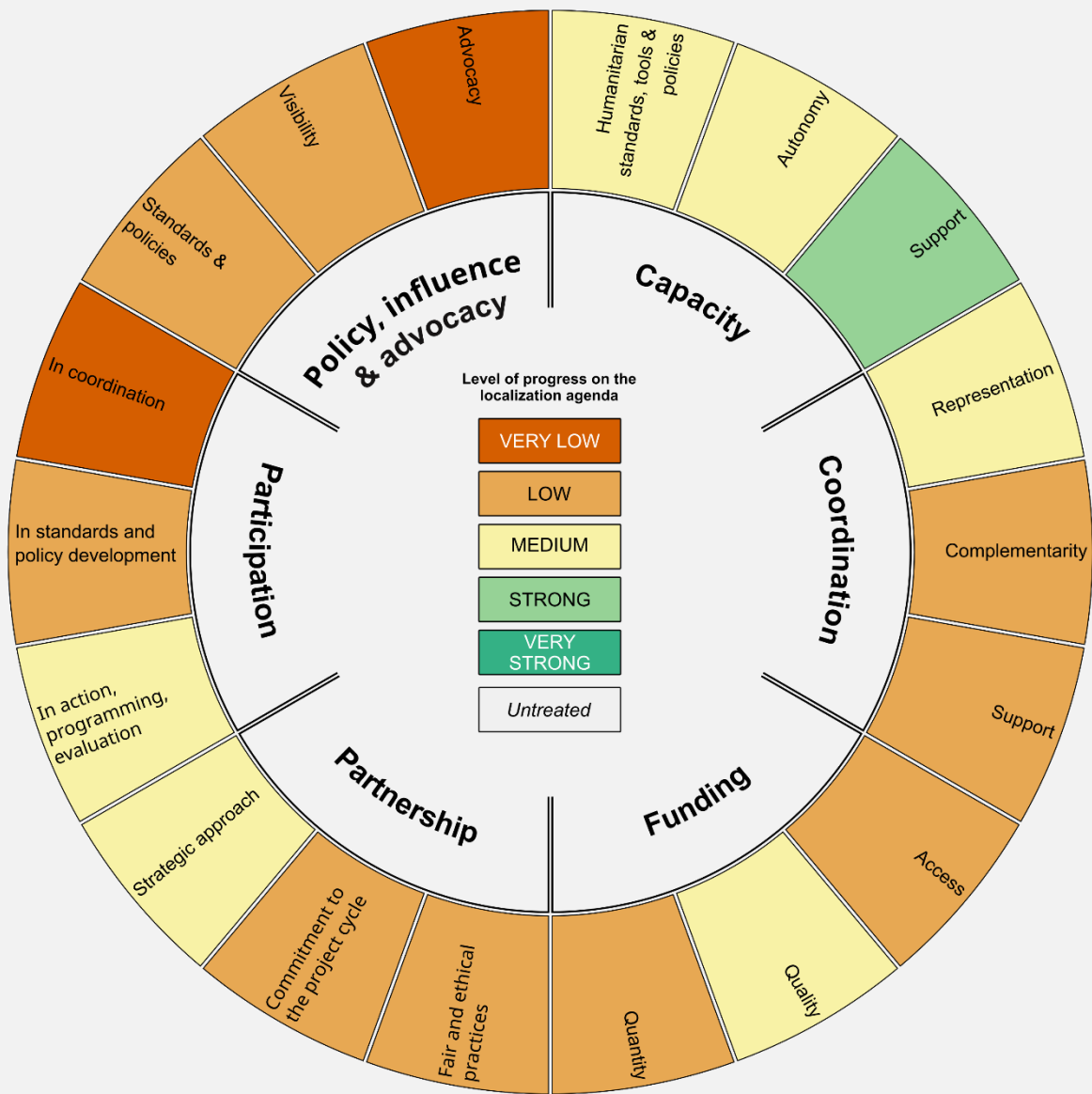
# Detailed analysis by dimension

## A. Capacities

*Definition:* **NNGOs are able to respond effectively and efficiently to humanitarian crises, and benefit from targeted and relevant support from INGOs/UN agencies.**

The capacity of National NGOs (NNGOs) to respond effectively and efficiently to humanitarian crises remains uneven. Although humanitarian standards, tools, and policies are widely available and contextually adapted, NNGOs face challenges in integrating them into their operations. Key Informant Interviews highlight both a lack of interest in global frameworks and insufficient human resource capacities as barriers. Nonetheless, NNGOs recognize the importance of strengthening this dimension and show willingness to improve.

On the operational side, NNGOs play a central role at the grassroots level and are increasingly positioned as key responders, particularly after the closure of BHA/USAID programs, which created space for a transfer of responsibilities from INGOs. Initiatives such as the Nigeria Humanitarian Fund's dedicated channel for NNGOs have enhanced their ability to operate more autonomously. Still, indirect access to funding, the absence of overheads, and high staff turnover due to wage discrepancies with international organizations limit their long-term capacity development. In addition, the issue of governance and financial management systems is one of ongoing concerns for international actors, who continue to demonstrate a lack of confidence in their effectiveness.

Support mechanisms are progressively improving capacities through the establishment of partnerships that integrate systematic capacity strengthening, alongside initiatives such as the NHF NNGO channel, the INGO Forum PLRCAP project, and progressive INGO approaches like Christian Aid's shift toward funding facilitation. These efforts strengthen NNGO leadership, rebalance partnerships, and create fairer spaces for local actors. However, the unequal distribution of overheads and the absence of adequate accountability within partnerships still constrain the complete realization of NNGOs' potential. Overall, despite the discernible progress and the concomitant growth in momentum toward localization, there is a necessity fo sustained investment, trust-building, and direct support are necessary if NNGOs are to achieve the capacity to respond effectively and efficiently to crises, with targeted and relevant support from international partners.

Key recommendations:
⇨ Donors and partners should jointly fund and deliver a capacity strengthening pro-gramme that trains participating NNGOs on governance, grant management and humanitarian standards, with participant follow-up assessments showing improvement in grant compliance.
⇨ UN agencies and INGOs should harmonize recruitment and salary guidance across funded projects to ensure parity for equivalent roles.

| Challenge | Definition | Level of progress |
|---|---|---|
| Humanitarian standards, tools and policies | Humanitarian standards, tools and policies are accessible and adapted to the context. | Medium |
| Autonomy | NNGOs operate autonomously. | Medium |
| Support | NNGOs benefit from the support of other actors as they develop their skills. | Strong |

## AA.   Humanitarian standards, tools and policies

*Definition:* **Humanitarian standards, tools and policies are accessible and adapted to the context.**

The participation rate in the surveys has been inadequate, which has consequently impeded the screening of key documents for the purpose of conducting a thorough analysis. As such, the following analysis is based on perception and KII exclusively and is thus susceptible to bias and reconsideration.

The perception data indicates a pervasive divergence of opinion among different types of stakeholders concerning matters of adaptation, accessibility and the use of humanitarian standards, tools and policies. Three distinct groups emerge: donors, who are very positive; NNGOs, UN and State, who are positive; and INGOs, who are rather neutral or even negative.

Indeed, KI are pointing a gap towards such integration for NNGOs due to (i) a global disinterest towards the consideration of global standards, tools and policies and (ii) a lack of human resources with the capacity to consider and/ or produce such documentation.

Following the identification of this issue, non-governmental organizations (NGOs) have acknowledged the necessity to make an effort in this direction.

*Perception value per type of actor*

Localization barometer – Nigeria 2024-2025
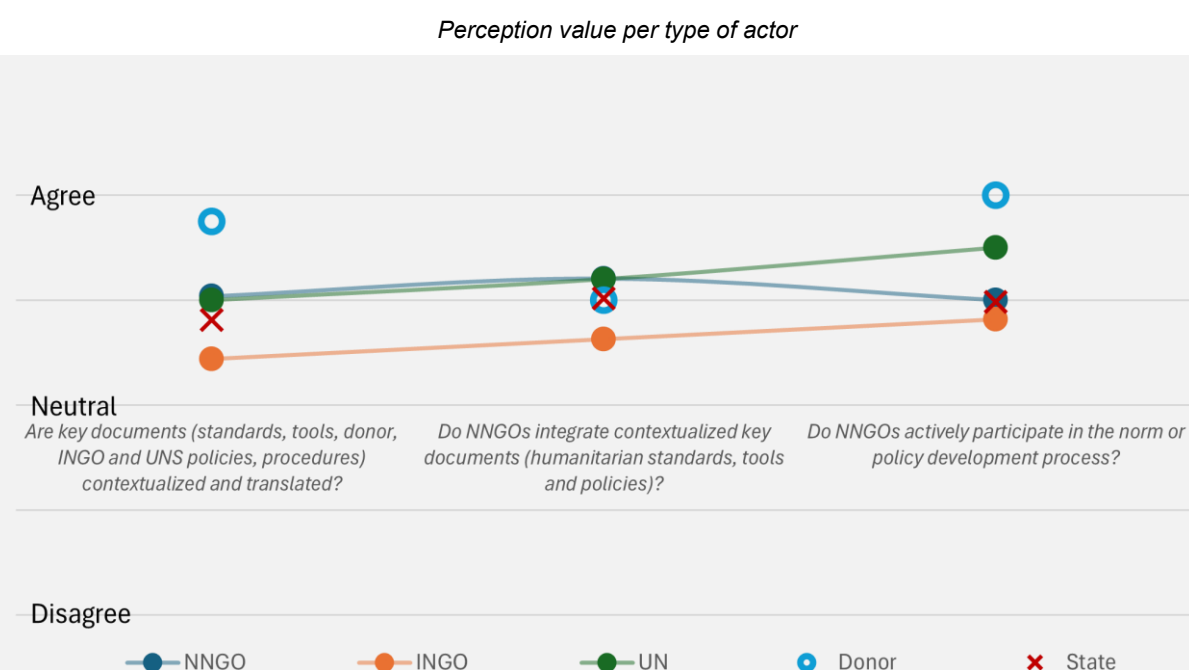
## AB.  Autonomy

*Definition:* **NNGOs operate autonomously.**

NNGOs are globally working autonomously, engaging in humanitarian activities at the grassroots level in Nigeria and considered as key actors within the response. In the aftermath of the USAID-BHA closure, and the launch of the humanitarian reset, a significant opportunity has emerged for a progressive shift from INGOs to NNGOs in various states. This transition would empower NNGOs to assume greater responsibility, marking a substantial shift in the landscape of international aid. Specific funding mechanism such as the Nigeria Humanitarian Fund which includes a dedicated channel reserved to NNGOs is playing a significant role in the development of NNGOs' autonomy. The vast majority of NNGOs have formally recognised the necessity of strategic documentation, with 92% of NNGOs declaring the possession and utilization of strategical documents. A significant proportion of these entities (91%) have also instituted dedicated financial and administrative procedures.

Nevertheless, several elements seem to limit their autonomy as fully independent actors:

- Access to funding (see above) remains mostly indirect, which creates dependencies on the INGO or UN agency from which it is provided.
- Lack of access on overheads budget is as well pointed as a factor that prevents NNGOs to develop their own strategies.
- Constant turnover due to wage gaps and lack of benefits between international and national organizations limits capacity development in the long term and creates a technical limitation for NNGOs.
    - Even if 100% of the INGO and UN responders declare their organization as having integrated localization into their recruitment policy, there is still 1 NNGO over 10 that has reported having staff being solicited for recruitment by an international organization over the last year.
    - Comparing the responses of NNGO and INGO, the wage gap could be as high as 5 times greater for the same position.
    - Only 27% of NNGOs offer benefits such as health coverage (compared to 100% of INGOs).

In addition, perception survey data show significant mistrust between national and international actors regarding the capacity of NNGOs. International actors, in particular, question governance systems and financial management capabilities.

*Salary rate distribution per type of position and organization*

Localization barometer – Nigeria 2024-2025
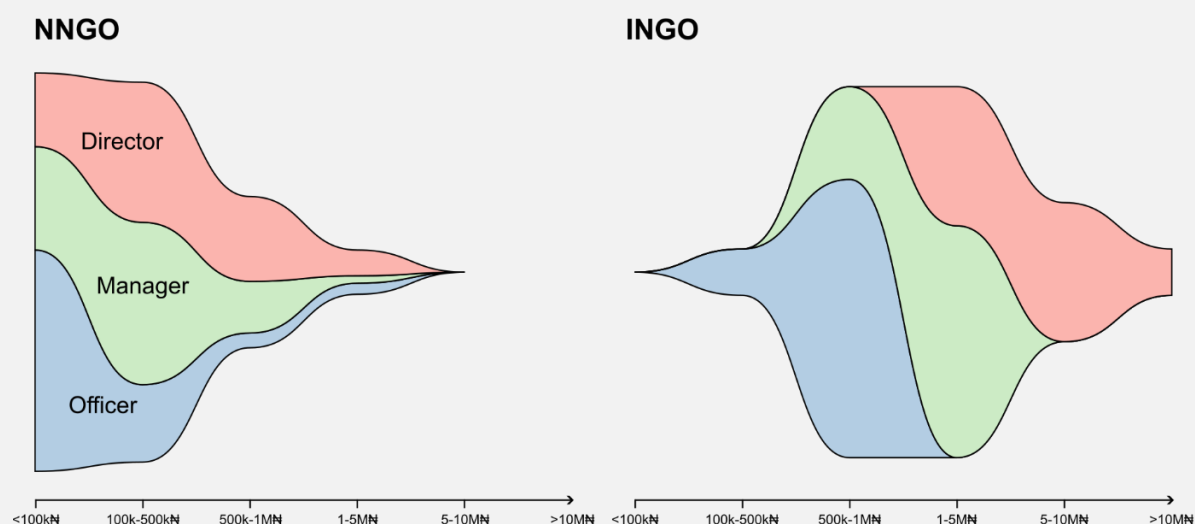
## AC. Support

*Definition:* **NNGOs benefit from the support of other actors as they develop their capacities.**

Following the Grand Bargain and more recently the BHA/ USAID closure and the humanitarian reset, all actors acknowledge a progressive shift in the stance of international actors. There is now a growing acknowledgement of a transition from initial resistance to change to a more comprehensive approach towards localization, especially considering NNGOs capacities development. Moreover, according to both NNGOs and INGOs, one third of their respective partnerships are strategic for their organization, indicating a shared point of view.

As such, supportive approaches such as capacity strengthening have now been systematically integrated into partnerships agreements. However, there appears to be some room for adaptation regarding the objective of adjusting roles between actors in a manner that benefits NNGOs (this step remains incomplete in 12% of partnerships according to the NNGOs responders).

Moreover, a consensus has been reached, given the momentum and the necessity for increased recognition of NNGOs capacities and support for national actors in their gradual assumption of leadership within the humanitarian space.

