

YEAR 03
2017
OVERVIEW

SHIFTING THE POWER





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COVER:
 COMMUNITY MEMBERS IN WAJIR GIVE THEIR
 VIEWS ON EMERGENCY PREPAREDNESS
 DURING A COMMUNITY RADIO INTERVIEW.
 PHOTO © ACTIONAID KENYA

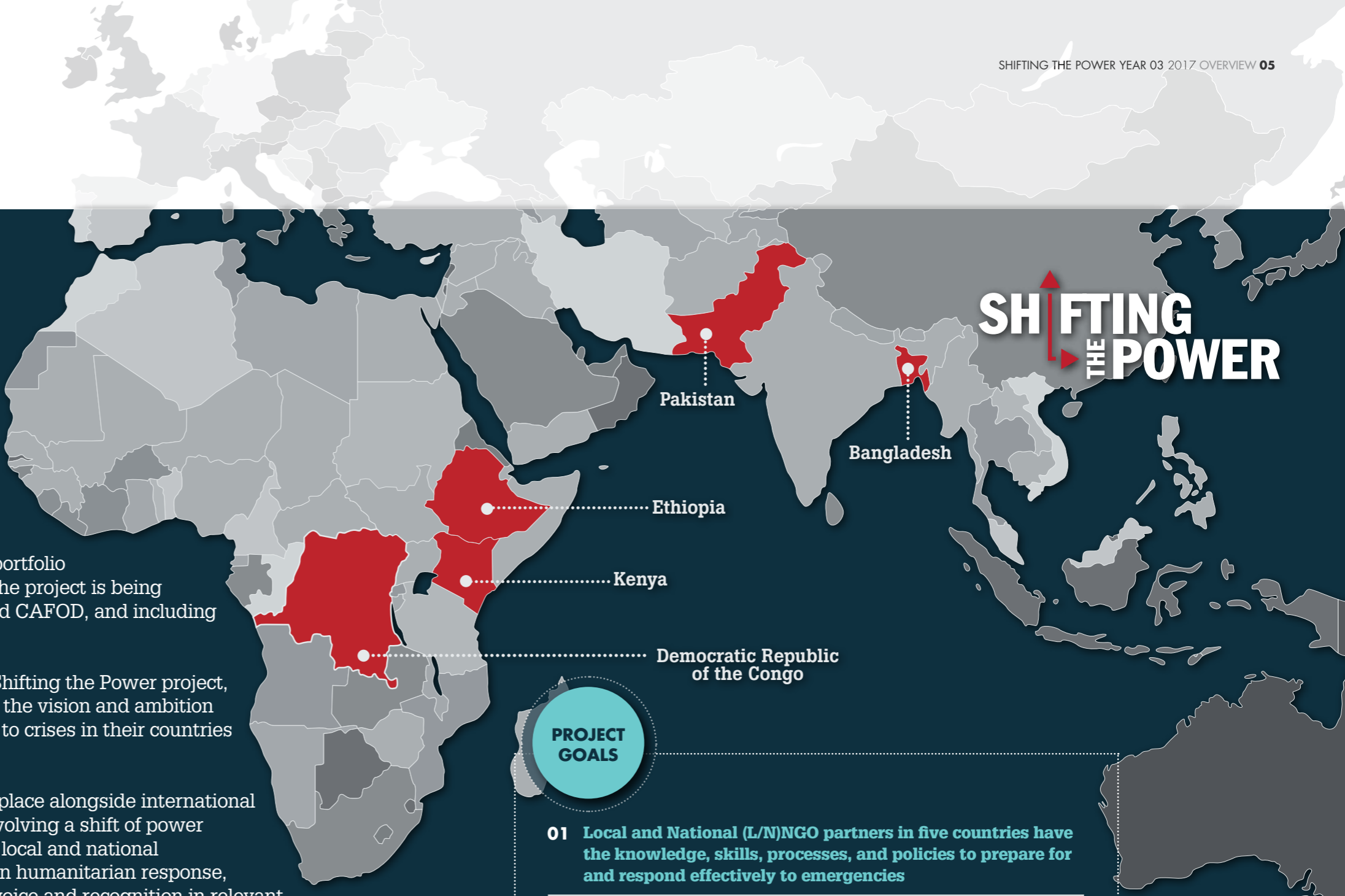
WHAT IS SHIFTING THE POWER PROJECT

Shifting the Power Project is part of the UK Aid -funded Disaster and Emergency Preparedness Programme (DEPP) portfolio collaboratively managed by the Start Network and CDAC. The project is being delivered by a consortium led by ActionAid International and CAFOD, and including Christian Aid, Tearfund, Oxfam and Concern

Six international organisations are working together in the Shifting the Power project, supporting 55 of their local and national partners who share the vision and ambition of playing a leading role in decision making and responding to crises in their countries and regions.

Shifting the Power aims to support local actors to take their place alongside international actors in order to create a balanced humanitarian system involving a shift of power towards locally owned and led responses. It will strengthen local and national organisational capacity for decision making and leadership in humanitarian response, support local organisations to have greater representation, voice and recognition in relevant networks and platforms, and at the same time influence international organisations to promote the role of local and national actors.

The project includes an in-depth two year programme of support for local organisations to strengthen their capacity to determine and deliver humanitarian preparedness and response.



SHIFTING THE POWER

PROJECT GOALS

- 01 **Local and National (L/N)NGO partners in five countries have the knowledge, skills, processes, and policies to prepare for and respond effectively to emergencies**
- 02 **(L/N)NGOs are better represented and have a stronger voice in relevant humanitarian platforms and networks**
- 03 **The consortium member INGOs recognise and respond to (L/N)NGO capacity, leadership & voice**
- 04 **The project collaborates with the other DEPP projects for maximising collaborative advantage**
- 05 **The project provides evidence of good practice in strengthening (L/N)NGOs humanitarian preparedness and response work and their role/influence in humanitarian action.**

£4,876,636

OVERALL PROJECT BUDGET

3 YEARS

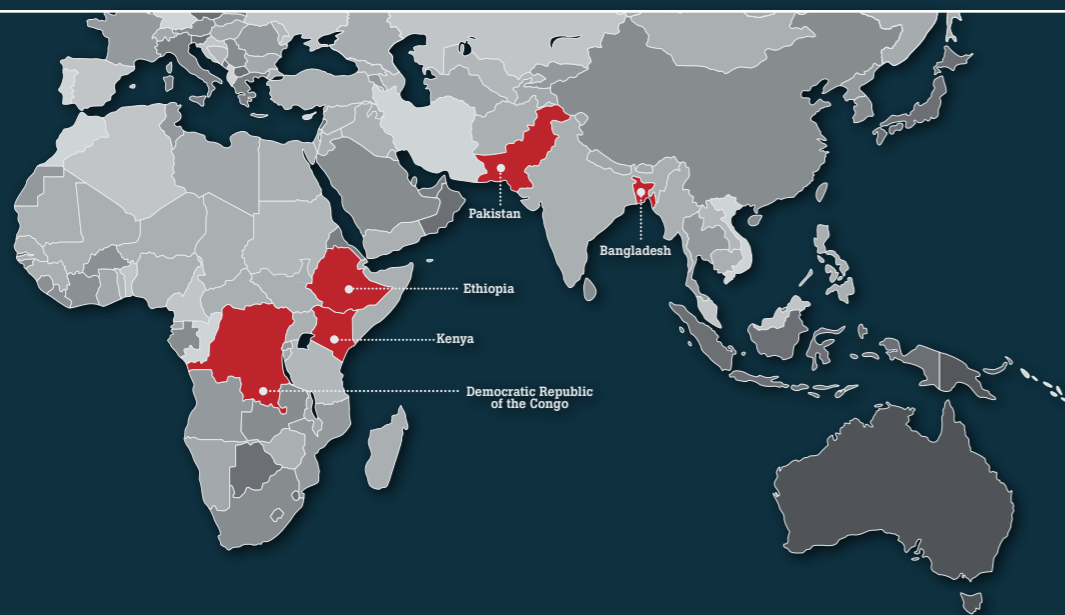
PROJECT DURATION 2015 - 2017

INTRODUCTION

SHIFTING
THE POWER

The third and final year of the project saw many important milestones reached with all 55 L/NNGO partners successfully completing the implementation of their Capacity Strengthening Plans (CCSPs), increased engagement and representation of L/NNGO partners in national humanitarian platforms as well as in international events and or discussions on localisation and the Grand Bargain, and the launch of the research, Localisation of Aid: Are INGOs Walking the Talk. A number of L/NNGO partners took the opportunity to test and use their improved capacities by responding to various emergencies such as the drought in Ethiopia and Kenya, conflict and displacements in DRC, and the Rohingya refugee crisis in Bangladesh. Two important learning reviews were also completed that documented evidence on how StP has influenced local partners emergency response work and on increasing their voice and influence while work has commenced to conduct the end of project evaluation.

This annual report presents the highlights of the projects achievements in 2017. The main sections of the report include the achievements and results in each of the five key outputs. Case studies, as well as excerpts from learning reviews are integrated throughout the report to evidence these results. A Finance Overview is also included.

OUTPUT
01

NATIONAL PARTNER ORGANISATIONS IN 5 COUNTRIES HAVE THE KNOWLEDGE, SKILLS PROCESSES, AND POLICIES TO PREPARE FOR AND RESPOND EFFECTIVELY TO EMERGENCIES

The two-year in-depth programme of support for 55 local partners to strengthen their capacity to determine and deliver humanitarian preparedness and response was successfully completed this year. Guided by the SHAPE framework, the Capacity Strengthening Plans built further on the earlier work done covering competency areas on governance and leadership, influence, and preparedness and response that strengthened partners' organisational capacities as well as contributed to the wider system level capacity building and preparedness work. Many partners took the opportunity to test and apply their improved capacities by responding to various emergencies and engaging actively in humanitarian coordination mechanisms while others assisted in government-led emergency preparedness planning or cascaded their learnings to volunteers and community leaders/members. At the start of 2017, partners were assisted to review the first-year implementation of their respective Capacity Strengthening Plans and revised and planned for the remaining period. A final review and reflection exercise including the conduct of end line self- capacity assessment was initiated towards the end of the year.

ORGANISATIONAL CAPACITY STRENGTHENING

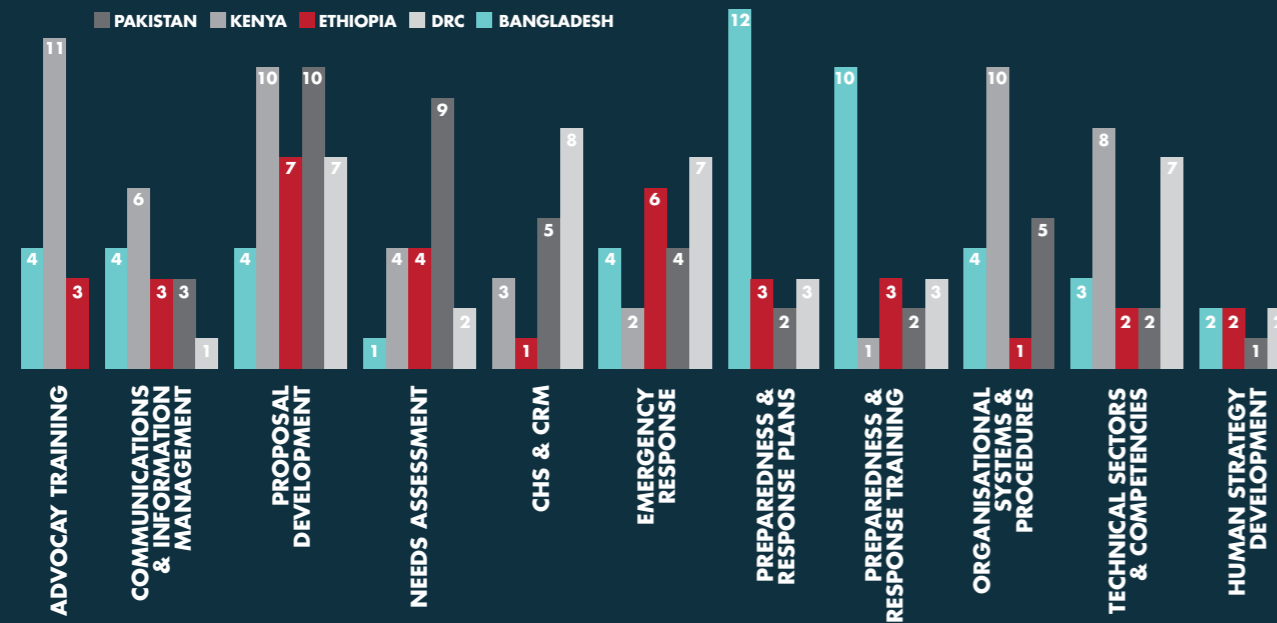
Partners in DRC explored wider and more varied competency areas of the SHAPE framework such as advocacy, appropriate and relevant response, communication, participation and feedback while building on earlier work on preparedness and resource mobilisation. Training was the main capacity strengthening method employed covering the following topics: Conflict Sensitive Programming, Advocacy, Humanitarian Communications, Cash Transfer Programming, Hazard and Vulnerability Mapping and Monitoring and Evaluation. A Human Resources in Emergencies Training with a follow-up action of updating their respective HR Policies and manual was conducted as well as training on logistics management, CHS and contingency planning.

