



Strengthening localisation in Uganda's refugee response

What evidence reveals about current practices and opportunities

Evidence brief
June 2025

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Acronyms

AAP	Accountability to Affected Populations
ACBON	Association of Community-Based Organisations in Nakivale
AWYAD	African Women and Youth Action for Development
CBO	Community Based Organisation
C4C	Charter for Change
CEFORD	Community Empowerment for Rural Development
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organisation
CTEN	Community Technology Empowerment Network
ELNHA	Empowering Local and National Humanitarian Actors
DEF	District Engagement Forum
DLG	District Local Governments
DRA	Dutch Relief Alliance
GoU	Government of Uganda
GRF	Global Refugee Forum
HAI	Humanitarian Aid International
HINGO	Uganda Humanitarian International Non-Governmental Organisation Forum
HPLNOU	Humanitarian Platform for Local and National Organisations in Uganda
IASC	Inter-Agency Standing Committee
ICVA	International Council of Voluntary Agencies
INGO	International Non-Governmental Organisation
LCA	Local Coalition Accelerator
LNGO	Local Non-Governmental Organisation
LNHA	Local and National Humanitarian Actors
MDA	Ministries, Departments and Agencies
MIA	Ministry of Internal Affairs
MoLG	Ministry of Local Government
NEAR	Network for Empowered Aid Response
NNGO	National Non-Governmental Organisation
NRG	National Reference Group
OPM	Office of the Prime Minister
PALNHA	Platform for Acholi Local and National Humanitarian Actors
QuAM	Quality Assurance Certification Mechanism
REF	Refugee Engagement Forum
ReHoPE	Refugee and Host Population Empowerment
RELON	Refugee-Led Organisation Network
RIL	Response Innovation Lab
RLO	Refugee-Led Organisation
SLAM	Settlement-Level Actor Mapping
STA	Settlement Transformation Agenda
UCRRP	Uganda Country Refugee Response Plan
UNHCR	The United Nations Refugee Agency
UNNGOF	Uganda National NGO Forum
URDTI	Uganda Rural Development and Training Institute
URRMS	Uganda Refugee Response Monitoring System
WHS	World Humanitarian Summit
WNHP	West Nile Humanitarian Platform
WUHP	Western Uganda Humanitarian Platform

Executive Summary

Following the World Humanitarian Summit (WHS) in 2016, international donors and humanitarian organisations committed to enhancing the efficiency and effectiveness of humanitarian aid and localising humanitarian action. Uganda, which hosts the largest refugee population in Africa, has demonstrated its commitment to localisation. This evidence brief provides an overview of localisation in the Uganda refugee response, including progress, key actors and critical initiatives. It draws primarily from a desk review, workshops, meetings and consultations with key stakeholders in Uganda's refugee response.

Localisation took root early in the refugee response. The Government of Uganda (GoU) launched the [Comprehensive Refugee Response Framework](#) (CRRF) shortly after the WHS. The [Refugee Engagement Forum \(REF\)](#) was established to ensure the systematic representation of refugee voices. At the Global Refugee Forum, GoU affirmed its commitment to localisation, including it as [one of five pledges](#). The GoU also initiated a process to develop a Localisation Strategy for the Uganda refugee response, carrying out consultations in 12 refugee-hosting districts in 2024.

Actors in Uganda use varying definitions and interpretations of localisation, including shifting power and resources and empowering local actors. There is wide agreement on the underlying principles of mutual respect, trust, accountability, and transparency. The most common areas highlighted by stakeholders as needed to foster localisation in the refugee response are (1) equitable partnerships, (2) leadership and representation, (3) capacity sharing, and (4) quality and quantity of funding. A fifth theme is the enabling environment that, while not specific to localisation, is a supportive factor to advance localisation.

Several coordination platforms play a key role in localisation at the national level, including the CRRF, the Interagency Working Group, Uganda National NGO Forum, the Refugee-Led Organisation Network, the Grand Bargain National Reference Group and the Humanitarian Platform for Local and National Organisations in Uganda. There are also leadership fora, such as the REF and the District Engagement Forum. In addition, there are repositories for information on local actors, including the Uganda Refugee Response Monitoring System and Settlement Level Actor Mapping.

There is progress towards localisation in Uganda's refugee response; the ongoing process for the development of a Localisation Strategy is critical. Increased collaboration between international and local actors has fostered more equitable partnerships. Progress on leadership and representation is illustrated through increased engagement of local actors, particularly from refugee-led organisations, in various coordination and decision-making spaces. Some institutional arrangements, such as the REF and District Engagement Forum (DEF), have officialised the representation of leadership from local communities. In terms of capacity sharing, there is mostly focus on 'building' the capacity of local actors, rather than on international actors learning from the expertise of local actors. Local actors are also independently working towards increasing their own capacities to engage and deliver in the refugee response. Direct funding streams for local actors have been created.

Despite progress, challenges remain: trust in local actors' abilities, restrictive application and funding processes, and barriers for organisations to be formally registered. A series of recommendations have been identified, attributed to specific actors in Uganda's refugee response, including the following.

For government actors: 1) Develop a framework for localisation in the response, including a tracking mechanism. 2) Harmonise regulations (NGO Act and Refugee Act) to streamline the registration process for refugee-led organisations (RLOs) and simplify

requirements for all local actors to acquire memorandums of understanding (MoU) and operational permits for the refugee settlements.

For international NGOs and UN agencies. 1) Form and maintain meaningful, transparent, equitable, and trust-based partnerships with local and national NGOs with a clear division of roles. 2) Provide financial and technical assistance to allow local actors to improve both their institutional and operational capacities.

For donors: 1) Offer funding streams for which local organisations are eligible to apply, either directly or in partnership with an INGO. 2) Make the application and reporting process inclusive and simplified with clear measures and guidelines for local organisations.

For local and national humanitarian actors: 1) Participate in coordination mechanisms and networks that increase information flows and influence. 2) Increase organisations' visibility and potential for partnerships by having an online presence, registering the organisation through the NGO Bureau, and being mapped in SLAM.

1. Introduction

The inefficiencies and power imbalances within the humanitarian system were brought to light during the World Humanitarian Summit (WHS) in 2016. Leaders called for humanitarian action to be “as local as possible and as international as necessary”¹, which spurred the movement for ‘localisation’ in the humanitarian sector. Localisation was cemented in [The Grand Bargain](#), an agreement that came out of the WHS, signed by some of the largest international donors and humanitarian organisations. The Grand Bargain made an explicit commitment to enhance the efficiency and effectiveness of humanitarian aid. Signatories agreed to provide more direct, quality funding to increase support to local and national humanitarian actors, and to enhance the participation of affected populations in decisions that impact their lives. As of March 2025, the Grand Bargain had 70 signatories.²

Uganda is committed to localisation. The country hosts the largest refugee population in Africa, with more than 1.8 million refugees as of March 2025³. Uganda’s refugee response is led by the Office of the Prime Minister (OPM), in coordination with UNHCR. Uganda has the most progressive refugee law in Africa, allowing refugees freedom of movement and access to national health and education services. Prior to the WHS, the Government of Uganda (GoU) had introduced the Settlement Transformation Agenda (STA), which supports refugees to achieve self-reliance and social development, engaging local government in the process.

The STA provided the building blocks for the [Comprehensive Refugee Response Framework](#) (CRRF), a multi-stakeholder coordination model on refugee matters initiated in 2017. The CRRF is supported by 72 countries and hundreds of local non-government organisations (NGOs), national NGOs (NNGOs) and international NGOs (INGOs).⁴ In Uganda, localisation was first officially part of the CRRF Steering Group agenda as early as 2018 and has grown to become one of five thematic areas prioritised by the GoU in its refugee response.⁵ The GoU demonstrated its commitment to localisation at the Global Refugee Forum (GRF) in 2023, and has initiated the development of a strategy for localisation within the refugee response, which is expected to come out in 2025.

The findings and recommendations in this evidence brief are curated to inform the upcoming refugee response Localisation Strategy. The brief is meant to be a reference document for key actors involved in developing this strategy, as well as for stakeholders involved in implementing localisation practices. The purpose of the evidence brief is to provide an overview of localisation in Uganda’s refugee response, taking stock of the current perspectives, platforms, and advances. It presents the conceptualisation of localisation from a global and local perspective and shows the evolution of localisation within Uganda. It summarises the key actors and coordination platforms in the localisation scene. The brief also summarises progress made on localisation within the country’s refugee response and showcases a handful of examples.

This evidence brief primarily draws from implicit knowledge about localisation that resides with key refugee response stakeholders. It consolidates evidence generated through

¹ United Nations. 2016. Secretary-General, at Round Table, Commits to Making Humanitarian Action ‘Local as Possible, International as Necessary.’ [Press](https://press.un.org/en/2016/sqsm17778.doc.htm) release May 23, 2016. <https://press.un.org/en/2016/sqsm17778.doc.htm>.

² IASC. Grand Bargain Signatories. 2025. Page accessed April 14, 2025. <https://interagencystandingcommittee.org/node/22229>

³ UNHCR, 2025. Uganda Comprehensive Refugee Response Portal. Accessed March 10, 2025. <https://data.unhcr.org/en/country/uga>.

⁴ UNHCR. 2025. Uganda. <https://reporting.unhcr.org/operational/operations/uganda#:~:text=The%20Uganda%20Country%20Refugee%20Response,million%20members%20of%20their%20host>.

⁵ Government of Uganda. 2023. Global Refugee Forum 2023. Pledges by the Government of Uganda. https://globalcompactrefugees.org/sites/default/files/2023-11/final_pledges_-_global_refugee_forum_2023.pdf.

consultations, workshops, and meetings with various stakeholders including the Grand Bargain National Reference Group in Uganda, the CRRF Secretariat Localisation Task Force, the Charter for Change (C4C) working group Uganda, the Uganda National Non-Governmental Organisation Forum (UNNGOF) and various national and settlement-level local actors.⁶ It was complemented by a light-touch review of key localisation literature in Uganda and desk research on localisation-focused initiatives. This evidence brief is intended for a wide range of audiences, both local and international, who support Uganda's refugee response. It seeks to inform policy making and programming.

2. Conceptualising localisation

This section summarises the diversity of views and definitions of localisation, emphasising the concept's specificities in the refugee response in Uganda and the lack of standardised definition. The section begins with a brief desk review on how localisation has been conceptualised by actors at a global level. This is followed by a historical overview of localisation in Uganda and a summary of how it is understood among actors within the refugee response today. It highlights the focus areas of the localisation discussions in the Uganda refugee response. Finally, the section discusses the interpretations of 'local' and which actors are considered local in the refugee response.

2.1. [Global view on localisation](#)

The concept of localisation emerged from a growing recognition of inefficiencies and inequalities within the humanitarian system, where the actors closest to the crises were the furthest from the decisions. Humanitarian actors also noted the growing centralisation of the system, difficulties international actors had in meaningfully engaging local actors, the small portion of funding going directly to local actors and the exclusion of local actors from coordination spaces.^{7,8} At the WHS in 2016, these local actors called for reforms to increase resources in the hands of people in need and to improve the effectiveness and efficiency of humanitarian action.

Figure 1: Grand Bargain 2.0 framework enabling priorities



The Grand Bargain agreement that emerged from the WHS set out 51 commitments. The most prominent among these was the commitment to provide no less than 25% of annual global humanitarian financing to national and local actors "as directly as possible" by 2020.⁹

⁶ U-Learn has supported different learning processes on localisation, including the development of case studies, a localisation assessment, and the facilitation of some key strategic workshops.

⁷ Maxwell, D, Robillard, S, Howe, K, Atim, Fitzpatrick, M., Howe, P. 2025. Localization of Humanitarian Assistance. <https://fic.tufts.edu/research-item/localization-of-humanitarian-action/>.

⁸ Barbelet, V., 2018. As local as possible, as international as necessary. Overseas Development Institute. <https://odi.org/en/publications/as-local-as-possible-as-international-as-necessary-understanding-capacity-and-complementarity-in-humanitarian-action/>.

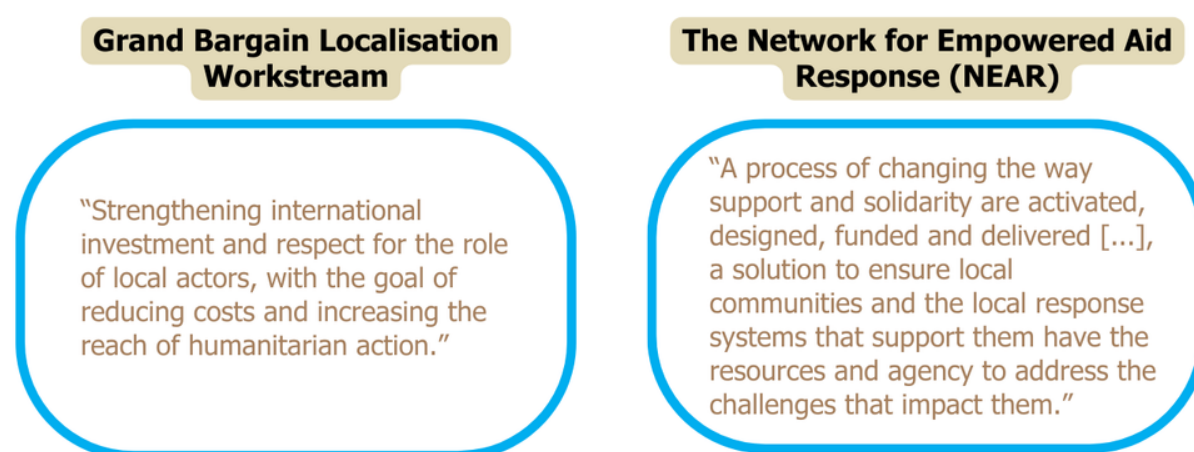
⁹ Smutri, P. and K. Van Brabant. 2017. The Start Fund, Start Network, and Localisation: current situation and future directions. Start Network.

Following a progress review in 2021, the agreement was revised to increase focus, leading to the creation of the [Grand Bargain 2.0](#). The Grand Bargain 2.0 proposed two enabling priorities, often summarised as “quality funding” and “localisation/participation” (Figure 1).¹⁰ This new framework tries to decouple localisation from the topic of direct funding, and instead highlights other aspects of localisation, namely leadership, delivery and capacity of local responders.

While in principle there is broad agreement about the need for localisation, the way the concept has been defined, interpreted and understood varies widely between actors. The term ‘localisation’ was not well defined in the first iteration of The Grand Bargain (GB). It was left open for the signatory countries to define according to their context and needs. As a result, there are a range of definitions and interpretations of localisation (see Appendix A).