Nevertheless, some negative practices that impede the provision of adequate support to modify the situation remain prevalent. These include: (i) access to overheads allowing the development of their own capacities (88% of NNGOs partnerships) and (ii) the accountability of NNGOs in their relations with their partners (12% of partnerships are not considered as engaging). Some interesting approaches are developed that support NNGOs capacities:
- The NHF dedicated NNGO channel: by avoiding competition among actors that do not work the same way, the NHF create a preserved space where NNGO can be fairly challenged.
- The NORCAP PLRCAP project: by acting as an intermediary actor not competing for funds with NNGOs
- Specific INGOs, such as Christian Aid, are taking a progressive approach by moving from implementing activities to funding access facilitators (see Funding): by balancing power relationships, this approach acknowledges the role of NNGOs and local actors as the grassroots humanitarian actors and leaves space for them to take the lead on the response.
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*Perception value per type of actor*
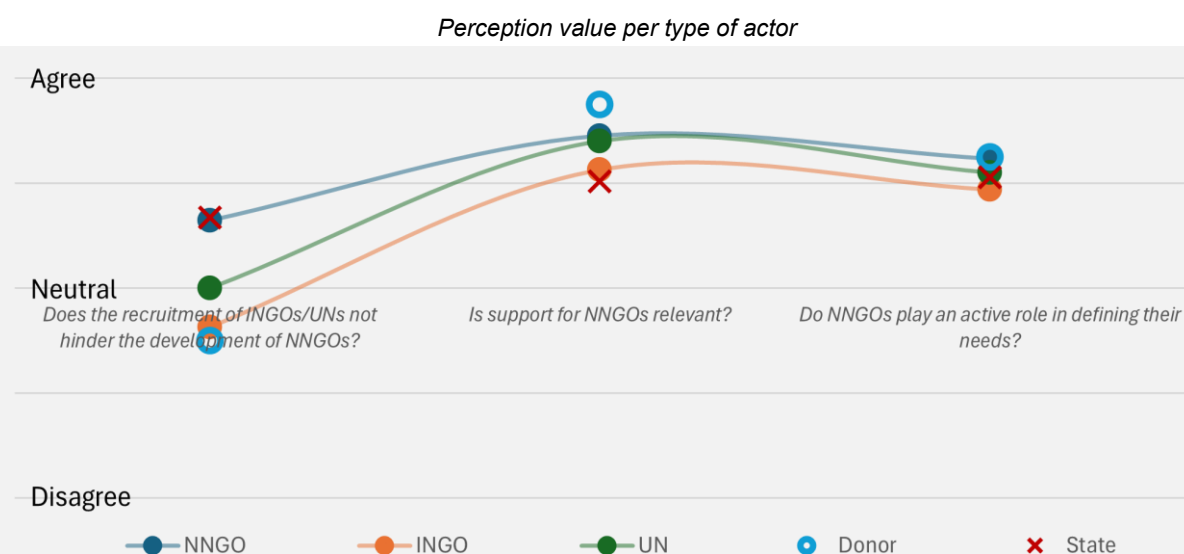
# B. Coordination

*Definition:* **NNGOs participate in international coordination mechanisms as equal partners and in accordance with humanitarian principles, while national coordination mechanisms exist and are strong.**

The participation of National NGOs (NNGOs) in coordination mechanisms reflects both positive engagement and structural limitations. Representation data show that NNGOs are systematically present at national-level coordination meetings, often with higher presence rates (46%) compared to UN agencies (21%) and INGOs (31%). This indicates that NNGOs are committed actors within the coordination system. However, leadership remains weak, with only one sector coordination body out of 21 co-led by an NNGO, and attendance patterns reveal silos: NNGOs are more present in "classic" sectors such as nutrition, health, or WASH, but less present in technical areas like emergency telecommunications. Contributing factors include limited human resource capacity, lack of coordination culture, and challenges related to Nigeria's federal structure, which makes national-level participation difficult for state-based organizations.

Collaboration within coordination remains insufficient, often shaped by a division of roles between actor types. NNGOs tend to concentrate on service delivery in core sectors, while international actors dominate more technical or strategic areas, reinforced by their leadership as cluster lead agencies. This imbalance undermines the influence of NNGOs, whose voices are often perceived as less impactful. The closure of BHA/USAID has accelerated responsibility transfers in some sectors, yet NNGOs' limited influence and the lack of representative leadership discourage stronger engagement. A cultural gap in coordination and information-sharing practices further weakens collaboration.

National-level coordination structures led by NNGOs are still underdeveloped. While local networks exist at the state level and often function effectively with strong governance processes, they lack funding and dedicated human resources, which limits their visibility and recognition within the broader humanitarian architecture. As a result, parallel systems have emerged, isolating NNGOs from UN-led mechanisms and restricting their access to resources and leadership opportunities. Overall, while NNGOs demonstrate strong willingness to participate, meaningful equality in coordination—as envisioned by humanitarian principles—will require greater investment in their leadership roles, dedicated support for national mechanisms, and a stronger culture of collaboration across actors.

Key recommendations:
- ⇨ Coordination bodies should implement an inclusion protocol that guarantees NNGOs representation in leadership roles for national coordination meetings.
- ⇨ Donors must allocate dedicated budgets to support national coordination platforms.

| Challenge | Definition | Level of progress |
|---|---|---|
| Representation | NNGOs are represented at national level and participate in forums and coordination meetings. | Medium |
| Complementarity | Humanitarian response is collaborative and complementary. | Weak |
| Support | National coordination mechanisms are supported and have the technical capacity to intervene as part of the humanitarian response. | Weak |

# BA. Representation

*Definition:* **NNGOs are represented at national level and participate in forums and coordination meetings.**

Representation among the coordination bodies show an important involvement from all actors except for the State representative that are not systematically represented (only one meeting over the 29 meetings listed). When it comes to other actors, UN agencies, INGOs and NNGOs are systematically represented with average representation respectfully at 21%, 31% and 46% of the persons present.

Aside from this positive aspect, we observe a silo phenomenon between INGOs and NNGOs that are not involved the same way depending on the coordination body topic. Regarding leadership on coordination bodies, only three are co-leaded by an NNGO over 20 sectors and working groups (Education, Child protection and AAP). In addition, the KI have confirmed that NNGOs are more present relatively within the standard coordination bodies (e.g. nutrition, food security, wash, etc. sectors) than they are within specific technical topics such as ETS (Emergency telecommunications sector) and in comparison with INGOs presence. Four reasons are pointed out to explain that situation:

1. A generic disinterest from NNGOs for topics that are not specifically relevant to their activities (regarding the ETS as NNGOs mainly do not use WFP support) combined with the lack of coordination culture for their leader.

2. The lack of HR capacity that doesn't allow them to be present in opposition with the complexity of the coordination architecture in Nigeria

3. The federal structure of Nigeria that represent a difficulty for NNGOs working into specific states, to be represented at the national level.

*Coordination bodies representation per type of actors*

Localization barometer – Nigeria 2024-2025
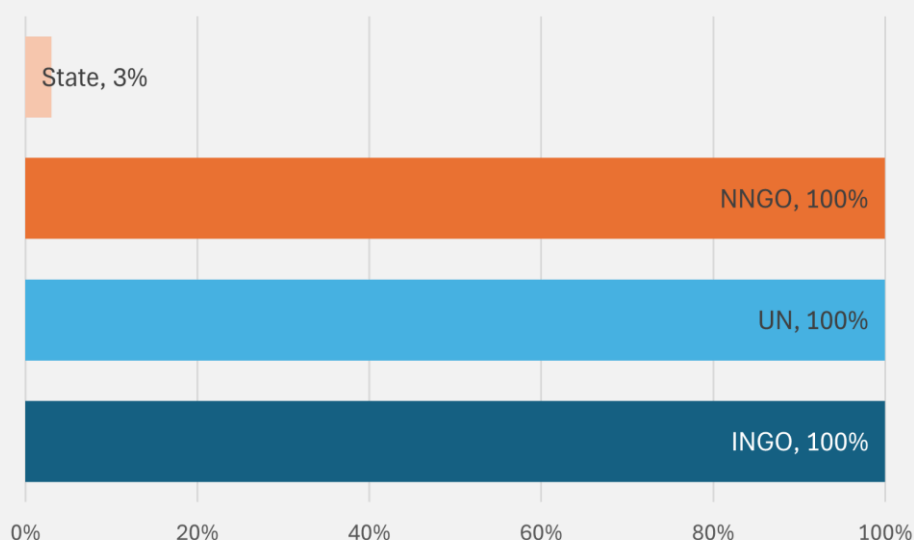
# BB.  Complementarity

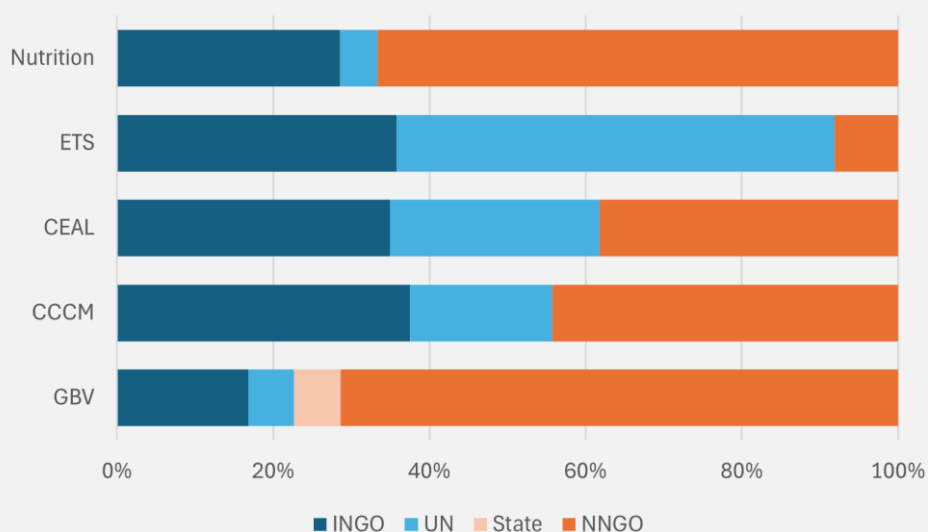*Definition:* **Humanitarian response is collaborative and complementary.**

As evidenced by the representation data and its silo reality among the distribution of actors per type of coordination body, there seems to be an important role distribution among types of actors, whether in coordination or in activities implementation. As such, collaboration in coordination is seen as not satisfactory by several KIs. Two tendencies seem to affect the situation:
- **Actors' type specialization** having NNGOs focusing on usual "classic" sectors intervention (nutrition, health, protection, etc.) while international actors are more involved into specific "new" technical domain (e.g. cash distribution).
- In some cases, **responsibility transfer**, based notably on the withdrawal of international actors after BHA/USAID closure and their progressive disappearance from sector and/or area, does not involve a constructed and progressive shift between actors but rather a simple replacement of one actor by another without associated information transfer.

According to several KIs and aside from simple participation, another difficulty resides in the lack of coordination and information sharing culture among national actors that limits NNGOs added value within the standard humanitarian coordination processes: "Cultural differences are so important, there's a wide gap of perspective between actors" and "Appetite to coordination should be developed".

From another standpoint, it has been indicated that the absence of influence exerted by local actors within coordination bodies can be considered discouraging: "Voices of INGO/ UN are louder: they are cluster lead organizations. As such, their influence is far above". For some, the lack of representative leadership is a key element: "Why should we get involved? We should have the lead".

*Type of actors' representation by coordination bodies*

Localization barometer – Nigeria 2024-2025

## BC. Support

*Definition:* **National coordination mechanisms are supported and have the technical capacity to intervene as part of the humanitarian response.**

So far, CSOs and/ or NNGOs networks are only represented at the state level and not at the federal level. Discussions are ongoing about creating such a structure, but it is not concretized yet.

Over the three forums or networks that participated in the coordination survey, none have specific funding or dedicated human resources which may indicate limited institutional consideration and support for those actors. According to NNGO Kis, aside from the UN coordination architecture, those networks are many and work quite well at the state level with strong governance processes and coordination mechanisms.

On the other hand, the fact that local actors have their own coordination structures that operate in parallel and are only minimally involved in UN coordination architecture tends to isolate these organizations and limit their visibility, particularly regarding their access to funding.

*Perception value per type of actor*

Localization barometer – Nigeria 2024-2025
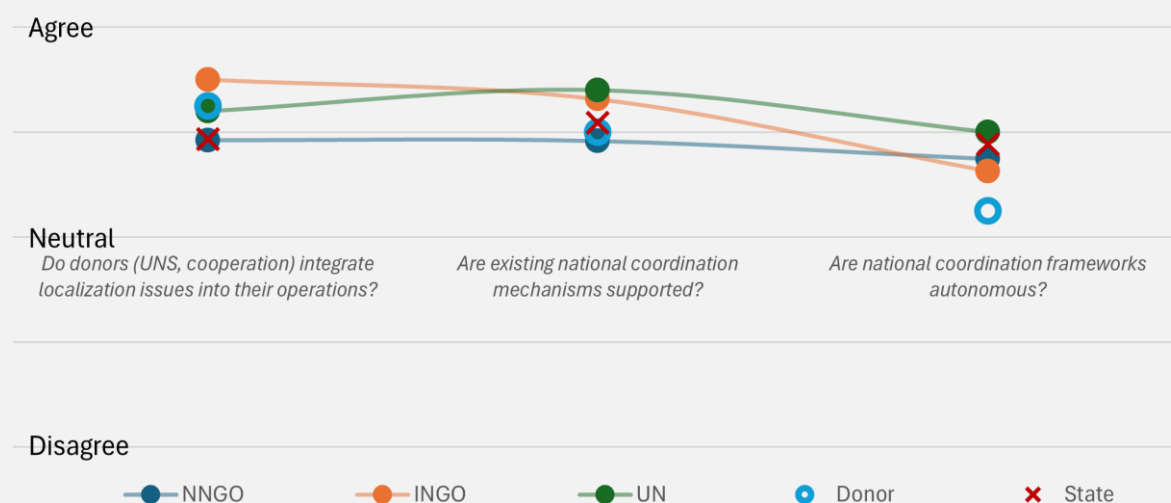
# C. Funding

*Definition:* **A funding environment that promotes, encourages and supports localization to enable a more relevant, rapid and effective humanitarian response.**

The funding environment for National NGOs (NNGOs) in Nigeria shows both progress and persistent inequalities when compared with INGOs. Access to direct funding remains limited: only 27% of NNGOs surveyed received direct funding, in contrast to 80% of INGOs. In terms of corresponding funding volume for organization that have direct access, INGOs secure almost half of their funds directly (47%), while NNGOs receive a mere 21%, relying mainly on UN channels such as the Nigeria Humanitarian Fund (NHF). Despite similar proposal success rates (52%), NNGOs develop far fewer proposals on average, reflecting their more limited networks and weaker visibility with donors and lack of dedicated resources. Key informant interviews underline that the absence of robust communication strategies and donor relationships restricts their access, reinforcing a perception of segregation by type of actor.

