

GNC LOCALISATION ROADMAP

VERSION 1
2024-2025



Global
NUTRITION
CLUSTER

ACKNOWLEDGEMENTS

The GNC would like to thank:

Partners for their membership in the GNC Localisation Task Force and their time and dedication in developing this roadmap:



The GNC Strategic Advisory Group, GNC Leadership Team, and GNC Anti-racism & Localisation Working Group for influencing the development of this roadmap.

The following resource partners for their generous support in the implementation of the activities of this roadmap.



Tsunagu Network for designing this document.



GNC LOCALISATION ROADMAP

2024-2025



Global
NUTRITION
CLUSTER



CONTENTS

Abbreviations and Acronyms	6
Executive Summary.....	7
PART I: BACKGROUND	8
Introduction.....	9
The Global Localisation Agenda.....	10
The Need for this Roadmap	17
PART II: CURRENT GNC CONTRIBUTIONS TO LOCALISATION	18
The GNC Strategy 2022-2025.....	18
Anti-racism and Localisation.....	20
LNA Participation and Representation in NiE Coordination Mechanisms	21
LNA Leadership in NiE Coordination Mechanisms.....	22
LNA Capacity Strengthening	23
Direct NiE Technical Support to LNAs.....	23
Organisational Capacity strengthening through the Localisation Focus Country Project.....	26
Competency Frameworks and e-Learning	26
Inter-Agency Toolkit on Localisation in Humanitarian Coordination	27
Online Localisation e-Learning Module Targeting Cluster Coordination Groups.....	27
Valuing Contextual Expertise.....	28
Prioritising National and Regional Expertise to Deliver NiE Technical Support.....	28
Decentralising the GNC Rapid Response Team	29
PART III: THE ROAD AHEAD.....	30
GNC Localisation Theory of Change.....	31
Developing the Roadmap	32
The Roadmap Activities.....	33
Participation and Representation	34
Leadership.....	35
Capacity Strengthening	36
Resourcing for Coordination.....	38
Visibility.....	38
Preparedness, response and humanitarian-development-peace collaboration	39
Accountability and Monitoring	40
Other Activities	42
ANNEXES	44
Annex 1: Definitions and key terms.....	45
Annex 2: IASC guidance on tracking localisation progress	47
Annex 3: GNC Localisation Task Force Membership	48
Annex 4: Roadmap Activity Consultative-Collaborative Process Results.....	49

ABBREVIATIONS AND ACRONYMS

AoR	Area of Responsibility
CCP	Cluster Co-Coordinating Partner
CLA	Cluster Lead Agency
GCCG	Global Cluster Coordination Group
GNC	Global Nutrition Cluster
HCT	Humanitarian Country Team
HNO	Humanitarian Needs Overview
HNPW	Humanitarian Networks and Partnerships Week
HPC	Humanitarian Programme Cycle
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IYCF	Infant and Young Child Feeding
IMO	Information Management Officer
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex, queer and people of other diverse identities
LNA	Local and National Actor
MLO	Minority-led Organisation
NCC	Nutrition Cluster Coordinator
NGO	Non-governmental Organisation
NiE	Nutrition in Emergencies
OPD	Organisations of persons with disabilities
POLR	Provider of Last Resort
RLO	Refugee-led Organisation
RRT	Rapid Response Team
SAG	Strategic Advisory Group
SOGIESC	Sexual orientation, gender identity, gender expression and/or sex characteristics
SUN CSN	Scaling Up Nutrition Civil Society Network
TWG	Technical Working Group
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, Sanitation, and Hygiene
WHS	World Humanitarian Summit
WLO	Women-led organisation