In **Kenya** partners continued work across all 12 competency areas covering a relatively even spread across the three indicators: organisational, humanitarian and power. Varied capacity strengthening methods were used: training, coaching, action learning, mentoring, exchange visit and peer learning.

Organisational systems and procedures were strengthened through developing financial policies, upgrading accounting systems, setting up websites, and developing a 5- year strategic plans. Trainings on the use of the Kenya Initial Rapid Assessment (KIRA) tool were carried out by partners with one partner going on to use the tool to conduct a drought assessment in two Counties. All partner finance teams attended a finance training provided by Tearfund and a consultant. Partners participated in a humanitarian leadership training provided by RedR UK together with partners from Ethiopia and hosted a field visit for the visitors in Isiolo County.

Partners in **Ethiopia** had to catch up on initial delays to implement their Capacity Strengthening Plans such that the early part of 2017 was spent to complete work across the three largest areas of focus: resource mobilisation, preparedness, and staff engagement and collaborative management. Adapting a learning by doing strategy, they quickly managed to cover other competency areas that include advocacy, working with others, appropriate and relevant response and communication, participation and feedback. Specific capacity strengthening activities undertaken include

THE TYPES OF ACTIVITIES IMPLEMENTED BY PARTNERS AS PART OF THEIR RESPECTIVE CAPACITY STRENGTHENING PLANS (CSPS), WHICH WERE COMPLETED AT THE END OF 2017.



GRASSROOTS PAKISTAN - FIRST AID TRAINING. PHOTO © MS. NAYYAB ASGHAR

combined classroom-based training and action learning on Livestock Emergency Guidelines and Standards (LEGS), rapid needs assessment, digital data collection using the Kobo tool, supply chain and logistics management, donor mapping and proposal development. Members of Emergency Response Team (ERT) of one partner went on a week-long learning visit to the South of the country where they learned from community leaders, local government officials and experts about natural resource management and building community resilience on climate change and related shocks. A four-day humanitarian leadership training provided by RedR UK in Nairobi brought together 10 directors/senior management staff from partners, 2 StP country team staff and one manager from the consortium partner, CCRDA. This was followed by a one-day field visit by the participants to a local StP partner, Caritas Isiolo. Partners also built on existing work done on improving organisational policies, procedures and manuals through staff induction and training, and investment on information

management systems and communications.

In **Bangladesh** partners continued work across a variety of competency areas and focus on organisational and humanitarian indicators. Before and in between two major emergencies (flooding in Hoar region and the Rohingya refugee crisis) various trainings and simulations were held on contingency planning, cash transfer programming, CRM-fraud and bribery, CHS, Human resources management, proposal ad report writing and earthquake and fire drills. Formation and training for the members of the Joint Needs Assessment (JNA) local resource pool continued in three districts while DM awareness and training sessions were conducted for community members and volunteers by three partners including a street drama and activities specifically targeting women and youth leaders. A series of training sessions for the Ready Response Teams (RRTs) of partners on Search and rescue, First Aid and Fire Safety was provided by the Fire Service and Civil Defence Department.

In **Pakistan** partners continued to work across all competency areas but with a focus on preparedness, response and working with others. A comprehensive two-day exercise on Organizational Emergency Preparedness and Response Planning, technically supported by Community World Services Asia was conducted. In two separate exercises, local partners were joined by District Disaster Management Authority (DDMA) representatives from 11 districts. The sessions were followed by a consultation workshop in which representative of DDMA's presented their district level emergency preparedness plans. After the workshop, four partners drafted their Organisational Emergency Preparedness and Response Plans while one partner facilitated the development of DDMA's Contingency Plan for the approaching monsoon season. Several partners also facilitated various Emergency Response related training for its staff/ERT teams as well as for DDMA staff and Community Emergency Response Team (CERT) members and volunteers.

SYSTEMS LEVEL CAPACITY BUILDING AND PREPAREDNESS

Beyond the organisational capacity strengthening for partners, the CSPs also delivered and or contributed to the wider systems level capacity building and preparedness work in locations where partners operate. In the DRC community clusters were formed by partners to increase participation of community members from needs assessments to implementation and decision making in response interventions. Community members were also trained in data collection and dissemination.

Partners in **Kenya** supported strengthening women's leadership and participation in decision making in key County spaces such as the Wajir County Assembly and Samburu and Marsabit County Directorate for Disaster Management. Consultations and focus group discussions between and among Country Steering Group members and community representatives were facilitated



WOMEN FROM WAJIR EAST SUB-COUNTY PARTICIPATING IN A GROUP DISCUSSION DURING THE WOMEN ENGAGEMENT IN DISASTER MANAGEMENT AND RESPONSE WORKSHOP, WAJIR. PHOTO © KEVIN MAJONI, ACTIONAID KENYA

by partners on the draft County DRM policy and on operationalising the Country Emergency Preparedness Plan. Community volunteers were also trained on contingency planning, hazard mapping and monitoring cash transfer intervention.

Partners in **Ethiopia** continued their work in the woredas providing CHS training to 122 complaint handling committee members in one woreda that included partner field staff, relevant government officials and women's group representatives. Partners also carried out trainings around CHS, LEGS, SPHERE and emergency market mapping and analysis to participants from local government agencies. Capacity building training sessions were held and practical follow-up actions were made on Core Humanitarian Standards for the newly established community level response groups. One partner translated the CHS manual in three local languages, Afan, Oromo and Amharic so that these can be more accessible for community members.

In **Bangladesh**, one partner worked with the Union level disaster management committee around influencing and building their capacity on inclusive approach to humanitarian action. Community-level preparedness activities such as establishing Complaints Response Mechanisms, conducting mock drill exercises, street drama and musical production on disasters and preparedness, formation of women-led DRM volunteers group and training sessions for community volunteers on emergency reporting and photography were also facilitated by partners.



TRAINING ON FIRST AID, SEARCH AND RESCUE BY BANGLADESH FIRE SERVICES AND CIVIL DEFENSE. PHOTO © MANIK KUMAR SAHA, CHRISTIAN AID BANGLADESH

RESPONSE WORK

Almost all of the 55 L/NNGO partners conducted various forms of needs assessments following a range of emergencies with 23 of them able to secure funding and implement response interventions

In **Pakistan** one partner conducted a multi-sector needs assessment following report of a drought in one district. A proposal was developed, and funding was secured for a feed and fodder support for 2,606 of drought-affected families. Another partner responded to a flooding emergency in Chachran Sharif town in Punjab in close collaboration with the DDMA while another partner responded to a mosquito borne viral disease (Chikunguniya) in Tharparkar district, Sindh in August 2017 that affected thousands of people.

Apart from the response work carried out due to the protracted conflict in the country, partners in DRC carried out a number of needs assessments for the ebola/cholera/malaria outbreak and the drought. Proposals were developed, and response projects initiated. Three partners conducted separate needs assessments in conflict-affected areas in Baraka, Rutshuru, and Kasai provinces including an assessment funded by Christian Aid that led to a new partnership with one partner to implement a WFP-funded food distribution for 19,000 conflict-affected households in Kasai. Another partner was invited by UNICEF and Ministry of Health to be part of team which conducted a health assessment in North Kivu province.



WOMEN AND CHILDREN AT A FOOD DISTRIBUTION POINT IN DUNGA FANGO DISTRICT, SOUTHERN ETHIOPIA, MANAGED BY TEREPEZA DEVELOPMENT ASSOCIATION. PHOTO © VITTORIO INFANTE, ACTIONAID INTERNATIONAL

number of community health workers to conduct nutrition assessment and screening and made referrals to government supported health centres. Partners were trained on and used the Kenya Initial Rapid Assessment (KIRA) tool in conducting the drought needs assessment.

Partners participated in the NDRMC-led post-harvest/belg assessment, a multiagency and sectoral exercise that informs the Annual Humanitarian Country Plan requirements in Ethiopia. Following these assessments, three partners secured funding for emergency response work. Partners were supported to develop drought response proposals following their proposal development training by the StP team and the StP pilot response fund (£55,600) was awarded to one partner to provide emergency cash assistance to 585 drought affected households in Borena zone. The project appraisal process was made through a peer review among the 10 partners which served as a learning opportunity for everyone. Two other



DROUGHT RESPONSE IN ISIOLO. PHOTO © CARITAS ISIOLO

In **Kenya**, six partners implemented drought emergency response projects with direct funding from various donors including OFDA, Caritas Germany and Catholic Relief Services. The OFDA funding went through the whole process of a concept note submission to a three-day workshop for partner staff on OFDA Guidelines for Proposals and a full proposal submission and review. One partner scaled up its operations after three months and set up a relief storage centre, hired additional vehicles and used pre-qualified suppliers for their cash transfer programme while the another increased the

partners conducted drought needs assessment one of which was in partnership with the consortium lead agency, CAFOD.

Floods in the north-eastern part of the Bangladesh mobilised members of the Rapid Response Teams from partners under the umbrella of NAHAB in April 2017. The group was tasked by the HCTT to lead the rapid needs assessment in one district and funding was secured from Oxfam's Humanitarian

Response Grant Facility in the amount of £190,000 to provide emergency assistance to a total of 3,500 households. By the end of December 2017, seven partners were responding to the Rohingya refugee crisis reaching an estimated 85,600 displaced households in Cox Bazaar through a range of interventions from food and NFI distribution to provision of emergency health, nutrition and psychosocial services, WASH facilities, temporary shelter, and cash assistance.

LOCAL AND NATIONAL PARTNERS IN BANGLADESH RESPOND TO THE ROHINGYA REFUGEE CRISIS

Violence in the Rakhine state, Myanmar which escalated sometime in August 2017 has driven an estimated 867,967 Rohingya people to cross the border into Cox Bazaar, Bangladesh (31 Dec 2017, ISCG updates). The speed and scale of the displacement has resulted in a critical humanitarian emergency since.

Seven StP partners, namely, Dhaka Ahsania Mission (DAM), Caritas Bangladesh, Christian Commission for Development in Bangladesh (CCDB), Gana

Unnayan Kendra (GUK), Shushilan, Word Concern Bangladesh and Dushtha Shasthya Kendra (DSK) conducted needs assessments and are currently assisting a total of 85,680 refugee households.

Dhaka Ahsania Mission (DAM) is assisting 4,000 Rohingya families in Jamtali Camp with basic emergency healthcare services. They set up a Child Friendly Space (CFS) in this site as a psychosocial support to the children living in the camp with trained local youth volunteers supporting the daily running of

the facility. DAM's response is being supported by Christian Aid, Cordaid and Save the Children.

Sajida Foundation initially raised £7,407 internally and secured funding from Broken Earth Canada to provide health and psychosocial support to 5,000 families. From their continued fundraising the organisation has mobilised to date a total of £1,720,508 including the amount of £65,601 from their own organisation to scale up their response.