Funding quality is improving but remains uneven. The existence of the NHF is widely regarded as a positive factor, ensuring coverage of operating costs. While 100% of INGO contracts include such costs, this is only the case for 82% of NNGOs contracts, due largely to sub-granting practices by INGOs that exclude such costs. Some progress is reported through consortium funding and donor obligations such as BHA's requirement for indirect cost inclusion, pointing to a gradual alignment in standards. However, the duration of contracts for NNGOs remains considerably shorter than that of contracts for INGOs: over 65% of INGO contracts last more than a year compared to just 29% for NNGOs contracts, increasing uncertainty and limiting long-term planning.

In terms of quantity, NNGOs continue to receive significantly less funding than INGOs, with their budget being 68% lower. This disparity is mainly due to NNGOs implementation roles in specific activities. This restricts both their visibility and their capacity to influence the response. However, recent trends suggest a gradual shift in the allocation of funding towards NNGOs: following BHA cuts and the progressive withdrawal of international actors, some funding is being redirected toward NNGOs, strengthening their role in service delivery. While this evolution points toward greater localization, sustained changes in access, quality, and volume of funding are required to create a more equitable environment that enables NNGOs to contribute fully to a rapid, relevant, and effective humanitarian response.

Key recommendations:
- ⇨ Donors should commit a percentage of humanitarian portfolios to direct NNGO funding, with a defined ratio of those grants for multi-year and including full overhead coverage.
- ⇨ INGOs and UN agencies should publish harmonized subgranting templates and ethical rules to be adopted across consortiums, with compliance checks in project audits.

| Challenge | Definition | Level of progress |
|-----------|-----------|-------------------|
| Access | NNGOs have access to the most direct funding possible. | Weak |
| Quality | The quality of funding available to NNGOs is equivalent to that of INGOs. | Medium |
| Quantity | The amount of funding available to NNGOs is proportional to their commitment to implementing activities. | Weak |

# CA. Access

*Definition:* **NNGOs have access to the most direct funding possible.**

Of the 48 NGOs that participated in the survey, access to direct funding varies depending on the type of organization, from NNGO (27% obtained direct funding) to INGOs (80% obtained direct funding). A comparison of the relative amounts of funding and contract number indicates that there is indeed better access to direct funding for INGOs (47% compared to 21% for NNGOs). INGOs are funded indirectly mainly through other INGO indirect funds (53% of the amount) such as consortiums, while NNGOs are funded primarily by the UN (64% of the amount) and notably through the existence of NHF.

When looking at the proposal success rate, it is equivalent from INGOs to NNGOs with 52% of proposals being successful. The refusal is primarily attributable to indirect INGO requests for NNGOs. A major difference emerges in the number of proposals developed by the respective actors with an average value of 2,4 for NNGOs compared to 6,2 for INGOs.

According to KI, a major difference resides in the ability of organizations to develop and sustain their network and notably towards donors, in relation to the development of a proper communication strategy and a corresponding reputation. Despite demonstrated capacities, the lack of consideration by international actors appears to be a key issue to address, particularly given the absence of a network or reputation.

*Contract and funding source of funding per type of organization*

Localization barometer – Nigeria 2024-2025
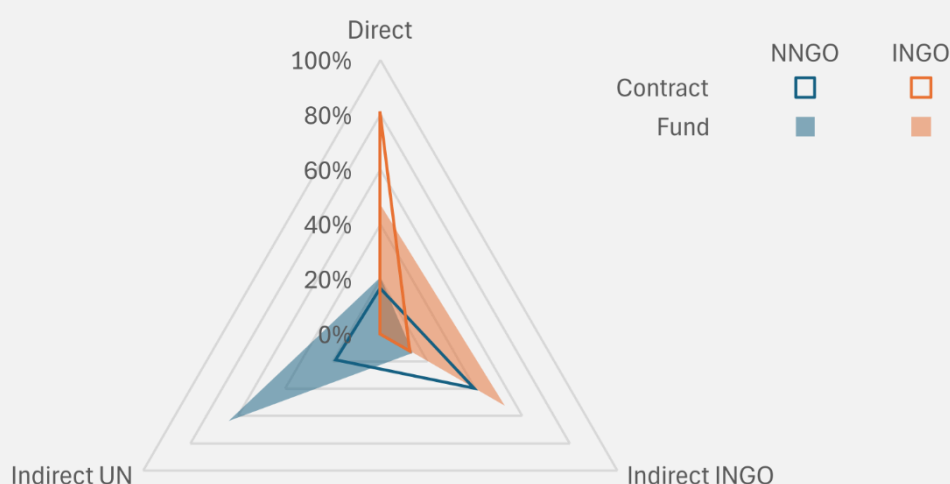
# CB. Quality

*Definition:* **The quality of funding available to NNGOs is equivalent to that of INGOs.**

Funding quality in Nigeria is globally considered as good due to the NHF existence, this pooled fund allowing operating costs. Globally, while 100% of INGOs fundings integrate such lines, this rate is at 82% for NNGOs caused notably by INGO indirect funding that do not integrate it. According to a KI: "It has always been an issue. Some INGOs are looking for little or no operational costs".

On that matter, BHA funding constraints are mentioned as a good example to follow with an obligation of indirect cost inclusion for sub-grantee. Over the last year, some have noted an increase of consortium funding that are "now preferred with an emphasis on operational costs with the objective to reach the same standards", pointing that the situation is slowly moving to a more equitable situation when it comes to those lines.

Aside from operational costs, the difference in funding quality between INGOs and NNGOs lies in the length of the contracts, with more than 65% of INGOs' contracts exceeding a year. This corresponds to 29% of NNGOs' contracts, which increases the pace of project implementation and therefore the associated financing uncertainties.

*Perception value per type of actor*

Localization barometer – Nigeria 2024-2025
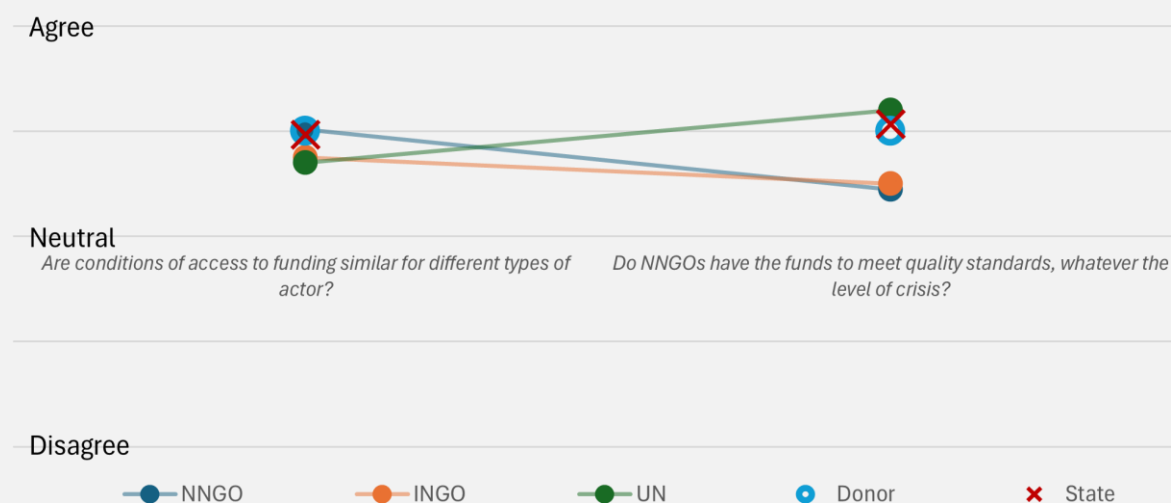
## CC.  Quantity

*Definition:* **The amount of funding available to NNGOs is proportional to their commitment to implementing activities.**

The overall perception is that too little funding is allocated and that it is often restricted to narrowly defined activities. The perception survey results suggest that NNGOs are primarily utilized for implementation purposes, with global amount of funds hindering their visibility. Indeed, comparing average amounts declared by the funding survey participants, NNGOs are funded 68% less than INGOs.

If looking at FTS data, this lack of visibility becomes major with only 0.2% of the global Nigeria funding in 2024 reported for NNGOs.

An examination of the evolution of funding from 2023 to 2024 reveals a change in the distribution of funding sources, characterized by an increase in direct and UN indirect funding for NNGO (+20 and +36 points) in contrast to a reduction in direct funding compensate by an increase in INGO indirect funding for INGO (-34 and +38 points). Indirect funding from INGO to NNGO decreased as well (-13 points).

In addition, and according to KIs, these tendencies are confirmed in 2025 consequent to BHA cuts, with a progressive shift of international to national actors and the pull out of INGO or UN which are replaced by NNGOs. In addition to the cessation of services that have an impact on all actors, it appears that the remaining funds available are being progressively redirected to NNGOs.

*Funding source evolution from year 1 to year 2 per type of actor (in points of %)*

Localization barometer – Nigeria 2024-2025
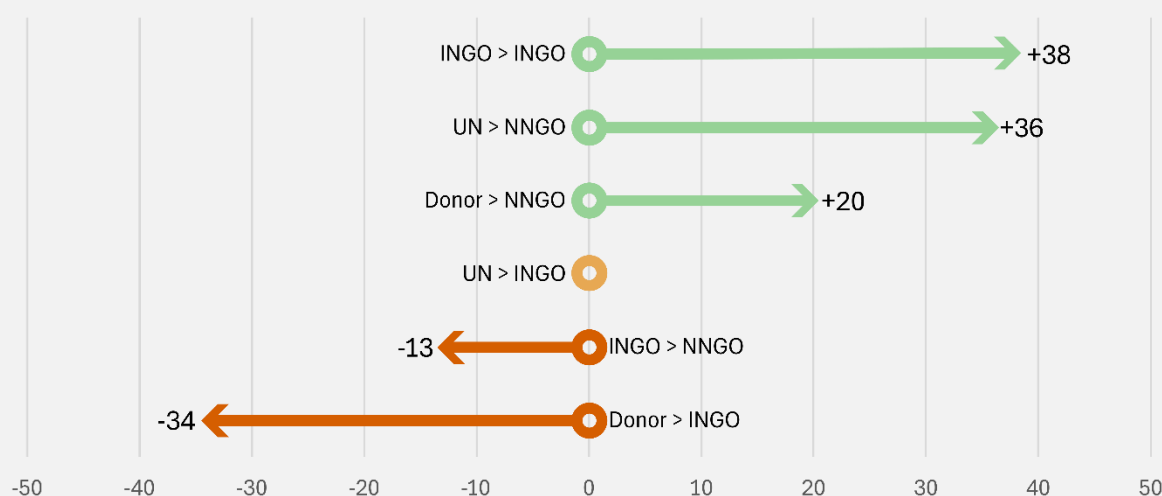
# D.  Partnership

*Definition:* **Equitable and complementary partnerships between NNGOs and INGOs/UN agencies facilitate the delivery of a relevant, rapid and effective humanitarian response.**

Partnerships between National NGOs (NNGOs) and international actors are recognized as essential to ensure a relevant, rapid, and effective humanitarian response, yet they remain marked by power imbalances and short-term arrangements. Data suggest that while both NNGOs and INGOs agree on basic principles of co-definition and ownership, inequalities persist in practice. NNGOs report monopolistic approaches in over half of their partnerships, compared to only 15% for INGOs, with nearly a quarter of NNGO partnerships judged to place them at a disadvantage. Such disparities are most evident in the domain of financial management, where NNGOs are often limited to their own budget lines and excluded from global budget design deliberations, thereby diminishing their role to activity implementation.

With regards to the involvement of partnerships in project cycle, the majority (86%) formally cover all stages, including design, implementation, and evaluation. However, the extend of involvement remains restricted. NNGOs are primarily engaged at the activity level, with limited opportunity to use partnerships as a mean of leveraging broader organizational development. This is reflected in weaker levels of responsibility engagement (85% for NNGOs compared to 100% for INGOs), risk management (70% vs 95%), and whistleblowing or complaint mechanisms (79% vs 99%). The result is a pattern where contractual engagement is present but not always empowering.

Strategic partnerships represent only about one third of relationships for both NNGOs and INGOs. The interests behind them diverge—NNGOs prioritize access to funding, while INGOs focus on access to communities. This creates tensions that risk reinforcing competition. Yet, there are signs of progress: certain INGOs are transitioning towards a more supportive role, and initiatives such as the PLRCAP framework aim to establish more equitable and ethical practices. Still, national actors express frustration that power imbalances remain too entrenched, insisting that "this is the time" to adapt partnerships and rebalance roles.

Overall, while the foundations for equitable and complementary partnerships are in place, significant gaps remain in terms of fairness, involvement beyond activity-level implementation, and long-term strategic alignment. It is imperative that these dimensions are strengthened if partnerships are to become genuine drivers of localization in humanitarian response.

Key recommendations:
- ⇨ Stakeholders should adopt a common partnership standard that mandates equitable cost-sharing, decision-making roles, and operating costs allocation; All new partnership agreements after adoption must reference the standard.
- ⇨ INGOs should transition projects to models where NNGOs are primary implementers with full operating costs access and documented co-lead responsibilities.

| Challenge | Definition | Level of progress |
|-----------|------------|-------------------|
| Fair and ethical practices | Partnerships between NNGOs and INGOs/UN are based on fair and ethical practices. | Weak |
| Commitment to the project cycle | Partnerships with NNGOs enable them to be involved and take responsibility in all stages of the project cycle, particularly in the sizing, evaluation and financial management processes. | Weak |
| Strategic approach | NNGOs are involved in longer-term strategic partnerships aimed at putting in place systems and processes that reflect their ambitions and objectives. | Medium |

## DA. Fair and ethical practices

*Definition:* **Partnerships between NNGOs and INGOs/UN are based on fair and ethical practices.**

According to data, partnerships consideration is quite balanced between NNGOs and INGOs with global consensus on fundamental criteria such as co-definition, ownership, consideration, and so forth. Nevertheless, some specific elements are creating misunderstandings among actors and notably the creation of monopolistic approaches: 52% of their partnerships according to NNGOs while it is only 15% for INGOs.

Another key aspect is the partnership duration and its bounding on specific funding (88% of the partnerships are organized that way) meaning that an important part is built solely towards activities purpose. In that scope, KIs are mentioning the existence of unequal relationships based on power and fund access. These relationships result in NNGOs being powerless in the process of designing partnerships which limit their responsibilities to specific activities, mainly activities implementation. According to NNGOs, their involvement is limited to specific activities in 45% of cases: "NNGOs can only be involved into their own budget, not the global one, their contribution is limited" while on the opposite, partnerships between INGOs are known to be more equal, partners being able to argue global budget distribution for example.