EXECUTIVE SUMMARY

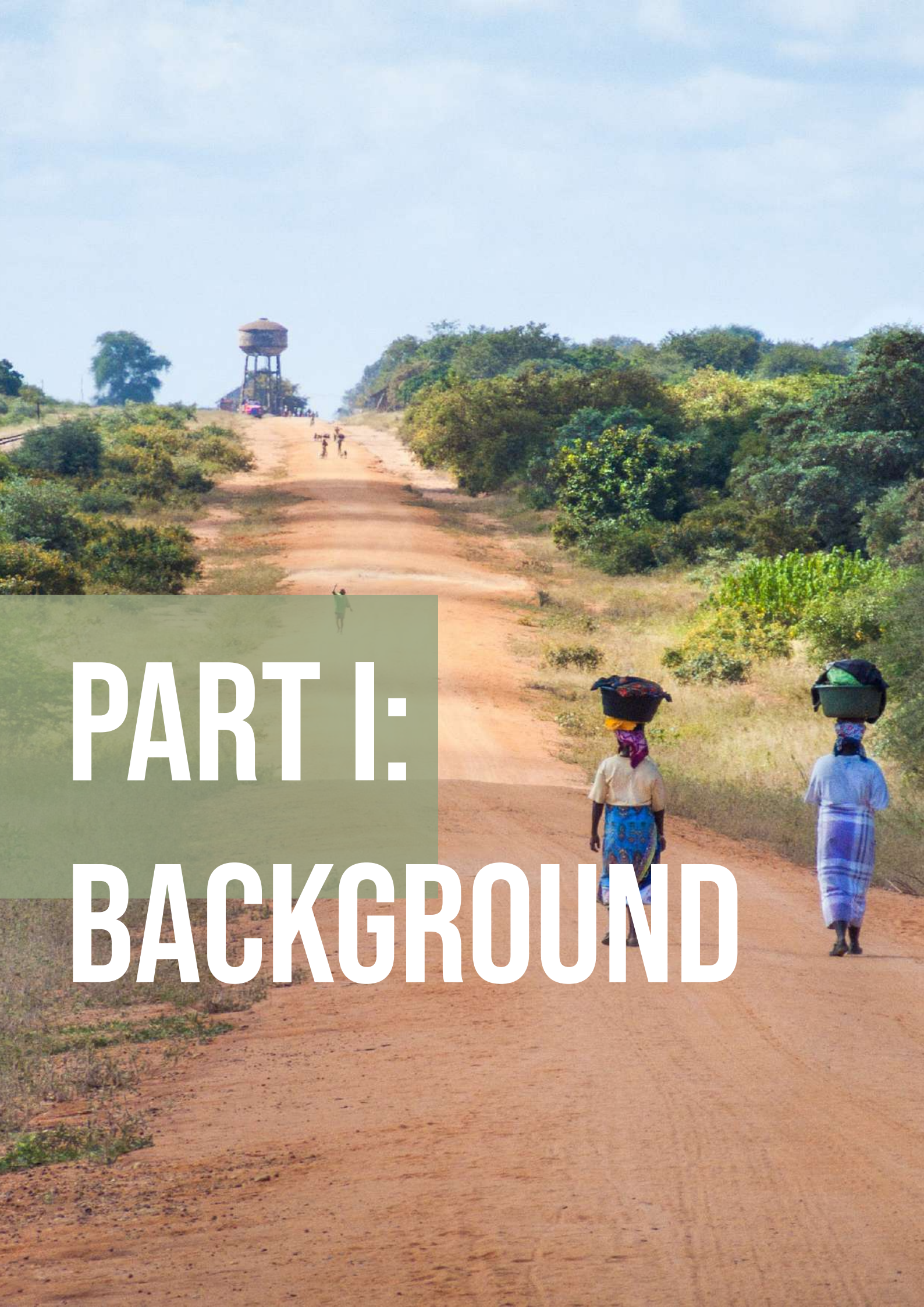
The purpose of the GNC Localisation Roadmap 2024-2025 is to provide an overview of the GNC's current efforts contributing to localisation while articulating activities required to support a more enabling environment for a locally-led humanitarian response at a country-level. This roadmap will serve as an annex to the GNC 2022-2025 strategy in support of a strategic shift for the second term.

This roadmap is divided into three parts. Part I provides background information and key concepts, such as clarifying that local and national actors (LNAs) include both state-actors and non-state actors, while establishing the need for a localisation roadmap for the GNC. Part II highlights the ongoing GNC contributions to localisation. Part III, The Road Ahead, articulates the GNC Localisation Theory of Change, explains the consultative-collaborative model followed to develop the roadmap, and details the 42 activities proposed for the GNC.

The 42 activities are organised in an 8-point plan in alignment with IASC Recommended Actions to increase participation, representation, and leadership of LNAs in IASC humanitarian coordination mechanisms, as well as the three GNC Strategic Objectives. The 8-point plan includes activities for the GNC to foster a more enabling environment around: 1) Participation and representation, 2) Leadership, 3) Capacity strengthening, 4) Resourcing for coordination, 5) Visibility, 6) Preparedness, response and humanitarian-development-peace collaboration, 7) Areas of accountability and monitoring, and 8) Other, which focuses on promoting anti-racism and localisation principles and updating GNC guidance for evidence generation and knowledge management.

The GNC is dedicated to realising the activities in this roadmap while learning from the process and adjusting the direction of this work with an adaptive management strategy. The ultimate aim is for the GNC to support a locally-driven, locally-led, and locally-owned response to better and more sustainably meet the needs of affected populations.

The ultimate aim is for the GNC to support a locally-driven, locally-led, and locally-owned response to better and more sustainably meet the needs of affected populations.



PART I:

BACKGROUND

INTRODUCTION

The necessity of local and national actors (LNAs)¹ in humanitarian action has become more evident to international actors over the years and is reflected in the 2016 World Humanitarian Summit (WHS) and the Grand Bargain agreement between global donors, NGOs and aid providers. The humanitarian localisation² agenda takes its strength from the evidence that the participation, representation and leadership of local and national actors in the design and delivery of humanitarian assistance is required for sustainability, increases efficiency, reduces costs of service delivery, and makes the whole process more accountable to and trusted by the affected people.

UNICEF is the Cluster Lead Agency (CLA) for three Inter-Agency Standing Committee (IASC) Clusters, including the Global Nutrition Cluster (GNC), and one Area of Responsibility (AoR)³. UNICEF commits to “localizing its humanitarian response by recognizing, respecting and strengthening the leadership and coordination of

humanitarian action by national and local authorities, CSOs, and communities”⁴. UNICEF’s 2021 Technical Note: Localization in Humanitarian Action and the UNICEF 2022-2025 Strategic Plan⁵ speak to UNICEF’s commitments to “ensure an inclusive multi-sectoral response, linking development and humanitarian actors and increasing the role of communities, local NGOs/CBOs, private organisations, academic institutions, local authorities, and other sectors for NiE response”. An evaluation⁶ of UNICEF’s commitment to localisation was conducted in 2023 to assess UNICEF’s localisation approach, rollout, and results to date across development and humanitarian settings.