Many localisation definitions were coined by international actors, many of whom are based in donor countries. This was eventually seen as a paradox:¹¹ one of the goals of localisation is to shift power to the local level, yet the concept was being defined by the international community. These definitions tend to start from the perspective of the international actors and highlight the need for change in their practices towards offering more resources (financial and capacity) to local actors and recognising and enabling their leadership.

Figure 2: Two definitions of localisation from international and local actors



More recently, actors representing the Global South offered their definitions too, which focus less on power shifting (see Figure 2). Similarly, there has been movement towards “locally led humanitarian action”¹². These interpretations put the starting point of humanitarian action in the hands of local actors and denote an approach “where programmes are conceived, shaped and delivered closer to the affected communities”¹³.

Beyond definitions, others have tried to conceptualise localisation by identifying key attributes or developing conceptual frameworks. Common attributes are related to power,

¹⁰ IASC. 2021. The Grand Bargain 2.0. Endorsed framework and annexes. <https://interagencystandingcommittee.org/sites/default/files/migrated/2021-07/%28EN%29%20Grand%20Bargain%202.0%20Framework.pdf>.

¹¹ Mulder, F., 2023, The paradox of externally driven localisation: a case study on how local actors manage the contradictory legitimacy requirements of top-down bottom-up aid. Journal of International Humanitarian Action. <https://doi.org/10.1186/s41018-023-00139-0>.

¹² Barbelet, V., 2018. As local as possible, as international as necessary. Overseas Development Institute. https://media.odi.org/documents/As_local_as_possible_as_international_as_necessary_understanding_capacity_and_comp.pdf

¹³ Viswanathan, V. 2023. Learning to be more ‘locally led’? Current practice and evidence gaps in the international humanitarian system. London: ODI/ALNAP.

decision-making, financing, quality, and accountability.¹⁴ Immediately following the Grand Bargain, the Charter for Change (C4C) was launched to move forward the localisation agenda. The C4C is an initiative that brings together local, national and international NGOs agreeing to eight commitments: direct funding, partnership, transparency, recruitment, advocacy, equality, support, and promotion. The 'Seven Dimensions of Localisation' also emerged early as a framework to understand localisation. More detail on these is available in Appendix B.

From a global perspective, there is no common definition or framework for localisation. All actors recognise the same overarching objective, stated by the OECD as, "to better address the needs of affected populations and to prepare national actors for future humanitarian responses"¹⁵.

However, a review concluded that "the literature now widely acknowledges that what 'successful localisation' or 'locally led response' looks like is very much contextually dependent"¹⁶. Returning to the original intent of the Grand Bargain, there is opportunity for the actors to define what localisation means for their context and how to measure change.

Box 1: Localisation versus locally led

The terms 'localisation' and 'locally led' action are similar but not interchangeable. The following summarises the distinction between the two terms.^{17,18}

Localisation is the mainstream approach taken by the formal international system, embodied by The Grand Bargain. It refers to strengthening international investment and shifting power, resources and decision-making from global entities to local actors.

Locally led action is used more broadly to denote approaches where programmes are conceived, shaped and delivered closer to the affected communities, and which may occur with or without support from the formal international system. In this approach local actors are not only involved but also lead the initiatives.

2.2. Localisation in the Ugandan context

Historical overview of localisation in Uganda

The commitment to localisation took root early in the Uganda refugee response. Local actors have been engaged in the refugee response long before the WHS, though their involvement was less structured than currently. In 2015, the GoU introduced the Settlement Transformation Agenda (STA), which supports refugees to achieve self-reliance and social development. The STA had six main objectives in the areas of: 1) land management, 2) sustainable livelihoods, 3) governance and rule of law, 4) peaceful co-existence, 5) environmental protection, and 6) community infrastructure. The STA development

¹⁴ Barbetlet, V., Davies, G., Flint, J., and Davey, E. 2021. Interrogating the evidence base on humanitarian localisation. HPG literature review. London: ODI <https://odi.org/en/publications/interrogating-the-evidence-base-on-humanitarian-localisation-a-literature-study/>.

¹⁵ Fabre, C. 2017. Localising the Response.

https://www.oecd.org/content/dam/oecd/en/publications/reports/2017/06/localising-the-response_ef7f6339/3f91329d-en.pdf.

¹⁶ Barbelet, V. Davies, G., Flint, J., Davey, E. 2021. Interrogating the evidence base on humanitarian localisation: a literature study. ODI Global. <https://odi.org/en/publications/interrogating-the-evidence-base-on-humanitarian-localisation-a-literature-study/>.

¹⁷ Viswanathan, V., 2023. Learning to be more 'locally led'? Current practice and evidence gaps in the international humanitarian system. London: ODI/ALNAP <https://reliefweb.int/report/world/learning-be-more-locally-led-current-practice-and-evidence-gaps-international-humanitarian-sector>.

¹⁸ Vota, W. 2025. Localisation vs Locally Led Development: Which Term is Best for ICT4D Practitioners? ICT works. April 15, 2025. <https://www.ictworks.org/localization-versus-locally-led-development-ict4d/>.

encouraged local actors' engagement and alignment with local government's plans and systems.

The STA was supported through a programme called Refugee and Host Population Empowerment (ReHoPE).¹⁹ The ReHoPE Strategic Framework, launched in 2017, emphasised government leadership as paramount to success, and called for support to "enhance the local government capacity to better coordinate, plan, implement, monitor, and adjust the system according to experience"²⁰.

Following the WHS in 2016, one of the first projects formally dedicated to localisation was the Empowering Local and National Humanitarian Actors (ELNHA) project, implemented by Oxfam and funded by the IKEA Foundation from 2016 to 2021. ELNHA eventually led to the launch of the Humanitarian Platform for Local and National Organisations in Uganda (HPLNOU).²¹

Shortly after the WHS, the UN General Assembly adopted the New York Declaration (September 2016), which led to the development of the Comprehensive Refugee Response Framework (CRRF) as a tool for management of refugee response. The GoU launched its CRRF in 2017 and established a multi-stakeholder CRRF Steering Group, chaired at high level by the GoU. Its members include national and local governments, UN agencies, donors and international finance institutions, private sector, five district officials, one national NGO, one INGO, and members of the Refugee Engagement Forum (REF).²² Localisation was not explicitly mentioned at the launch of the CRRF. Nonetheless, this structure, co-led by the Government and giving significant representation to both state and non-state, local actors, is a strong basis for localisation of the humanitarian response.

The interest in localisation grew from 2018 when it first came onto the agenda of the CRRF Steering Group and a dedicated multi-stakeholder task force was created. The same year, the [Refugee Engagement Forum \(REF\)](#) was established to ensure that refugee voices are systematically taken into account within the refugee response. Furthermore, localisation was introduced into the Uganda National Action Plan to Implement the Global Compact on Refugees and CRRF (2018-2020).²³ The Action Plan refers to furthering the 'localisation agenda' by establishing capacity at central and district level and recruiting local staff.

In the CRRF Strategic Direction 2021-2025, the GoU aimed to strengthen the role of local and national assistance providers and enhance DLGs' engagement in refugee hosting districts.²⁴ The CRRF Steering Group then created the accompanying National Plan of Action to implement the strategic direction.²⁵ The plan includes the establishment of a Localisation

¹⁹ UNHCR. 2018. Comprehensive Refugee Response Framework: The Uganda Model.

<https://globalcompactrefugees.org/sites/default/files/2019-12/Case%20study-%20comprehensive%20refugee%20response%20model%20in%20Uganda%282018%29.pdf>.

²⁰ Government of Uganda. 2017. REHOPE – Refugee and Host Population Empowerment. World Bank and United Nations Country Team. https://ddrn.dk/wp-content/uploads/2022/12/ReHoPE_Strategy-Report_2017_low-res-3-1.pdf.

²¹ Rebecca, K. 2021. The local and national actors in Uganda's humanitarian response: A journey. https://oi-files-cnq-v2-prod.s3.eu-west-2.amazonaws.com/uganda.oxfam.org/s3fs-public/file_attachments/The%20Local%20and%20National%20Actors%20in%20Uganda%27s%20Humanitarian%20Response.pdf.

²² UNHCR. 2023. Localising Uganda's refugee response. https://globalcompactrefugees.org/sites/default/files/2023-11/grf_outcome_document_localising_refugee_response.pdf.

²³ Office of the Prime Minister. 2018. Uganda National Action Plan to Implement the Global Compact on Refugees and its Comprehensive Refugee Response Framework (CRRF). <https://globalcompactrefugees.org/sites/default/files/2019-12/Uganda%20National%20Action%20Plan%20for%20GCR%20implementation%20%282019%20revision%29.pdf>.


²⁴ Office of the Prime Minister. CRRF Strategic Direction 2021-2025. <https://reliefweb.int/report/uganda/crrf-strategic-direction-2021-2025#:~:text=The%20first%20National%20Plan%20of,the%20GCR%20and%20CRRF%20Pillars>.

²⁵ Office of the Prime Minister. 2021. National Plan of Action 2021-2022 to implement the Strategic Direction for the Global Compact of Refugees and the CRRF in Uganda.

Task Force and the development of a roadmap to implement the localisation agenda in the refugee response.

In recognition of its role championing the implementation of the CRRF, Uganda was invited to be the co-convenor of the Global Refugee Forum (GRF) held in Geneva in December 2023. In the lead up to the GRF, Uganda hosted a series of roundtable events, including one on [Localising the Refugee Response](#)²⁶ to develop the recommendations for a pledge. At the GRF, the GoU affirmed its commitment to localisation, including it as [one of five pledges](#). The GoU pledged to include localisation provisions in strategies and frameworks for the refugee response.²⁷

Figure 3: Pledge on Localisation (Thematic Area 3) by GoU, 2023²⁸



Localising the Refugee Response: Strengthening the Role of Local and National Responders

The Government of Uganda pledges to include localisation provisions in strategies and frameworks for the refugee response to strengthen the role of national and local responders and gradually achieve the Grand Bargain commitments by 2027.

This will be achieved by:

1. Developing a detailed implementation plan to enforce the Grand Bargain commitments of international actors:
 - Requiring the integration of localization in INGOs plans, including institutional capacity development of local actors.
 - Ensuring a gradual funding of 25% of partner resources is directed to local actors. Requiring the integration of localization in INGOs plans, including institutional capacity development of local actors.
 - Ensuring transparency and accountability of national and local actors by strengthening their accounting systems, reporting mechanisms, and ensuring oversight by relevant government bodies.

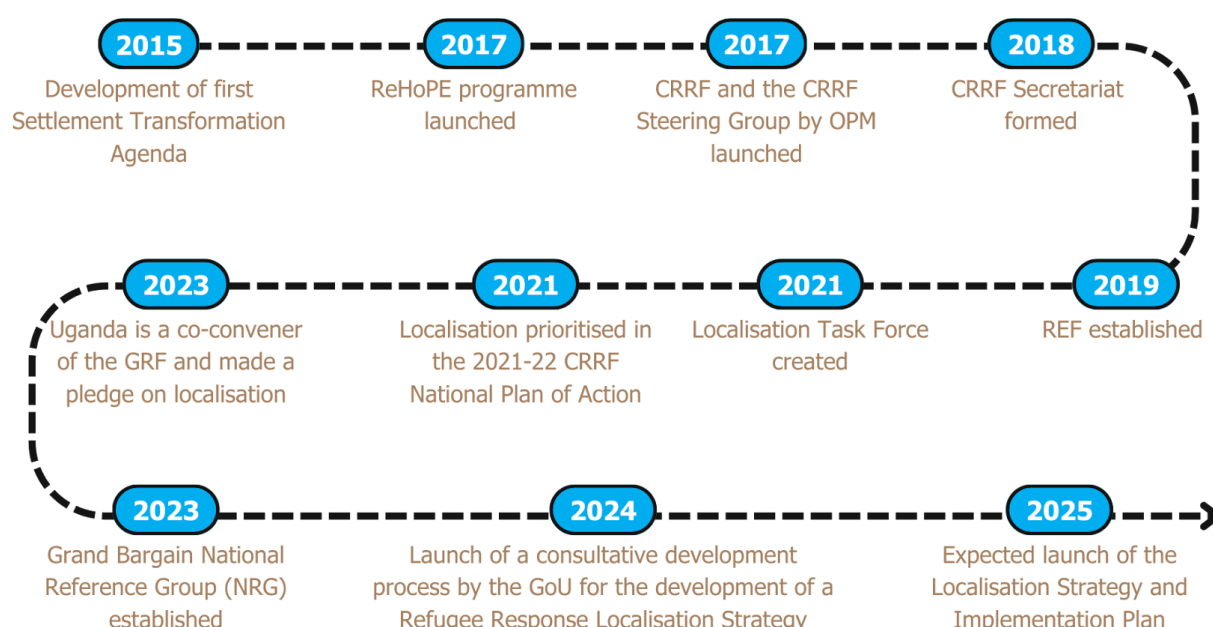
Since the GRF, the GoU, led by the CRRF Secretariat, has initiated a process of developing a Localisation Strategy for the refugee response. The Localisation Strategy is part of ongoing efforts by the GoU to meet the Grand Bargain commitments by 2027. To develop the strategy, district consultations took place in 12 refugee hosting districts, bringing together participants from district leadership, community-based organisations, refugee-led organisations, international organisations, and other key stakeholders. This process also served to identify achievements, emerging good practices and challenges relating to localisation in Uganda.

²⁶ Government of Uganda and UNHCR. 2023. Localising Uganda's refugee response. [grf_outcome_document_localising_refugee_response.pdf](#).

²⁷ The 2023 GRF marks a moment of connection between the Grand Bargain commitments that stemmed from the WHS and the Global Compact for Refugees that stemmed from the New York Declaration. 16 pledges by Governments and international actors have been recorded since 2023: <https://globalcompactrefugees.org/pledges-contributions>.

²⁸ Government of Uganda. 2023. Global Refugee Forum 2023. Pledges by the Government of Uganda. https://globalcompactrefugees.org/sites/default/files/2023-11/final_pledges_-_global_refugee_forum_2023.pdf.

Figure 4: Timeline of Localisation Milestones in Uganda's refugee response



Varying definitions of localisation in Uganda

In the Uganda refugee response, several spaces have hosted strategic and operational discussions on localisation, such as the C4C Working Group, the Grand Bargain National Reference Group (NRG), and various multi-actor workshops. In each of the spaces, there have been a variety of interpretations and definitions of localisation, but common themes have emerged. Popular phrases that were used to describe localisation were “shifting power and resources to the grassroots”, “transferring leadership and aid management to local actors”, “empowering local actors”, or for “local and national actors to have a stronger voice”. Actors have also highlighted that they see localisation as a way to improve the response, including in terms of sustainability.