In this regard, an analysis of the indicates that 25% of NNGOs' partnerships are considered to result in one partner being placed at a disadvantage, as opposed to a mere 2% of INGOs', thereby highlighting significant disagreement between partners.

On the other hand, it appears that the challenges faced by NNGOs in establishing fair partnerships have garnered recognition from international actors. A salient example of this is the ongoing efforts done by the PLRCAP project, which is developing a partnership framework agreement to support fair and ethical design practices.

*Response rate regarding partnership situations per type of actor*

Localization barometer – Nigeria 2024-2025
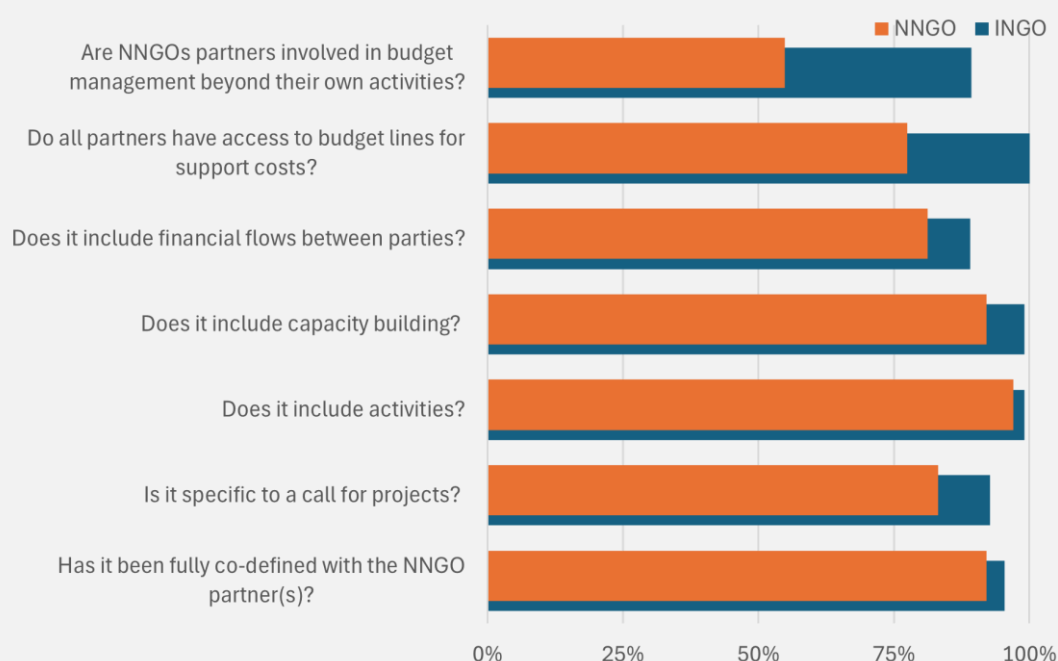
## DB. Commitment to the project cycle

*Definition:* **Partnerships with NNGOs enable them to be involved and take responsibility in all stages of the project cycle, particularly in the sizing, evaluation and financial management processes.**

Project cycle involvement seems to be the key point of NNGOs involvement in partnerships with INGOs with a core emphasis on activities related to the following elements: design, implementation, and evaluation. Globally and according to NNGOs, 86% of their partnerships cover the full project cycle. Several elements could be improved upon. Firstly, there is a need to consider NNGOs initiatives as this is the case in 76% of NNGOs partnerships. Secondly, there is a requirement for their full involvement in the design of partnerships, covering aspects outside the project cycle, as is the case in only 55% of NNGOs partnerships.

As mentioned above, the issue seems to be more the scale of the project cycle in which they are engaged, rather than whether they are involved in all stages of the process. By involving partners on an activity-by-activity basis, partnerships with INGOs limit NNGOs' ability to use the relationship as a strategic lever, keeping them confined to a service-delivery role.

This reflects into the NNGOs low consideration of their contractual involvement in MOUs compared to INGOs. Indeed:
- NNGO responsibility engagement is estimated achieved for 85% of NNGOs MOUs (100% of INGOs MOUs),
- Identification of fraud and corruption risks is integrated in 70% of NNGOs MOUs (95% of INGOs MOUs),
- Procedures of whistleblowing, complaints, etc. are integrated in 79% of NNGOs MOUs (99% of INGOs MOUs).

*Response rate regarding partnership situations per type of actor*
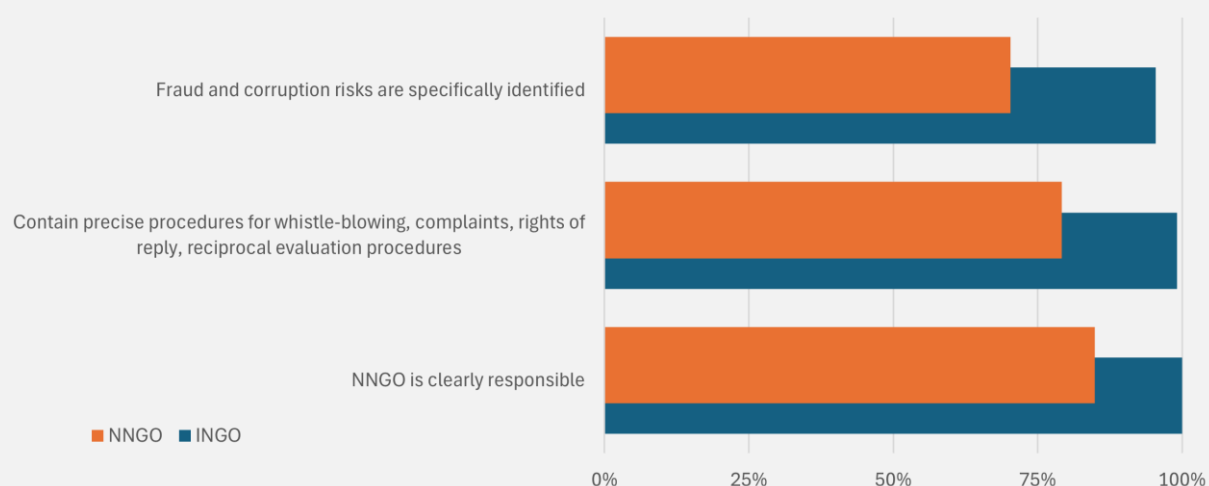
## DC. Strategic approach

*Definition:* **NNGOs are involved in longer-term strategic partnerships aimed at putting in place systems and processes that reflect their ambitions and objectives.**

Partnerships are considered as being of equal strategic importance by both actors, with a ratio of 35% according to NNGOs, 36% according to INGOs). This points to an equal common interest from both actors in the development of partnerships. Looking at each type of organization's interest, it seems it diverges, from fund access for NNGOs, to access to communities' facilitation for INGOs. This distinction highlights an antagonist approach, yet both types of organizations are aligned in their pursuit of the same objective: the ability to work and deliver, with the risk of increasing the effects of competition between the two categories of actors.

According to KIs, there has been a gradual shift in approach, with INGOs progressively divesting themselves of direct implementation and instead concentrating on the support of NNGOs. Nevertheless, there is still an important room for improvement as some national actors consider that "we leave this to the INGO too much, we could do much more" and emphasizing that "this is the time, more than ever" when discussing rebalancing power relations among actors, "partnerships should be adapted".

*Type of partnership per type of actor[1]*



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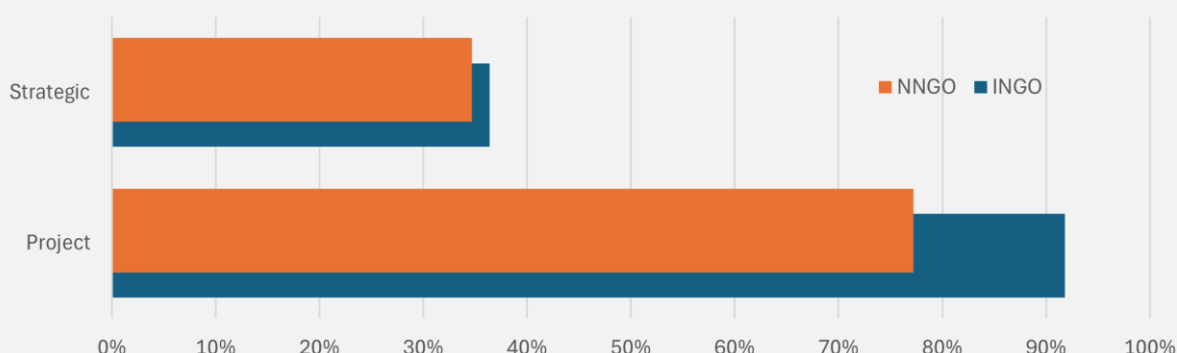
[1] A partnership can be considered as strategic and project orientated at the same time.

# E.    Participation

*Definition:* **Affected populations fully shape and participate in humanitarian action.**

According to humanitarian organizations[2], participation of affected populations is widely recognized as an integral component of humanitarian action, with the majority of and most actors concurring that communities should be engaged in the programming, implementation, and evaluation of interventions. In practice, however, this participation is often limited or symbolic. While involvement is now widely accepted as a standard practice, there is a risk that it may become a "box-ticking" exercise, driven by donor requirements and reduced to standardized procedures rather than genuine influence. Power imbalances remain a major obstacle: while communities may contribute to the design stage of a project, their influence often diminishes during implementation, as some hesitate to criticize for fear of losing aid.

Data show stronger community engagement through NNGOs than INGOs (100% vs 86% in implementation; 93% vs 71% in design; 92% vs 86% in evaluation). This reflects the closer proximity of NNGOs and CSOs to affected populations. Yet, this proximity can result in problematic shortcuts, with international actors at times conflating NNGOs or CSOs with communities themselves. While NNGOs can be considered as "eyes and ears" on the ground, they cannot replace direct community representation.

When it comes to standards and policy development, there is little evidence of systematic community involvement. INGOs are better equipped than NNGOs with conflict sensitivity tools, but overall, the development of contextualized standards remains an area where affected populations are largely absent. Responsibility here lies not only with local actors but with the humanitarian community, as highlighted in coordination and advocacy dimensions.

The absence of communities is even more pronounced in coordination structures. None of the current mechanisms include community representatives, and the notion is regarded as either "strange" or unrealistic by certain international actors. By contrast, local actors see value for direct community leader involvement, while emphasizing the necessity to differentiate civil society organizations and community voices. Once again, responsibility for ensuring participation in coordination should not fall solely on local actors, Instead the issue must be addressed collectively by all humanitarian stakeholders.

While the principle of participation is universally endorsed, in practice it remains partial, often mediated, and rarely strategic. Voices of communities are at risk of being instrumentalized rather than empowered, and their exclusion perpetuates unequal dynamics. Strengthening direct and meaningful participation, beyond proxies and beyond compliance, is critical for accountability and effectiveness in humanitarian action.

Key recommendations:
   ⇨ Donors and partners should establish and fund community participation protocols.
   ⇨ Launch a participation support fund to finance tech-access and translation services.

| Challenge | Definition | Level of progress |
|---|---|---|
| In action, programming, evaluation | Communities participate in shaping programming, including evaluating the work of INGOs. | Medium |
| In standards and policy development | Communities participate in the development of contextualized standards for all actors | Weak |
| In coordination | Communities play a key role in coordinating aid. | Very weak |

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[2] This dimension analysis is not based on communities' feedback as stated into the methodology limits.
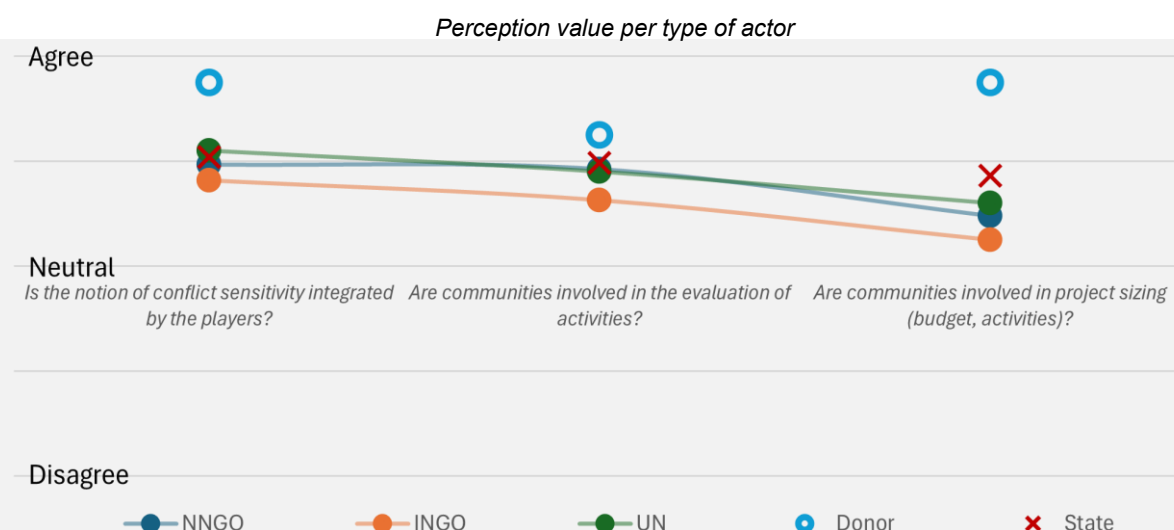
## EA.   In action, programming, evaluation

*Definition:* **Communities participate in shaping programming, including evaluating the work of INGOs.**

Communities' involvement in the project cycle reaches a "common agreement" among all actors involved in the humanitarian response. No one questions it, it has become a reflex for all actors. Nevertheless, several aspects of this question are worthy of further consideration:

- In the context of proposal construction based on donors' requirements, the act of "checking the community involvement box" becomes mandatory. While this practice may appear conventional, it can diminish the significance of community involvement by automatically referring to standardized basic procedures, which treat communities as items on a checklist rather than entities that check the list themselves.

- A power imbalance that does not allow communities to express their opinion through all the project cycle. KIs notably mentioned that "When we design program, info is coming from community but as soon as we switch to implementation, power imbalance prevents their involvement" or "They don't want to speak, even confidentially because they're afraid of losing aid and support" pointing out the importance of considering potential bias within communities' involvement processes.

- A possible slight responsibility transfer from international actors to their national counterparts as we notice a better involvement approach depending on what type of actor is considered. Based on self-reported data, both NNGOs and INGOs report strong community involvement across project phases, though levels appear higher among NNGOs − particularly in design (93% vs. 71%), implementation (100% vs. 86%), and evaluation (92% vs. 86%).