GUK has partnered with Christian Aid to provide dignity kits to 2,000 women in Jamtali camp and construct 10 deep tube-well and 60 community latrines for the catchment families.

DSK is providing water, sanitation and hygiene items and services including bathing facilities for women to around 6,000 families in Moynaghona camp, also in partnership

Caritas Bangladesh is working in Balukhali camp and CCDB Kutupalang MS camp providing between them non food items, shelter materials and supplementary food to 40,000 families.



RESPONSES TO THE ROHINGYA REFUGEE CRISIS IN BANGLADESH. PHOTO © CARITAS BANGLADESH



CARITAS MARSABIT: OUR JOURNEY OF IMPLEMENTING QUALITY HUMANITARIAN SUPPORT TO DROUGHT AFFECTED COMMUNITIES

As the 2016/7 drought continued to destabilize the lives and livelihoods of pastoral and agro pastoral communities in Marsabit County, Northern Kenya, Caritas Marsabit tirelessly appealed to donors to respond to the emergency by offering humanitarian assistance. The team embarked on mobilizing funding to implement life-saving interventions for affected communities. The fundraising appeal launched in January 2017 bore fruit with Caritas Marsabit receiving drought response funds from Misereor, Caritas Germany, Caritas Kenya, ERIKS Development Partner and CAFOD. This greatly increased the organizational emergency funding portfolio and the funds have gone a long way in alleviating suffering among drought stricken communities in the County.

Along Marsabit-Turbi highway in the middle of dry, windy and stony desert of Did Galgallu lies Tigo village. The village is about 80km north of Marsabit and about 22km south of Turbi. Tigo has 120 households most of them, nomadic pastoralists. The village has no single permanent water source hence depends solely on water trucking. The nearest water source is Dosawachu borehole which is about 18km

away and often breaks down due to overuse.

Mr. Guyo shares, *"we initially settled here because of the good grazing land though over time, pasture has been depleted and there's no regeneration due to drought and overgrazing. During normal seasons, the villagers raise money for water trucking. But with the loss of livestock to drought, we can no longer afford and we entirely rely on well-wishers. Recently we received 15 trips of 12,000litres tanker from Caritas Marsabit and three 10,000 litre plastic storage tanks. The water we receive is for domestic use and each household on average gets 6 twenty-litre jerry cans after every 3 days and we survive! The tanks are very useful and we shall take care of them. They have enabled us to store water availed to us by the government or other development agencies for a longer period. Thank you for your assistance. You have really transformed our lives and we can now protect our families and livestock during droughts."*

To enhance accountability, Caritas Marsabit embarked on instituting community feedback mechanism for emergency response project beneficiaries. This has been

realized through establishment of Community Complaints Handling Committees for each intervention. The community is informed about the committee and its role during community mobilization and selection of rights holders. The work of the committee is to handle any complaints that will result from beneficiary targeting processes and all project services or any other disagreement that might subsequently emanate from the entire process, through to project phase out.

Through Shifting the Power project Caritas Marsabit received training on proposal development, appreciation of Core Humanitarian Standards and the establishment of a robust Monitoring and Evaluation Framework which enabled them respond to emergencies effectively. The team has emerged to be a respectable and empowered local organization in the area, participating in the County Disaster Co-ordination Forum. The response improved access to safe and clean water to 7,677 persons, supported 7,242 vulnerable persons through cash grants and cash for work as well as ensured school attendance for 181 students from drought affected households through payment of their school fees.

OUTPUT
02

LOCAL AND NATIONAL PARTNERS ARE BETTER REPRESENTED AND HAVE A STRONGER VOICE IN RELEVANT HUMANITARIAN PLATFORMS AND NETWORKS IN THEIR COUNTRIES

In the final year of the project, StP's support for the work of local and national NGO networks and platforms has raised their profile and voices in national humanitarian coordination mechanisms and decision-making bodies as well as in humanitarian and DRM-related policy influencing. At the global level, local partner representatives shared good practices, learnings and challenges on shifting the power in various conferences and workshops on localisation and the Grand Bargain.

With the support of StP, the first National Humanitarian NGO forum was formed in Ethiopia under the auspices of CCRDA, the biggest and oldest network of local, national and international NGOs in the country. The first General Assembly was held in November where it by laws was passed and permanent steering committee members were elected. The forum has since initiated policy dialogues with decision makers including a high-level meeting with the National Disaster Risk Management Authority and UN OCHA to explore partnerships and further the localisation agenda. StP also supported a CCRDA research on NGOs and CBOs contribution to humanitarian response in Ethiopia and the holding of the first regional forum on localisation that brought together representatives from key humanitarian organisations, agencies and community representatives.

STP ETHIOPIA PROJECT PARTNERS PARTICIPATING IN KEY NETWORKS, TASKFORCES AND COORDINATION MEETINGS AT DISTRICT LEVEL TO SHARE EMERGENCY-RELATED INFORMATION AND SECURE THE SUPPORT OF GOVERNMENT AUTHORITIES AND OTHER RELEVANT STAKEHOLDERS.
PHOTO © CAFOD ETHIOPIA



In Kenya, partners pushed for the formation of six sub-county Disaster Management (DM) Steering Groups that strengthened the role of L/NGOs in disaster coordination specifically on the on-going drought emergency and also facilitated grass-roots decision making. In the absence of a national NGO network, StP partners worked alongside consortium member agencies and or with other L/NGOs in their respective Counties on improving coordination and information sharing and joint advocacy work on the newly passed national DM policy as well as on their respective County DM policies which are at varying stages of finalisation. Accountability and the women leadership in humanitarian work are two other areas of advocacy work for many StP partners in Kenya at County and sub-county levels.

Activities under this work stream in DRC continued

PARTICIPANTS AT THE ADVOCACY AND CONSULTATION MEETING IN DRC.
PHOTO © VITTORIO INFANTE, ACTIONAID INTERNATIONAL

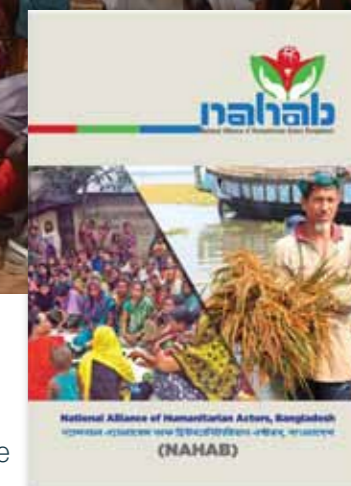


CARITAS MARSABIT CONDUCTING A COMMUNITY MOBILIZATION MEETING IN SILAPANI VILLAGE
PHOTO © CARITAS MARSABIT

to be led by the three StP partner platforms: CCONAT, FONADH and RONDH. A joint advocacy action plan was developed by the three platforms targeting the Humanitarian Country Team, the North and South Kivu inter-agency humanitarian committees, and the government humanitarian agencies. Through a week-long advocacy workshop in September the action plan was further developed, and specific messages and strategies were identified. The South Kivu partners and CCONAT conducted follow-up activities by meeting with members of the provincial parliament to advocate for the drafting of a provincial Disaster Management/humanitarian law. In North Kivu, two partners and FONADH continued to represent the local NGOs in the Humanitarian Interagency committee while another partner lead the protection cluster in Maniema with RONDH was invited by UNICEF to contribute to the collection and dissemination of WASH information across the country. In November 2017, a ten-member delegation from the three platforms conducted an advocacy mission to Kinshasa. The delegation was composed of representatives of the platforms of national and local humanitarian NGOs from South and North Kivu -CCONAT and FONADH as well as

RONHD. The delegation met with officials from government departments responsible for humanitarian work, diplomatic missions, donors, and other national and international humanitarian actors and UN agencies.

In Bangladesh, NAHAB (National Alliance of Humanitarian Actors in Bangladesh) organised the third Power Café in May 2017 where its roadmap for collaboration with relevant national and local government agencies and how it will ensure accountability to its members were presented and discussed. At least seven divisional consultations was conducted by NAHAB to gather feedback on its draft constitution and localisation objectives. NAHAB officials also participated in the National Convention on Disaster Management, led the 6th power cafe that discussed the role of private sector in humanitarian work, and continued its lobby work to secure representation in the Humanitarian Country Task Team (HCTT). Later in the year, one of the members took over the responsibility from the StP project team to manage NAHAB's Secretariat.



In Pakistan, all partners have signed MoUs with their respective District Disaster Management Authority to formalise coordination between them and the capacity building support provided by partners. One partner which was first to sign the MoU set up an information cell for DDMA in their office to receive, disseminate and triangulate disaster-related information at district level. Through the initiative of StP team and in cooperation with the National Humanitarian Network, a DRR Forum Provincial Chapter in Sindh was established to engage with the provincial disaster management authorities. The Forum is currently being chaired by head of office of one of StP's local partners.

LINKING LOCAL AND NATIONAL NGOS WITH THE INTERNATIONAL HUMANITARIAN SYSTEM

A key deliverable for the project has been to connect StP with the broader humanitarian system. In the final year of the project, StP staff and partners have had the opportunity to be part of humanitarian events and initiatives around the world.

Some key highlights for 2017 included StP colleagues speaking on an UNOCHA panel on Strengthening National Actors' Role in Humanitarian Response. The panel, was the second instalment of UNOCHA's Global Cluster Coordinator's Groups (GCCG) webinar series - Breaking down the Silos. The series aimed at providing a platform for good practice and ideas on how to make coordination better. Muhammad Amad, an executive member of the National Humanitarian Network (NHN) in Pakistan, a StP partner and Bernard Balibuno from CAFOD DRC, member of StP's International Steering Committee shared their learning's and experiences as part of the panel which included Global Cluster Coordinators, National and International NGO leaders, Cluster Coordinators and OCHA field representatives.

StP colleagues also led a session on Localisation at Start Network member's day held in London. The session examined how national and local humanitarian organisations have been raising their voice, profile and access to decision making structures, and some results to date. The session included presentations from Mr. Naseer Memon, of the National Humanitarian Network (NHN) Pakistan



ZAHIDA KABIR, EXECUTIVE DIRECTOR OF SAJIDA FOUNDATION, STP BANGLADESH PARTNER, SPEAKS ON A PANEL ON WOMEN IN HUMANITARIAN ACTION IN LONDON PHOTO © ACTIONAID INTERNATIONAL

and Mr. Gang Karume Augustin from Cadre de Consultation des Organisations Nationales du Sud Kivu (CCONAT) DRC.

Local partners also attended a host of conferences with Francis Sarker, Executive Director, Caritas Bangladesh a StP Bangladesh partner, representing the project and giving a presentation at the CHS Alliance Humanitarian Response HR Conference Europe 2017 which took place 20th -22nd September in Helsinki, Finland. Francis reflected on his participation at the conference saying it made him "more enlightened on the current global debate on Humanitarian Response which has immensely contributed in my own organizations response for the Rohingya Refugee crisis." Two StP partners – Paulin Bishkabalya, Executive Director of CODEVA DRC and Fozia Rajaput, Executive Director of FRDP Pakistan also attended the World Humanitarian Action Forum event in November in London and one partner, the Executive Director of the Sajida Foundation, a StP Bangladesh local partner was a panellist at an event co-hosted by Action Aid International and the High Commission of Canada in London on Women in Humanitarian Emergencies.

The StP International Advocacy Advisor along with representatives from the National Humanitarian Network in Pakistan (NHN), a StP partner, were in attendance at the UN OCHA Annual Global Policy Forum held in December 2017 in New York. At the conference the NHN spoke of practical measures that it had undertaken to enable the leadership of local and national humanitarians in Pakistan.

A STEP FORWARD AS NNGOS IN ETHIOPIA LAUNCH THE FIRST NATIONAL HUMANITARIAN FORUM

Over the past year, the drought emergency has shown how climate change and natural hazards are increasing humanitarian needs in Ethiopia. As communities cope with shocks in agricultural and livestock production and access to food, national humanitarian organisations working with these communities find themselves apart from the decision-making spaces. An assessment on the humanitarian architecture in Ethiopia found that Local and National NGOs have so far lacked a platform to advocate on and influence humanitarian decisions.