This roadmap reflects both the technical and coordination arms of the GNC and has been influenced by the 2023 UNICEF localisation evaluation as well as GNC leadership, the GNC Anti-racism & Localisation Working Group, and the GNC Localisation Task Force that was convened for the creation of this document. The roadmap is driven by the collective acknowledgment of the imperative to strengthen the institutional and technical capacity of LNAs, while improving their representation, participation, and leadership in nutrition in emergencies (NiE) coordination mechanisms.

1 Per the IASC, local and national actors are of two types: (1) Local and national non-state actors are “Organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO”. (2) National and sub-national state actors are “State authorities of the affected aid recipient country engaged in relief, whether at local or national level”

2 The GNC acknowledges that the term ‘Localisation’ is an imperfect term that is top-down in nature and will likely be replaced in the future.

3 The Nutrition Cluster, The WASH Cluster, The Education Cluster, and the Child Protection AoR

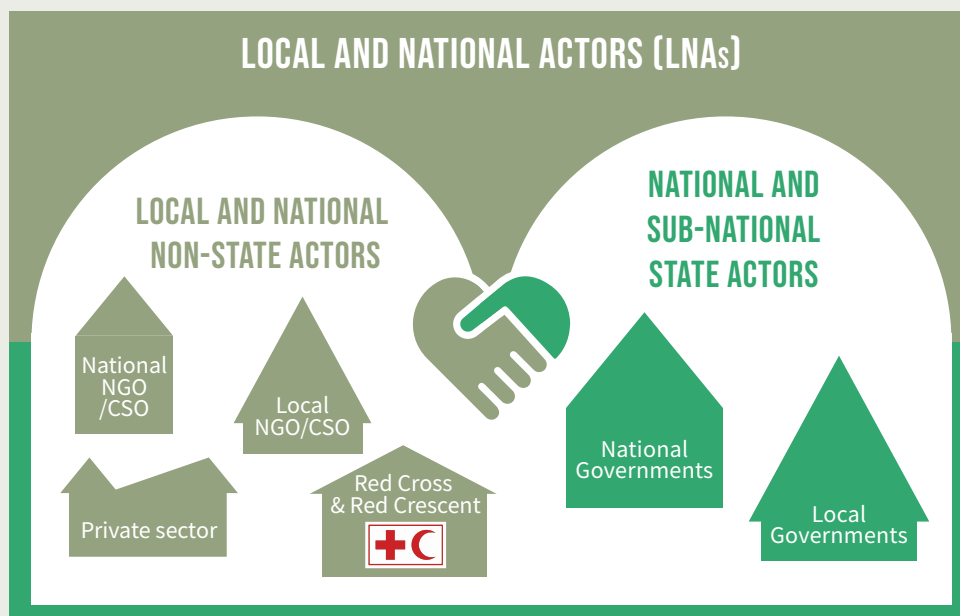
4 The UNICEF 2020 Core Commitments for Children in Humanitarian Action (CCC) <https://www.unicef.org/emergencies/core-commitments-children>

5 UNICEF Strategic Plan 2022-2025 Renewed ambition towards 2030 <https://www.unicef.org/reports/unicef-strategic-plan-2022-2025>

6 UNICEF: Evaluation of Localisation in Humanitarian Action 2023

BOX 1: IASC DEFINITION OF A LOCAL AND NATIONAL ACTOR (LNA)

The IASC considers LNAs to be state authorities of the affected aid recipient country engaged in relief, whether at local or national level, and organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO⁷. The IASC further goes on to describe the sub-categories of actors as presented in the diagram below.



See **Annex 1** for a list of the key definitions applied in this document

THE GLOBAL LOCALISATION AGENDA

The concept of working with local and national partners is not new to humanitarian responses. The United Nations General Assembly resolution of 1991 underscores the pivotal role of governments in shaping the destinies of their nations and citizens. The **United Nation General Assembly resolution 61/134** (3) calls upon

the relevant organisations of the United Nations system and, as appropriate, other relevant humanitarian actors, to pursue efforts to improve the humanitarian response to natural and man-made disasters and complex emergencies by further strengthening the humanitarian response capacities at all levels, by continuing to strengthen the coordination of humanitarian assistance at the field level, including with national authorities of the affected State, as appropriate, and by further enhancing transparency, performance and accountability; (4) encourages States to create an enabling environment for the capacity building of local authorities and local and national non-governmental and community-based organisations in providing humanitarian assistance; (13) calls upon donors to provide adequate, predictable, and flexible resources based on and in proportion to assessed needs,



7 Text endorsed by the Grand Bargain signatories

and to encourage efforts to implement the principles of Good Humanitarian Donorship.

The 1994 Oslo Declaration and Plan of Action, following worldwide consultations among NGOs and the United Nations High Commissioner for Refugees (UNHCR), committed NGOs and UNHCR to “reinforce their actions in favour of building and/or strengthening local NGOs’ capacities to respond to humanitarian challenges, including the achievement of durable solutions” (PARinAC 1994) and the 1994 Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief commits to attempting “to build disaster response on local capacities”.