This assumption is corroborated by several interviews with international actors who tend to group NNGOs, CSOs and communities together. This has led to the consideration of NNGOs involvement as a form of community involvement, whereby the responsibility of community opinion consideration is transferred exclusively to NNGOs: "L/NNGO are the eyes and hears of the communities" or "NNGO are closer to community and are considered as gate keepers".

In contrast, certain actors have expressed the view that this is not a relevant consideration: "Communities should speak for themselves, CSOs or NNGOs as well", for quite simple reason, "CSO are not community" or more practically, "in this state, some NNGOs are working […] but they aren't from there. Their people are not from this state. They cannot be considered as representative from communities".



*Perception value per type of actor*

Is the notion of conflict sensitivity integrated by the players? | Are communities involved in the evaluation of activities? | Are communities involved in project sizing (budget, activities)?

NNGO    INGO    UN    Donor    State

Localization barometer – Nigeria 2024-2025
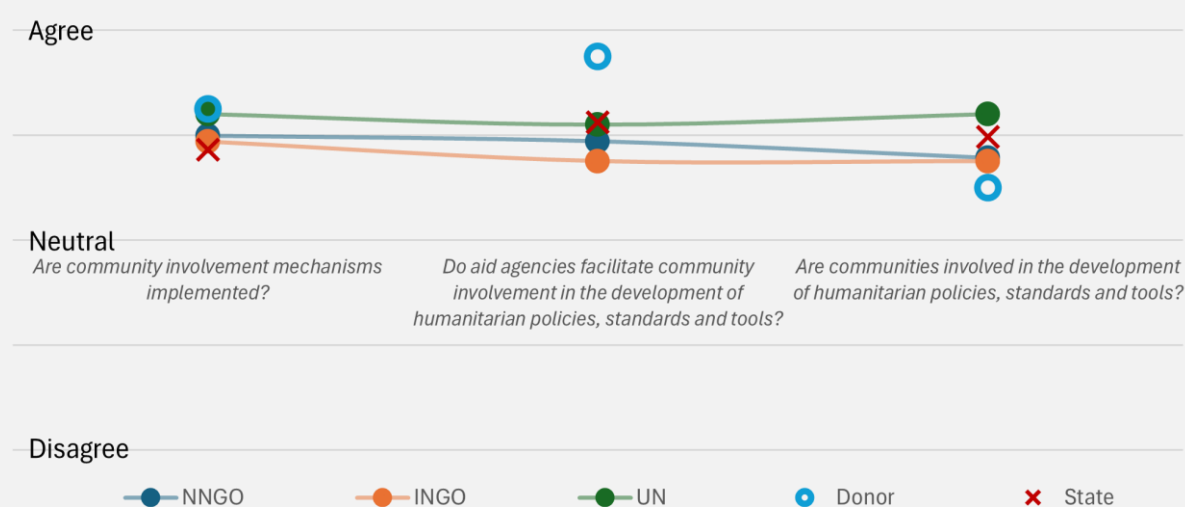
## EB.   In standards and policy development

*Definition:* **Communities participate in the development of community/contextualized standards for all actors working in this context.**

There is no evidence of the effective involvement or participation of the community, except in the form of some isolated case studies or in certain specific testimonies that are mostly used and mobilized for external communication purposes.

On the side of national and international NGOs, some specific instruments and frameworks[3] have begun to be introduced and deployed, for example conflict sensitivity tools as well as accompanying documents, although there is still space for improvement, especially for NNGOs, since only 41% of them declared being properly equipped, in comparison with 71% for INGOs who stated that they already have such tools in place.

Considering the previous assumption about the proximity of NNGOs and CSOs to communities, a simple approach would emphasize the responsibility of NNGOs and CSOs towards community engagement in the development of standards and policies. As can be seen within the 'Coordination' dimension (see B.) and the 'Policy, influence and advocacy' dimension (see F.), due to the lack of engagement of these stakeholders in current production processes, it is more relevant to highlight the responsibility of the entire humanitarian community, including international stakeholders.

*Perception value per type of actor*



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[3] See https://reliefweb.int/report/nigeria/accountability-affected-people-and-community-engagement-strategy-northeast-nigeria-2023-2024

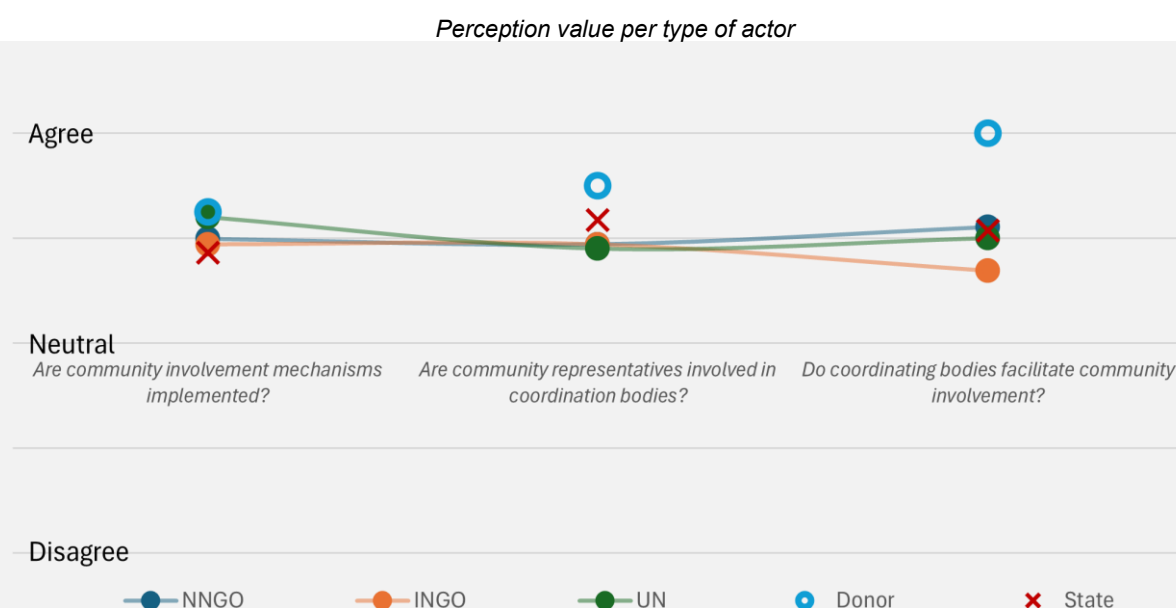Localization barometer – Nigeria 2024-2025

## EC. In coordination

*Definition:* **Communities play a key role in coordinating aid.**

None of the community representatives are involved into coordination process, the question being seen as strange from a UN representative, far from being possibly considered within the current coordination organization: "interesting concept to have the community directly represented, there's no discussion about it so far", pointing out a significant margin for improvement.

On the opposite side, local actors seem much more interested by the approach specifying that "there's a lot to gain to have the leaders" combined with the need to avoid considering NNGOs or CSOs as community representatives within any of the coordination body: "They are closer, but community should speak for themselves into coordination platform".

As for the challenge in standards and policy development (see EB), this should not be considered as a local actor's responsibility but a common humanitarian actors' responsibility.

*Perception value per type of actor*



Agree

Neutral

*Are community involvement mechanisms implemented?*  *Are community representatives involved in coordination bodies?*  *Do coordinating bodies facilitate community involvement?*

Disagree

● NNGO   ● INGO   ● UN   ○ Donor   ✕ State

Localization barometer – Nigeria 2024-2025

# F. Policy, influence and advocacy

*Definition:* **NNGOs define humanitarian priorities and are recognized as such by international actors.**

Policy, influence and advocacy remain the weakest area of engagement for NNGOs within the humanitarian system. Despite being recognized as key operational actors, their role in shaping standards, policies and strategic priorities is minimal. Many national actors are reluctant to challenge the status quo for fear of provoking controversy or exposure. This is in contrast to the approach of INGOs, which are accustomed to carrying advocacy messages to higher levels. This hesitation, combined with the scarcity of resources and the prevailing mistrust of political processes, results in the marginalization of NNGOs in policy discussions. International actors acknowledge these barriers and have initiated mentorship and training, but progress is slowed by the absence of collective synergy.

In terms of visibility, NNGOs are generally recognized as essential humanitarian organizations in Nigeria. However, their visibility and recognition vary widely depending on leadership capacity, organizational maturity, and the availability of opportunities to occupy central roles. Structural weaknesses, such as the lack of national-level platforms, combined with competition among organizations, prevent the emergence of a unified voice. While most NNGOs (91%) report having a communication strategy, their impact remains limited, pointing to challenges of leadership and practice rather than access to tools. Interviews highlight the urgency for NNGOs to strengthen their advocacy presence, move beyond crisis-specific visibility, and invest in collective communication to increase influence.

Advocacy at national and international levels is particularly constrained. Only three of the 21 humanitarian coordination bodies in Nigeria are co-led by a national actor, (Education, Child protection and AAP) and NNGOs remain largely confined to implementation roles. Their advocacy efforts tend to be localized and fragmented, with limited reach beyond the field. Capacity gaps, lack of funding, and entrenched power imbalances reinforce a sense of inferiority among NNGOs, undermining their ability to position themselves as equal actors. While there are positive examples of local advocacy successes, these remain isolated and not scaled. Despite the provision of international support to build capacity and address unequal dynamics, structural mechanisms of the humanitarian system continue to limit NNGOs' ability to influence priorities and shape policies.

Overall, while NNGOs are increasingly recognized as central to humanitarian response, their potential to influence policy and advocate at scale remains underdeveloped. Strengthening their role will require not only capacity-building and resources, but also systemic changes to create space for their voices to be heard and valued at national, regional and global levels.

Key recommendations:
- ⇨ Implement a capacity-for-influence programme that trains and supports NNGOs in advocacy, communications and fundraising.
- ⇨ Publish a global tracker reporting progress on Grand Bargain localization targets, salary parity, and overhead inclusion, updated annually and publicly accessible.

| Challenge | Definition | Level of progress |
|---|---|---|
| Standards and policies | Standards and policies defining humanitarian intervention frameworks are defined with NNGOs. | Weak |
| Visibility & communication | NNGOs are visible and recognized as key aid organizations. | Weak |
| Advocacy | NNGOs develop influence and advocacy strategies at all levels | Very weak |

## FA.  Standards and policies

*Definition:* **Standards and policies defining humanitarian intervention frameworks are defined with NNGOs.**

No evidence of documents written or co-written by NNGOs has been demonstrated during the data collection process. As such, this challenge is estimated to be quite low and with an important room for improvement in the coming years.

Over the different elements that might explain the situation, most KIs support the idea of a lack of NNGOs engagement regarding that topic based on (i) capacities and resources for a first but as well on (ii) consideration of this involvement as key to influence practices combined with (iii) a global mistrust from local actors to all that can be considered as too political.

On this last part, there is an important gap to cross for organization that typically operate within the field but face a paucity of recognition or acknowledgement for their efforts. According to one KI: "one CSO leader was so afraid after its organization was googled and featured on the internet, even though the exposure should have been welcomed," to be indeed compared with the practices of INGOs, who, "when they intervene, they carry their advocacies at the top level".

As such, capacity to influence is seen as a danger for small organizations that do not want to create controversy, "challenging the status quo, no one will do that", or being exposed to: "Your voice should be ready to be challenged, and the visibility associated could be a challenge".

On the international actors' side, the capacity and knowledge issue has been considered, and several dynamics are trying to tackle the situation: through mentorship, dedicated training, etc. According to one KI, what is now missing the most is synergy among actors to improve the situation.

*Number of Reliefweb publications per year and type of actor*

Localization barometer – Nigeria 2024-2025
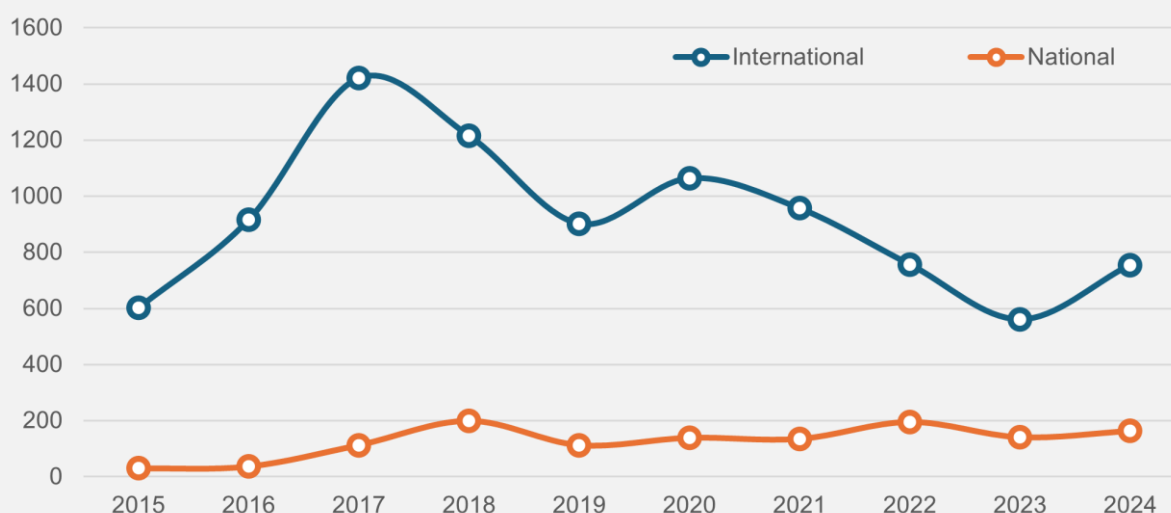
## FB.  Visibility & communication

*Definition:* **NNGOs are visible and recognized as key aid organizations.**

NNGOs are fully recognized as key aid organizations by all actors, this is not subject to debate in the context of Nigeria. Yet, their visibility will vary from situation to situation depending on several factors: the capacities of the organization and its leaders', the actors wish for involvement and/ or the existence of space for leadership to develop.

As seen for dimension "Capacities" (see A), the lack of local structures present at the national level prevents them from investing in communication and visibility opportunities that would lead to greater recognition. NNGOs are so far too "crisis specific".

Related to those limitations, several KIs are pointing the interest for more coordination "local organizations should work together and speak with one voice, in most cases there's no unified voice because of competition" combined with an involvement effort to be made by NNGOs to take the center stage: "Advocacy is fundamental… vital… you have to sell your ideas to get support". Looking at the data and while 91% of NNGOs declare having a communication strategy, the issue seems to be more a question of practice and leadership than of tools availability.

In the background, the maturity of local actors is being questioned. The impression is that the time has come for all actors, not only international ones, but national and local ones too, to switch to a new way of operating.