Within the refugee response, reference has also been made to widely known definitions. For example, the district-level consultation framed the conversations with a definition provided by the International Council of Voluntary Agencies (ICVA)²⁹:

“Localisation is defined as a process through which a diverse range of humanitarian actors are attempting, each in their own way, to ensure local and national actors are better engaged in the planning, delivery, and accountability of humanitarian action and development aid, while still ensuring needs and rights are met swiftly, effectively, and in a principled manner”³⁰.

This definition served as an entry point for discussions but was neither selected nor approved by the participants. The launch of the Localisation Strategy will mark the official and public selection of a definition, but definitions will likely continue to evolve thereafter.

Main principles and focus areas of localisation in the Uganda context

Actors in the Uganda refugee response have been more focused on identifying the key focus areas and principles of localisation than on crafting a consensual definition. Principles are

²⁹ International Council of Voluntary Agencies (ICVA). 2018. Localization Examined: An ICVA Briefing Paper. <https://www.icvanetwork.org/uploads/2021/08/ICVA-Localization-Examined-Briefing-Paper.pdf>.

³⁰ OPM. 2024. Assessing the Level of Preparedness of National and Local Responders to Take up Localization in the Refugee Hosting Districts. Consolidated Report from 12 District Level Meetings and a National Level Debrief Workshop.

values and beliefs that guide actions. This section summarises discussions from the C4C Working Group, the Grand Bargain National Reference Group (NRG), and various multi-actor workshops, host strategic and operational discussions on localisation. Discussions determined that achieving localisation requires changes in specific areas of the humanitarian response. By allocating resources and taking purposeful actions in these focus areas, stakeholders can help drive the localisation agenda. All activities implemented under these focus areas need to be executed in alignment with the above-mentioned principles for localisation.

The following main principles were identified in relation to how all stakeholders need to act and engage with one another in order to adhere to localisation ideals of mutual respect, trust, accountability, and transparency. From the various workshops and discussions, the focus areas of localisation that emerged as recurring and high priority were equitable partnerships, leadership and representation, capacity sharing, and quantity and quality of funding.



Equitable partnerships

Building equitable partnerships between donors and local and international actors is a core component. Partnerships should aim to foster local ownership over the interventions and their results. An equitable partnership is one in which there is co-design of humanitarian interventions, co-creation of solutions, joint implementation and access to tailored resources, joint decision-making, and shared risks. A collaborative approach ensures that local actors have a genuine role in shaping programmes and owning their results, and that all actors work towards common goals.



Leadership & representation

Empowerment allows local actors to assume leadership at all levels and stages of humanitarian action and meaningfully engage in decision-making processes. This transformation involves encouraging INGOs to adapt their operational models to better support local actors. Engaging with local actors, including organisations led by women and people with disabilities, requires an increase in partnerships and coordination spaces. The enhanced presence and contribution of local actors increases their visibility, contributes to strategic decisions, and builds partnerships.

Box 2: Representation vs. participation

The Grand Bargain 2.0 Enabling priority 2 spotlights both localisation and participation of affected communities. Localisation focuses on institutional actors in the humanitarian response. It includes increasing these actors' roles in humanitarian coordination spaces. In contrast, the Inter-Agency Standing Committee (IASC), defines the "participatory revolution" stemming from the GB as "including] people receiving aid in making the decisions which affect their lives".

Local actors are not always composed of members from the affected communities. It is the case for the REF for instance: the REF is a local actor, and its members come from affected communities. However, a community-based organisation is a local actor but its staff might not count any refugees nor any members of refugee-hosting villages.

Localisation and (direct) participation are complementary but distinct concepts, sharing the overall goal of better supporting communities. To avoid confusion, 'representation' was selected instead in this brief (instead of 'participation'). Supporting representation for localisation means encouraging local actors' presence, engagement and active contribution to decision-making.

Capacity sharing



Capacity sharing is a two-way exchange where both INGOs and local actors benefit from shared learning rather than unidirectional support to local actors to adopt international ways of working. Stakeholders agreed that building the capacities of local actors should be a priority to enable them to take on greater roles and authority in a humanitarian response. This includes strengthening skills to effectively design well-targeted interventions that meet specific community needs, manage projects, respond to local crises, and to mobilise and manage external resources. There was also emphasis on harnessing local expertise, by utilising local knowledge and skills effectively.

Box 3: Unpacking 'capacity'

Humanitarian capacity (often used interchangeably with humanitarian capability) is generally understood as the "ability of humanitarian actors (local, national, regional and international) to perform effective humanitarian action that meets the needs of affected populations"³¹. However, the literature highlights differences in what constitutes capacity. Furthermore, discussing capacity in relation to localisation underscores the importance of "how capacity is assessed, by whom and to what purpose"³².

Capacity can be considered through different prisms: individual, organisational and collective. In the Uganda refugee response, **organisational capacity** is the focus when stakeholders discuss or implement capacity sharing for localisation. However, the three levels are deeply interlinked. Firstly, "each organisation's capacity is dynamic and evolving, and often dependent upon individuals and context"³³. Thus, developing the technical skills and knowledge of individual professionals also strengthens the capacities of their organisations. In addition, creating an enabling environment for localisation and fostering collaboration between stakeholders helps build greater collective capacity for humanitarian response.

Organisational capacity is often viewed through a narrow lens, limited to administration, donor compliance, and financial management. This limited perspective is then used to decide whether local actors qualify as partners and can meet international organisations' rules for managing humanitarian funds.³⁴ However, organisational capacity includes multiple elements that are interlinked that can be divided in two broad categories:³⁵

- **Institutional capacity**, covering administrative procedures, financial management, reporting systems, internal rules and manuals (including around safeguarding and fraud management), and adherence to legal requirements.
- **Operational capacity**, covering the technical ability to deliver relevant and effective programmes, respecting humanitarian principles and values,

³¹ GSDRC, 2013. Humanitarian capability: Definitions and Components. <https://gsdrc.org/docs/open/hdq929.pdf>.

³² Barbelet, V., 2018. As local as possible, as international as necessary. Overseas Development Institute. <https://odi.org/en/publications/as-local-as-possible-as-international-as-necessary-understanding-capacity-and-complementarity-in-humanitarian-action/>.

³³ Grand Bargain Localisation Workstream, 2020. Guidance note on capacity strengthening for localisation. <https://interagencystandingcommittee.org/sites/default/files/migrated/2020-05/Guidance%20note%20on%20capacity%20strengthening%20May%202020.pdf>.

³⁴ Barbelet, V., 2018. As local as possible, as international as necessary. Overseas Development Institute. https://media.odi.org/documents/As_local_as_possible_as_international_as_necessary_understanding_capacity_and_c omp.pdf.

³⁵ Adapted mainly from Barbelet, V., 2018. As local as possible, as international as necessary. Overseas Development Institute. https://media.odi.org/documents/As_local_as_possible_as_international_as_necessary_understanding_capacity_and_c omp.pdf.

understanding the specific context, relationships with affected populations, and/or local authorities and leaders, learning and advocacy practices.

Financial, human and material resources are a critical determinant of both types of capacity.

A context-specific shared vision of capacity and the objectives for capacity building and sharing is essential to guide the development of assessments, indicators, and goals. The NGO Quality Assurance Certification Mechanism (QuAM) developed local standards that cover both some institutional and operational capacities for the assessment and development of local actors' capacities.

Quality & quality of funding



Direct funding to local actors is critical, including directing a larger portion of budgets to local organisations rather than external consultants. Stakeholders agree that funding local actors is more cost effective because they are present in communities, can operationalise programmes with less funding than INGOs and can react faster in emergencies. Local actors have established structures and institutions to facilitate faster responses. An analysis by Share Trust estimates that local intermediaries could deliver programming that is 32% more cost efficient than international intermediaries.³⁶ The funding discussion also emphasised the need for multi-year, flexible funding that adapts to evolving humanitarian needs, and the provision of core funding or unrestricted operational funding for local actors to build capacity, sustain operations and implement long-term solutions. This focus area involves a gradual increase in the proportion of funding directed towards local actors, while enhancing transparency and accountability measures.

Box 4: What makes 'quality' funding?

Multi-year funding and flexible funding are the two key attributes of quality funding identified by the Grand Bargain Secretariat.³⁷ Additional characteristics of humanitarian funding can play a role in supporting localisation or hindering it³⁸: eligibility of different actor types (exclusion/inclusion of local actors), application or reporting requirements (more complex and time-intensive processes may exclude smaller actors with lower administrative capacities), size of grants, manner and timeliness of disbursement (smaller actors may not be able to pre-finance activities and cannot rely on funding paid in arrears). Those are primarily determined by donor rules and regulations.

A fifth theme that emerged is the enabling environment. While not unique to localisation, an enabling environment is crucial for advancing localisation and ensuring its long-term sustainability. Formal aspects of an enabling environment include policy and regulatory frameworks. The ongoing development of a policy

Enabling environment



³⁶ Share Trust, 2025. Passing the Buck: The Economics of Localizing International Assistance. <https://thesharetrust.org/passing-the-buck>.

³⁷ IASC, 2023. Quality Funding in the Grand Bargain. <https://interagencystandingcommittee.org/sites/default/files/2023-11/One%20Pager%20Quality%20Funding%20November%202023%200.pdf>.

³⁸ Characteristics adapted among others IASC, 2024. Catalogue of quality funding practices to the humanitarian response: 2nd edition. <https://interagencystandingcommittee.org/grand-bargain-official-website/nrc-catalogue-quality-funding-practices-humanitarian-response-2nd-edition>.

framework to support localisation will provide a firm foundation to implement and sustain localisation at all levels. Informal aspects of an enabling environment include social and cultural beliefs and practices. A culture of collaboration and learning will enable localisation in the refugee response. Efforts to foster knowledge sharing between local, national, and international actors, as well as across refugee settlements can facilitate progress toward localisation.

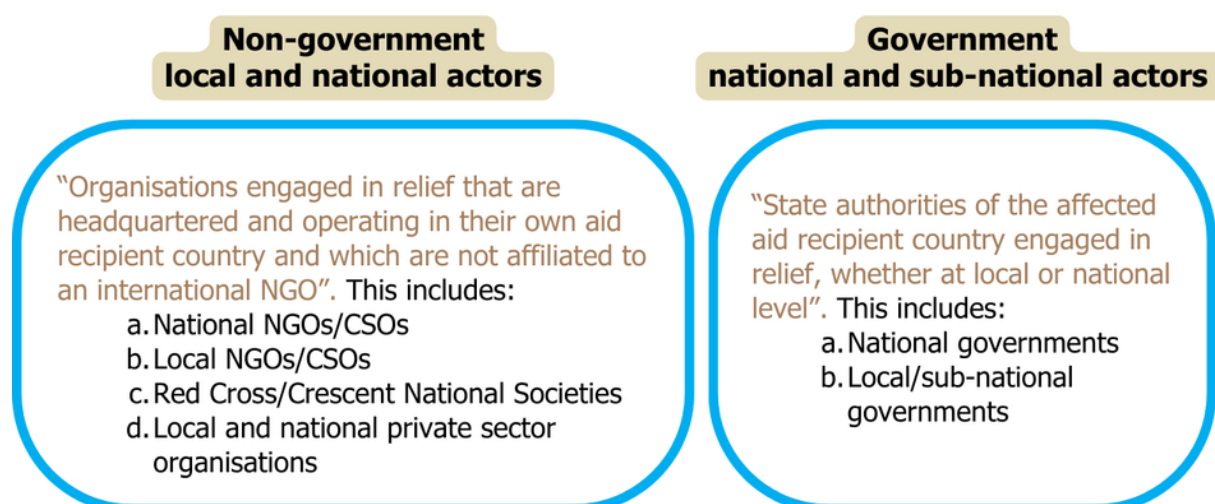
2.3. Who is 'local'?

Global interpretation of 'local'

A persistent challenge with the term localisation is the definition of what and who is considered 'local.' This question is particularly pertinent when talking about direct funding. Actors initially interpreted local as "geographically close to". The rationale was that "strategic, operational, and financial decisions are made close to 'at-risk' or affected populations."³⁹ Some INGO decentralised decision making from their headquarters to country offices and local branches which could be viewed as a move towards localisation in this interpretation. Others argued that 'local' relates to the **type** of actor rather than the physical **location**, where "strategic, operational, and financial decisions are made **by** local and national humanitarian actors (LNHA)"⁴⁰.

To address these concerns, a Localisation Marker Working Group by the IASC was tasked with defining what constitutes a 'local' or 'national' actor. The Working Group proposed definitions for two types of national and local actors⁴¹:

Figure 5: Definition of local actor as per the IASC Localisation Marker Working Group



There are additional nuances within the definitions of who is local. From an international perspective, national NGOs would be considered 'local'. However, from the perspective of the affected population, organisations within a given community or district are more likely to be considered 'local.' In addition to the geographic level, other factors such as nationally and other identities may come into play.⁴²

³⁹ Smutri, P. and K. Van Brabant. 2017. The Start Fund, Start Network, and Localisation: current situation and future directions. Start Network.

⁴⁰ Smutri, P. and K. Van Brabant. 2017. The Start Fund, Start Network, and Localisation: current situation and future directions. Start Network.

⁴¹ IASC. 2018. Definitions Paper. Humanitarian Financing Task Team, Localisation Marker Working Group. https://interagencystandingcommittee.org/sites/default/files/migrated/2018-01/hfft_localisation_marker_definitions_paper_24_january_2018.pdf.

⁴² Atim, T., 2022. Localisation: Views from Uganda. <https://fic.tufts.edu/wp-content/uploads/Localization-Uganda-April.27.2022.pdf>.

This evidence brief uses the categorisations provided by the Localisation Marker Working Group to identify the local actors within the Uganda refugee response and demonstrates how 'local' is interpreted in the following section.

Uganda refugee response interpretations of 'local'

In Uganda, numerous actors fall within the two categories offered by the working group (see **Error! Reference source not found.**). However, the Ugandan context reflects various dimensions of 'local'. In addition to organisations that are founded and run by Ugandan nationals, there are also organisations and structures that are led by refugees. The definition of who is considered a local and national humanitarian actor is also influenced by the organisation's registration status and whether they are registered to operate in the Uganda refugee response.