One of the topics of discussion at the 2006 Global Humanitarian Platform (GHP) meeting, which led to the development of the *Principles of Partnership*, was the role of national and local actors in emergency response, which was identified as a key topic that had been inadequately addressed in the IASC’s humanitarian reform discussions that established the cluster approach.

The Sendai Framework for Disaster Risk Reduction 2015 - 2030 also underscores the imperative to strengthen local capacities through empowerment, inclusivity, and the active involvement of communities and local stakeholders in reducing disaster risks.

The global localisation agenda gained increasing prominence during the 2016 WHS, as localisation became embodied in the ‘Grand Bargain’, a reform effort launched in 2016, aiming to get more aid into the hands of people in need by increasing efficiency and improving the effectiveness of humanitarian action. An agreement between more than 50 of the biggest donors and aid providers worldwide⁸, the Grand Bargain includes a series of eleven commitments⁹ for the working practices of donors and aid organisations. Signatories have pledged to increase cash programming, strengthen the humanitari-

an-development nexus, promote greater participation of affected persons in decision-making, and provide more support to national and local responders.

In the context of the Grand Bargain, localisation has mainly been used to refer to increasing international investment in the capacity, delivery and leadership of local responders. The text of the Grand Bargain calls for ‘*making principled action as local as possible and as international as necessary*’ while continuing to recognise the vital role of international actors.

BOX 2: LOCALISATION IN THE NUTRITION IN EMERGENCIES SECTOR

For the Purposes of this Roadmap, the GNC Anti-racism & Localisation Working Group understanding of Localisation is applied:

“Localisation is based on the recognition of an imbalance of power between international actors and the communities that they serve. Localisation is a restorative process involving recognition, respect, appreciation, and investment in local and national humanitarian capacities, leadership, and local and national resources. The aim is to replace this imbalance with locally-driven, locally-led, and locally-owned response to better and more sustainably meet the needs of affected populations” (*Inspired by the Grand Bargain, Arbie Baguios, and Oxfam*)



8 Eight GNC partners are signatories of the Grand Bargain. These include FAO, UNICEF, WFP, UNHCR, WHO, Care International, Catholic Relief Services, Save the Children International and World Vision (Grand Bargain Signatories | IASC (interagencystandingcommittee.org))

9 <https://reliefweb.int/report/world/grand-bargain-shared-commitment-better-serve-people-need>

The GNC supports the 2021 IASC Recommended Actions on increasing participation, representation and leadership of LNAs in humanitarian coordination mechanisms¹⁰, as presented in **Table 1** below. These recommended actions have influenced the content and flow of this

roadmap which lists proposed activities recommended for the GNC to foster an enabling environment for localisation. See **Annex 2 for the IASC recommended indicators aligned with these recommended actions.**

Table 1: IASC Recommended Actions to increase participation, representation and leadership of LNAs in IASC humanitarian coordination mechanisms

IASC recommended action	What this means for humanitarian coordination
Participation and Representation	Keeping in mind that power imbalances and unconscious bias may influence the setup of coordination structures, members and those facilitating coordination groups should take steps to create an enabling environment for L/NA to participate and take part in decision-making in coordination structures and facilitate more systematic and active engagement.
Leadership	Humanitarian leadership should be inclusive, representative, gender-balanced, accountable and supportive of the entire humanitarian community. L/NAs should have equitable opportunities with international actors and among their own peers.
Capacity Strengthening	Institutional and technical capacity strengthening is a critical approach to participation and leadership of L/NAs in coordination, as some report that they lack the knowledge and experience to engage effectively within coordination structures.
Resourcing for Coordination	Resources are required to overcome many of the barriers L/NAs face when it comes to their participation and effective engagement. Pooled funds (including sub-grants from other recipients) can be particularly effective in allowing local actors to obtain flexible funding that supports operations, institutional capacity, and staffing – all of which facilitate greater engagement by L/NAs within coordination structures.
Visibility	L/NAs like other humanitarian actors have the right to be visible <i>inter alia</i> to, raise awareness of their contributions to humanitarian response (including their challenges, opportunities and views), mobilise funds as well as receive acknowledgement for their work.
Preparedness, response and humanitarian-development-peace collaboration	It is highly recommended that L/NAs be involved at all stages of response planning, with their perspectives and views integrated throughout. L/NAs should be engaged in needs assessment and analysis, capitalizing on their local knowledge and validating conclusions from assessments. Ensure L/NAs are supported to contribute to 3/4/5Ws matrix and HRP reporting requirements. Furthermore, addressing the analysis capacity needs of L/NAs is crucial. Strategic response planning should explicitly reference localization practices and involve L/NAs at all stages, including participation in the Humanitarian Programme Cycle (HPC) and reporting requirements. Collaborating with L/NAs in humanitarian-development-peace (HDP) initiatives and supporting their involvement in collective outcomes development is also vital for a comprehensive and coherent humanitarian response.
Areas of accountability and monitoring	<ul style="list-style-type: none"> • Support L/NAs in their accountability • Ensure localisation is integrated into accountability mechanisms • Monitor and assess progress of localisation • Use localisation self-assessments or dashboards • Leverage L/NAs' expertise and experiences to promote accountability to affected populations • Strengthen capacities and mechanisms for internal reporting of abuse, exploitation, harassment and corruption