*Perception value per type of actor*
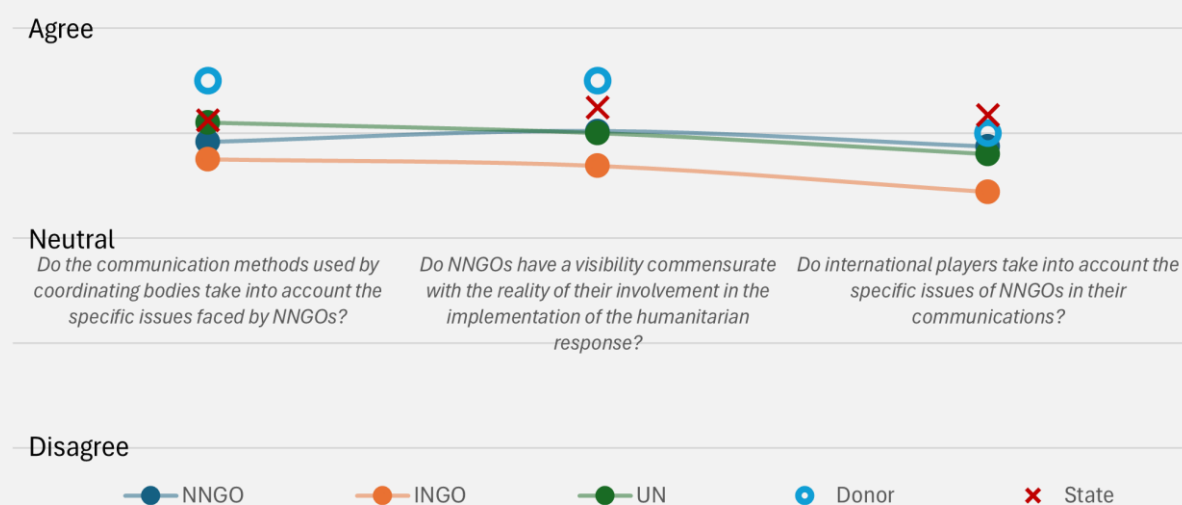
# FC. Advocacy

*Definition:* **NNGOs develop influence and advocacy strategies at all levels.**

As demonstrated in the coordination dimension (see B), only one coordination body out of the 21 listed on the humanitarian response in Nigeria is co-led by a local actor. This is primarily due to capacities and a lack of dedicated funding.

NNGOs focus primarily on intervention rather than visibility and engagement at the national level. This, in turn, limits their advocacy capacity, efforts and results both nationally and globally. However, "there's good examples at the local level where advocacy done by one actor worked properly".

More than just a capacity issue, "position of power/ power imbalance is influencing NNGOs inferiority complex" and even if some international actors are working to tackle the issue (on both capacity and power imbalance), it is a global mechanism that seems to prevent changes.

*Sector and working groups leadership and co-leadership by type of actor and number of individuals*

Localization barometer – Nigeria 2024-2025
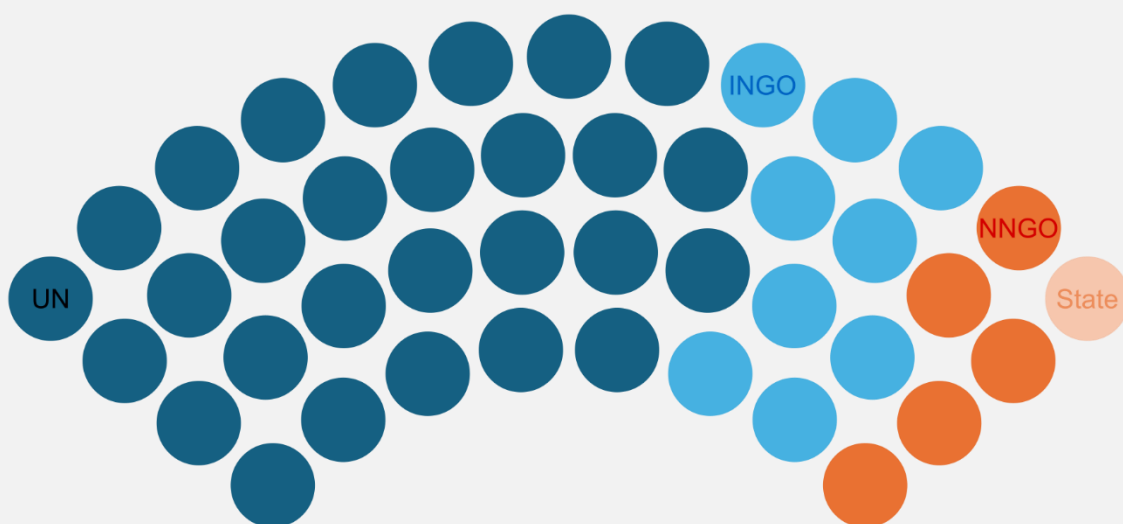
# Recommendations per actor

The following recommendations are based on the analysis of each of the above dimensions and challenges. They have been defined by the study's steering committee with a view to prioritization.

### International NGOs

1. Revise recruitment and remuneration policies to achieve parity with NNGO staff at equivalent responsibility levels
2. Transition current direct implementation projects to partnership-based models where national NGOs are primary implementers and receive equal access to overheads and decision-making.
3. Ensure that all joint projects with NNGOs include co-branding, joint reporting, and public acknowledgment of contributions, as verified in project communication plans.

### UN Agencies

4. Revise recruitment and remuneration policies to achieve parity with NNGO staff at equivalent responsibility levels,
5. Publish transparent NHF allocation data disaggregated by partner type.
6. Ensure that at least one co-lead position in each UN-led humanitarian coordination cluster is held by a national NGO representative.

### Coordination Bodies

7. Adopt and implement an inclusion charter across all coordination platforms, guaranteeing rights and power for national NGOs.

### NGOs forum

8. Develop and endorse a global partnership standard defining minimum equity and cost-sharing principles, to be integrated into all inter-agency humanitarian partnership agreements.
9. Supports the development of a reference salary scale for all stakeholders.

### Donors

10. Dedicate a minimum percentage of total humanitarian funding portfolios to direct grants for national NGOs, including full overhead cost coverage and multi-year agreements.
11. Support the creation or strengthening of national coordination forums, ensuring representation of local actors in donor coordination meetings.
12. Integrate participation and localization criteria into all call-for-proposal evaluations, requiring demonstrable community and NNGO engagement mechanisms.
13. Make it mandatory to include operating costs in sub-granting, setting a minimum defined ratio.

### State

14. Establish national humanitarian funding mechanism dedicated to local and national actors, co-financed by the State and partners.
15. Develop a national policy framework on humanitarian partnerships recognizing NNGOs' role, validated through multi-stakeholder consultation, and publicly endorsed by the ministry in charge.

## National NGOs

16. Develop and implement an institutional strengthening plan—including governance, grant management, and advocacy— ensuring that core staff receive training on humanitarian standards and financial management.

17. Establish a functional national NNGO coordination platform representing active humanitarian NNGOs, with clear terms of reference and participation in all national humanitarian coordination mechanisms.

# Annexes

Annex 1:     Localization barometer methodology

Annex 2:     Lists of dimensions, challenges, questions and variables

# Annex 1
# Localization barometer methodology

# Localization barometer
## Commitments under pressure?

A project run by national and local NGO fora, with support from ICVA

*West & Central Africa – Analysis 2024*

# Methodology document

## Table of contents

# 1 Approach

Localization has become a key issue in humanitarian aid in recent years. In West Africa, several initiatives have been undertaken to accelerate the place and role of national NGOs in humanitarian responses, in parallel with the development of different methodological evaluation approaches.

Building on an initiative implemented in Burkina Faso by SPONG, ICVA has developed a regional methodology to quantitatively and qualitatively assess the degree of localization of humanitarian responses, track its evolution over time, and identify successes and challenges in each of the West and Central African countries covered by the program. The objectives of this methodology are to (i) establish a framework for quantitatively measuring progress in localization at the WCA regional level, (ii) develop advocacy capacities at the national and regional levels, and (iii) establish a system for sharing good practices and lessons learned.

The methodology developed draws on existing methodologies and adapts their components to create an approach that is: 1) contextualizable, 2) comparable, and 3) sustainable.

In each country, the national NGO forum leads the process, with support from technical consultants at the country and regional levels (ICVA and then FONGA). A process for defining the localization agenda is developed by the partners of the NNGO forums, enabling the identification of variables for monitoring its implementation. The regional level will be primarily responsible for the regional and comparable aspects of the study and for ensuring consistency between the data collection methodology and the results obtained.

Eight countries are involved in the process for the 2024 exercise: Burkina Faso, Cameroon, Central African Republic, Mali, Niger, Nigeria, Chad, and DR Congo.

The approach was initiated and implemented by ICVA at the regional level. Regional support was then taken over and provided by the Forum of West and Central African NGOs (FONGA).

# 2 Structuring the analysis

## 2.1 Cascade approach

Monitoring the level of implementation of the localization agenda is structured around three cascading levels, facilitating the identification of questions to be answered by this monitoring:
1.  The **dimensions** of localization: in other words, the major work themes on which there is consensus for this agenda.
2.  For each of these, the **issues** at stake: i.e., the specific problems that we identify.
3.  And finally, for each issue, **questions** of interest around it, in order to characterize the extent to which a satisfactory situation has or has not been achieved.
Example 1: with regard to funding and the need for NNGOs to have access to it, a question of interest will be to what extent do they have direct access to it?
Example 2: with regard to partnerships and the need for them to be long-term, a question of interest will be to what extent are they defined for durations beyond project duration?
The list of entries for each of these three levels comes from existing methodologies proposed by the following organizations: HAG, NEAR, START, IASC.

For each question of interest, one or more SMART variables are defined and associated with one or more specific sources and one or more means of collection:
3.    Question of interest
4.    SMART variable
5.    Source
6.    Collection mean.
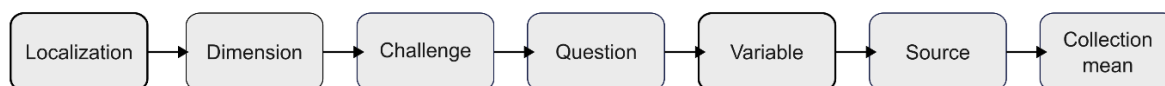


Dimensions and issues are set in principle based on existing methodologies.

> The questions of interest and variables are defined by the national workshops to correspond specifically to the context.
> The sources and means of data collection are proposed by the technicians in charge of monitoring the study at both country and regional level.

The list presented in Appendix 1 has been drawn up to facilitate the choice, for each country, of the relevant questions of interest to be taken into consideration.

To make the exercise comparable over time and between countries, each issue will be rated independently on its level of progress and on a scale of five values ranging from "very low" to "very strong."

For example, four questions are proposed by default to address the issue of access to financing. Each national workshop is responsible for determining whether all these questions should be considered, modifying them, and adjusting them according to their relevance to the context.

At the same time, each workshop will aim to list the stakeholders to be included in the process, as well as existing coordinating entities, whether they are part of the United Nations system.

## 2.2  Data collection

Once the questions of interest have been defined, data collection will be structured around three phases:

1. Collection phase, using forms to :
   a. Collect specific information on funding, partnerships, projects, etc., by **stakeholder**.
   b. Collect feedback on the implementation of the agenda from stakeholders. This process will provide contextual information on the involvement of different **people** and their understanding of the level of implementation of the agenda.
   c. To collect and analyze various key **documents**, attendance lists, policies, etc., in order to obtain factual data for certain variables on the one hand (involvement of NGOs in coordinating bodies, for example) and to capture a corpus linked to the localization agenda on the other.
2. **Comparative analysis** phase: the comparison of data from these three different sources will enable us to formulate          working hypotheses that will be explored in greater depth through the following phases
3. **Interview** phase: bilateral interviews, to form the overall corpus of the country study, which will enable us to define the level of implementation of the agenda in each country.

# 3 Focus

In most cases, the questions of interest target NNGOs and the level of their consideration, integration, participation, power, etc. vis-à-vis their intervention context.

The populations are also considered for the issue of participation in action, and the State for the issue of representation in coordination.

Through these questions, 6 types of objects will be questioned and analyzed:
1.      Organizations
2.      Individuals
3.      Financing
4.      Partnerships
5.      Activities
6.      Coordination structures.

The analytical framework of stakeholders and their relationships is summarized in the following figure:

Localization Barometer – West and central Africa – 2024
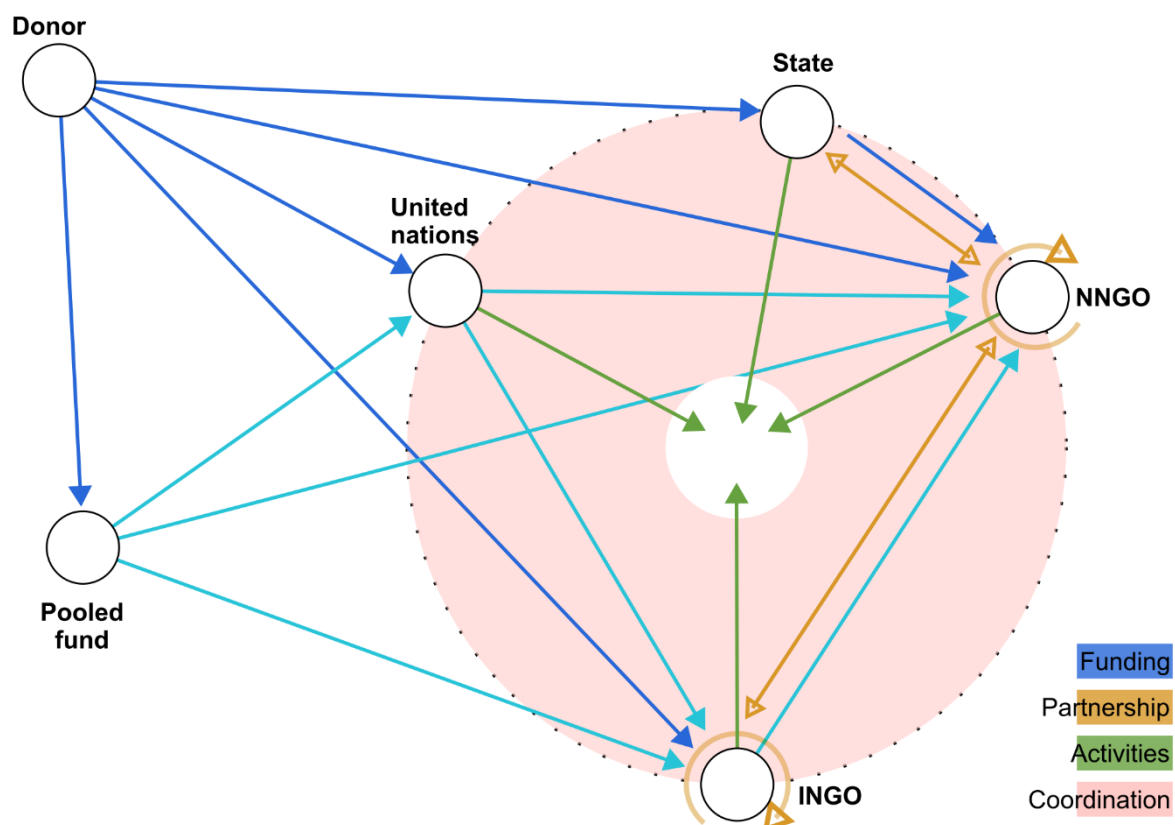
# 4  Stakeholders and responsabilities

There are two main stakeholders and responsibilities:
- The process of defining the relevant indicators to be monitored, as well as the collection process, is led by the **country** level;
- The **regional** level is responsible for supporting the process, facilitating its dissemination beyond the country, and ensuring that the conditions for comparing results over time and between countries are met.