Both international and local actors operating or planning to operate in the Uganda refugee response are subject to a series of legal requirements overseen by the GoU, starting with the registration of a legal entity. In the case of civil society, the National Bureau for NGOs, under the Ministry of Internal Affairs, oversees the registration process (after incorporation) at the Uganda Registration Services Bureau.⁴³ Registration is required for all non-government actors, private businesses and privately-owned academic institutions with responsible regulatory bodies and ministries.⁴⁴ Registration is a prerequisite but does not in itself authorise an entity to operate in refugee-hosting areas for the provision of humanitarian support. Registration must be supplemented by yearly operational permits and Memoranda of Understanding (MoUs) with the Office of the Prime Minister (OPM). While there are more than 2,000 registered NGOs in Uganda, only 107 national NGOs had valid MoUs with OPM in 2023. Of these, only 66 were valid operational permits (41 were expired).⁴⁵

Table 1: Types of local and national humanitarian actors in Uganda refugee response

<p>Non-state local and national actors</p>	<ul style="list-style-type: none"> • Ugandan/Indigenous Civil Society Organisations (CSOs) (such as NGOs, CBOs, Faith-based organisations) • National and sub-national CSO network • Ugandan Red Cross Society • Ugandan-owned private sector actors • Refugee-Led Civil Society Organisations (such as NGOs, CBOs, Faith-based organisations) • Refugee-led Organisations Network (RELON) • Refugee-owned private sector actors • Refugee Welfare Councils • Academic institutions
<p>State national and sub- national actors</p>	<p>Including but not limited to:</p> <ul style="list-style-type: none"> • Office of the Prime Minister (including the Department of Refugees) • Ministry of Local Government • Ministry of Internal Affairs • Technical line ministries

⁴³ National Bureau for Non-Governmental Organizations. 2025. Registration of a new NGO. <https://www.ngobureau.go.ug/en/services/registration-of-a-new-ngo>.

⁴⁴ Government of Uganda. 2025. Business licences. <https://businesslicences.go.ug/>.

⁴⁵ Government of Uganda and UNHCR. 2023. Localising Uganda's refugee response. grf_outcome_document_localising_refugee_response.pdf.

- District Local Governments including Local Councils and Sub-counties

International and larger local actors (those with bigger budgets, number of projects, staff, geographical coverage, etc.) are generally better equipped to face administrative requirements and associated costs. Small organisations often have less administrative knowledge and resources⁴⁶. Some small and semi-formal community groups deliver support to refugees or host community members based on solidarity, charity, community or religious ties, but are unaware of or unable to meet the registration requirements and are thus not formally recognised as humanitarian response actors. Without valid registration or operational permits, opportunities and partnerships with these organisations is constrained. RLOs face additional barriers for the registration process compared to Ugandan-led organisations (including additional paperwork, lack of information and distances for the completion of the process).⁴⁷

The Uganda regulatory context is known for its progressive approach to refugee rights. Uganda adopted the international standards of the 1951 Geneva Convention Relating to the Status of Refugees in its national legislation with the 2006 Refugee Act and the 2010 Refugee Regulations. These rights include non-discrimination and freedom of association among others. However, the 2016 NGO Act that regulates NGOs and community-based organisations (CBOs) distinguishes between Ugandan-led and foreigner-led civil society organisations.⁴⁸

The registration process divides organisations in four categories: indigenous ("wholly controlled by Ugandan citizens"), continental, foreign, international⁴⁹ with additional steps for the three non-indigenous categories. Refugee-led, indigenous, and national-led civil society organisations (CSO) operating in a humanitarian response are usually labelled as local actors in humanitarian localisation discussions. They have specificities but also share similarities in their strengths and challenges in delivering services.

In Uganda, many refugee-led organisations operate in refugee settlements. A localisation assessment carried out by U-Learn showed the importance of RLOs in the response. Refugees considered local actors to be "community-based organisations owned and run by our people," and that the RLOs are more accessible, more accountable, and better understand refugee needs.⁵⁰

3. Understanding the localisation scene in Uganda

This section summarises the stakeholders involved in Uganda's refugee response, particularly the state actors and coordination platforms that exist to bring multiple actors together at the national, district and local levels. The section provides an overview of existing information repositories on local actors and activities, and a preliminary list of initiatives being implemented in Uganda that focus on supporting localisation.

⁴⁶ Viga, Emmanuel; Eria Serwajja; Hilde Refstie & Cindy Horst (2024) Engaging with the Humanitarian Localisation Agenda from 'Below' in Uganda, *PRIO Policy Brief*, 10. Oslo: PRIO. <https://www.prio.org/publications/13953>.

⁴⁷ Gitahi, M., 2023 Refugee-led organizations. Uganda Country Report. <https://refugeeledresearch.org/wp-content/uploads/2023/02/RLOs-in-Uganda-Full-report.pdf>.

⁴⁸ USCRI. 2024. Policy and Advocacy Report. <https://sway.cloud.microsoft/irQgyOFWCo0SSenr?ref=Link>.

⁴⁹ National Bureau for Non-Governmental Organizations. 2025. Registration of a new NGO. <https://www.ngobureau.go.ug/en/services/registration-of-a-new-ngo>.

⁵⁰ U-Learn, Assessment: Localisation in Research, Learning and AAP in the Uganda refugee response, upcoming 2025.

3.1. [Key localisation stakeholders in Uganda's refugee response](#)

The government mandate is driving localisation in the refugee response; it is implemented in collaboration with various coordination structures and groups and most (not all) are local or national actors. This section provides a brief overview of stakeholders shaping the strategic understanding and operationalisation of localisation in the Uganda refugee response.

Government ministries, departments and agencies⁵¹

[National level](#)

The Office of the Prime Minister (OPM)

The [Office of the Prime Minister](#)⁵², Department of Refugees (DoR), is the overall responsible entity for the refugee response.

The Ministry of Local Government (MoLG)

The Ministry of Local Government is a liaison body between central government ministries and agencies, private sector, and regional and international organisations. It serves as co-chair of the CRRF Steering Group, under which the Localisation Task Force operates.

The Ministry of Internal Affairs (MIA)

The [Ministry of Internal Affairs](#)⁵³ oversees the registration, regulation, coordination and monitoring of NGOs to ensure alignment with the government's strategic directions and regulations, including ongoing localisation efforts. The [National Bureau for Non-Governmental Organisations](#)⁵⁴ (the NGO Bureau), which sits within this ministry is a semi-autonomous body established by the NGO Act 2016. It has the mandate to register, regulate, coordinate, inspect, monitor and oversee all NGO operations in the country, making it a key actor in promoting localisation.

Technical line ministries are engaged in the refugee response in relation to their sector competence. Line ministries are also responsible for contributing to pledges made by the GoU at the 2023 GRF.

[Sub-national level](#)

Local government in refugee-hosting districts

District Local Governments (DLGs) are responsible for planning and delivering basic services for all those living in their districts (including refugees) and supporting the decentralised implementation of localisation. They coordinate the implementation of the CRRF at the district level and services to refugees and host communities. DLGs are often the first to respond to refugees' needs. They are responsible for developing district development plans in line with the different federal line ministries' sectoral refugee response plans. Districts include consultations with refugees in this planning to capture their needs. NGO monitoring committees are also set up at the DLG to support response partners, provide technical guidance, and jointly monitor projects and results. Sub-county local governments also provide services to refugees, such as legal registration services.

⁵¹ This section is not an exhaustive overview of government bodies active in the refugee response. It highlights key governmental stakeholders in relation to the localisation agenda in the Uganda refugee response.

⁵² <https://opm.go.ug/comprehensive-refugee-response-framework-uganda/>

⁵³ <https://mia.go.ug>

⁵⁴ <https://ngobureau.go.ug/en/home>

Coordination platforms

National level

Comprehensive Refugee Response Framework (CRRF)

In 2017, Uganda launched the [Comprehensive Refugee Response Framework](#)⁵⁵ a multi-stakeholder coordination platform for refugee matters. The CRRF is government-led, spearheaded by the OPM facilitated by UNHCR, and guided by the participation of a wide range of stakeholders through the Steering Group. The CRRF Secretariat co-leads the development of the Localisation Strategy for the refugee response together with OPM Department of Refugees (DoR) and MoLG.⁵⁶

Interagency coordination

The Interagency Working Group, co-chaired by OPM, MoLG and UNHCR, brings local and international refugee response partners together to discuss strategies aligned to the CRRF's objectives and share information in monthly meetings.

Uganda National NGO Forum (UNNGOF)

The [Uganda National NGO Forum](#)⁵⁷ was established in 1997 as an independent and inclusive national platform for NGOs in Uganda to provide a space to reflect, strategize and take actions on matters of mutual interest. It is a membership-based organisation whose aim is to strengthen civil society and influence development policy and practice. It currently has over 650 members across the country and a regional advocacy network with 14 hubs across Uganda's sub-regions.

Refugee-Led Organisation Network (RELON)

The [Refugee-Led Organisation Network](#)⁵⁸ is a network of RLOs in Uganda that aims to strengthen refugees' capacity to engage and respond to the challenges they face. Its mission is to influence and advocate for the inclusion and participation of refugees and RLOs at all levels through policy advocacy, RLO engagement, coordination, capacity strengthening etc. RELON has been instrumental in creating a global refugee network that champions meaningful local participation and now seeks to bring refugee representation to the United Nations. They directly address challenges regarding refugee administration and assert their role in shaping refugee responses.

Grand Bargain National Reference Group (NRG)

[Grand Bargain National Reference Groups](#)⁵⁹ are national level, constituent-based, consultative forums for humanitarian stakeholders that are led by local and national actors. They support action to promote the Grand Bargain 2.0 Framework developed in 2021 and its two enabling priorities. The Ugandan NRG was established in March 2024 with support from ActionAid and C4C, and is currently chaired by African Women and Youth Action for Development (AWYAD). The NRG is spearheaded by the Uganda National NGO Forum (UNNGOF) and C4C to ensure local actors meaningfully engage in the humanitarian response.⁶⁰

⁵⁵ <https://opm.go.ug/comprehensive-refugee-response-framework-uganda/>

⁵⁶ Office of the Prime Minister. 2025. Comprehensive Refugee Response Framework Uganda. <https://opm.go.ug/comprehensive-refugee-response-framework-uganda/>.

⁵⁷ <https://ngoforum.or.ug>

⁵⁸ <https://relonuganda.org/>

⁵⁹ <https://interagencystandingcommittee.org/grand-bargain-official-website/national-reference-groups>

⁶⁰ Uganda National NGO Forum, 2024. Localizing Humanitarian Action: Insights from Uganda's Grand Bargain Annual Country-Level Meeting. September 11, 2024: <https://ngoforum.or.ug/2024/09/11/localizing-humanitarian-action-insights-from-ugandas-grand-bargain-annual-country-level-meeting/>.

The Uganda Humanitarian INGO Forum (HINGO)

The Uganda Humanitarian INGO Forum is a network of 63 INGOs active in the refugee response. HINGO represents INGOs at the CRRF Steering Group, including on matters of localisation.

National and district levels

Interagency Sectoral Working Groups

The Inter-Agency Sectoral Working groups are coordination structures that bring together local and international technical actors working in the same sector in the refugee response. Working groups are generally co-chaired by the UNHCR and the relevant line ministry depending on the sector; some have a third co-chair from an INGO or UN Agency. As of 2025, ten such working groups exist and one inter-sectoral coordination group.⁶¹ Activeness of the groups at national and settlement level vary.

Humanitarian Platform for Local and National Organisations in Uganda (HPLNOU)

The Humanitarian Platform for Local and National Organisations in Uganda is hosted by UNNGOF with the support of Oxfam (which supported the launch through the ELNHA project). The HPLNOU was established in 2018 as a mechanism to strengthen the coordination and capacity of local and national organisations involved in the humanitarian response in Uganda.⁶² In 2023, its secretariat was formed; it integrates several other initiatives to form technical working groups: C4C, the National Reference Group and a working group on [Core Humanitarian Standards](#). HPLNOU is a national platform with the following three regional coordination groups:

- Western Uganda Humanitarian Platform (WUHP), covering Kisoro to Kiryandongo districts
- West Nile Humanitarian Platform (WNHP)
- Platform for Acholi Local and National Humanitarian Actors (PALNHAs)

Photo 1: Refugee women gather under the tree for savings group meeting (Save the Children 2024)



⁶¹ UNHCR, 2025. Uganda Comprehensive Refugee Portal. Accessed April 4, 2023. <https://data.unhcr.org/en/country/uga>.

⁶² Uganda National NGO Forum, 2024, Profiling the journey of the humanitarian platform. <https://ngoforum.or.ug/2020/05/12/profiling-journey-humanitarian-platform/>.

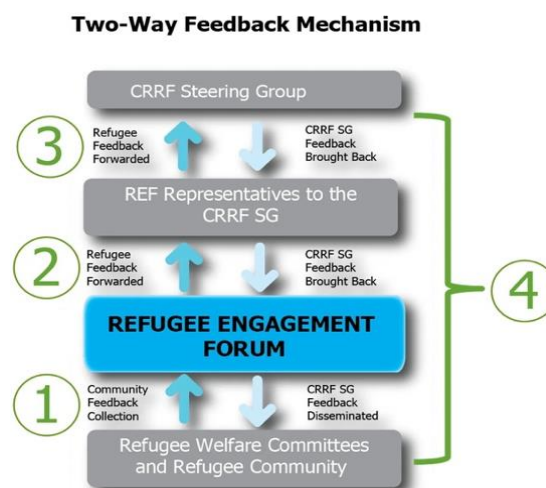
Leadership fora

National and district levels

Refugee Engagement Forum (REF)

The Refugee Engagement Forum was established in October 2018 by the Department of Refugees under OPM and the UNHCR to create systematic communication between refugees and the CRRF Steering Group. It is a pioneering refugee participation mechanism designed to systematically ensure refugee voices are considered in national decision making. The Refugee Welfare Committees at different levels (village/block, zone, settlement) elect 37 REF members. They also collect refugee community feedback that the REF shares at the CRRF Steering Group. Through this two-way communication mechanism, REF members from all refugee-hosting districts and Kampala can directly advocate on behalf of their communities at the highest level of Uganda's refugee response coordination structure.⁶³

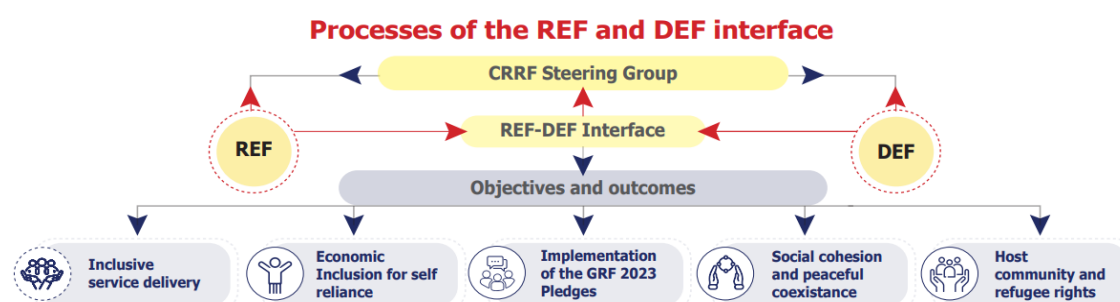
Figure 6: The REF



District Engagement Forum (DEF)

The District Engagement Forum was established in 2022. It is an important national arrangement for localisation, enabling the technical (Chief Administrative Officers) and political (Local Council Chairpersons) leadership of refugee-hosting districts to exchange on matters of concern and to be represented at the CRRF Steering Group. The DEF also provides space for peer-to-peer support and learning between the district governments.