Source: July 2021 IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms

¹⁰ July 2021 IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms <https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>

BOX 3: LNAs REPRESENTING MARGINALISED AND MINORITY GROUPS MAY FACE ADDITIONAL BARRIERS

In line with the IASC definition of an LNA, LNAs also include organisations representing marginalised groups such as:

- Indigenous-led organisations
- Lesbian, gay, bisexual, transgender, intersex, queer and people of other diverse identities (LGBTIQ+) organisations
- Minority-led organisations (MLOs)
- Organisations of persons with disabilities (OPDs)
- Refugee-led organisations (RLOs)
- Women-led organisations (WLOs)
- Youth-led organisations (YLOs)
- Others relevant to the context

INDIGENOUS -LED

Indigenous-led organisations are organisations that serve an Indigenous¹¹ community and whose governance reflects the composition of that community. Indigenous-led organisations may face unique protection concerns as they are discriminated against and can be marginalised socially, economically, politically, and culturally. This discrimination can hinder their participation and leadership despite decisions that affect them and their communities. Language can also be a barrier to engagement in the humanitarian response given the dominance of colonial languages^{12,13}.

LGBTIQ+

LGBTIQ+ organisations provide specific services to LGBTIQ+ persons. LGBTIQ+ individuals encounter distinct protection risks because their real or perceived sexual orientation, gender identity, gender expression and/or sex characteristics (SOGIESC) do not conform to prevailing sociocultural norms. Their vulnerabilities are often exacerbated in disasters, emergencies and crises. Generally, the humanitarian system is not oriented toward diverse SOGIESC inclusion and this is a barrier to their participation and leadership in coordination mechanisms¹⁴.

MLOs

Minority-led organisations are organisations that serve a minority¹⁵ community and whose governance reflects the composition of that community. MLOs often face an uphill battle to becoming implementing partners or being eligible for direct funding¹⁶, and reliance on dominant languages within the sector can create barriers for those using minority languages¹⁷.

OPDs

Organisations of persons with disabilities are any organisations or associations led, directed, and governed by persons with disabilities while a clear majority of their

11 Indigenous Peoples are inheritors and practitioners of unique cultures and ways of relating to people and the environment. They have retained social, cultural, economic and political characteristics that are distinct from those of the dominant societies in which they live” UN Department of Economic and Social Affairs <https://www.un.org/development/desa/indigenouspeoples/about-us>

12 UNHCR Emergency Handbook Minorities and indigenous peoples <https://emergency.unhcr.org/protection/persons-risk/minorities-and-indigenous-peoples>

13 The relationship between language and neo-colonialism in the aid industry <https://www.centreforhumanitarianleadership.org/research/publications/the-relationship-between-language-neo-colonialism/>

14 THE ONLY WAY IS UP: Monitoring and Encouraging Diverse SOGIESC Inclusion in the Humanitarian and DRR Sectors https://www.edgeeffect.org/wp-content/uploads/2021/03/TheOnlyWayIsUp_Web.pdf

15 UNHCR recognizes the term “minority” as an ethnic, religious linguistic, or cultural group, fewer in number than the rest of the population, whose members share a common identity and rights <https://emergency.unhcr.org/protection/persons-risk/minorities-and-indigenous-peoples>

16 Cabdullaahi, K. 2023 Somali capacities to respond to crisis are changing; how are humanitarian actors responding? https://www.humanitarianoutcomes.org/sites/default/files/publications/ho_ukhah_somalia_1023_2.pdf

17 Lough, O., Barbelet, M., Njeri, S. 2022 Inclusion and exclusion in humanitarian action: findings from a three-year study https://aap-inclusion-psea.alnap.org/system/files/content/resource/files/main/Inclusion_exclusion_synthesis_YQvq77F.pdf

membership should be recruited among persons with disabilities themselves¹⁸. They can face barriers that exclude them from engaging in humanitarian response and their interests are often overlooked, or others speak and act on their behalf. In many cases OPDs may not be legally registered, they may have limited institutional capacity to absorb funds, or may have weak operational capacity; all this makes it difficult for OPDs to meet the criteria often required by international donors and stakeholders. Additional barriers to participation such as accessibility (digital, physical, attitudinal) can make participation and meaningful representation challenging.

RLOs

Refugee-led organisations are organisations or groups in which persons with direct lived experience of forced displacement play a primary leadership role and whose stated objectives and activities are focused on responding to the needs of refugees and/or related communities¹⁹. RLOs can face challenges in registering their initiatives within countries of asylum²⁰ and often face challenges in accessing sustainable funding due to requirements such as formal registration or bank accounts or dominant language fluency²¹.

WLOs

Women-led organisations are defined as organisations with a humanitarian mandate and/or mission that is (1) governed or directed by women; or (2) whose leadership is principally made up of women,

demonstrated by 50 percent or more occupying senior leadership positions²². There is a lack of consistent reference to, consultation with, and dedicated funding for meaningful engagement of formal and informal WLOs, rendering these groups invisible or under-prioritised in humanitarian action. Barriers to participation include patriarchal sociocultural values and their associated gender ideologies that lend to women being perceived as incapable of meaningful participation and leadership in coordination mechanisms²³.