Humanitarian coordination is led by the government, but existing mechanisms are to a large extent limited to donors, UN agencies and INGOs especially at the federal level. The Shifting the Power project has worked together with 10 local and national NGOs to create a new space for these organisations to operate and contribute with their expertise in disaster preparedness and response. One of the project's early successes was to fully integrate national organisations in networks and official coordination mechanisms at the local level. In some districts, local organisations became proactive members of the humanitarian task force,

alongside government and INGOs.

On 7th September 2017, through the support of StP, the first Ethiopian national humanitarian forum was launched within the Consortium of Christian Relief and Development Association (CCRDA), the country's biggest and oldest national NGO umbrella association. At the launch Dr Meshesha Shewarega, executive director of CCRDA, said: "Decision-making at a high level in the humanitarian system is not so open for local NGOs and even NNGOs don't have the power to influence. But the forum, as a collective voice, will make much difference. This forum will work to create friendly national platform to operate and contribute for international advocacy on localisation of aid, in line with the Grand Bargain and Charter for Change."

Shifting the Power signed a Memorandum of Understanding with CCRDA to facilitate the launch of the forum, and provide financial and technical support for its functioning. At the inauguration, CCRDA members discussed how the challenges in access to funding and the decision-making platforms have hindered them. The country's largest humanitarian donors (including USAID, ECHO and the OCHA Country Pool Fund)

demand complex eligibility criteria, such as a foreign currency bank account, which is currently restricted to L/ NNGOs by law. The Forum has therefore agreed to engage with the government and the donor community to create an enabling environment in which L/NNGOs can thrive. Moreover, it will contribute to stronger and better relationship between INGOs and NNGOs on humanitarian partnerships and coordination, evidencing the comparative advantage of collaboration and of a balanced humanitarian system where local and international organisations reinforce and do not replace each other.

As the forum will act as a single, collective voice for front line humanitarian responders in the country, it is expected to become a reference point for discussions on localisation of aid and the implementation of the Grand Bargain commitments in Ethiopia. The platform is also fully integrated in the CCRDA structure, which ensures its sustainability for years to come.



Shifting the Power signed a Memorandum of Understanding with CCRDA to facilitate the launch of the forum, and provide financial and technical support for its functioning.

DRC'S THREE MAIN ADVOCACY L/NNGO PLATFORMS COME TOGETHER IN KINSHASA TO PUSH THE LOCALISATION AGENDA

In November 2017, a ten-member delegation from the three platforms conducted an advocacy mission to Kinshasa. The delegation was composed of representatives of the platforms of national and local humanitarian NGOs from South and North Kivu - Cadre de Consultation des Organisations Nationales (CCONAT) and Forum des ONGs Humanitaires and Development (FONAHD) as well as RONHD. The delegation met with officials from government departments responsible for humanitarian work, diplomatic missions, donors, and other national and international humanitarian actors and UN agencies. The meetings gave the opportunity for the team to start dialogue on the WHS and Grand Bargain commitments, specifically on localisation, advocacy for the recognition of the humanitarian work of L/NNGOs in the country as well as sharing

the challenges around it, and expressing eagerness to be more involved and have increased representation in humanitarian coordination and decision-making spaces at all levels.

A key success included an audience at the Ministry of Solidarity and Humanitarian Affairs. Here delegates expressed the inadequacy and the delay of the government's intervention in the event of a disaster, the problem of coordination of the national and international humanitarian actors, the lack of preparation at the level of the response and the prevention of disasters. Possible solutions and recommendations were then tabled. This included discussion on the ongoing



A key success included an audience at the Ministry of Solidarity and Humanitarian Affairs

humanitarian law proposal that will address all humanitarian policy issues. It was discussed that members of the platform RONHD would represent the interest of L/NNGOs as they were based in Kinshasa. The Ministry also stated that a decree on the solidarity fund under the management of the Ministry of Humanitarian Affairs was under way. The delegates also put forward the idea of a Humanitarian Day which was favourably received by Ministry officials; it was discussed to initially introduce it at union levels. The Ministry also stated that once the necessary resources were available, officials would conduct field visits and establish focal points that will ensure the authenticity of information and channel disaster assistance. Another key breakthrough was advocating for the legal recognition of platforms by the government.

POWER CAFÉ ON LOCALISATION AND THE HUMANITARIAN AGENDA IN BANGLADESH

Power Cafes have been one of the advocacy initiatives of StP Bangladesh to create a space for all the relevant humanitarian stakeholders including local, national and international actors to discuss the various situations, gaps, issues and possible actions associated with humanitarian issues in the country.

In February 2017, the 4th power café was held on the theme, 'Localisation and the Humanitarian Agenda in Bangladesh' with the Assistant Secretary of the Department of Disaster Management Abu Sayed Mohammed Hashim as the guest speaker. Around 25 representatives from the government, local, national and international humanitarian agencies came to participate in a vibrant discussion. The conversation opened with an assessment of the centralised humanitarian decision-making processes in the country whereby much of what happens before, during and after a disaster or emergency are



There is no genuine representation of local organisations in the national coordination body, the Humanitarian Country Task Team (HCTT)

determined at the national level with little or no representation from the local actors. There was recognition that disaster-affected communities alongside or with the support of local actors are the first to respond and, that for the most part their capacity is being undermined, ignored or overwhelmed by international humanitarian actors who fail to recognise their critical role. There is no genuine representation of local organisations in the national coordination body, the Humanitarian Country Task Team (HCTT).

Key outcomes and recommendations that came out of the café were to identify and incorporate local humanitarian actors in all sub

national, community level government mechanisms and in the HCTT in a representative way. A recommendation was also put forward for the Government to issue letters to sub-national and community level government bodies to cooperate with L/NNGOs as well as the Government forming a trainer pool for capacity building on disaster response and preparedness. Specific recommendations for StP included conducting a mapping of the presence, skills, and competencies of local and national NGOs in the most disaster prone areas in the country and how they can engage better in coordination mechanisms; initiate and or support NAHAB to develop a networking strategy to establish linkages at regional level with resource pools, government bodies and humanitarian organisations and; increase participation for local and national NGOs (beyond the Start Network partners) in future Power Cafes.

THE ROLE OF LOCAL & NATIONAL NGOS IN INFLUENCING DISASTER CO-ORDINATION PLATFORMS IN KENYA

Strengthening disaster management plans calls for a holistic approach to policy development through a multi-stake holder, multi-sectoral platform placing strong emphasis on input from L/NNGOs. Incorporating all actors and civil society organisations in county steering committees when drafting disaster management plan policies provides an opportunity for L/NNGOs to provide context-based input recognising them as crucial actors in disaster response.

In Marsabit County, a group of local NGOs, which included two Shifting the Power partners, established and registered the Marsabit Indigenous Organisation Network (MIONET) to represent the local NGO network in the county. MIONET has contributed to legislation, such as the Marsabit County Disaster Management Bill, to ensure a comprehensive disaster management agenda with input from local NGOs

is mainstreamed in county policies and programmes.

In addition, the context-specific, community knowledge L/NNGOs possess is critical to disaster response as L/NNGOs have a higher potential for building strong relationships with the communities they partner with compared to INGOs. Trust between service



Strengthening disaster management plans calls for a holistic approach to policy development through a multi-stake holder, multi-sectoral platform placing strong emphasis on input from L/NNGOs.

providers and beneficiaries during times of disaster is a critical element for successful response. Furthermore, facilitating the development of trust between L/NNGOs and communities in preparation for disasters helps define the

responsibilities L/NNGOs must commit to during times of disaster. In Isiolo county, a joint training between staff from Caritas Isiolo, a local NGO and Isiolo county community members, provided an opportunity for the local NGO staff members and the community to share experiences, interact, and uniformly build confidence. Furthermore, the joint training strengthened the relationship between the local NGO and their partner communities. Furthermore, the inclusion of women-led organisations is critical to the development of comprehensive disaster response plans. During times of disaster, women often assume the responsibility of caring for the well-being of the family ahead of their own. Their input as critical stakeholders in disaster preparedness plans is essential to recognise them as active agents in their communities and leaders as community first-responders.

THE NATIONAL HUMANITARIAN NETWORK ENTERS INTO A FORMAL COLLABORATION WITH THE NATIONAL DISASTER MANAGEMENT AUTHORITY

In the context of the rapidly changing NGO regulatory landscape in Pakistan, the National Humanitarian Network (NHN) under the banner of the Shifting the Power (StP) Project established a formal collaboration with National Disaster Management Authority (NDMA).

NHN with the backing of over 170 members representing both local and national NGOs has earned credibility and recognition. NHN's recognition by the government can be illustrated through several initiative it has entered into.

The NHN has been engaged by the Asian Disaster Preparedness

Center (ADPC) to form a Disaster Resilience Preparedness Forum. The principal agreement is that the NDMA will chair the forum in 2018 with NHN co-chairing and swapping positions in 2019. The Disaster Resilience Preparedness Forum is expected to bring the media, academia and private sector on board to develop joint preparedness and response mechanisms.

NHN has also been designated the formal partner with the NDMA in collaboration with UNOCHA to roll out the MIRA tool at the district level. All NHN members have been provided with a training

opportunity and recognized as registered humanitarian actors to conduct joint damage and need assessments in times of emergencies.

With regard to technical assistance, the NDMA has initiated the National Disaster Management Plan (NDMP) revision process, and has solicited the input from humanitarian actors both national and international. On behalf of local humanitarian actors, NHN is contributing to the document aligning it with international standards including, Sphere and Core Humanitarian Standards.



PWS, SESSION ON EMERGENCY RESPONSE IN LAYYAH. PHOTO @ MR. ABDUL SHAKOOR

STP CO-HOSTS A SIDE EVENT AT THE UN ECOSOC HUMANITARIAN AFFAIRS SEGMENT

During the ECOSOC Humanitarian Affairs from June 21st-23rd in Geneva, StP along with Charter for Change (C4C), the Disaster and Emergencies Preparedness Programme (DEPP), Federal Foreign Office – Germany and Welthungerhilfe co-hosted “Localising Humanitarian Assistance: Empowering Local Actors through better Financing Partnerships and Capacity Building.”

The objective of this side event was to present and discuss how all the commitments that humanitarian actors have made in different international processes (e.g. WHS, Grand Bargain, and C4C) put local and national actors first. This event provided practical recommendations for the implementation of the localisation agenda, focusing on the key issues around financing, capacity development and partnership and encouraged an exchange of experiences between local actors, national actors, and government representatives.

The event was chaired by Dr. Jemilah Mahmood, Under Secretary General – Partnerships IFRC and moderated by Loretta Hieber Girardet, Chief Inter Cluster Coordinator UNCOH with comments from Joyce

Chepkoech Charles, KOMESI and StP local partner and Sudhanshu Singh, Humanitarian Aid International.

Joyce Charles, a StP local partner, shared her experience and expertise as the leader of a local NGO, KOMESI, and shared how partnership and capacity building from ActionAid in her community has benefitted her grassroots organisation to prepare, respond and mitigate to



Local capacity building should not only focus on what international donors considered as necessary, but also take the needs of local actors as the starting point.

disasters. The ongoing drought emergency has tested the Kenyan government capacity to provide relief, however KOMESI established useful linkages with the National Drought Management Authority and ensured that women and children’s needs were prioritised in the response. Joyce spoke about the importance of women-led response, since men in her community often abandoned their families in search for food and water, leaving women to care and provide economically for family and community

members. This, Joyce noted, was a role that women used as agent for change.

Sudhanshu Singh addressed the strengths of local actors by pointing out that they were more efficient and quicker in their response. Local capacity building should not only focus on what international donors considered as necessary, but also take the needs of local actors as the starting point. He also supported ‘upfront’ financing of local actors, preferably before a crisis or disaster to help them develop the necessary organisational structures.

The event concluded by underlying that local and national actors could best be supported to deliver high-quality humanitarian assistance with greater direct and indirect funding, long-term partnerships, and investments in capacity strengthening. The session highlighted that local capacity development enables local actors to meet international standards in the field of compliance and accountability. New trends and successful cases highlight that local actors are forming consortia in order to interact more efficiently with international organizations and to facilitate the funding they receive from donors.