Figure 7: REF-DEF Interface



REF-DEF Interface: In 2024, a dialogue between both fora was organised. "The CRRF SG introduced the concept of the REF-DEF interface to emphasise the importance of collaboration between host and refugee leaders, in order to address challenges related to service delivery while ensuring accountability to both communities⁶⁴".

⁶³ U-Learn, 2021. REF Good Practice Study: <https://ulearn-uganda.org/refugee-engagement-forum-in-uganda-good-practice-study/>.

⁶⁴ OPM, 2025. Uganda: Report on the Refugee Engagement Forum (REF) and District Engagement Forum (DEF) Interface. <https://reliefweb.int/report/uganda/uganda-report-refugee-engagement-forum-ref-and-district-engagement-forum-def-interface>.

3.2. [Overview of key information repositories on local actors](#)

Understanding the landscape of local humanitarian actors is essential to support the localisation agenda in the Uganda refugee response. Donors and international actors interested in keeping their commitments on localisation have expressed interest in enhancing their understanding of local actor involvement and implementation approaches in the refugee response. A preliminary analysis of existing repositories follows.

There are currently three main sources of information on local actors active in the refugee response - two of which require credentials to be accessed. None of the existing repositories provide a comprehensive or independent assessment of existing capabilities of local actors. They either focus on gathering intervention specific progress data or key characteristics of the organisation. The current lack of unique, comprehensive data source makes it hard to obtain a full vision of the landscape of local actors and encourages multiple actors, especially donors, to multiply assessments on the presence and capability of local actors.

Uganda refugee response Monitoring System (URRMS)

OPM introduced the [Uganda refugee response Monitoring System](#)⁶⁵ to improve coordination, performance monitoring, assessment and supervision of activities implemented within Uganda's refugee response. All humanitarian actors (local and international) are required to apply through the system to register the intent to implement a response intervention. The intervention's progress is tracked through regular reporting. The platform is accessed through a password-protected identification system and "strategic actors (inclusive of UNHCR, Agencies, MDAs, DLGs etc) access a variety of data on refugee response."

ActivityInfo

[ActivityInfo](#)⁶⁶ is a platform "established to track the performance of [Refugee Response Plan partners] against indicators and to ensure progress against the targets set by partners at the start of the planning process"⁶⁷. It is organised according to the thematic areas of the ten sectoral working groups. The platform has been in use since 2019. It is accessed through a password-protected identification system provided by sector leads to response plan partners. The data is used by the UNHCR Information Management Team to prepare a range of external information products.⁶⁸ They cover both local and international actors but only those that are part of the Refugee Response Plan. Some of the products (like thematic dashboards) list the implementing actors but there is no product dedicated to the analysis of actors in general or local actors specifically.

Settlement-Level Actor Mapping Tool (SLAM)

The [Settlement-Level Actor Mapping \(SLAM\)](#)⁶⁹ provides a publicly available visualisation of local actors by geographic location, thematic focus, type of actor, and target population. SLAM's primary goal is to increase the visibility and accessibility of local actors' information, making it easily available to stakeholders like INGOs, donors, and government agencies. In turn, this fosters connections, partnerships and collaboration between local actors and other key players in Uganda's refugee response, ultimately supporting more effective and localised humanitarian efforts.

The SLAM tool maps over 400 local actors, including NNGOs, CBOs, and RLOs across all 13 refugee settlements and Kampala. The tool was initially developed by U-Learn in

⁶⁵ <http://urrms.opm.go.ug/about.html>

⁶⁶ <https://www.activityinfo.org/>

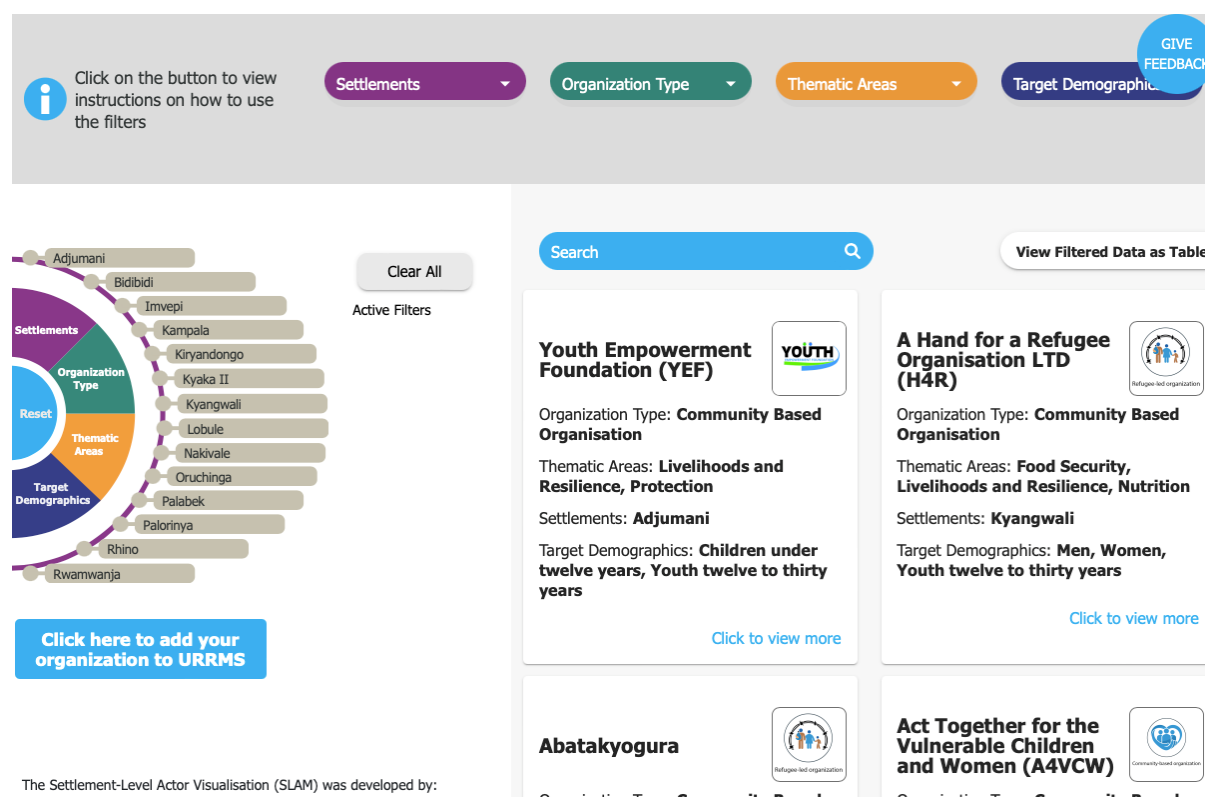
⁶⁷ UNHCR, 2025. Activityinfo – Step-by-step guide for activity reporting. <https://data.unhcr.org/en/documents/details/71585>.

⁶⁸ UNHCR, 2024. Data Workshop. Available Data Presentation. <https://data.unhcr.org/en/documents/details/111418>.

⁶⁹ U-Learn, 2024. Settlement level actor mapping (SLAM) – overview. <https://ulearn-uganda.org/settlement-level-actor-mapping-slam-overview/>.

collaboration with other partners including RELON and C4C working group Uganda. It relies on actors self-registering and does not include a verification mechanism on this self-reported data, but does provide contact information to request additional information. In partnership with the OPM, SLAM currently supports visual data on actors present in the OPM's URRMS to enhance the visibility of local actors operating in the Uganda refugee response.

Figure 8: Image of SLAM interactive web platform



Individual network memberships

Various networks and umbrella organisations maintain repositories of their members including contact information and information about their activities and capacities. However, these repositories are often private or, when public, lack details or are out of date. For instance: the Operational Data Portal of UNHCR allows access to a list of partner organisations but without specific organisational details⁷⁰, the directory of the Uganda National NGO Forum is incomplete⁷¹, RELON or C4C do not have a public repository of signatories or members.

3.3. Localisation-focused initiatives in the Uganda refugee response

This section lists initiatives that support localisation in the Uganda refugee response (localisation, local leadership, strengthening of local capacities). It is limited to initiatives or actors that run projects dedicated to the localisation agenda in Uganda. It does not include the broader landscape of actors who are committed to localisation and are actively mainstreaming it in their portfolio (for instance highlighting they support local services or local systems) nor does it include global initiatives to support localisation. Some of the initiatives focus on the refugee response while some have a broader scope.

⁷⁰ UNHCR, 2025. Operational Data Portal. Accessed April 23, 2025. March 24.

https://data.unhcr.org/en/partners?country=220&country_1=0&text=§or=&country_json=%7B%220%22:%22220%22%7D§or_json=%7B%220%22:%22%22%7D&apply=&page=1.

⁷¹ Uganda National NGO Forum, 2025. Membership Directory. Data accessed 24 March 2025.

<https://ngoforum.or.ug/membership/membership-directory/>.

This section is not intended to be a comprehensive list of good practices in localisation, nor a collection of examples of how different actors are applying localisation in their humanitarian activities. It is an overview, based on a brief desk research and insights gathered through conversations with response actors to identify existing.

Table 4: Examples of good localisation practices in Uganda

Initiative	Summary
BRACC	The Boosting RLOs Joint Advocacy Capacity through Coalition and Collaboration is a project funded by Oxfam in 2023. RELON sub-granted 6 RLOs in Southwest & West Nile regions to strengthen their advocacy efforts. For more information: https://relonuganda.org/2024/07/31/1337/
CAPAIDS Uganda	Funded in 2027, CAPAIDS Uganda is a national NGO dedicated to building the capacities of grassroots organisations. It runs, among others, a Local Leadership Lab. For more information: https://capaidsug.org/who-we-are/
CARE Uganda	Localisation is a priority area for the INGO CARE in Uganda, flagged as one of the three pillars of its 'locally-led transformative journey' and operationalised in its portfolio of activities with projects such as the 'Sustainable Transition to Locally Led Emergency Protection Services' project as well as the support to C4C, QuAM and general advocacy for localisation. For more information: https://www.careuganda.org/Publications/a-gathering-of-minds-advocating-for-localisation/
C4C WG in Uganda	Charter for Change is an international initiative with a national Working Group in Uganda. For more information see: https://charter4change.org/ and Box 4.
ELNHA	Empowering Local and National Humanitarian Actors, was a project implemented by Oxfam from 2016 to 2021 and under which the HPLNO was launched. For more information: https://uganda.oxfam.org/tags/elnha ; and see Box 8.
Engendering localisation of humanitarian aid	This project was a partnership between Uganda Women's Network (UWONET) and UN Women Uganda that focused on supporting women's rights organisation in the South-Sudanese refugee response in 2019. For more information: https://gblocalisation.ifrc.org/wp-content/uploads/2019/07/Case-Study-Engendering-localization-of-humanitarian-aid-in-Uganda-by-Susan-Labwot-UWONET.pdf
Oxfam Uganda	Localisation is highlighted in the 2021-2030 Country Strategic Framework of the INGO Oxfam. Specific implemented initiatives included the ELNHA and BRACC projects. For more information: https://uganda.oxfam.org/latest/publications/oxfam-uganda-country-strategic-framework-2021-2030
QuAM	The NGO Quality certification Assurance Mechanism (QuAM) is a

	national initiative. For more information: https://www.quamuganda.org/ and see Box 9.
RISE	One of the core objectives of the RISE programme, implemented from 2018 to 2023 by GIZ, Action Against Hunger, CARE and funded by the EU, was to strengthen local authorities' capacities (district local governments and lower local governments). For more information: https://international-partnerships.ec.europa.eu/policies/programming/projects/rise-supporting-refugees-and-host-communities-northern-uganda_en
U-Learn	One of the thematic areas of the Uganda Learning, Accountability, and Research Network (a consortium by U-RIL, IRC and IMPACT Initiatives) is localisation. Activities completed to date included trainings on Accountability to Affected Populations (AAP) targeted to local response actors, learning activities to support the understanding of localisation such as case studies in collaboration with C4C, SLAM. There is also upcoming research on community-based adaptation to climate change and an upcoming assessment of localisation in relation to learning, accountability and research. For more information: https://ulearn-uganda.org/

Photo 2: A refugee community leader shares her perspective during a grassroots dialogue with humanitarian partners in Palabek. (Save the Children 2024)



Box 5: Charter for Change Working Group in Uganda (C4C WG)

The Charter for Change (C4C) is a global initiative to advance local and national actors' role in the humanitarian responses, implemented in Uganda since 2019. The Uganda C4C Working Group is one in six such initiatives worldwide.⁷² The administration of C4C is currently based at Community Empowerment for Rural Development (CEFORD). C4C in Uganda has an active, growing membership with 14 INGOs and more than 200 local and national NGOs, holding dialogues and advocating for localisation.

The C4C Working Group in Uganda has successfully established a platform that is not dependent on a single, time-bound grant, which would pose a risk to sustainability. Instead, it has progressively persuaded signatories from INGOs and members from local and national NGOs to join and establish a structure that is sustainably led by committed local actors. The C4C WG provides learning opportunities and an information and knowledge sharing platform. In 2023, the C4C WG was absorbed in the HPLNOU.

The C4C Working Group **intentionally bring together women-led organisations**, (including and refugee-led organisations) to engage in dialogue and advance localisation. The C4C Working Group has made women's empowerment and inclusion a core part of its work. The C4C WG made an intentional effort to invite women-led and refugee-led organisations to participate in the working group. The C4C WG elected all women on the leadership board and mandated that the chairperson be a woman. The participation of women-led organisations in the WG has opened partnership opportunities with INGOs and NNGOs. It has also brought women's representation to national and regional spaces.

Comprehensive information on the diversity of actors in the humanitarian space is limited. 76 women-led organisations and 12 organisations led by people with disability were identified by UNHCR in 2024.

4. Progress towards localisation in Uganda's refugee response

This section highlights some of the progress towards localisation in Uganda's refugee response, including achievements and persisting challenges. It is organised by the four focus areas of localisation that emerged through the multi-stakeholder workshops and conversations: equitable partnerships, leadership and representation, capacity sharing, and quality funding, as well as the enabling environment.

The progress described in each of these four areas reflects the collective views of participants in the multi-stakeholder workshops. As such, the section reports on the collective perception of advancements and challenges in the localisation agenda in Uganda, rather than individual perspectives. It is not a systematic or quantitative assessment of progress to date.