YLOs

Youth-led organisations focus on youth-led development, promote youth²⁴ participation and often have permanent staff largely made up of young people. Local youth face barriers to engagement including lack of access to decision-making, age discrimination at work, lack of access to administrative roles, poor compensation, and lack of emotional support to enable their participation in the humanitarian response²⁵.

As LNAs representing marginalised and minority groups possess unique barriers, if these barriers are not explicitly identified and acknowledged they are often left unaddressed.

18 Convention on the Rights of Persons with Disabilities (CRPD) General comment No. 7 (2018) on the participation of persons with disabilities, including children with disabilities, through their representative organisations, in the implementation and monitoring of the Convention

<https://www.ohchr.org/en/documents/general-comments-and-recommendations/general-comment-no7-article-43-and-333-participation>

19 UNHCR Definition: Refugee-led Organisation (RLO) <https://www.refworld.org/policy/legalguidance/unhcr/2023/en/89475>

20 Harley, T. 2023 Defining refugee-led organisations: An analysis of UNHCR's 2023 definition https://www.unsw.edu.au/content/dam/pdfs/unsw-adobe-websites/kaldor-centre/2023-09-research-briefs/2023-09-Research_Brief_Defining_Refugee_Led_Organisations.pdf

21 ODI - Humanitarian Practice Network 2023 The transformative impact of refugee-led organisations on communities - Issue 83 - Article 7 <https://reliefweb.int/report/world/transformative-impact-refugee-led-organisations-communities-issue-83-article-7>

22 IASC Gender Reference Group Guidance Note on Funding Women-Led Organisations in Humanitarian Action <https://reliefweb.int/report/world/iasc-gender-reference-group-guidance-note-funding-women-led-organisations-humanitarian-action>

23 WOMEN-LED OrganisationS (WLOs) Leadership in GBV Coordination Resource Package <https://gbvaor.net/node/1834>

24 The UN defines a youth as a person between the ages of 15 and 24 <https://www.un.org/en/global-issues/youth>

25 Apolla A., Mbah M., 2022 Engaging local youths in humanitarian response is not a matter of if but how <https://jhumanitarianaction.springeropen.com/articles/10.1186/s41018-022-00118-x>

Over the last few decades, local humanitarian actors and organisations based in the Global South²⁶ have increasingly critiqued the inequities and inefficiencies of the international humanitarian system. Although the term localisation is now widespread, it has been argued that the term is top-down in nature and focuses on international humanitarian actors changing their approaches instead of collaborating with local actors in developing local solutions. Some international organisations have interpreted localisation narrowly to be about nationalising their country offices or decentralising power from headquarters, which has been criticised by some as the instrumentalisation of localisation; not being a shift in power but mostly a transfer of resources where agency remains encroached upon and local ways of being are not respected²⁷. Other terms that have been introduced to counter this international focus include 'locally-led humanitarian action'²⁸ and 'local humanitarian action'²⁹. Peace Direct, an INGO that supports local peacebuilders around the world, visualizes local peacebuilding on a spectrum between what is locally implemented, locally managed, and locally led & owned³⁰; where local people and groups design the approach and set priorities, as presented in **Figure 1** on the following page.

One fundamental aspect of localisation is the partnership between international actors and LNAs. Often viewed as a transactional relationship, there have been various attempts and calls for partnerships to be sustained, meaningful, and quality relationships (Ramalingam et al. 2013). The Global Humanitarian Platform's *Principles of Partnership* were an early attempt to work towards meaningful partnerships but have been criticised by some for not also addressing the quality of the partnership. There continue to be calls in various forums for much more emphasis to be placed on more genuine, equitable, and equal partnerships that value relationships (Merry et al. 2023; NEAR Network).

Although the signatories of the Grand Bargain have committed to at least 25% of humanitarian funding going as directly as possible to local and national responders, to improve outcomes for affected people and reduce transactional costs, just 1.2% of direct humanitarian funding went to LNAs (including national governments) in 2021³¹. Underlying power dynamics and an overall climate of risk aversion continually disempowers LNAs. LNAs are often perceived to lack internal administrative systems that satisfy international donors, and funding proposals are nearly always in the donor country's language or a former colonial language³². "LNGOs are stuck in a catch-22. They can't improve their systems without funding, and they can't get funding without improved systems"³³.

26 According to the United Nations Conference on Trade and Development (UNCTAD), the Global South broadly comprises Africa, Latin America and the Caribbean, Asia (excluding Israel, Japan, and South Korea), and Oceania (excluding Australia and New Zealand). The GNC acknowledges that the term 'Global South' is an imperfect term that is top-down in nature and that it has received criticism and will likely be replaced in the future.