SHIFTING THE POWER CONSORTIUM MEMBER INGOS RECOGNISE AND RESPOND TO LOCAL/NATIONAL ORGANIZATIONS CAPACITY, LEADERSHIP AND VOICE

The key deliverable for this output was the global research entitled *Localisation of Aid – INGOS Walking the Talk*, that included five country researches and an international piece. The research was initiated and completed between March-December 2016 and as part of the DEPP Resilience Week (20-23 November 2017), StP formally launched a summary version of the global research, through a roundtable discussion with around 60 attendees that include representatives from other Start Network member agencies, DFID, ODI and UNICEF among others. International Steering Committee members from AAI, CA, CAFOD, Oxfam, and Kenya local partner Caritas Maralal were joined by the Chairperson of Start Network and one of the researchers to discuss the key findings and recommendations. The event was live streamed on Facebook and a blog published on Start network’s website.

The second closed session with senior managers from the six consortium agencies aimed at discussing the updates and follow up actions on the global and country researches was interrupted however by a fire alarm. The International Advocacy Advisor has instead requested bilateral meetings with the session participants to follow up on the meeting’s agenda.

WTT LAUNCH

On 23rd November 2017, the summary report of *Localisation of Aid: Are INGOS Walking the Talk?* was presented. The event included a panel discussion on practical measures for balanced partnerships between INGOS and local humanitarian actors.

Localisation of Aid: Are INGOS Walking the Talk? reviewed the current opportunities, challenges and good practice in the relationships between INGOS and local humanitarian actors.

Speaking at the launch Sana Zulfiqar, Humanitarian Coordinator Officer of the National Humanitarian Network (NHN) made up of 177 local and national members in Pakistan, highlighted the different perspectives between INGOS rhetoric and reality on partnerships. She said “There are gaps in the communication of commitments between international NGOs at global and national level.” Michael Mosselmans, Head of Humanitarian Policy,

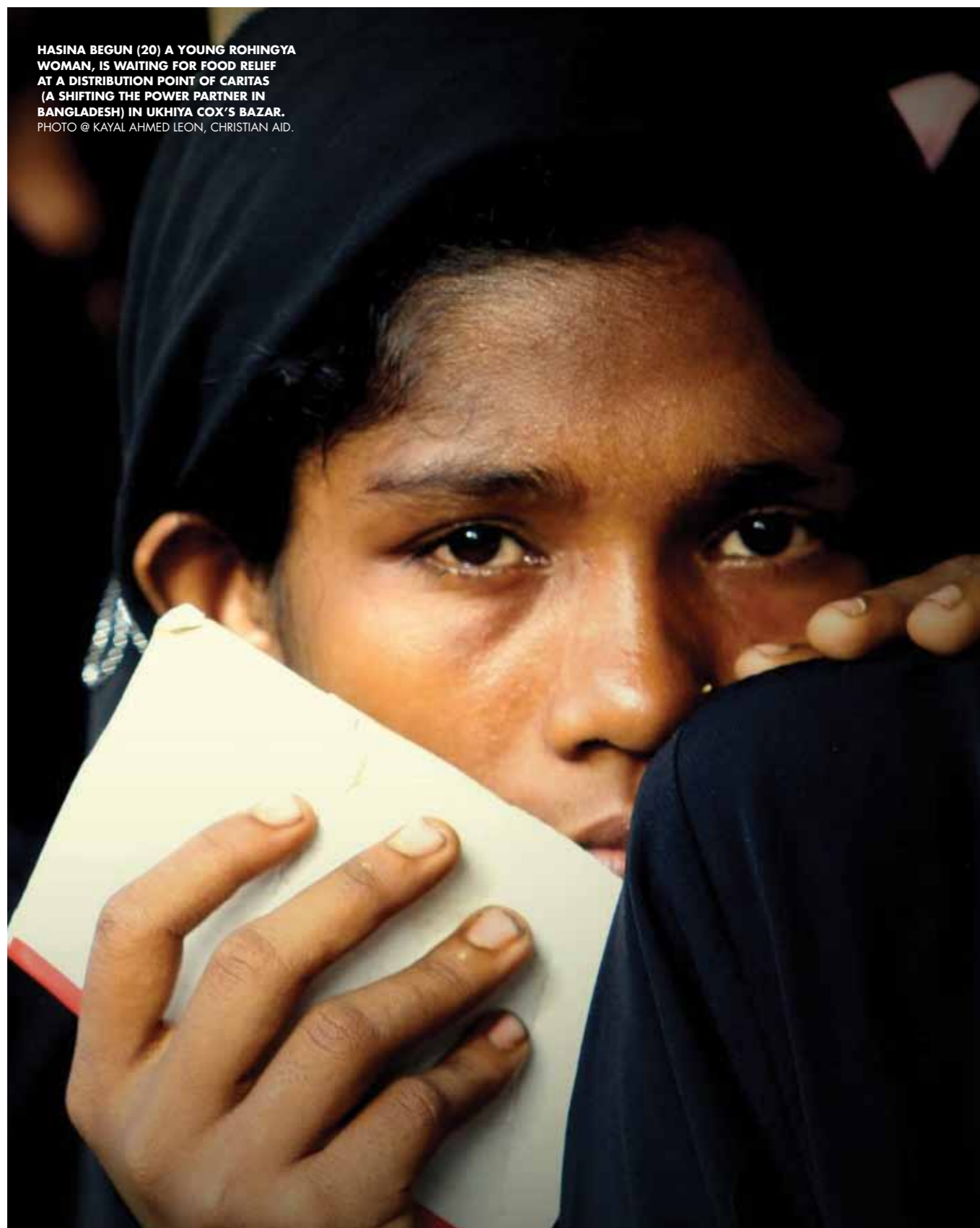
Practice and Advocacy at Christian Aid said “In the past we had flexible resourcing from supporters and donors but it was difficult to maintain as we started getting more funding from larger institutions. We need to enable flexible core funding so that NGOs can build their own capacity”

Discussion was positive on the whole, since talk of ‘localisation’ has become a buzzword. But it was important to manage expectations - using a locally led approach is part of the Grand Bargain commitments, but it also goes against the status quo of how bigger international NGOs have operated for decades.

Finally, it was agreed that change is going to be a long and negotiated process, which will not happen overnight. Shifting the Power has served as a pointer, together with the Charter 4 Change and the Grand Bargain, for humanitarian organisations to identify common practices, and it has shown how a commitment to localisation can be implemented practically by endorsing and reinforcing local leadership.

COUNTRY FOLLOW UP ON RESEARCH RECOMMENDATIONS

The country researches were nationally-led with the National Steering Committees deciding on the final design and methodology and managing the



HASINA BEGUN (20) A YOUNG ROHINGYA WOMAN, IS WAITING FOR FOOD RELIEF AT A DISTRIBUTION POINT OF CARITAS (A SHIFTING THE POWER PARTNER IN BANGLADESH) IN UKHIYA COX'S BAZAR. PHOTO © KAYAL AHMED LEON, CHRISTIAN AID.

research. As each country commissioned their own research, the approach and methodology varied. All five country researches have been completed, with findings and recommendations validated in country validation workshops. Year 3 saw action plans being developed based on these recommendations. The progress in each country is varied due to the specific country contexts.

Key highlights at the country level on follow up on the research findings and recommendations include a review of the Charter of Commitments signed by 4 INGOs and the accompanying Commitment Results Index (CRI) to monitor and assess the specific actions under the commitments made by each agency in **Pakistan**. This was started in October and report was to be published in January 2018. The review findings will also inform and produce a draft standard partnership framework or marker and minimum guidelines on localisation for humanitarian actors in the country. A consultant has been engaged to conduct the review and this is being managed by NHN.

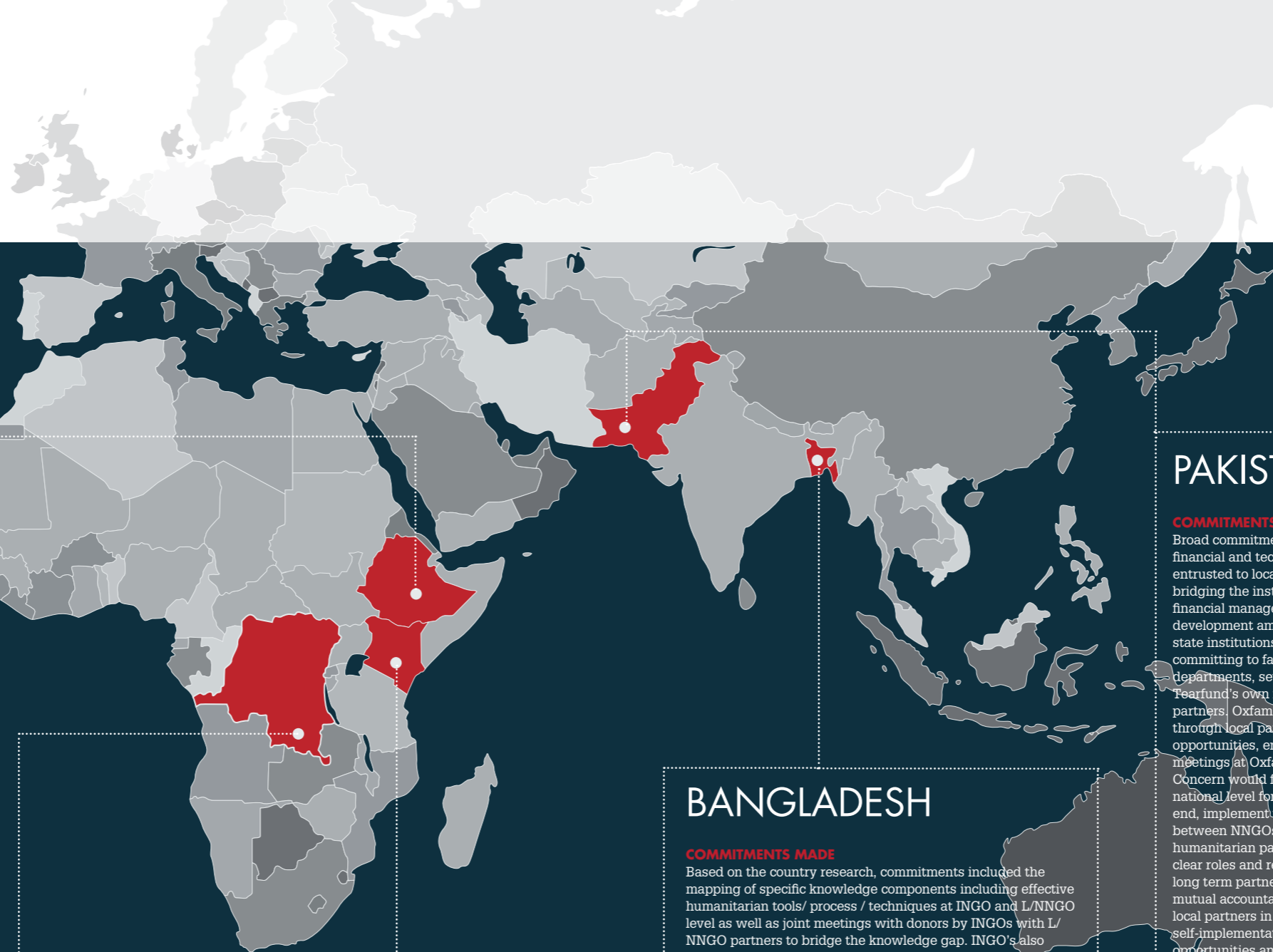
One of the key developments in **Bangladesh** was that NAHAB took on the recommendations and action plans/commitments to inform their advocacy work in general and their engagement/partnership with INGO consortium members in particular. Consortium agencies such as Christian Aid have developed and submitted emergency response proposals with local NGOs as consortium partners as opposed to implementing partners. However, challenges remain for local partners to secure direct funding such as on donor policy and compliance requirements.