Within these two levels, the same three types of players are involved:
- A **steering committee**, bringing together various players from NGOs, INGOs, donors and the UN;
- A **coordination structure**, responsible for the substantive process, defining objectives, etc.
- A **technical officer**, in charge of building tools, collecting information and data, processing and analyzing them.
-  All the **organizations** and **individuals** taking part in the workshops and data collection process, who are expected to be heavily involved.
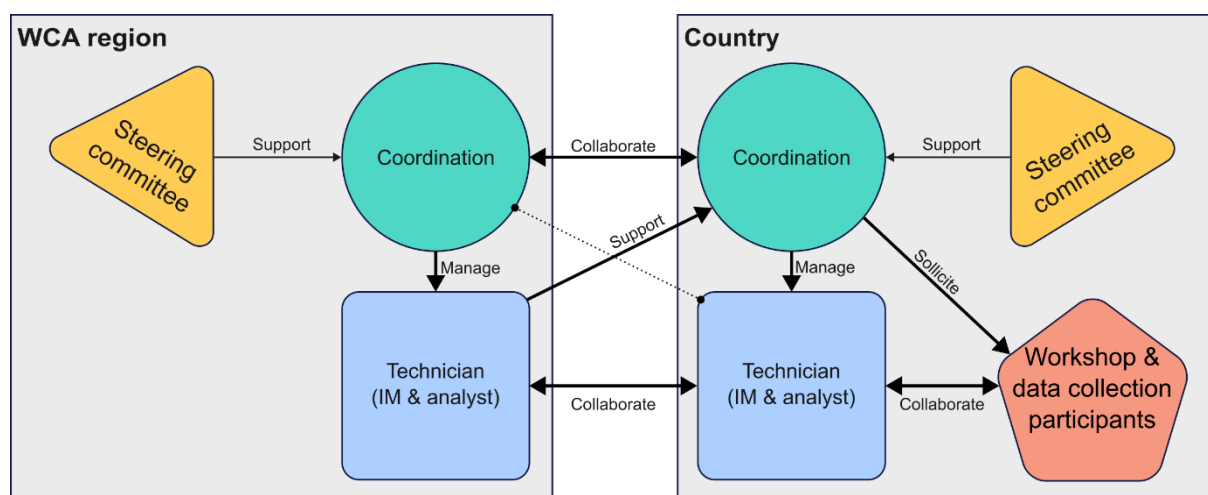
# 5 Overall process
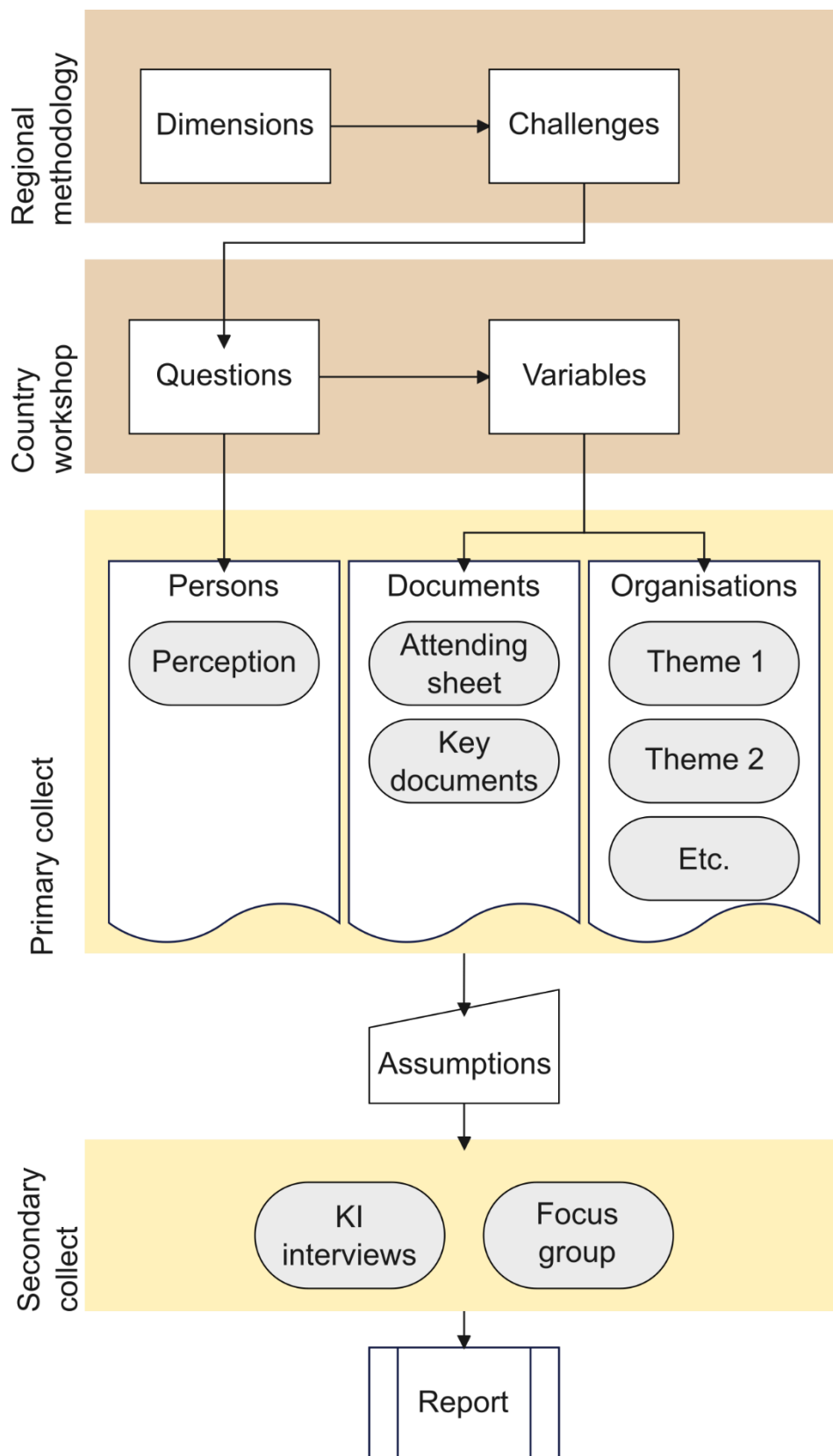
# 6 Results

In summary, the objective is to obtain an analysis and an estimated level of implementation for each of the issues identified by dimension, i.e., 18 values. All of these elements will be included in a summary report.
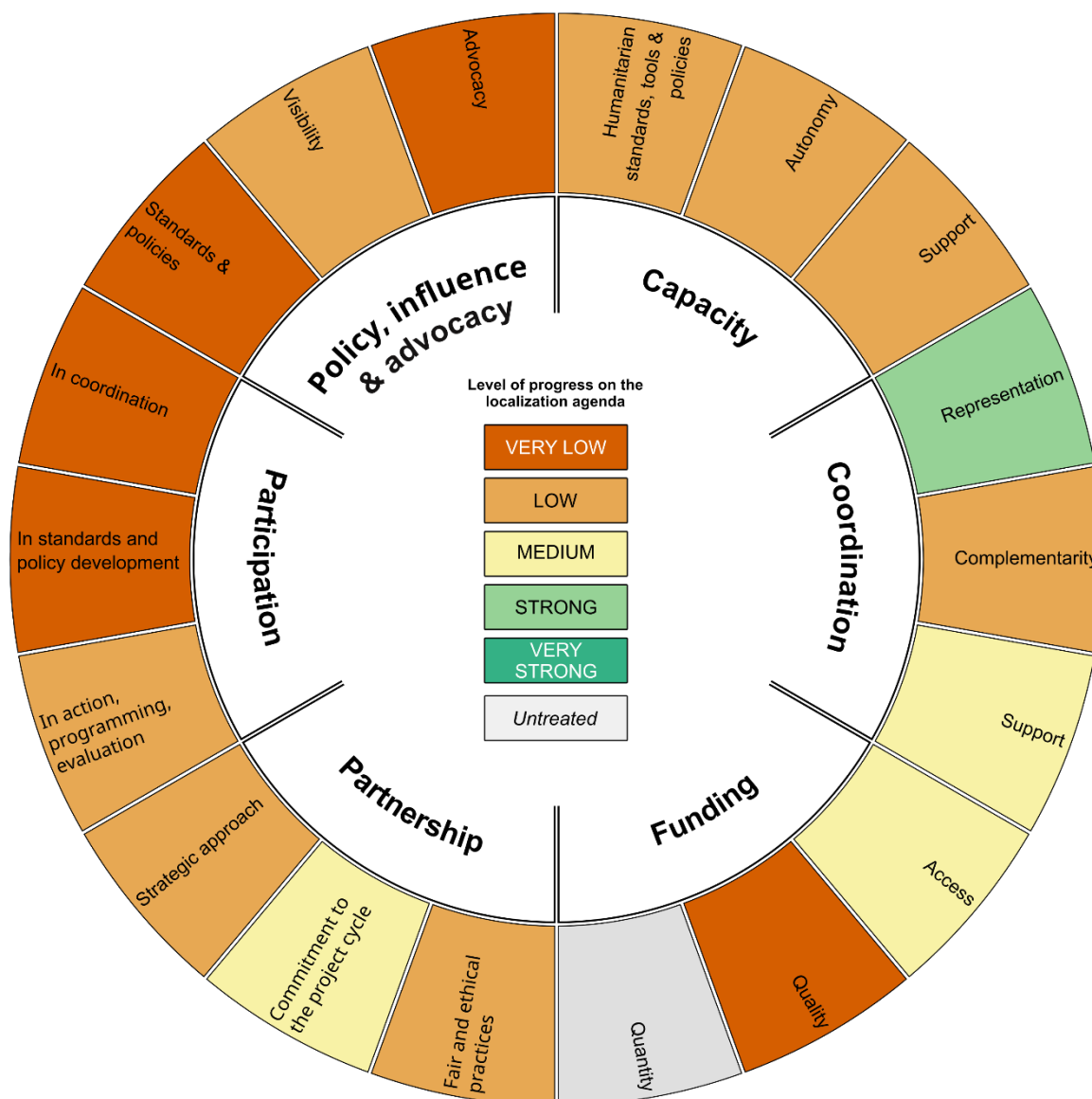


In summary, the objective is to obtain an analysis and an estimated level of implementation for each of the issues identified by dimension, i.e., 18 values.

These values and analyses will be used:

(i)    To define work recommendations at the country level to facilitate the improvement of the implementation of the localization agenda. This work could enrich the localization strategy at the country level.

(ii)   Make comparisons at the regional level to facilitate the identification of good practices and their exchange between countries.

(iii)  As a working basis for conducting a series of assessments over time to identify trends and thus facilitate the progressive evolution of the agenda's implementation.

Localization Barometer – West and central Africa – 2024

# Annex 2
# Lists of dimensions, challenges, questions and variables

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Capacity | Humanitarian standards, tools and policies | Are key documents (standards, tools, donor, INGO and UNS policies, procedures) contextualized and translated? | Number of context-specific standards or policies drafted with the participation of NNGOs |
| | | | Number of key documents identified at country level |
| | | | Number of key documents translated into local languages |
| | | | Number of standards or policies aligned with national policies |
| | | | Number of standards or policies in use |
| | | | Number of standards or policies in use that have been contextualized |
| | | Are NNGOs recognized as key actors in the development of standards and policies? | Number of international meetings concerning the country in the last year involving NGOs |
| | | | Number of international meetings concerning the country in the last year. |
| | | | Number of national or international consultation frameworks where NNGOs are represented |
| | | Do NNGOs actively participate in the norm or policy development process? | Number of context-specific standards or policies drafted with the participation of NNGOs |
| | | | Number of key documents identified at country level |
| | | | Number of NNGOs |
| | | | Number of NNGOs involved in drafting key documents |
| | | | Number of standards or policies aligned with national policies |
| | | | Number of standards or policies in use |
| | | | Number of standards or policies in use that have been contextualized |
| | | Do NNGOs integrate contextualized key documents (humanitarian standards, tools and policies)? | Number of context-specific standards or policies |
| | | | Number of NNGOs involved in drafting key documents |
| | | | Number of standards or policies in use |
| | Autonomy | Do mechanisms exist and are they implemented to make the most of national/local expertise? | Number of capacity-building processes leading to an adjustment of roles in favor of NNGOs/Ls |
| | | | Number of documents published on Reliefweb |
| | | | Number of documents published on Reliefweb written by NGOs |
| | | Do NNGOs have a reliable system of governance? | Number of NNGOs |
| | | | Number of NNGOs in compliance with public administration regulations |
| | | | Number of NNGOs with strategic documents (procedure manual, policy, etc.) |
| | | Do NNGOs have sound financial management and accounting systems? | Number of NNGOs with specific financial management and accounting tools (accounting software, non-profit accounting system) |
| | | | Number of NNGOs with specific human resources for financial management |
| | | | Number of NNGOs with specific procedures for financial and accounting management |
| | | | Salary levels by type of organization and position |
| | | Do NNGOs have the capacity to retain competent staff? | Number of NNGOs implementing HR career plans |
| | | | Number of NNGOs that include benefits in their salary scales (children's schooling, health insurance) |
| | | | Number of NNGOs with a capacity-building plan for their teams |
| | | | Number of NNGOs with a performance management system |
| | | | Salary levels by type of organization and position |
| | | Does the recruitment of INGOs/UNs not hinder the development of NNGOs? | Number of NNGOs whose employees have been approached for recruitment by an INGO, UNA in the past year |
| | | | Salary levels by type of organization and position |
| | | | Number of INGO<>NNGO partnerships co-defined with NNGOs (budget, activities, beneficiaries) |