27 Localization Re-imagined Series by Arbie Baguios <https://www.alnap.org/localisation-re-imagined-three-dimensions-of-localisation>

28 The language of humanitarian action <https://centreforhumanitarianleadership.org/the-centre/news/the-language-of-humanitarian-action/>

29 As local as possible, as international as necessary: understanding capacity and complementarity in humanitarian action <https://odi.org/en/publications/as-local-as-possible-as-international-as-necessary-understanding-capacity-and-complementarity-in-humanitarian-action/>

30 Peace Direct Localisation and Decolonisation: the difference that makes the difference <https://reliefweb.int/report/world/localisation-and-decolonisation-difference-makes-difference>

31 ALNAP (2022) The State of the Humanitarian System. ALNAP Study. London: ALNAP/ODI <https://sohs.alnap.org/>

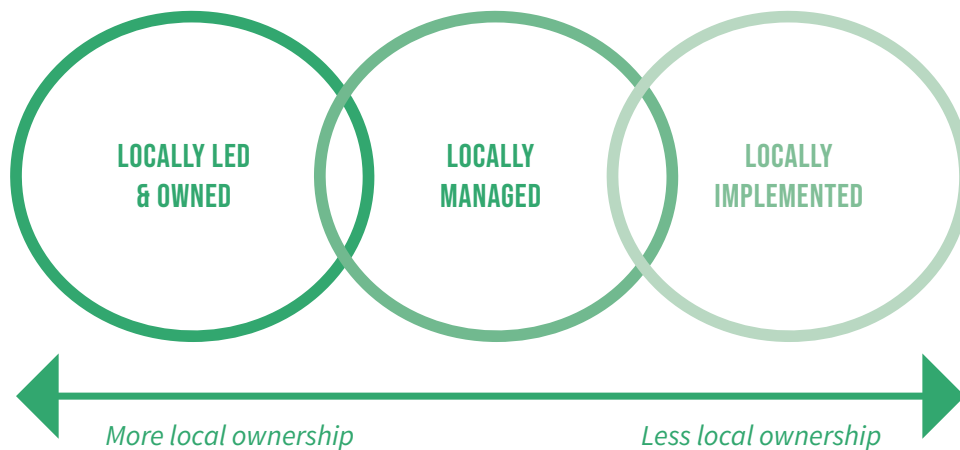
32 Robillard, et al., 2021, Localization a "Landscape" Report <https://fic.tufts.edu/publication-item/localization-a-landscape-report/>

33 Atam, E., 2023, The catch-22 of 'localisation' in humanitarian action <https://www.groundtruthsolutions.org/news/8sp1zlanbnhas6t5l7d8g5n67b6db1>

Figure 1: Local Ownership Exists on a Spectrum

Local peacebuilding

Local peacebuilding refers to peacebuilding initiatives owned and led by people in their own context. It includes small-scale grassroots initiatives, as well as activities undertaken on a wider scale. Peace Direct distinguishes between initiatives that are (1) locally led and owned, where local people and groups design the approach and set priorities, while outsiders assist with resources; (2) locally managed, where the approach comes from the outside, but is “transplanted” to local management; or (3) locally implemented, primarily an outside approach, including external priorities that local people or organisations are supposed to implement.



Source: Peace Direct 2019 Local peacebuilding; What works and why Summary report April 2019

THE NEED FOR THIS ROADMAP

Localisation happens when LNAs can provide high quality humanitarian programmes for better nutrition outcomes, are ready and able to respond when an emergency strikes, and interact with confidence in national, regional and global spaces while their international counterparts seek out and value their participation and leadership.

Although localisation is highlighted as a cross-cutting issue in the GNC Strategy 2022-2025, there is an absence of clear, actionable steps for the GNC to create an enabling environment for localisation. The purpose of this localisation roadmap, therefore, is to provide an overview of the GNC's current efforts contributing to localisation and to articulate actions required to support a more enabling environment for a locally-led humanitarian response at a country-level. This roadmap will be annexed to the GNC 2022-2025 strategy as a strategic shift for the second term.

Localisation is essential for the nutrition sector because:

- LNAs are often the first to respond to crises
- LNAs have greater access to and trust of the communities¹
- LNAs possess the contextual expertise², understanding of local challenges and solutions, networks, and the political and cultural awareness to deliver results
- Clusters / AoRs that are co-coordinated by LNAs produce stronger engagement and representation of a diversity of actors, and ultimately better coordination outcomes
- With adequate resources and strong collaborations, LNAs render the nutrition response more effective, efficient, and sustainable
- LNAs remain in the communities they serve before, during, and after emergencies
- LNAs are in a strong position to link the humanitarian, development, and peace nexus; ensuring strong and sustainable links between preparedness and the nutrition response

1 Holding Aid Accountable: Relational Humanitarianism in Protracted Crisis (AidAccount) Led by Cindy Horst <https://www.prio.org/projects/1884>

2 Knowledge of the local language(s), customs, ways of being, communication channels, existing relationships, and partnerships with nutrition actors and beyond



PART II: CURRENT GNC CONTRIBUTIONS TO LOCALISATION

THE GNC STRATEGY 2022-2025

Three overarching strategic objectives are the foundation of the GNC Strategy, with each one building on the previous, as presented in [Table 2](#). Each Strategic Objective has a focus on localisation and ensuring LNAs, including authorities, are directly involved in all response efforts. More specifically, the GNC Strategy ensures adequate and skilled staffing at all levels, capacity strengthening for local partners, use of local and national languages, and advocating for flexible and long-term funding, especially for LNAs.