In **Ethiopia**, the action points drafted by the project team with the technical working group and presented to the NSC for approval remains pending. Recent government regulations for INGOs has encouraged and pushed them to get into direct implementation. The issue has been raised to the respective HQ of the consortium member agencies and a follow-up discussion and position paper from the NSC will be in January 2018.

A team from the INGO consortium members conducted online consultations on the future of localisation in Kenya that built on the messages of the StP NNGO Directors that were presented to the NSC/INGO Directors. At the core of the messages/consultations is a case for continued partnerships for localisation beyond and after DEPP/StP. Christian Aid for its part is using the results of the research in its on-going internal partnership review process while a finance training for the 11 NNGO accountants was facilitated by the StP INGOs as part of its commitment around longer term institutional strengthening support.

In DRC, the draft action plan developed by the country team together with the TWG has been presented to the NSC in its meeting in December. Discussion on specific commitments by each of the consortium members will be made individually in the last quarter of the project. Main areas of commitments being proposed are around addressing capacity building needs that were not covered by StP, developing L/NNGO-INGO consortia projects, conduct of partnership reviews, and supporting the LINGO advocacy work on localisation.

CONSORTIUM AGENCIES SUCH AS CHRISTIAN AID HAVE DEVELOPED AND SUBMITTED EMERGENCY RESPONSE PROPOSALS WITH LOCAL NGOS AS CONSORTIUM PARTNERS AS OPPOSED TO IMPLEMENTING PARTNERS



ETHIOPIA

PROPOSED ACTION PLAN

The six consortium partners in Ethiopia agree to take a leading role in the country to advocate the localization of aid agenda among the strategic humanitarian stakeholders at the national level as an ad hoc group; targeting Government, Donors, UN agencies, INGOs and different humanitarian networks and platforms. INGOs recognize the need to review existing partnership policy rhetoric with current practice within the localization of aid agenda framework and invest in local organizations overall humanitarian response capacity building as a strategic priority. Consortium members commit to long term partnership with selected Humanitarian National NGO partners and providing more focused and holistic capacity building support. The INGOs accept the need to recognize the contribution of local and national humanitarian NGO partners explicitly in all communication materials and donor reports was made aware as well as supporting the establishment and further enhancement of Humanitarian NNGOs forum under the auspices of CCRDA.

ACTION TAKEN

A highlight for 2017 was the establishment of the of Humanitarian NNGOs forum under the auspices of CCRDA.

DRC

PROPOSED ACTION PLAN

Consortium members in the DRC will commit to increasing the long term capacity building portfolio of LNGOS. Some of LNGOs gaps that were highlighted in the SHAPE based self capacity assessment have also not been covered due to a limited budget and time. Thus INGOS will continue supporting their sponsored LNGOs in finding resources to cover the capacity gaps that were not supported by STP Budget. In the current DRC environment of funding scarcity and lower level of trust in local and national organizations, StP INGOs could spearhead the search for funding in a consortium. This is a way to counter the low trust in local NGOs and supplement LNGOs capacity. Consortium members will also review partnership with their sponsored LNGOs to identify weaknesses, strengths, opportunities and threats to their respective partnership, this review would be used to put forward a capacity building proposal that partners can use to mobilise resources. INGO's will also support the advocacy work of L/NNGOs through grants, technical support, coaching or exchange of experience. Consortium INGO's commit to sensitizing other INGOs on the localization agenda.

KENYA

KEY MESSAGES

The key messages from discussions around the recommendations in Kenya revolved around INGOs contribution to the activation of contingency kitties by funding them to complement other proposal development processes for early recovery. INGOs also can encourage and facilitate donor visits to counties where NNGOs partners are based, which in turn builds better understanding of county context, the donors-build confidence – especially fundraising efforts (images and media). INGOs and NNGOs jointly lobby donors for flexibility of funds for disaster response. INGOs and NNGOs lobby donors for globally acceptable assessment tools and processes – to reduce multiple assessment processes. Joint fundraising where possible, and INGOs encouraged to have NNGOs at the donor meetings from the onset of proposal development discussions as well as joint mechanism to raise alerts for early action - appreciating that government declaration of disasters is complicated and in most cases delayed / politicised.

BANGLADESH

COMMITMENTS MADE

Based on the country research, commitments included the mapping of specific knowledge components including effective humanitarian tools/ process / techniques at INGO and L/NNGO level as well as joint meetings with donors by INGOs with L/ NNGO partners to bridge the knowledge gap. INGO's also agreed to link L/NNGOs with the Humanitarian Leadership Academy's web platform 'Kaya.' It was also agreed to develop and disseminate a booklet of terminologies pertaining to the sector and conduct an orientation workshop with L/NNGOs and develop join documentation, lessons learnt and good practices to assess capacity building and promote a greater understating of 'Shifting the Power'. NAHAB is to be the central force collaborating with different humanitarian stakeholders developing a joint resource mobilisation plan and a joint proposals targeting humanitarian funding. To mitigate the lack of funding available to L/NNGO's consortium partners agreed to conduct a potential Donor Mappings and Partnership development with different stakeholders as well as Developing and Establishing Joint Fundraising Mechanisms.

ACTION TAKEN

A mapping of L/NNGO areas of expertise has been conducted with Technical Working Group members from the consortium members being involved in capacity strengthening of L/NGOs. Several L/NGO staff have also participated in different events at regional and global level 17 exposing them to the international humanitarian system. In 2017 NAHAB played a leading role, taking over the facilitation of Power Cafes in Bangladesh. Consortium members have also actively engaged with NAHAB and recognized the platform as the legitimate voice for L/NNGOs in Bangladesh. In terms of improving M&E systems vital for the effective running of L/NNGOs Christian Aid has developed a pilot model for digital humanitarian information management system. This system would enable rapid information dissemination during a response and will provide room to track and measure the quality of response initiated on the ground.

PAKISTAN

COMMITMENTS MADE

Broad commitments for each consortium agency include increased financial and technical capacity transferred and leadership role entrusted to local actors to take charge of humanitarian action, bridging the institutional capacity gaps in internal governance, financial management and service delivery. Promoting linkage development among humanitarian actors and collaboration with state institutions. Individual agency commitments included Tearfund committing to facilitate links between partners and government departments, set up a localised roster and joining this roster with Tearfund's own roster and 70% of humanitarian funding goes to local partners. Oxfam stated they would respond to CAT3 emergencies through local partners, not compete with local actors on funding opportunities, ensure participation of local actors in strategic meetings at Oxfam, hand-over assets of the projects to local partners. Concern would facilitate local NGOs' leadership at provincial and national level forums, engage with 3 project partners beyond its end, implement the Principles of Partnerships to reduce imbalances between NNGOs and INGOs, allocate between 65% and 75% for local humanitarian partners and sign partnership agreements setting out clear roles and responsibilities. ActionAid committed to establish long term partnerships around joint programme development, mutual accountability and humanitarian policy engagement, include local partners in the annual work plan and resource allocation, no self-implementation, not to compete with local actors for funding opportunities and to promote mutual accountability framework.

ACTION TAKEN

Review of the Charter of Commitments signed by 4 INGOs and the accompanying Commitment Results Index (CRI) to monitor and assess the specific actions under the commitments made by each agency in Pakistan.

OUTPUT 04

SHIFTING THE POWER COLLABORATES WITH THE OTHER DEPP PROJECTS FOR MAXIMISING COLLABORATIVE ADVANTAGE

The third year saw heightened communication and collaboration between Shifting the Power and other DEPP projects. Apart from collaboration in countries, such as between ALERT and StP in Pakistan, at the international level the StP project staff and local partners participated in DEPP's Resilience Week in November 2017, as well as spearheaded a DEPP wide workshop conceptualizing a framework for a new localisation project in December 2017 in Bangkok.



PARTICIPANTS REPRESENTING NGOS AND GOVERNMENT INSTITUTIONS TAKING PART IN DISCUSSIONS ON LOCALLY-LED PREPAREDNESS & RESPONSE IN NAIROBI, KENYA, IN JANUARY 2018. PHOTO @ KEVIN MAJONI, ACTIONAID KENYA

HIGHLIGHTS

DEPP LOCALISATION IN ASIA, REGIONAL LEARNING CONFERENCE, ASIA - MANILA, PHILIPPINES ON 18- 19 JULY 2017

7 partners and StP staff took part in the DEPP Learning Conference in Manila. At the conference participants were able to hear from partners from different regions describing how they dealt with similar issues encountered, validating learning and experiences in implementing the DEPP projects. Participants also got the opportunity to network and were able to meet partners from the other DEPP projects and discuss how to work together to build the capacity of local partners

Highlights included the partnership brokering workshop which provided the opportunity to reflect on what partnerships are, why they are necessary and how to go about addressing different challenges. It made clear how or when partnerships are useful and when to do away with partnerships. There was also a field visit which broadened understanding of disaster preparedness and response. It highlighted the need to actively pursue people centered approaches to disaster risk management, and that affected communities and governments should act with a responder mentality, rather than as victims, as this leads to more effective and efficient response.

Dr. Meshesha Shewarega (Director of CCRDA, a StP partner) said in his remarks at the conference, "enough has been said and pronounced in favour of localization of aid or shifting the power. Now it is the time to walk the talk. As a community of practice and champion of localization of aid we shall advocate and together towards uplifting of structural barriers, unrealistic conditionality and improve access to resources for local non-state humanitarian actors"



STP ENGAGES WITH ACADEMIA IN PAKISTAN AS PART OF THE FAST RURAL DEVELOPMENT PROGRAMME (FRDP). PHOTO @ FRDP

STP ENGAGES WITH THE ACADEMIA IN PAKISTAN

Pakistan has been experiencing more frequent, erratic and intense natural hazards in recent years. These hazards have taken their toll on human life and caused widespread damage. Whilst the humanitarian sector has been involved in preparing and responding to these disasters, academia is also now taking an interest with some public and private universities in Pakistan introducing programs around disaster preparedness and response.

Shifting the Power in collaboration with the **Transforming Surge Capacity (TSC)** project has engaged university students in two leading universities – the University of Sindh Jamshoro and Peshawar University - to build students' capacity around preparedness and harness their skills in

the wake of a disaster. Specialized short courses in collaboration with the respective university administrations were developed and more than 200 men and women have been trained in CHS standards, Sphere standards and inclusiveness during humanitarian response. Those trained are then connected with humanitarian organizations, who will engage them during a crisis.

The students have also been assigned to write 120 research papers on disaster preparedness and response related issues. These papers will be published separately and would be disseminated. In addition, conferences in each university will be organized providing an opportunity for the authors to present their research findings and generate discussion around these issues.

HIGHLIGHTS

LOCALLY LED PREPAREDNESS AND RESPONSE PROJECTS WORKSHOP, BANGKOK - BUILDING A COMMON NARRATIVE FOR FUTURE LOCALLY LED RESPONSE WORK

The three-day workshop held in December 2017 in Bangkok led by StP looked at what is working, and not working, on locally led preparedness and response learning from a range of DEPP projects with the aim of building a common narrative for future locally led response work. Representatives came from seven different countries working on nine different projects that at their core were about localisation, or shifting the humanitarian system to empower locally led leadership and decision making in humanitarian response. Staff came from local partner organisations, national entities of INGOs and INGO head offices/secretariats.

The aim of the workshop was to identify what we can work on together, collaboratively, dovetailing into the lessons from DEPP projects in different countries. The critical factors for locally led preparedness and response actions, are collaborative mechanisms established at local to national levels, strengthening of community-based actions, and access to funds for quick response by communities and the institutions that work with them.

The most important outcome of the workshop was that a transformative vision for change in the humanitarian sector was agreed on. The vision agreed is that, "the most vulnerable crisis affected people and their institutions have the power to lead, determine and control their own life saving and long-term recovery with dignity, and hold relevant actors to account for their responses and for addressing the root causes of vulnerability. The transformation seeks to shift the decision making and making this accessible to communities affected by disasters particularly women. It was also collectively agreed on three long term outcomes and that are: (1) crisis affected communities and their institutions are taking action and meaningfully engaging other actors to lead and manage inclusive response to change; (2) governments, donors

and other relevant actors have the mindsets, policies and practices to promote community led preparedness and response; and (3) mechanisms are in place to increase the availability of accessible and reliable technical and financial resources that are demanded by or led by communities and their institutions.

