LOCALISATION IN ACTION
The Start Fund niche

- **CRISIS ANTICIPATION**
  - Members can respond to signals of a looming crisis, alerts can be raised to minimise its impact

- **CRISIS**
  - The Start Fund disburses funds within **72 HOURS** of being alerted

- **DAY 1**
  - Other grants to NGOs in rapid onset crises take on average **17 DAYS** to be disbursed

- **DAY 10**
  - Start Fund projects begin implementing **7 DAYS** and are completed in **45 DAYS**

- **DAY 20**
  - Country ERFs (13 in total) take on average **45-70 DAYS** to disburse

- **DAY 30**
  - CERF grants (via UN agency) take on average **90 DAYS** (3 months) to reach an NGO

- **DAY 40**
  - Other grants to NGOs in slow onset crises take on average **80 DAYS** to be disbursed

- **DAY 50**

- **DAY 60**

- **DAY 70**

- **70 DAYS+**

How the alert cycle works

**A UNIQUE APPROACH**

- **72hrs**
  - Through our swift decision making and allocation process, implementing organisations are awarded funds within 72 hours of being alerted to a crisis.

- **45 days**
  - Crisis responses last up to 45 days – focusing on early intervention.

- **Implementing organisations participate in collaborative learning exchanges after a response, to identify actionable learning for future responses.**

**DECISION POINTS**

- **ALERT**
- **EVALUATION & LEARNING**
  - Local, Global
- **IMPLEMENTATION**
- **PROJECT SELECTION**
  - Decentralised, Local
- **ALLOCATION**
  - Central, Global

**TIMEFRAME**

- **0 HOUR**
  - Initial alert (optional)
- **6 HOURS**
  - Crisis alert
- **72 HOURS**
  - Project selection
  - Application
- **48 HOURS**
  - Approval
- **1-45 DAYS**
  - Implementation
- **60 DAYS**
  - Project reporting
- **80 DAYS**
  - Learning and evaluation
The three phases of Start Fund in Bangladesh

- Prior to the initiation of SFB: 2012 – May 2017
  - Allocation decision by Start global Rota
  - Project selection by in-country Start Network members

- Prior to the inclusion of L/NNGOs: May 2017 – March 2019
  - Allocation decision and project selection by in-country Start Network members (20 INGOs)

- After the inclusion of L/NNGOs: April 2019 - August 2019
  - Allocation decision and project selection by SFB members (20 INGOs and 26 L/NNGOs) + LNGOs with direct access to Fund
In June 2019, Start Fund Bangladesh made its first national disbursement to a local NGO. This signifies a major step forward in the Start Networks localisation commitments, allowing funds to go directly to the organisation best placed to provide assistance, with major cost and time savings.

When I spoke with Sajid Raihan (Country Manager) and Imtiaz Ahmad (MEAL Coordinator), they explained the story behind this momentous event and what this will mean for the Start Fund Bangladesh going forward.

The Start Fund Bangladesh was launched in April 2017 with 20 of the Start Network members. In May 2019, the signing of 26 local NGO members was completed, opening up the fund to these organisations for the first time.
Efficiency (Cost & Speed)

At an average 8% management/ICR/NPAC costs remain at INGO international HQs!!

Direct fund receipt from UK can take up to 11 days for L/NNGOs for financial/government approval process!!

Funds can have up to 5 intermediary transaction layers before reaching beneficiaries!!

Direct fund receipt took 2-3 days for L/NNGOs except at CHT!!!
Efficiency (Cost and Speed)

L/NNGO Direct Access to Funds in Bangladesh

- Before SFB
- SFB before L/NNGOs inclusion & FD approval
- SFB after direct transfer

Operation & Management Cost (%)

- Before SFB
- SFB before L/NNGOs inclusion & FD approval
- SFB after direct transfer

Timeliness of Bangladesh alerts

- Days from crises to alert
- Days from project start to first assistance
- Expon. (Days from crises to alert)
- Expon. (Days from project start to first assistance)
Challenges

• Ambiguity on who is “local”. Spending our energy to debate in defining and dividing local/national/international; less on exploring means and ways for collaborative advantage

• "Money" Vs "value for money"

• Technology divide, language barrier obstructing participation, communication ... leading to aid divide... challenging to ensure participation of members agencies from outside Dhaka throughout the full spectrum of decision-making

• Individual capacity Vs organisational capacities and differential understanding

• Ensuring equitable ICR/ NPAC/ management cost sharing between awarded agencies and partners

• Breaking the norms of prevalent status quo of sub-contracting
Way Forward

1. Exploring collaborative advantage through Innovation in Partnership – “Localisation” should not be used as an excuse to divide NGOs and INGOs
2. Equal (equitable?) sharing of management/ICR cost (INGO southern country offices need to negotiate with their Northern HQs to prove their commitments in aid localisation)
3. Changing behaviour and mindset to challenge the status quo (i.e. sub-contracting; from “risk-averting” to risk-sharing…
4. Donors should have earmarked funds for localisation (e.g. pooled funds)... prepositioned and pre-approved fund for Preselected NGOs
5. Adopting a nationally contextual due diligence passporting system to facilitate L/NNGOs direct funding access
6. A platform of I/N/LNGOs, donors, UN and government to have a shared understanding on our common but differentiated responsibilities on localisation... will contribute in building trust among and between NGOs – INGOs - donors - government
Thoughts / Comments / Question?
Selecting “southern” (local/national) NGOs through CSO mapping exercise

Key documents reviewed

• ICVA’s comparative analysis of DFID, USAID, OCHA, UNHCR/ UNICEF/ UNFPA, ECHO, AusAid’s DDA/ PCA areas for rapid response funds
• CHS self assessment tool and Shifting the Power’s SHAPE Framework
• Oxfam’s Humanitarian Country Capacity Assessment (HuCoCA) Framework
• Save the Children’s Integrated Approach to Organizational Capacity Assessment (IAOCA) Framework
• Cash Learning Platform’s (CaLP) Organizational Capacity Assessment Tool
• Start Network membership DDA framework by Buzzacott
• ACF Bangladesh’s Partner DDA tool
# CSO mapping: assessing the due diligence and humanitarian capacities

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<td>• Cash Distribution in Emergency</td>
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**Score Threshold:** NGOs scoring above national average i.e. over 68% in DDA and 56% in Humanitarian Capacity Assessment
CSO Mapping: assessing the due diligence and humanitarian capacities

Result Highlights

Governance
- Max: 96%
- Average: 71%
- Min: 60%

Humanitarian Capacity
- Max: 63%
- Average: 25%
- Min: 7%

Control Environment
- Max: 95%
- Average: 25%
- Min: 7%

Human Resource
- Max: 100%
- Average: 79%
- Min: 21%

Financial Management
- Max: 100%
- Average: 73%
- Min: 25%

Systems & Processes
- Max: 89%
- Average: 71%
- Min: 21%

Humanitarian Capacity
- Presence of N/LNGO Members

Map: Distribution of N/LNGO Members

- 1 - 2
- 2 - 8
- More than 20
“Funds normally take more than 2 months to reach us, but in this case, it was around 3 days. … and we made our first distribution among the vulnerable households within 7 days from the project start date by using Kobo for rapid beneficiary data collection… These localized small crises don’t often receive mainstream response … this is the first time we have received fund directly as well as independently planned and implemented a response in consortium with other local NGOs… This will also help to enhance our confidence for future responses as well as tap into other donor funds …”

[Duke Ivn Amin, the Consortium Manager for B012 response at JAGO NARI]