**List of dimensions, challenges, variables, and questions used for localization analysis**

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| | Support | Are partnerships developed with the specific objectives of NNGOs in mind? | Number of INGO<>NNGO partnerships in which NNGOs are held accountable |
| | | | Number of INGO<>NNGO partnerships involving NNGOs in practice at all stages of the project cycle |
| | | Do NNGOs play an active role in defining their needs? | Number of capacity-building processes where needs are defined with/by NNGOs/L |
| | | | Number of funding applications submitted by NNGOs that include operating costs |
| | | | Number of NNGO financings that include operating costs |
| | | Does the support of INGOs/IOs/UNs not undermine the skills of NNGOs? | Number of INGOs/UNAs with recruitment guidelines integrating localization issues |
| | | | Number of NNGOs whose employees have been approached for recruitment by an INGO, UNA in the past year |
| | | Is support for NNGOs relevant? | Number of capacity-building processes implemented by INGOs/UNAs focusing on the objectives and needs of NNGOS |
| | | | Number of capacity-building processes leading to an adjustment of roles in favor of NNGOs/Ls |
| | | | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships by type (project/strategic) |
| | | | Number of INGO<>NNGO partnerships integrating capacity building |
| | | Is the implementation of partnerships based on an equitable and ethical relationship? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships by type (project/strategic) |

**List of dimensions, challenges, variables, and questions used for localization analysis**

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Coordination | Representation | Are national leadership structures and mechanisms integrated into the coordination entities resulting from humanitarian reform? | Number of organizations by type, represented by coordinating entity |
| | | Are NNGO representatives involved in coordination bodies? | Number of coordination bodies co-facilitated by NNGOs/L |
| | | | Number of NNGOs |
| | | | Number of ONGN/L in position of colead of a coordinating entity |
| | | | Number of organizations by type, represented by coordinating entity |
| | | | Number of products from coordinating entities led or co-written by NNGOs/L |
| | | Are NNGO representatives present in coordination bodies? | Number of organizations by type, represented by coordinating entity |
| | | Are representatives of state actors present in coordination bodies? | Number of organizations by type, represented by coordinating entity |
| | | | Number of products from coordinating bodies co-authored by state structures |
| | | | Number of state actors co-leading a coordination entity |
| | | Do the coordination entities resulting from humanitarian reform / INGO / UN / IO facilitate the integration of NNGO/L representatives into coordination structures? | Number of coordinating bodies with a policy for integrating NNGOs |
| | | | Number of organizations by type, represented by coordinating entity |
| | | | Number of products from coordinating entities translated |
| | | | Number of products produced by coordinating bodies |
| | Complementarity | Do NNGOs lead the response and dominate decision-making? | Number of ONGN/L in position of colead of a coordinating entity |
| | | Do the coordination entities resulting from humanitarian reform / INGO / UN / IO facilitate the integration of NNGO/L representatives into coordination structures? | Number of coordinating bodies with a policy for integrating NNGOs |
| | | | Number of ONGN/L in position of colead of a coordinating entity |
| | | | Number of products from coordinating entities translated |
| | | | Number of products produced by coordinating bodies |
| | Support | Are existing national coordination mechanisms supported? | Number of NNGO coordination bodies receiving specific funding |
| | | | Number of NNGO coordination bodies supported by HR deployment |
| | | Are national coordination frameworks autonomous? | Number of NNGO coordination bodies |
| | | | Number of NNGO coordination bodies receiving specific funding |
| | | | Number of NNGO coordination bodies supported by HR deployment |
| | | | Number of NNGO coordination bodies with HR support |
| | | Are national leadership structures and mechanisms integrated into the coordination entities resulting from humanitarian reform? | Number of organizations by type, represented by coordinating entity |
| | | Do donors (UNS, cooperation) integrate localization issues into their operations? | Number of NNGO coordination bodies receiving specific funding |
| | | Do donors and related international organizations adjust their funding standards to facilitate the integration of NNGOs? | Number of donors |
| | | | Number of donors whose funding rules contain structural obstacles to funding NNGOs |
| | | | Number of funding mechanisms |

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Funding | Access | Are conditions of access to funding similar for different types of actor? | Number of funding mechanisms |
| | | Are funding mechanisms adapted to NNGOs? | Number of donors |
| | | | Number of donors whose funding rules contain structural obstacles to funding NNGOs |
| | | | Number of funding mechanisms |
| | | | Number of funding mechanisms accessible to NNGOs |
| | | | Number of funding mechanisms financing NNGOs |
| | | | Number of funding requests resulting in funding |
| | | Do donors (UNS, cooperation) integrate localization issues into their operations? | Number of INGO<>NNGO partnerships co-defined with NNGOs (budget, activities, beneficiaries) |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of INGO<>NNGO partnerships in which NNGOs are held accountable |
| | | | Number of INGO<>NNGO partnerships integrating capacity building |
| | | | Number of INGO<>NNGO partnerships integrating evaluations carried out by the NNNGO |
| | | Do donors and related international organizations adjust their funding standards to facilitate the integration of NNGOs? | Number of donors |
| | | | Number of donors whose funding rules contain structural obstacles to funding NNGOs |
| | | | Number of funding mechanisms |
| | | Do international agencies (UNS; cooperation agencies) facilitate direct access to funding? | Number of institutional capacity-building initiatives to enable NNGOs to improve their access to funding |
| | | Do NNGOs have direct access to funding? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |
| | | | Number of NNGOs |
| | | | Number of NNGOs with direct funding |
| | | Is key funding information known/available (amounts, structure, etc.)? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of organizations listed in OCHA's FTS system |
| | Quality | Are conditions of access to funding similar for different types of actor? | Number of funding mechanisms |
| | | Are NNGOs involved in the governance of funding? | Number of INGO<>NNGO partnerships in which NNGOs are held accountable |
| | | | Number of NNNGO financings for which they were involved in the sizing phase. |
| | | Do NNGOs have funding that covers their operating costs? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |
| | | | Number of NNGOs with funding that includes operating costs |
| | | Do NNGOs have the funds to meet quality standards, whatever the level of crisis? | Number of grants lasting longer than one project |
| | | | Number of multi-year funding agreements |
| | | | Number of NNGO financing operations |
| | | Is key funding information known/available (amounts, structure, etc.)? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of organizations listed in OCHA's FTS system |
| | | Are the amounts allocated to NNGOs increasing? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |

| Dimension | Challenge | Question | Variable |
|-----------|-----------|----------|----------|
| | | Are the amounts allocated to NNGOs increasing? | |
| | | | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) over previous period |
| | | Is key funding information known/available (amounts, structure, etc.)? | Number of INGO<>NNGO partnerships |
| | Quantity | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of organizations listed in OCHA's FTS system |
| | | Is the distribution of partnership funding equitable? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |
| | | | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of NNGO financings that include operating costs |

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Partnership | Fair and ethical practices | Are partnership implementation procedures based on fair and ethical practices? | Number of INGO<>NNGO partnerships |
| | | | Number of partnership agreement protocols containing precise procedures for whistle-blowing, complaints, right of reply, reciprocal evaluation procedure. |
| | | | Number of partnership agreements that define a monopolistic bilateral relationship. |
| | | Are partnerships developed with the specific objectives of NNGOs in mind? | Number of INGO<>NNGO partnerships co-defined with NNGOs (budget, activities, beneficiaries) |
| | | | Number of INGO<>NNGO partnerships in which NNGOs are held accountable |
| | | | Number of INGO<>NNGO partnerships involving NNGOs in practice at all stages of the project cycle |
| | | Is the distribution of partnership funding equitable? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |
| | | | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of NNGO financings that include operating costs |
| | | Is the implementation of partnerships based on an equitable and ethical relationship? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships by type (project/strategic) |
| | Commitment to the project cycle | Are NNGOs involved in all aspects of project implementation? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships involving NNGOs in practice at all stages of the project cycle |
| | | | Number of INGOs agreeing to cover indirect costs as part of funding for NNNGO actors |
| | | Are NNGOs involved in all aspects of project sizing (budget, activities)? | |
| | | | |
| | | | Number of capacity-building processes implemented by INGOs/UNAs |
| | | | Number of funding applications drawn up |
| | | | Number of funding applications drawn up at the initiative of NNGOs |
| | | Are NNGOs involved in all project evaluation processes? | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships integrating evaluations carried out by the NNNGO |
| | | Are the risks of fraud and corruption recognized and managed on both sides? | Number of partnership agreements in which the risks of corruption and fraud are identified and defined? |
| | Strategic approach | Are partnerships defined for durations beyond project duration? | Number of INGO<>NGO/L partnerships not linked to a single funding source |
| | | | Number of INGO<>NNGO partnerships by type (project/strategic) |
| | | Are partnerships developed with the specific objectives of NNGOs in mind? | Number of INGO<>NNGO partnerships co-defined with NNGOs (budget, activities, beneficiaries) |
| | | | Number of INGO<>NNGO partnerships in which NNGOs are held accountable |
| | | | Number of INGO<>NNGO partnerships involving NNGOs in practice at all stages of the project cycle |
| | | Is the distribution of partnership funding equitable? | Amount of NNGO funding by type (direct, pool fund, indirect consortium, indirect bilateral) for current period |
| | | | Number of INGO<>NNGO partnerships |
| | | | Number of INGO<>NNGO partnerships in which budget distribution is transparent |
| | | | Number of NNGO financings that include operating costs |

**List of dimensions, challenges, variables, and questions used for localization analysis**

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Participation | In action, programming, evaluation | Are communities involved in project sizing (budget, activities)? | Number of actors involving communities in activity design processes? |
| | | Are communities involved in the evaluation of activities? | Number of actors involving communities in activity evaluation processes? |
| | | Are communities involved in the implementation of activities? | Number of actors involving communities in activity implementation processes? |
| | | Are community involvement mechanisms implemented? | Number of actors involving communities in activity design processes? |
| | | | Number of actors involving communities in activity evaluation processes? |
| | | | Number of actors involving communities in activity implementation processes? |
| | | Is the notion of conflict sensitivity integrated by the stakeholders? | Number of stakeholders by type (including coordination structure) |
| | | | Number of stakeholders by type who have conflict sensitivity analysis tools at their disposal |
| | In standards and policy development | Are communities involved in the development of humanitarian policies, standards and tools? | Number of context-specific humanitarian policies, standards and tools drafted with community participation |
| | | Are community involvement mechanisms implemented? | Number of context-specific humanitarian policies, standards and tools drafted with community participation |
| | | Are key documents (standards, tools, donor, INGO and UNS policies, procedures) contextualized and translated? | Number of context-specific standards or policies drafted with the participation of NNGOs |
| | | | Number of key documents identified at country level |
| | | | Number of key documents translated into local languages |
| | | | Number of standards or policies aligned with national policies |
| | | | Number of standards or policies in use |
| | | | Number of standards or policies in use that have been contextualized |
| | | Do aid agencies facilitate community involvement in the development of humanitarian policies, standards and tools? | Number of context-specific humanitarian policies, standards and tools drafted with community participation |
| | | Is the notion of conflict sensitivity integrated by the stakeholders? | Number of stakeholders by type (including coordination structure) |
| | | | Number of stakeholders by type who have conflict sensitivity analysis tools at their disposal |
| | In coordination | Are community involvement mechanisms implemented? | Number of coordinating bodies resulting from the reform of the humanitarian system that make specific approaches to communities |
| | | | Number of coordination entities resulting from the reform of the humanitarian system with a policy of community integration |
| | | Are community representatives involved in coordination bodies? | Number of coordinating bodies resulting from the reform of the humanitarian system that make specific approaches to communities |
| | | | Number of organizations by type, represented by coordinating entity |
| | | Do coordinating bodies facilitate community involvement? | Number of coordination entities resulting from the reform of the humanitarian system with a policy of community integration |
| | | | Number of organizations by type, represented by coordinating entity |

| Dimension | Challenge | Question | Variable |
|---|---|---|---|
| Policy, influence and advocacy | Standards and policies | Are NNGOs recognized as key actors in the development of standards and policies? | Number of international meetings concerning the country in the last year involving NGOs |
| | | | Number of international meetings concerning the country in the last year. |
| | | | Number of national or international consultation frameworks where NNGOs are represented |
| | | Do NNGOs actively participate in the norm or policy development process? | Number of context-specific standards or policies drafted with the participation of NNGOs |
| | | | Number of key documents identified at country level |
| | | | Number of NNGOs |
| | | | Number of NNGOs involved in drafting key documents |
| | | | Number of standards or policies aligned with national policies |
| | | | Number of standards or policies in use |
| | | | Number of standards or policies in use that have been contextualized |
| | Visibility | Do international stakeholders take into account the specific issues of NNGOs in their communications? | Number of communication strategies by INGOs or UNAs incorporating specific NGNO issues |
| | | | Number of international stakeholders |
| | | Do NNGOs have a visibility commensurate with the reality of their involvement in the implementation of the humanitarian response? | Number of advocacy actions on the national humanitarian context |
| | | | Number of advocacy actions on the national humanitarian context involving NNGOs/Ls |
| | | Do the communication methods used by coordinating bodies take into account the specific issues faced by NNGOs? | Number of communication strategies of coordinating bodies that take into account the specific issues of NNGOs. |
| | | | Number of stakeholders by type who have conflict sensitivity analysis tools at their disposal |
| | Advocacy | Are NNGOs recognized as key actors in the development of standards and policies? | Number of international meetings concerning the country in the last year involving NGOs |
| | | | Number of international meetings concerning the country in the last year. |
| | | | Number of national or international consultation frameworks where NNGOs are represented |
| | | Do NNGOs actively participate in the norm or policy development process? | Number of context-specific standards or policies drafted with the participation of NNGOs |
| | | | Number of key documents identified at country level |
| | | | Number of NNGOs |
| | | | Number of NNGOs involved in drafting key documents |
| | | | Number of standards or policies aligned with national policies |
| | | | Number of standards or policies in use |
| | | | Number of standards or policies in use that have been contextualized |
| | | Do NNGOs lead the response and dominate decision-making? | Number of ONGN/L in position of colead of a coordinating entity |
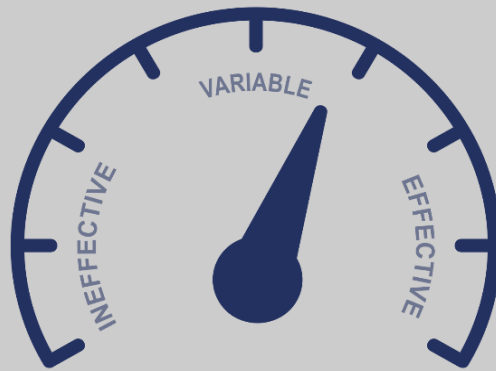
# LOCALIZATION BAROMETER

*West and Central Africa – Year 2024-2025*

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