The first step agreed is to take the key discussion points from the workshop to their own agencies and organisations (both INGOs and local partners) to decide on and or to ensure ownership. A concept note developed from the workshop proceedings was shared in mid-January 2018 for feedback. This will be further contextualised and improved through in country consultations that will happen between February and May including conversations with local communities. It is hoped that a collectively agreed and presentable final concept note will be ready by June 2018 that can be submitted to donor/s. Donor engagement and linkages will happen at national and international levels to be led by country convenors and coordinated by a Secretariat. The six consortium member agency representatives of Shifting the Power have offered to continue the role of Secretariat to facilitate next steps and create a shared space for country level groups and the international team/s. A Terms of Reference for the Secretariat that will define the scope and specificities of its facilitative role as well as timelines and deliverables will be developed in January 2018. Countries will also identify/ appoint a facilitator or convenor for its country level discussions and be the focal person for engaging with the Secretariat. Another important next step is to get the Start network to recognise and support the collective vision agreed, in particular lobby the Board and management to accept and endorse it. The Secretariat has also been requested to facilitate a conversation with the collective on how to engage with other existing initiatives on localization.

OUTPUT 05

THE PROJECT PROVIDES EVIDENCE OF GOOD PRACTICE IN STRENGTHENING NATIONAL ORGANISATION'S HUMANITARIAN PREPAREDNESS AND RESPONSE WORK AND THEIR ROLE/INFLUENCE IN HUMANITARIAN ACTION.

Two Learning Reviews were commissioned to external consultants in 2017 to gather evidence of good practice on the preparedness and response capacity strengthening for local partners and around increasing the voice and influence of L/NNGOs in humanitarian platforms and networks. The first review, *How StP has influenced local partners emergency response work*, explored how being part of the project has contributed to local partners' response to an emergency and at the value of the support partners have received through the capacity strengthening component. The second one, *Increasing the Voice and Influence of local and national NGOs*, was a participatory, consultative and inclusive exercise to document the approaches taken and assess results and good practices to date. Both reviews have been published and a summary of these two reports can be found on the following pages.



RESPONSES TO THE ROHINGYA REFUGEE CRISIS IN BANGLADESH.
PHOTO @ CARITAS BANGLADESH

LEARNING REVIEW: SHIFTING THE POWER'S APPROACH TO INCREASING THE VOICE OF AND INFLUENCE OF LOCAL AND NATIONAL NGOS

HOW IS STP STRENGTHENING THE VOICE AND INFLUENCE OF LOCAL ACTORS?

BUILDING GRASSROOTS CONSTITUENCIES

In DRC, Kenya and Pakistan, partners have created community-level structures to encourage engagement in decision-making processes. Local actors report that this has provided them with a better understanding of local priorities and increased their influence. However, establishing formal mechanisms for linking community clusters to wider networks would be beneficial.

INVESTING IN ORGANISATIONAL CAPACITY BUILDING

Capacity building activities have led to improved internal policies and management, and success in securing funding from UN OCHA. Advocating on funding is a priority for L/NNGOs, and INGOs could do more to increase partners' exposure to decision-makers in the sector. Factors that influenced effectiveness of organisational capacity building included availability of human resources and pre-existing relationships with decision-makers and local government.

BUILDING COLLABORATIVE NATIONAL NETWORKS THROUGH CONSULTATIONS WITH STAKEHOLDERS

StP has partnered with national platforms and held Power Cafés to identify how INGOs can best support L/NNGOs through changing internal own policies and practices/ to agree on critical priority issues for collaboration. Partners found these engagements constructive and felt activities had been agreed upon collaboratively.

In countries with no existing humanitarian network (Kenya and Bangladesh), StP supported partners in country-level networking and advocacy, e.g. NAHAB which partners see as belonging to them, despite INGOs providing secretariat functions and funding.

LEARNINGS FROM APPROACHES TO INCREASE VOICE AND INFLUENCE OF LOCAL ACTORS

A FLEXIBLE APPROACH HAS ALLOWED STP TO IDENTIFY MOST RELEVANT STRUCTURES FOR INFLUENCING ACTIVITIES AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS.

“One beauty of the project is its flexibility. It is not like typical projects that have certain activities. It has openness. Initially, that was individual. Now it is looking at how we can collaborate together to address capacity building and policy issues collectively.”

NNGO, Bangladesh

STP partners and networks identified the most relevant initiatives in their own context, with the focus varying from country to country. Variation in the size, budget, and humanitarian remit of NNGOs increases project complexity. Activities have been most effective among larger L/NNGOs who have established relationships with local government and the human resources to pursue new opportunities. Smaller partners would benefit from flexible support allowing them to build better linkages with national networks.

CONSORTIUM PARTNERS HAVE LED DECISION MAKING ON NATIONAL ACTIVITIES

In DRC, Pakistan, and Ethiopia, StP used established networks to engage local actors in decision-making on project activities. In Bangladesh and Kenya, where there was no established network, StP partners participated in discussions and activities. StP must actively avoid taking credit for projects that may be seen externally as INGO-owned (e.g. NAHAB), and seek out multiple funding streams for these so they are seen as representative.

COLLABORATIVE NETWORKS HAVE BENEFITS BUT CAN BE CHALLENGING TO NAVIGATE

Joining collaborative networks enabled partners to learn from other L/NNGOs, build technical skills and expand informal networks, and might give them greater influence. Additional funding and training are required to help LNGOs build alliances and advocate for greater representation within networks.

ACTIVITIES ARE BEGINNING TO LOOK BEYOND THE CURRENT PARTNERS

Several networks said the approach to identifying StP partners was 'messy' and lacked transparency. By actively engaging in networks, StP is now building relationships with a wider network of partners, which it should continue to do. Projects like StP should try to identify future partners in a more transparent way.

HIGH EXPECTATIONS, LIMITED SPACE

Creating change within the humanitarian system at the national level will take time. Partners in each country have built a shared understanding of localisation, the Grand Bargain and the Charter for Change, but anticipated more significant shifts in power. Capacity strengthening must address informal as well as formal networking opportunities, such as those between INGO and UN staff outside of meetings.

FUNDING

Tensions arise as consortium members struggle for funding in several of the StP contexts: INGOs are trying to demonstrate their added value in running 'localisation' projects while also creating space for national and local actors. A meaningful step in Pakistan is agreement that the NHN will be responsible for research and monitoring how consortium members implement their Charter for Change commitments.

EXTENSION OF THE PROJECT TIMELINE WOULD BE BENEFICIAL

Partners report that StP has begun to build their ability to influence humanitarian response and to identify and contextualise needs, and their exposure to international decision-makers. However, two years is insufficient for L/NNGOs to be able to participate in coordination and decision-making bodies "at the same level as the INGOs." The project should be extended and established networks strengthened.

LESSONS IN INTERNATIONAL INFLUENCE

L/NNGOs have been included in national cluster meetings, partners have been recognised as legitimate actors, and donors have had access to the evidence generated through the project.

StP has recently formed a relationship with the Child Protection Area of Responsibility team in the Protection Cluster at UNICEF, and the two teams are discussing opportunities and challenges to engaging L/NNGOs in Protection Clusters. StP has shared information on its SHAPE framework, and has been asked to provide training in SHAPE to L/NNGOs in Nigeria. Meetings added value through learning from others, funding opportunities, and building networks.

GREATER INVESTMENT IN ADVOCACY AND INFLUENCING EXPERTISE IS NEEDED

There is not yet a shared understanding of what concepts such as voice and influence mean in practice for StP partners. StP country teams and partners have little experience of or time to invest in influence and advocacy. Next, StP should support partners to think more critically about how to achieve their objectives, what works in influencing decision-makers, and what doesn't. New ideas and approaches should be encouraged and outcomes shared with other partners and networks.

LEARNING REVIEW: HOW HAS SHIFTING THE POWER INFLUENCED LOCAL AND NATIONAL PARTNERS' RESPONSES TO EMERGENCIES?

Shifting the Power (STP) is a three-year project that aims to strengthen the capacity and influence of local and national humanitarian actors, and to contribute to the development of a more balanced humanitarian system. A large part of reaching this aim has involved improving local and national partner's emergency response work through different capacity strengthening activities. The project took a 'software' approach to this focusing on organisational and individual capacity strengthening rather than investing in stock and hardware. The needs and approaches of activities were determined locally decided by the LNGOs involved together with the STP team.

37 of 55 PARTICIPATING LNGOs have responded to emergencies since STP started its capacity building activities

A LOOK AT THE DIFFERENT CAPACITY STRENGTHENING ACTIVITIES & APPROACHES

STRENGTHENING ORGANISATIONAL SYSTEMS & STRUCTURES

Shifting the Power worked with LNGOs to develop their humanitarian vision and strategy, refine their systems for managing resources and staff during response, and develop Emergency Preparedness and Response Plans. A number of LNGOs also formed Emergency Response Teams to grow their capacity for responding to emergencies.

As a result of this LNGOs have reported a significant sense of pride and professionalism in their work. This increased confidence in their own ability has led to a feeling of legitimacy at the table with other humanitarian actors, including government and INGOs.

“ STP was just for a few years but it did a lot of things, and really changed many organisations so they are now more competent”

LNGO, DRC

51% of responders say their organisation is now able to **RESPOND FASTER** to an emergency as a direct result of **STRENGTHENED ORGANISATIONAL SYSTEMS & STRUCTURES**

“ Support from STP really helped us manage many issues related to organizational development...now it is our own responsibility to take these forward for our own benefit”

LNGO, Bangladesh



LEARNING REVIEW

CAPACITY BUILDING OF INDIVIDUALS AND SKILLS DEVELOPMENT

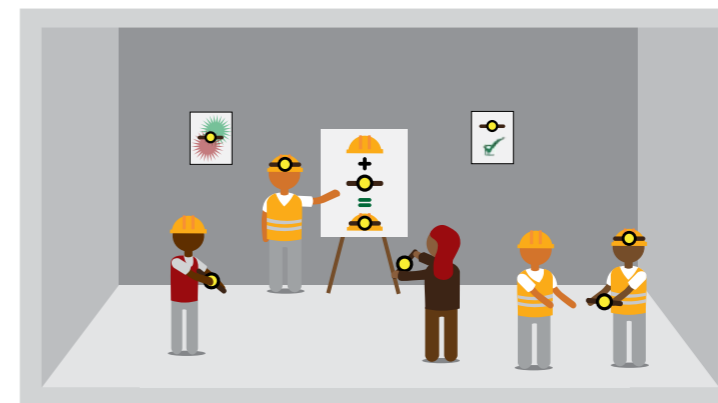
LNGO staff were trained in skills to help them deliver better emergency programmes. This included training staff in how to conduct Needs Assessments and deliver Joint Needs Assessments with local authorities, other NGOs and humanitarian actors. A number of LNGOs also expanded to training community volunteers growing their pool of available resources in an emergency response.

With more staff now able to perform key tasks relating to emergency response this has led to a reduced number of organisational bottle necks and greater clarity of roles when LNGOs are preparing for and responding to disasters.

“ The training [on fundraising] gave us enthusiasm and opened our minds on how to connect to other organizations”

LNGO, DRC

Additionally, the training on conducting Needs Assessments has meant the LNGOs are not only able to participate in more Joint Needs Assessments with other stakeholders, but are also more proactive in doing Needs Assessments themselves, and feeling empowered to lead Joint Needs Assessments. This has resulted in a feeling of improved reputations, and has led to a number of LNGOs being successful in accessing new sources of funding allowing them to respond to emergencies where they previously would not have been able to.



77% of respondents reported improvements in their organisations' ability to **IDENTIFY THE NEEDS OF THE AFFECTED POPULATION** with their strengthened skills in conducting needs assessments.