4.1. Equitable partnerships

According to the UNHCR, there were 152 partners implementing the Uganda Country Refugee Response Plan (UCRRP) in 2024. These include 78 INGOs, 43 NNGOs, 15 government partners, 10 UN agencies, and 6 RLOs. The share of the UCRRP budget held by local actors is less than 1% of received funding (see next section on funding).

⁷² C4C DR Congo Working Group, C4C Kenya Working Group, C4C Uganda Working Group and Localisation working groups and networks in Bangladesh, the Philippines, Nigeria, led by active C4C endorsers in-country. <https://charter4change.org/wp-content/uploads/2021/11/structure-of-the-charter-for-change-2021-1.pdf>.



Although international actors continue to represent most responders and budget-holders, multiple stakeholders report that collaboration between international and local actors is increasing, advancing towards more equitable partnerships. Local actors are not only given greater space to implement activities but are also actively involved in co-creating them during the programme design stage

Local actors, and specifically RLOs, highlight their willingness to collaborate with international and government partners. Local actors are engaged in partnerships that take various and new forms:

- There are international and local actors working together in consortia. For example, CARE is working in consortium with African Women and Youth Action for Development (AWYAD) in the Southwest Region.
- There are successful partnerships between INGOs and government agencies, as well as between UNHCR and local partners.
- INGOs who are signatories of C4C are working more through local actors to implement projects. INGOs like Oxfam, Danish Church Aid, CARE, and Save the Children are working in partnership with local actors to develop joint project proposals. Some support local actors in implementing activities themselves in refugee settlements.⁷³
- The Local Coalition Accelerator (LCA) is a coalition of 14 local and national organisations in Uganda who developed a Joint Action Plan,⁷⁴ which allows them to be 'investment ready'. The LCA shifts power to local actors, as they lead the design of interventions and access bilateral funding.
- UNHCR has partnerships with refugee-led CBOs, such as the Community Technology Empowerment Network (CTEN), to deliver community-led initiatives and innovation (see Box 6).⁷⁵

Emerging models like the Local Coalition Accelerator (LCA) offer promising approaches to overcoming structural barriers by supporting coalitions of local actors that can jointly access bilateral financing and co-lead on programming.

Despite the advances and opportunities, some partnerships remain unequal, with power imbalance between local and international actors. In these cases, decisions are made unilaterally or with minimal input from the local actors who are often implementers but rarely project lead, e.g. they are sub-grantees in consortia or grant agreements. These asymmetries are underpinned by unequal access to critical information (project documents, financial information) or direct access to the donors.

Box 6: Partnering with refugee-led organisations to bridge the digital divide

The Community Technology Empowerment Network (CTEN) is a refugee-led organisation operating in Rhino Camp Refugee Settlement. CTEN started as a community-based initiative in 2016 to enhance digital skills and employability of refugees. It was founded by South Sudanese refugees and now employs both refugee and host community members to deliver its mission to increase access and improve the use of information and communication technology in refugee settlements.

⁷³ U-LEARN. 2023. Localising Humanitarian Action – Case Studies from Uganda, Kenya, the Philippines, and India. <https://ulearn-uganda.org/localising-humanitarian-action/>.

⁷⁴ Local Coalition Accelerator Uganda, 2023. Joint Work Plan. <https://static1.squarespace.com/static/5b2110247c93271263b5073a/t/64134e00e220182c1c96bbe5/1678986752889/LCA+Uganda+Joint+Action+Plan+II.pdf>.

⁷⁵ UNHCR, 2025. At the Heart of the Community: How to work with community-based organizations. Page accessed April 23, 2025. <https://www.unhcr.org/innovation/heart-community-work-community-based-organizations/>.

Through partnerships with the UNCHR and OPM, the organisation has stabilised.⁷⁶ CTEN contributes to the Uganda refugee response Plan and launched the Refugee Host Population Empowerment (ReHoPE) Bridge Project, which focusing on increasing digital literacy in refugee and host communities. It has secured additional funding and partnerships to implement the initiative. In collaboration with GSMA, CTEN has developed training curriculums on topics such as computer repair, digital literacy and numeracy, and graphic design. Courses were delivered in community connectivity centres established by Mercy Corps and CTEN in Arua, Yumbe and Kiryandongo Refugee Settlements.⁷⁷

4.2. Leadership and representation

Leadership & representation



Progress on leadership and representation is evident in the increased engagement of local actors – particularly from refugee-led organisations – in various coordination and decision-making spaces.

At the national level, an increase in local actor representation in coordination meetings and platforms is noted (although average statistics on the share of local and international participants are not available).

At the district level, the coordination architecture with DLG partner coordination meetings that meet monthly and NGO monitoring committees – which have key roles in terms of quality, accountability, compliance and localisation of the response – exists but their advancement depends on the districts. Partners nevertheless report greater involvement of DLGs in refugee response coordination. District coordination structures are being set up (they are operational in Adjumani Refugee Settlement, for instance). Partners meet monthly with the district leadership to get better organised and work together. Local actors are aligning their work with DLG planning. The regional working groups of the HPLNOU facilitate coordination while some local NGO umbrella networks coordinate in some districts. For instance, in the Nakivale Refugee Settlement, the Association of Community-Based Organisations in Nakivale (ACBON) was established to facilitate sharing and coordination.

Box 7: Leadership at the regional level

The Western Uganda Humanitarian Platform (WUHP), the regional working group of the HPLNOU, is helping local actors, including RLOs, get organised and coordinated. The WUHP mapped local actors in the region to reduce duplication of efforts and link organisations doing similar work together. The platform is a communication and advocacy mechanism that brings together local actors around common issues and shares relevant information.

Some institutional arrangements, such as the REF and DEF, active at the local and national level and feeding into the CRRF Steering Group, have made leadership representation from local communities (both refugees and host communities) official. Representatives from those leadership fora are increasingly included in various response meetings and workshops. However, some of the coordination spaces include only a limited number of local actors. It is hard to have influence when it is one voice representing a large, diverse group.

The CRRF task force consultations in 12 refugee-hosting districts found that there is greater RLO participation in the refugee response, which is contributing to a timelier response to needs. Their representation and leadership in these spaces are also contributing to greater

⁷⁶ UNHCR, 2025. At the Heart of the Community: How to work with community-based organizations. Page accessed April 23, 2025. <https://www.unhcr.org/innovation/heart-community-work-community-based-organizations/>.

⁷⁷ GSMA, 2020. Community Technology Empowerment Network (CTEN) – A refugee led initiative. Page accessed April 23, 2025. <https://www.gsma.com/solutions-and-impact/connectivity-for-good/mobile-for-development/region/africa/community-technology-empowerment-network-cten-a-refugee-led-initiative/>

visibility. C4C and RELON are viewed as effective coordination mechanisms for enhancing the engagement of local actors and RLOs in the refugee response. Local actors flag that emphasis now needs to be on meaningful contribution to decision-making, noting that simply having local actors formally present at the table does not reflect the true spirit of localisation.

Very public and strategic events contribute to visibility for and opportunities to contribute to local actors – the 2023 GRF and the 2024 World Refugee Day Celebrations were highlighted as good examples that signalled that local actors' views are important. It was reported that donors and INGOs increasingly include local actors in their reports, demonstrating greater recognition for their contribution to projects.

4.3. Capacity sharing

Capacity sharing



Although response actors are increasingly agreeing that 'capacity sharing' should be implemented to support localisation in Uganda⁷⁸, the examples reported mainly focus on 'building' capacity of local actors rather than international actors learning from the expertise of local actors. This does not mean that this is not happening, rather that local actors are not perceived to be at the provision side of current capacity building efforts.

Workshops and conversations have identified two parallel streams of efforts for increasing capacity in the refugee response: one that is led by international actors and often motivated by their administrative requirements that precede partnership agreements with local actors, and one that is driven by local actors for local actors. Within both streams, there is a demand for consideration to enhance the capacity of women-led and persons with disability-led organisations. It was reported that both online and in-person capacity building activities are taking place across refugee-hosting districts.

Capacity building activities initiated by international actors generally begin with mappings and capacity assessments. The lack of certain capacities, mainly institutional capacities, such as accounting, reporting, and risk management often disqualify local actors from significant donor funding. International actors have responded to the identified capacity gaps through initiatives that include the following:

- UNHCR has developed guidelines for twinning arrangements between an INGO and a national NGO to strengthen the capacity of national responders in Uganda. The UNHCR is providing financial and technical support for twinning arrangements of between one and three years. Following a capacity assessment of the NNGO, the capacity building is planned in a phased manner with measurable deliverables. It includes strengthening the NNGO's financial and management systems, including project management, procurement, budgeting and reporting.⁷⁹
- In Kiryandongo Refugee Settlement, the IRC built the capacity of the Kiryandongo District Local Government to take over the management of the Panyadoli Health Centre III.
- Street Child built the capacity of the local organisation African Women and Youth Action for Development (AWYAD) to implement Education in Emergencies programmes. Following this, AWYAD received direct funding from Education Cannot Wait and World Food Programme for response activities.⁸⁰

⁷⁸ Devex Partnerships, 2024. How the use of language can breathe life into localisation. <https://www.devex.com/news/sponsored/how-use-of-language-can-breathe-life-into-localization-107920>.

⁷⁹ UNHCR. 2024. UNHCR Uganda Twinning Guidelines.

⁸⁰ Street Child. 2022. The Localisation Agenda.

Box 8: ELNHA by Oxfam

Oxfam implemented a 5-year project funded by the IKEA Foundation aimed at strengthening local and national humanitarian responses. The project, Empowering Local and National Humanitarian Actors (ELNHA), focused on strengthening and equipping the capacity of local actors to participate in humanitarian response in the West Nile, Acholi and Karamoja regions. It became a global flagship project promoting localisation and humanitarian sector change.

It supported over 60 local and national humanitarian actors including government institutions, CSOs, media and private sector to; design, deliver and lead in humanitarian preparedness and response in Uganda, to influence the humanitarian agenda in Uganda, and push large international humanitarian donors and international NGOs, including Oxfam, to tailor their policies, strategies and systems in support of local/national humanitarian actors' leadership. The ELNHA project supported the launch of the Humanitarian Platform for Local and National Organisations in Uganda (HPLNOU) in 2018 as a mechanism to strengthen the coordination and capacity of local and national organisations involved in the refugee response.⁸¹

Local actors are also independently working towards increasing their own capacities to engage and deliver in the refugee response. Some report a growing understanding of the capacity assessment led by international partners, realising it is not unnecessary scrutiny but a starting point for a growth strategy. Local actors also highlight that they have taken over initiatives handed over by INGOs, demonstrating their capacities.

Examples of locally led development of capacity include;

- Local governments building capacities of local actors
- Achievement in terms of capacity among RLOs to do financial reporting, especially in Terego District. However, this is not an achievement across the board as many RLOs still struggle with financial reporting and transparency
- RLOs building capacity of their own staff without help from international organisations
- More local actors getting formally registered to operate legally as they understand why it is necessary for their work
- The voluntary certification mechanism, QuAM, is a locally led initiative that supports local actors' leadership capacity. It helps them decide how to engage in proactively engage with capacity assessments and capacity building, rather than reactive efforts in response to international actors' recommendations.

Box 9: The Quality Assurance Certification Mechanism as a tool for localisation

The NGO Quality Assurance Certification Mechanism (QuAM) is a voluntary self-regulatory initiative by and for NGOs. QuAM was initiated in 2006 by the Uganda National NGO Forum and DENIVA, two of Uganda's largest NGO networks. It applies to all NGOs, beyond the refugee response or even the humanitarian sector.⁸²

The QuAM has 59 standards and indicators of ethical conduct and responsible behaviour expected of publicly accountable NGOs. There are three certification levels: provisional (meeting 1-20 indicators), ordinary certificate (meeting 1-40 quality standards) and advanced certificate (meeting all 59 standards).

⁸¹ See the Uganda National NGO Forum article on the Journey of the Humanitarian Platform: <https://ngoforum.or.ug/2020/05/12/profiling-journey-humanitarian-platform/>.

⁸² Okello, L., and Aboneka, M. 2023. The QuAM – C4C Nexus: Capacity, Trust and Accountability as key pillars for localisation and shifting power.

The certification of local and national NGOs through QuAM can help them mobilise resources, improve trust with partners, and identify capacity building needs. QuAM promotes accountability, enhancing confidence in the local actors' responsibility to manage public resources.

QuAM is gaining greater recognition within the response. CARE is supporting an analysis of current practices to help the tool reach its full potential and better meet the collective needs of local actors and donors. Currently, there is no response-wide accepted capacity assessment or certification. Each funding opportunity comes with specific requirements, which can lead to repeated assessments.

Response-wide barriers to the ongoing capacity development efforts include:

- Infrequent multi-year funding and twinning arrangements;
- Insufficient opportunities for organisational development and training, as well as for individual mentorship and skills-building, is to match the demand;
- Limited eligibility and prioritisation of capacity development activities within refugee response projects, along with a lack of holistic integration into project plans.

Photo 3: Alfred Karuhanga, a farmer in Kashwina A village, Nakivale, shows his field to visiting local government officials from the OPM during a joint monitoring activity. (Save the Children 2024)



4.4. Quality and quantity of funding

Quality & quality of funding



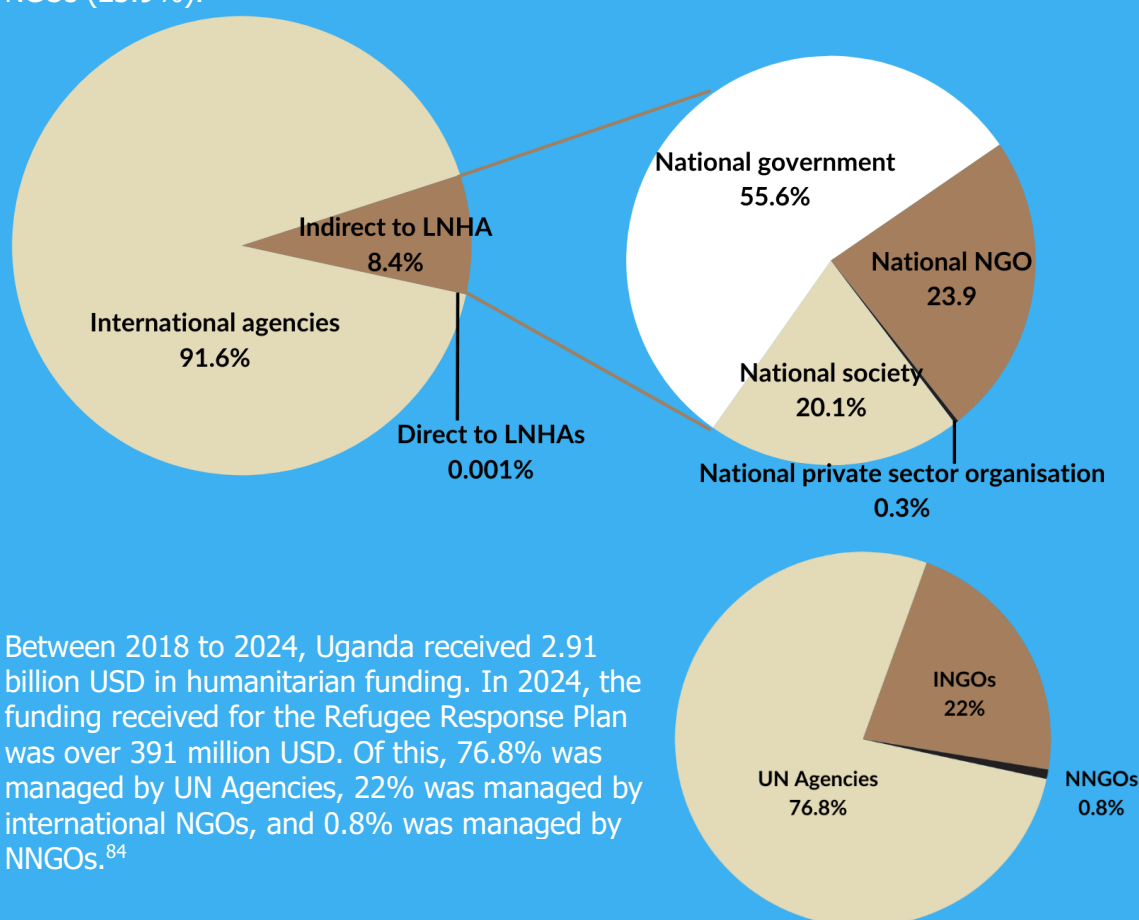
resources but the outlook on meeting the humanitarian needs is bleak.

Despite limited comprehensive and current data, the Grand Bargain target of allocating 25% of funding to local and national actors in Uganda has not been met. There is inadequate quantity and quality funding given to local actors (see Box 10). Direct funding to local actors is insufficient; donors who allow some funding to flow to local actors use UN agencies and INGOs with a greater response capacity to funnel the funds. As of early 2025, civil society in Uganda faces drastic funding reduction, motivating discussion on how to maximise the impact of existing

Box 10: Funding to local and national humanitarian actors in Uganda

In 2019, Oxfam commissioned a study to assess humanitarian funding in Uganda.⁸³ It found that between 2015 and 2017, there was an increase in the absolute amount of funding reaching local and national humanitarian actors (LNHA) – from 18 million USD to 29.3 million USD. However, the proportion of funding going to the LNHA decreased from 11% to 8%.

Examining the distribution of the funding going to LNHA, the majority went to the national government (55.6%), followed by the Ugandan Red Cross (20.1%) and national NGOs (23.9%).



Between 2018 to 2024, Uganda received 2.91 billion USD in humanitarian funding. In 2024, the funding received for the Refugee Response Plan was over 391 million USD. Of this, 76.8% was managed by UN Agencies, 22% was managed by international NGOs, and 0.8% was managed by NNGOs.⁸⁴

⁸³ Degnan, C. and A. Kattakuzhy. 2019. Money Talks: Assessing funding flows to local and national actors in Uganda. <https://policy-practice.oxfam.org/resources/money-talks-assessing-funding-flows-to-local-and-national-actors-in-uganda-620882/>

⁸⁴ OECD, 2017, Localising the Response. OECD Development Perspectives, No. 4, OECD Publishing, Paris <https://doi.org/10.1787/3f91329d-en>; Degnan, C. and A. Kattakuzhy. 2019. Money Talks: Assessing funding flows to local and national actors in Uganda.

On the donor side, factors that hinder progress in quality and quantity of funding include restrictive donor guidelines and policies, low trust for local actors, high minimum budget thresholds that surpass local actors' financial capacity, application processes that are complex, fast-paced or exclusively in English, focus on risk elimination rather than risk-sharing as an approach.⁸⁵

On the recipient side, barriers include limited capacity for financial management or for meeting donor administrative requirements. In addition, the dwindling funding for civil society organisations enhances high competition between international and local organisations rather than collaboration.

Nonetheless, there are various examples of enhanced funding opportunities for local and national actors engaged in the refugee response. Direct funding streams for local actors have been created. Examples of programmes through which donors directly fund local organisations include:

- Through its Young Africa Works program, the Mastercard Foundation has partnerships with local organisations such as Guide Leisure Farm, the Uganda Rural Development and Training Institute (URDTI), the Private Sector Foundation Uganda, and Innovation Village to support skilling of young entrepreneurs, including refugees.⁸⁶
- Education Cannot Wait has created the Acceleration Facility Fund to increase investments in local actors and local-level capacities. It is a separate funding application for local actors, so they do not compete with INGOs.⁸⁷
- In 2021, UNCHR piloted small grant agreements with organisations led by forcibly displaced and stateless persons in 8 countries including Uganda.⁸⁸ Subsequently, the UNHCR has started direct funding for RLOs through the Refugee-Led Innovation Fund, providing financial and technical support for projects in settlements.⁸⁹ They have also launched competitive financing mechanisms that both LNGOs and INGOs can apply to. LNGO Community Empowerment for Rural Development (CEFORD) won a competitive bid through this mechanism.
- The Dutch Relief Alliance (DRA) Innovation Fund was created to support innovations in humanitarian action. In Uganda, a local call for proposals was launched, facilitated by RIL Uganda. The call invited proposals for innovative projects in the areas of Energy and Safety and Protection.⁹⁰ The call invited joint submissions from INGOs in partnership with local actors, including local community associations, CBOs, CSO, local and national NGO, researchers, social enterprises, start-ups and private sector. Part of the fund was reserved for proposals led by local actors.⁹¹

Additionally, an increasing number of calls for proposals require applicants to have at least one local actor in the consortia (see DRA Innovation Fund above). INGOs are often still the

⁸⁵ For inspiration, see 2023, Risk Sharing Platform. Risk Sharing Framework.

<https://interagencystandingcommittee.org/sites/default/files/migrated/2023-06/Risk%20Sharing%20Framework.pdf>.

⁸⁶ Mastercard Foundation. 2025. Young Africa Works – Uganda: Partnerships, Progress, and Impact.

<https://cdn.buttercms.com/9sZuBvbT3q2rnui1rTxK>.

⁸⁷ Education Cannot Wait. Aid Localisation. Page accessed on March 16, 2025. <https://www.educationcannotwait.org/our-investments/focus-areas/aid-localisation#:~:text=ECW's%20Response,equitable%20education%20in%20emergencies%20response>.

⁸⁸ UNHCR, 2023. Piloting the Grant Agreement with Organizations Led by Forcibly Displaced and Stateless Persons in Uganda. [https://www.unhcr.org/sites/default/files/legacy-pdf/63c7c0684.pdf#:~:text=Under%20this%20pilot%2C%20UNHCR%20Uganda%20provided%20US\\$24%204%2C000,Palorinya%2C%20Pagirinya%20I%20%26%20II%20%28Adjumani%29%20and%20Bidibidi](https://www.unhcr.org/sites/default/files/legacy-pdf/63c7c0684.pdf#:~:text=Under%20this%20pilot%2C%20UNHCR%20Uganda%20provided%20US$24%204%2C000,Palorinya%2C%20Pagirinya%20I%20%26%20II%20%28Adjumani%29%20and%20Bidibidi).

⁸⁹ UNHCR, 2025. Refugee-led Innovation Fund. <https://www.unhcr.org/innovation/refugee-led-innovation-fund/>.

⁹⁰ Response Innovation Lab. 2020. Dutch Relief Alliance Innovation Fund third call for proposals. <https://www.responseinnovationlab.com/uganda-dra-call>.

⁹¹ Response Innovation Lab. 2020. Dutch Relief Alliance Innovation Fund third call for proposals. <https://www.responseinnovationlab.com/uganda-dra-call>.

consortium-lead and grant-holders but they increasingly partner and sub-contract local actors. For instance, the Uganda Refugee Resilience Initiative (URRI), launched by the Danish Embassy in early 2025, will be implemented by two consortia led by both Danish Refugee Council and Save the Children – both of which include local partners.⁹²

Box 11: Innovative pooled funding to local actors in the South-West

OXFAM supports the Western Humanitarian Platform in providing pooled emergency funding to local actors in the Southwestern region. When an emergency happens, the platform (which is made up of local actors) releases a call for applications. Local actors apply for the funding with decisions and disbursements made within 72 hours to ensure a timely response.

4.5. Enabling environment

Clear policies and regulations, access to evidence, and a culture of collaboration and learning create an environment that is conducive to achieving and sustaining localisation.

Policies and regulations

Actors generally highlighted that in the past, the lack of official guidance on localisation for the GoU, donors, and local organisations have limited opportunities to promote localisation. However, it was noted that the GoU demonstrated its commitment to localisation through the GRF pledges in 2023 and through its ongoing efforts to develop a Localisation Strategy for the refugee response. The launch of this strategic framework is expected to lead to an improvement of how local actors are perceived by other response actors and potential partners and to promote adherence to practical guidelines that support localisation. The fact that the ongoing process is consultative and that local actors and RLOs are contributing to policy discussions clearly demonstrates a commitment to meaningful localisation. For example, local actors participated in the localisation workshops in the lead up to GRF and are participating in the consultations for the Localisation Strategy.

A critical barrier within the regulatory framework is the difficulty faced by smaller groups, especially RLOs, that want to shift from informal to formally recognised local actors by registering as a civil society organisation. They report difficulties navigating the legal environment and the formal humanitarian response space.

Culture of collaboration and learning

5. The refugee response is a competitive context for all responders due to the limited availability of funding. Furthermore, actors who access information have an advantage over those who do not. Nonetheless, a culture of collaboration and sharing of information is reported.

Multiple projects in the refugee response use networks of 'champions' on various themes, for example advocacy champions. These networks support information-sharing and can bring together local actors to advocate for their shared needs or priorities. This practice is a way to support local leadership and has the potential to be used to advocate for localisation.

⁹² Save the Children, 2025. Embassy of Denmark Launches Uganda Refugee Resilience Initiative.
<https://www.savethechildren.net/uganda/news/embassy-denmark-launches-uganda-refugee-resilience-initiative-urri>.

Box 12: SLAM Broadcast by U-Learn

Through the SLAM Broadcast, U-Learn identifies, verifies, and shares relevant opportunities with local actors mapped in the SLAM tool, ensuring they remain well-informed about funding opportunities, training sessions, scholarships, networking events, and key policy updates. This mechanism contributes to a wide dissemination of information, underpinning inclusive practices and a collaboration culture. Local actors report accessing new opportunities through the information received. For instance, Centre for Economic Empowerment Uganda (CEEU) established partnerships with Oxfam and Save the Children.

Access to evidence

U-Learn has supported research and knowledge sharing on a range of priority themes including localisation. By bridging the evidence gap between donors, international organisations, and grassroots actors, U-Learn facilitates greater resources accessibility, fostering unusual but meaningful partnerships, and strengthening local participation in humanitarian response efforts. SLAM is an example of how U-Learn is bridging the information gap and facilitating collaboration. Collective access to evidence and learning is needed and it needs to emphasise the needs and priorities of local actors to align with localisation objectives.

Measuring progress on localisation further enhances the potential for sustainability. Frameworks and tools for measuring progress on localisation have been developed, including the following:

- UNHCR developed recommended indicators to monitor progress on identifying and including RLOs and local leadership in coordination mechanisms.⁹³
- The Humanitarian Advisory Group created the [Measuring Localisation Framework](#) to measure change towards a locally led humanitarian system in the Pacific. The framework measures progress in seven areas: leadership, participation, coordination and complementarity, partnerships, capacity and funding.⁹⁴
- The OECD introduced a multi-dimensional framework for enabling locally led development: policies, financing, partnerships, and delivery practices. It includes the “Local Actor Agency Compass” to measure local participation in framing, design, delivery and accountability.⁹⁵

The OECD’s multi-dimensional framework for locally led development provides useful pathways for Uganda’s localisation strategy, highlighting the need for flexible financing, equitable partnerships, and adaptive delivery systems.

6. Conclusion and recommendations

Localisation seeks to improve the humanitarian system’s efficiency by enhancing local and national responders’ leadership roles. The Grand Bargain provided a broad framework for localisation, which requires adaptation to each country's context. In Uganda, there is a strong commitment to localisation in the refugee response, as evidenced by the pledge made at the GRF and the ongoing plans for a dedicated strategy. Multi-actor discussions have identified key priority areas for localisation in Uganda, namely equitable partnerships,

⁹³ UNHCR, 2023. Localization in UNHCR-Led Coordination Structures. <https://reliefweb.int/report/world/localization-unhcr-led-coordination-structures>.

⁹⁴ Flint, J., Duituturaga and Josaia Jiauni, 2018. Tracking progress on localisation: A Pacific Perspective. Humanitarian Advisory Group and PIANGO. <https://humanitarianadvisorygroup.org/wp-content/uploads/2020/12/Tracking-progress-on-localisation-A-Pacific-Perspective-Final.pdf>.

⁹⁵ OECD, 2024. Pathways Towards Effective Locally Led Development Co-operation: Learning by Example, OECD Publishing, Paris <https://doi.org/10.1787/51079bba-en>.

leadership and representation, capacity sharing, and direct funding. Localisation is supported by a strong enabling environment.

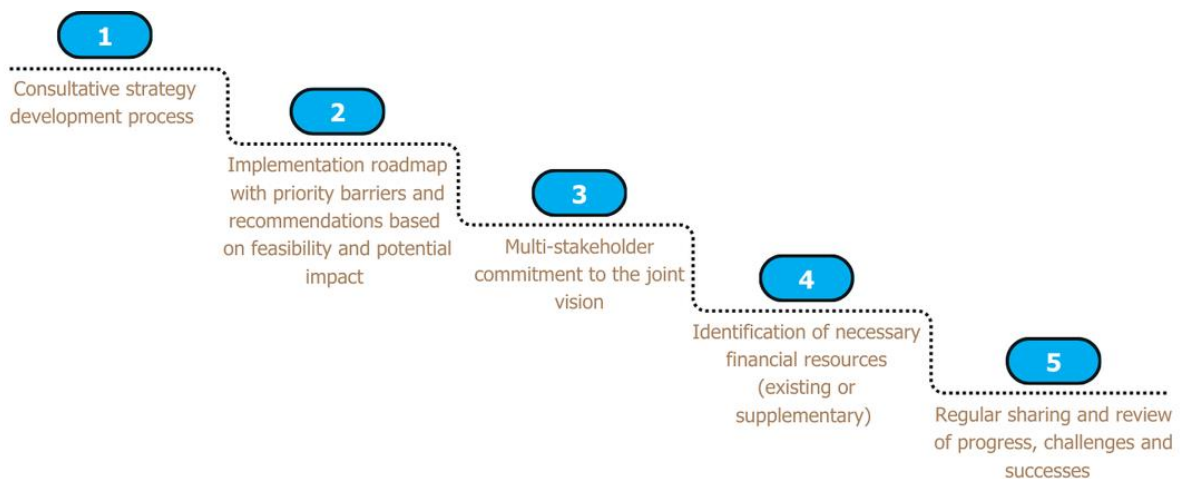
INGOs are working more collaboratively with local actors to co-design interventions. There are efforts to build local actors' capacities to lead humanitarian interventions and manage funds transparently. Local actors are participating in coordination and decision-making spaces and there are examples of local actors accessing funding directly. However, there are still challenges that need to be addressed, such as the trust in local actors' abilities, restrictive application and funding processes, and barriers for organisations to formally register.