FOSTERING COLLABORATION AND FORMALISING WORKING RELATIONSHIPS

Maybe the most significant and sustainable change coming out of Shifting the Power's activities is the change in attitude LNGOs have had towards other LNGOs in their area. Where before they would see them as competitors and deliver their response efforts in silos, they now view them as potential collaborators capitalising on areas of synergies and complementarities to improve the overall response to the affected population. They have also benefited from building links with local authorities, helping to formalise their relationships and growing their influence in decision making for humanitarian action.

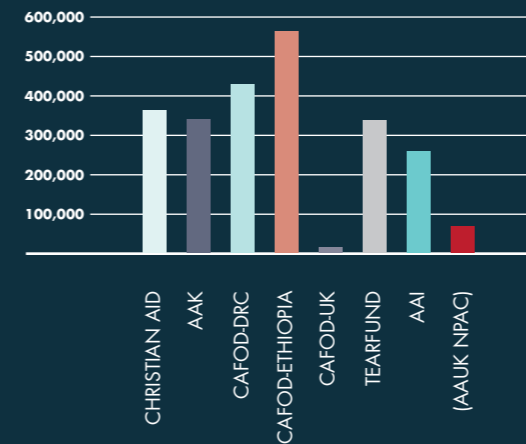
This increase in collaboration has allowed for skills sharing between LNGOs, mutual support in planning and response efforts improving overall emergency responses, and new opportunities for launching collaborative responses, both with LNGOs and local government authorities. There has also been several examples of LNGOs leading responses rather than relying on INGOs to do so.

LEARNING CALENDAR

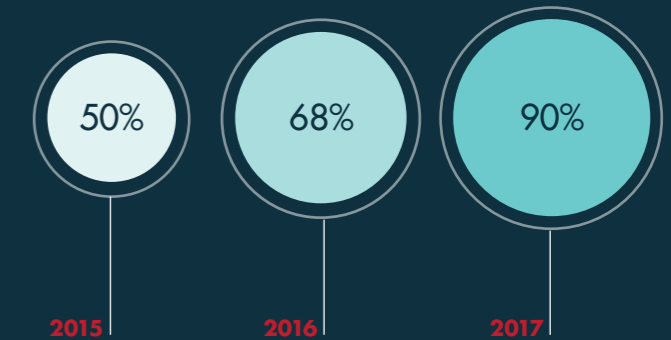
LEARNING AREA	KEY LEARNING QUESTIONS	LEARNING PRODUCTS
CAPACITY STRENGTHENING OF LOCAL AND NATIONAL ORGANISATIONS	How does a capacity strengthening framework best support capacity development?	SHAPE Framework flyer in Bangladesh and a video documentary to capture the capacity strengthening journey for partners in Pakistan
	What are examples of good practices to build local capacity to design, lead and manage humanitarian response?	Learning review on how StP influenced local partners emergency response work, a Learning Review in Ethiopia on Enhancing Local Capacity for Better Emergency Response and various case studies from Bangladesh, Pakistan, DRC and Kenya
	How best to foster ownership and commitment of local partners over their organisational change processes?	Case study in Ethiopia on the formation of Emergency Response Teams for local partners
	What are examples of good practices facilitating capacity self-assessments	Case study from DRC on two local partners' capacity self assessment experience
	What are examples of good practices supporting capacity strengthening activities and plans Various case studies from five countries	Various case studies from five countries
	What are the most effective methodologies for capacity strengthening (e.g. peer to peer, training, coaching, etc)?	Case study from Ethiopia on the learning by doing approach and the value of coaching and mentoring support provided by the Technical Working Group
	Are local and national NGOs with enhanced capacity better or more able to engage in the humanitarian system?	Various case studies from Bangladesh, DRC and Ethiopia and video documentaries from Kenya and Pakistan
INFLUENCE, NETWORKING AND FUNDING	What do power relations within humanitarian system actually look like?	Learning Review on increasing the voice and influence of local partners, a research in Ethiopia on opportunities and challenges for meaningful participation of L/NNGOs in humanitarian coordination mechanism, a research in Pakistan by NHN on influencing factors and partnership arrangements for local humanitarian actors, a case study on NAHAB in Bangladesh and various case studies on successful funding for partners' emergency response work in Ethiopia, DRC and Kenya
	How critical are networks, and influence within them to enable LNNGOs to influence and lead?	
	How can LNNGOs better engage and influence humanitarian forums?	
	How can resources be better mobilised by/for LNNGOs?	
To what extent does increased public/external engagement mean that LNNGOs can exert more influence?		
INGOS POLICY AND PRACTICE CHANGE	What steps do INGOs need to take to improve their actions, processes and policies to shift the power to LNNGOs.	Global and country researches on Localisation of Aid: Are INGOs Walking the Talk
	How to improve INGOs' Practices of Partnership?	Review and documentation of commitments and actions taken by consortium member agencies following the Walking the Talk research recommendations in all five countries
	How to improve INGOs' provision of organisational support and capacity strengthening?	
	How are INGOs improving their own funding of national/local partners?	
	How to improve transparency of resource transfers from international to national/local partners?	
How are INGOs influencing Northern donors to provide increased funding to national/local partners?		
CHANGE AND IMPACT	What is Shifting the Power's position on localisation? What does localisation look like?	Annual Reports, End of project evaluation, digital resource centre dashboard from Pakistan, various case studies and learning events in five countries, project video documentaries
	To what extent and how does localisation improve humanitarian response?	

FINANCE OVERVIEW

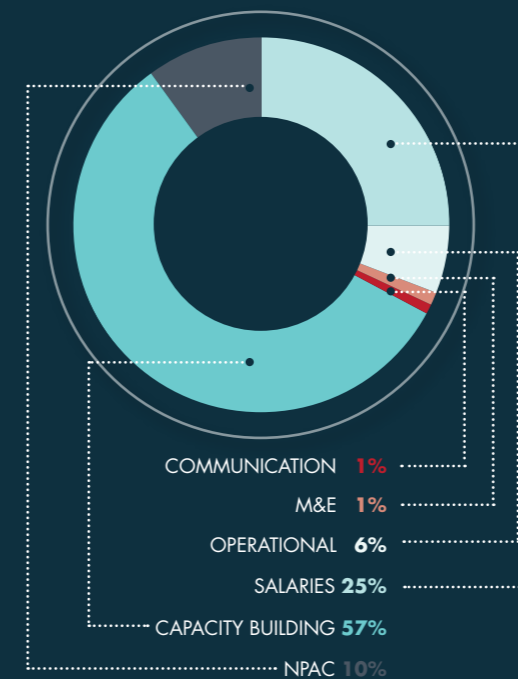
PERFORMANCE PER COUNTRY 2017



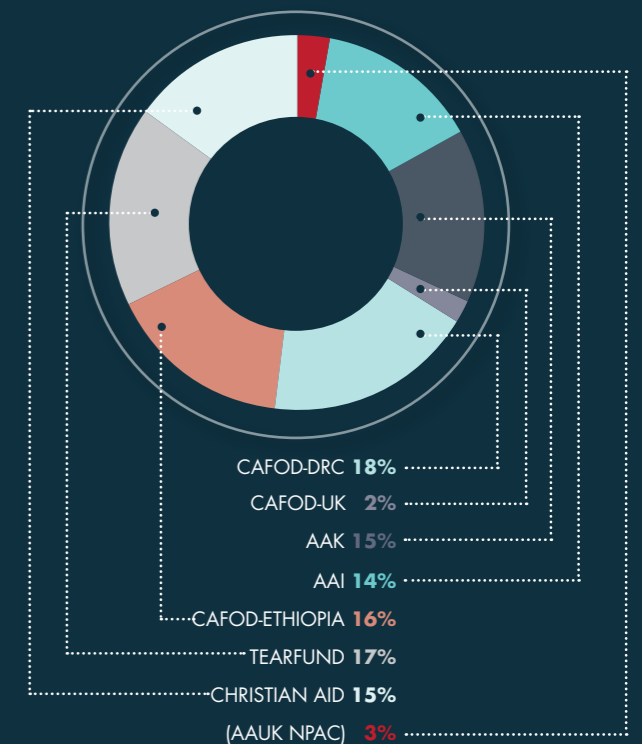
SPEND RATE



PERFORMANCE PER BUDGET LINE 2017



CUMULATIVE PERFORMANCE DECEMBER 2017





BANGLADESH

- AMRA KAJ KORY (AKK)
- ASSOCIATION FOR VOLUNTARY ACTIONS FOR SOCIETY (AVAS)
- DHAKA AHSANIA MISSION (DAM)
- CARITAS BANGLADESH
- SAJIDA FOUNDATION
- UTTARA DEVELOPMENT PROGRAM SOCIETY (UDPS)
- GANA UNNAYAN KENDRA (GUK)
- CHRISTIAN COMMISSION FOR DEVELOPMENT IN BANGLADESH (CCDB)
- DUSHTHA SHASTHYA KENDRA (DSK)
- SHUSHILAN
- WORLD CONCERN BANGLA DESH (WCB)

DRC

- COMITE POUR LE DEVELOPPEMENT ET ASSISTANCE HUMANITAIRE (CODEVAH)
- PROGRAMME D'APPUIAUX COMITES DE DEVELOPPEMENT DES VILLAGES (PACODEVI)
- HEAL AFRICA
- CENTRE DE PROMOTION SOCIOECONOMIQUE SANITAIRE (CEPROSSAN)
- BURE AU OEUCUMEUNIQUE AU DEVELOPPEMENT (BOAD)
- MINISTERE DE L'EGLISE POUR LES REFUGIES ET LES URGENCES (ECC-MERU)
- CARITAS CONGO
- CARITAS GOMA
- PROGRÈS SANTÉ SANS PRIX (PPSSP)
- CENTRE DE DEVELOPPEMENT RURAL DE KIBUTU (CEDERU)
- COMITE D'ACTION POUR LE DEVELOPPEMENT INTEGRAL (CADI)

ETHIOPIA

- COMMUNITY INITIATIVES FACILITATION AND ASSISTANCE (CIFA)
- ACTION FOR DEVELOPMENT (AFD)
- ETHIOPIAN CATHOLIC CHURCH APOSTOLIC VICARIATE OF HOSANNA (AVH)
- WOMEN SUPPORT ASSOCIATION (WSA)

- ASSOCIATION FOR NATION WIDE ACTION FOR PREVENTION AND PROTECTION AGAINST CHILD ABUSE AND NEGLECT (ANNP CAN)
- RIFT VALLEY CHILDREN AND WOMEN DEVELOPMENT ASSOCIATION (RCWDA)
- CENTRE FOR DEVELOPMENT INITIATIVE (CDI)
- TEREPEZA DEVELOPMENT ASSOCIATION (TDA)
- SOS SAHEL HUNDEE – GRASS ROOT DEVELOPMENT INITIATIVE

KENYA

- PACIDA
- CARITAS-MARSABIT
- CARITAS-MARALAL
- CARITAS-ISIOLO
- ADMSKE
- POWEO
- SIKOM
- ALDEF
- WASDA
- KENYA RED CROSS
- NATIONAL DROUGHT MANAGEMENT AUTHORITY

PAKISTAN

- PARTICIPATORY RURAL DEVELOPMENT SOCIETY (PRDS)
- BRIGHT STAR DEVELOPMENT SOCIETY BALOCHISTAN (BSDSB)
- RESEARCH AND DEVELOPMENT FOUNDATION (RDF)
- FAST RURAL DEVELOPMENT PROGRAMME (FRDP)
- PARTICIPATORY VILLAGE DEVELOPMENT PROGRAM (PVDP)
- ASSOCIATION FOR WATER APPLIED EDUCATION AND RENEWABLE ENERGY (AWARE)
- SOCIETY FOR SAFE ENVIRONMENT AND WELFARE OF AGRARIANS IN PAKISTAN (SSEWA-PAK) VEER DEVELOPMENT ORGANIZATION (VDO)
- RURAL EDUCATION AND ECONOMIC DEVELOPMENT SOCIETY (REEDS)
- GRASSROOTS PAKISTAN (GRP)
- PARTICIPATORY WELFARE SERVICES (PWS)
- MULTAN DIOCESE TRUST ASSOCIATION (MDTA)

SHIFTING THE POWER



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