Drawing on the insights gathered from the workshops and consultations, the following recommendations to advance localisation were identified for actors working in Uganda's refugee response. These recommendations should be collectively discussed and weighed against a risk analysis during the formulation of the upcoming Localisation Strategy for the refugee response; their implementation depends on all actors committing to the principles of mutual respect, trust, accountability, and transparency.

All actors, to support an **enabling environment** for localisation should:

- 1) Adopt a shared definition of localisation for the Uganda refugee response;
- 2) Work collectively to identify ways to address barriers to localisation;
- 3) Share good practices; and
- 4) Identify key advocacy messages for localisation.

Figure 9: Possible steps for the localisation agenda in the Uganda refugee response



Government Actors

Enabling environment

- 1) Develop a framework for localisation in the response, starting with the strategy and a tracking mechanism for the implementation of the government's pledge on localisation.
- 2) Harmonise regulations to streamline the registration process for RLOs and simplify requirements for all local actors to acquire MoUs and operational permits to work in refugee settlements.
- 3) Increase investment in raising awareness and understanding of localisation.
- 4) Encourage donors and INGOs to dedicate a percentage of the budgets to local partner organisations.

- 5) Make use of frameworks, such as OECD's multi-dimensional framework for locally led development, and the Local Actor Agency Compass to support the monitoring of progress towards localisation goals and commitments.

Leadership and Representation

- 6) Increase GoU presence and active participation in coordination meetings.

International NGOs and UN agencies

Leadership and representation

- 1) Integrate local councils into the design and implementation of humanitarian interventions to address local needs.
- 2) Support local organisations' representatives to participate in all humanitarian donor platforms and coordination spaces like clusters, working groups, and decision-making bodies.
- 3) Adopt organisational strategies that enhance the visibility of local organisations delivering humanitarian assistance, recognising local actors' contributions in both internal and external communications.

Equitable partnership

- 4) Form and maintain meaningful, transparent, equitable, and trust-based partnerships with L/NNGOs (including twinning arrangements) with a clear division of roles. Involve L/NNGOs in the full project cycle from decision-making to implementation with equitable risk sharing, resource distribution and access to information.
- 5) Design and implement exit strategies that enable L/NNGOs to continue working following a withdrawal of an international actor or project closure.

Capacity sharing

- 6) Provide financial and technical assistance to help local actors improve their institutional and operational capacities. Priority areas include proposal writing, reporting, resource mobilisation and sustainability.
- 7) Embrace adaptive management approaches that are responsive to evolving needs and learning. This means being open to reverse mentorship via feedback and guidance from local partners. Capacity sharing should be demand-driven, informed by local partners' voices and stated needs.

Quality and quantity of funding

- 8) Introduce and adopt mechanisms to ensure a percentage of funding goes directly to local organisations, such as clear policy guidelines for budget allocation or dedicated funding streams.
- 9) Prioritise funding and technical support to DLG to enable them to spearhead localisation and capacity-building and respond more effectively to community crises.
- 10) Explore flexible funding options such as a humanitarian pooled funding. Adopt pre-financing and co-financing models to allow L/NNGOs to apply for funds securely

Donors

Quality and quantity of funding

- 1) Offer multi-year, direct, unrestricted funding with flexibility. Offer funding streams for which local organisations are eligible, either directly or in partnership with an INGO (including twinning arrangements) and/or funding streams dedicated to local organisations.

- 2) Make the funding application process inclusive and simplified with clear measures and guidelines for local organisations. Identify and remove barriers for local organisations' participation and facilitate direct relationships between donors and local organisations.
- 3) Harmonise capacity assessment and vetting processes to avoid duplication and increase focus on response-wide standards.
- 4) Shift away from a risk-elimination to a risk-sharing framework, understanding that risk is inherent at different levels of the aid delivery chain. This would increase local organisations' access to funding.
- 5) Re-direct the budget that was used by INGOs to manage the NNGOs into project budgets to support sustainable development of the organisations and investment in capacity.

Local and national humanitarian actors

Leadership and representation

- 1) Participate in coordination mechanisms and networks that increase information flow and influence (e.g., RELON, C4C, WUHP).
- 2) Increase the organisation's visibility and potential for partnerships by having an online presence, registering the organisation through the NGO Bureau, and register SLAM⁹⁶.

Capacity sharing

- 3) Develop strong systems for financial management.
- 4) Demonstrate progress and commitment to secure resources and drive a paradigm shift to respond to INGOs and donors' concerns around capacity, accountability, and trust when it comes to localisation. One method would be voluntary participation in QuAM.
- 5) Participate in platforms that promote mentorship and cross-learning amongst local actors.

Quality and quantity of funding

- 6) Diversify funding sources to include local philanthropy and innovative financing options.

⁹⁶ <https://settlementlevelactormapping.com/pages/organization/survey>.

7. Appendix A: Definitions of localisation

Table 2: A selection of definitions of localisation

Definition	Source/ Organisation
Localisation is a process of recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses	OECD, 2017 ⁹⁷
In the humanitarian sector, localisation means empowering local responders in affected countries to lead and deliver humanitarian aid. It aims at strengthening the capacity and resources of local organisations to respond to crises and promote long-term sustainability.	European Commission, 2023 ⁹⁸
Localisation means increasing international investment and respect for the role of local actors , with the goal of increasing the reach, effectiveness and accountability of humanitarian action.	IFRC, 2025 ⁹⁹
Localisation of humanitarian action refers to the shift of resources and decision making to local and national responders in humanitarian action.	Australian Red Cross, 2017 ¹⁰⁰
Localisation is a collective process involving different stakeholders that aims to ensure local actors, whether communities, civil society organisations, or local public institutions, are at the centre of humanitarian, development, and peacebuilding systems . In addition to shifting power to local actors, localisation aims to deliver effective, timely, accountable, relevant, and appropriate services and supports to programme participants	Trocaire, 2021 ¹⁰¹
Localisation is the process through which a diverse range of humanitarian actors are attempting, each in their own way, to ensure local and national actors are better engaged in the planning, delivery and accountability of humanitarian action, while still ensuring humanitarian needs can be met swiftly, effectively and in a principled manner.	ICVA, 2018 ¹⁰²
Shifting more influence, resources, and decision-making power to actors and communities – including children	Save the Children, 2025 ¹⁰³

⁹⁷ Fabre, C. 2017. Localising the Response.

https://www.oecd.org/content/dam/oecd/en/publications/reports/2017/06/localising-the-response_ef7f6339/3f91329d-en.pdf.

⁹⁸ European Civil Protection and Humanitarian Aid Operations. 2023. Localisation. https://civil-protection-humanitarian-aid.ec.europa.eu/what/humanitarian-aid/localisation_en "\l":~:text=In%20the%20humanitarian%20sector%2C%20localisation,and%20efficient%20when%20locally%20driven.

⁹⁹ IFRC. 2025. Localisation.

¹⁰⁰ Australian Red Cross. 2017. Going Local: Achieving a more appropriate and fit-for-purpose humanitarian ecosystem in the Pacific. <https://humanitarianadvisorygroup.org/wp-content/uploads/2020/12/ARC-Localisation-report-Electronic-301017.pdf>.

¹⁰¹ Trocaire. 2021. Partnership and localisation strategy. <https://www.trocaire.org/documents/partnership-and-localisation-strategy-2021-2025/>.

¹⁰² International Council of Voluntary Agencies (ICVA). 2018. Localization Examined: An ICVA Briefing Paper. <https://www.icvanetwork.org/uploads/2021/08/ICVA-Localization-Examined-Briefing-Paper.pdf>.

¹⁰³ Save the Children. 2025. Localization.

<p>Localisation is:</p> <ul style="list-style-type: none"> - a process of changing the way support and solidarity are activated, designed, funded and delivered. - a solution to ensure local communities and the local response systems that support them have the resources and agency to address the challenges that impact them. 	<p>Network for Empowered Aid Response (NEAR), 2023¹⁰⁴</p>
<p>Autonomy of communities, to function within their indigenous framework and thought leadership to manage their opportunities and challenges with control over their resources and method of knowledge production while having a mutual and reciprocal relationship with national and global communities.</p>	<p>Humanitarian Aid International (HAI), 2024¹⁰⁵</p>

¹⁰⁴ Network for Empowered Aid Response. NEAR. 2023. Localisation Policy. <https://static1.squarespace.com/static/5fc4fd249698b02c7f3acfe9/t/646b304d62e8505fbc8f3101/1684746327776/XO017+NEAR+Policy+Note.pdf>.

¹⁰⁵ HAI. 2024. Localisation – An Unfinished Agenda Beyond 2026. https://interagencystandingcommittee.org/sites/default/files/2024-09/Beyond%202026_Final.pdf.

8. Appendix B: Examples of conceptual frameworks for localisation:

8.1. [Focus areas and principles](#)

Various frameworks have been developed to better understand, conceptualise, and measure localisation. Three examples of frameworks are the Charter4Change Commitments, the Seven Dimensions of Localisation, and the Measuring Localisation Framework.

Immediately following the WHS, the C4C identified eight commitments for localisation: direct funding, partnership, transparency, recruitment, advocacy, equality, support, and promotion. The commitments provide common goals that INGOs commit to, and local and national NGOs endorse. These commitments aim to address inequalities and enable a more locally led response.¹⁰⁶

Box 13: C4C Commitments

Charter for Change Commitments

Direct funding – Commit to transfer at least 25% of humanitarian funding to national and local NGOs

Partnership – Reaffirm the principles of partnership

Transparency – Publish the amount or percentage of funding that is transferred to local and national NGOs

Recruitment – Address and prevent the negative impact of recruiting NNGO staff during emergencies

Advocacy – Emphasise the importance of national actors to humanitarian donors

Equality – Address subcontracting and ensure equality in decision-making

Support – Provide robust organisational support and capacity strengthening

Promotion – Promote the role of local actors to media and public

Another framework was developed by the Global Mentoring Initiative (GMI) under the Start Network. The authors attempt to unpack localisation, proposing 'Seven Dimensions of Localisation': funding, partnerships, capacity, participation revolution, coordination mechanisms, visibility, and policy influence.¹⁰⁷ This framework has been applied by several actors, including Save the Children and C4C Working Groups. It has been used, for example, by actors in the Philippines to guide a dialogue process and develop a roadmap for localisation in their country (see case studies on [Localising Humanitarian Action](#)).

Others have built on or adapted these seven dimensions to their context. The Humanitarian Advisory Group, for example, created a similar framework to measure change towards a locally led humanitarian system in the Pacific. Actors in the Pacific created the 'Measuring Localisation Framework,' using seven areas prioritised by local stakeholders: leadership, participation, coordination and complementarity, partnerships, capacity and funding as the

¹⁰⁶ Charter4Change. <https://charter4change.org/>.

¹⁰⁷ Patel, S., Van Brabant, K. 2017. The Start Fund, Start Network, and Localisation: current situation and future directions. Global Mentoring Initiative, Start Network. <https://startnetwork.org/learn-change/resources/library/start-fund-start-network-and-localisation>.

critical areas of analysis and measurement of localisation.¹⁰⁸ These areas were applied in Vanuatu to create a baseline to measure progress on locally led humanitarian action.¹⁰⁹

These three frameworks have a few common attributes, like funding and partnerships. There are also several distinct but related attributes, such as visibility and promotion, as well as capacity and support (see Table 3).

Table 3: Comparison of attributes of three localisation frameworks

Attributes of localisation	Charter4Change	Seven Dimensions of Localisation	Measuring Localisation Framework
Funding	X	X	X
Partnership	X	X	X
Transparency	X		
Recruitment	X		
Advocacy	X		X
Equality	X		
Support	X		
Promotion	X		
Capacity		X	X
Participation		X	X
Coordination		X	X
Visibility		X	
Policy influence		X	X
Leadership			X

Two of the frameworks include participation, referring to the participation of the affected population in the decisions about the relief they are provided. As discussions on localisation have evolved, there has been reflection on the linkages between localisation and participation.

The Inter-Agency Standing Committee, for example, has advanced thinking its on localisation through its task force. The group has focused the issue on enabling meaningful engagement and leadership of local and national actors in humanitarian response, with a special focus on women-led organisations and organisations representing vulnerable populations.¹¹⁰ IASC has also explored links between localisation and accountability of affected populations (AAP), recognising that they are distinct but complementary concepts that both take a people-centred approach to delivering aid.¹¹¹

IASC describes the specific links and complementarities between AAP and localisation as follows:

¹⁰⁸ Flint, J., Duituturaga and Josaia Jiauni, 2018. Tracking progress on localisation: A Pacific Perspective. Humanitarian Advisory Group and PIANGO. <https://humanitarianadvisorygroup.org/wp-content/uploads/2020/12/Tracking-progress-on-localisation-A-Pacific-Perspective-Final.pdf>.

¹⁰⁹ Sakita, L., Jirauni, J., Kenni, L., Henty, P., Flint, J. 2019. Localisation in Vanuatu: Demonstrating Change. https://humanitarianadvisorygroup.org/wp-content/uploads/2020/12/Vanuatu-Baseline-Report_February-2019_FINAL.pdf

¹¹⁰ IASC. 2024. IASC Task Force 5 on Localisation. <https://interagencystandingcommittee.org/localisation-0>.

¹¹¹ IASC 2024. IASC Discussion Paper: Exploring the linkages between AAP, Localisation, and the HDP Nexus. <https://interagencystandingcommittee.org/iasc-task-force-2-accountability-affected-people/iasc-discussion-paper-exploring-linkages-between-aap-localisation-and-hdp-nexus>

- Localisation helps ensure decisions are made closer to the communities they serve, thereby better reflecting the needs and goals of these communities.
- Feedback and insights provided by affected communities can inform locally led action, so that decisions are taken at the closest possible level to communities.
- Local and national actors can improve accountability mechanisms by ensuring that they are contextually relevant and inclusive, strengthening trust between communities and aid providers.

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