Table 2: Overview of the GNC Strategy 2022-2025 – Localisation initiatives under each strategic objective

<p>VISION By the end of 2025, the nutritional status of the most vulnerable people is protected in countries at risk of, or with, ongoing situations of fragility.</p>		
<p>GOAL By the end of 2025, 80 countries with ongoing, or at risk of, situations of fragility will benefit from regular support from the GNC collective to develop or strengthen national and subnational technical and coordination capacities for nutrition.</p>		
<p>Strategic objective 1</p> <p>To support countries, the Nutrition Cluster Lead Agency and nutrition partners at subnational, national, regional, and global levels will ensure they are adequately staffed and skilled to prepare for, respond to, and recover from, situations of fragility.</p>	<p>Strategic objective 2</p> <p>To ensure that nutrition-related decisions and operational support at all levels are guided by timely and sound technical advice, while the documentation of experiences is undertaken, and new evidence is generated.</p>	<p>Strategic Objective 3</p> <p>Building an enabling environment: To be a driver of change for (1) Improved collaboration, partnerships, and innovation on nutrition to prepare for, respond to, and recover from, situations of fragility at the global, regional, national, and subnational level; and (2) Creating a supportive financial and policy environment, both internally and externally, to strengthen technical and coordination capacity for nutrition in situations of fragility.</p>
<ol style="list-style-type: none"> 1. Develop a capacity strengthening pathway for NiE functions, focusing on availability to and access by local partners. 2. Ensure that capacity assessment tools for NiE are available in priority languages³⁴ and utilized annually at country, regional and district levels. 3. Develop, translate into key priority languages, and roll out the GNC e-learning platform and e-learning materials. 4. Implement the GNC Capacity Strengthening Framework for Coordination and Information Management. 	<ol style="list-style-type: none"> 1. A toolkit for mainstreaming key cross-cutting issues in NiE programmes and coordination mechanisms is developed and used by at least 10 GNC priority countries. 2. Online learning modules are available for GNC priority cross-cutting issues. 	<ol style="list-style-type: none"> 1. Review current engagement of communities, local NGOs/ CBOs, private organisations, academic institutions, and local authorities in the NiE Sector and develop recommendations for better engagement at subnational, national, regional, and global levels. 2. Jointly, with traditional NiE resource partners, develop a more robust understanding of the administrative and legislative challenges that prevent current funding from being more rapid, more flexible, and covering longer periods than it currently does. 3. Identify and implement solutions to promote equitable sectoral funding in support of multi-sectoral programming. 4. Support national NiE coordination mechanisms to strengthen multi-sectoral coordination addressing all forms of malnutrition.
<p>Summary of key localisation initiatives mapped in the GNC Strategic Plan 2022 – 2025 are:</p> <ul style="list-style-type: none"> • Use of local / national language • Technical capacity strengthening of nutritional partners including local NGOs/ CBOs, private organisations, academic institutions, and local authorities • Participation and leadership of communities, local NGOs/ CBOs, private organisations, academic institutions, and local authorities in the NiE Sector coordination mechanisms • Shift from supporting national coordination platforms to supporting national and subnational coordination platforms and partners, with increased focus on localization, including direct support to local NGOs • Advocacy for flexible and long-term funding for nutrition partners including Local and National Actors 		

34 Although the term “priority languages” in the GNC Strategy 2022-25 refers to English, French, Spanish, and Arabic, for the sake of this roadmap it is encouraged that languages be prioritised based on the language preferences of the affected population and humanitarian practitioners for a given context

ANTI-RACISM AND LOCALISATION

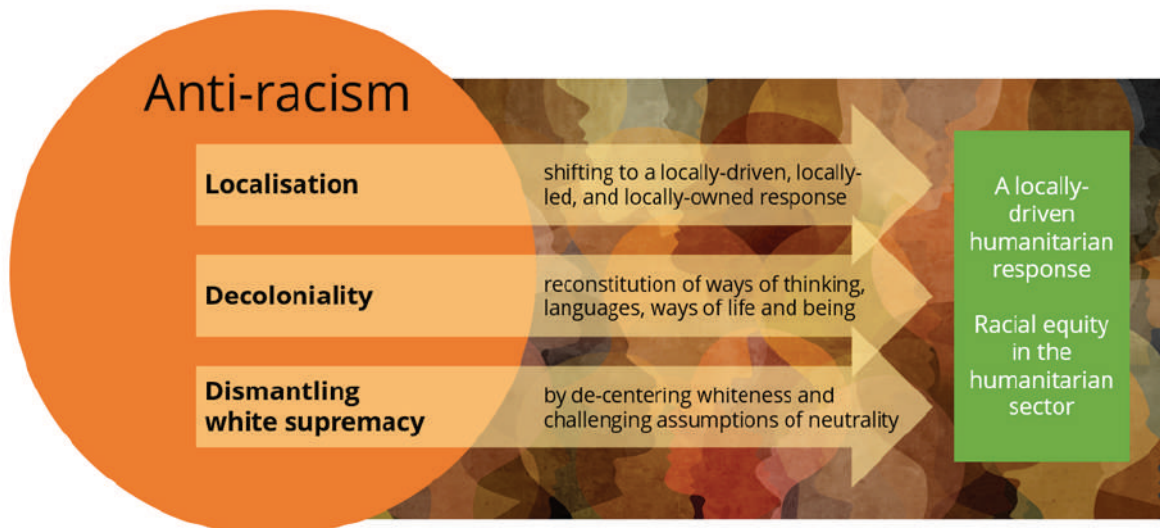
The GNC hosts an Anti-racism & Localisation Working Group. This working group plays an important role in influencing the localisation efforts of the GNC by applying an anti-racism lens to localisation. For example, the working group asserts that the history of colonialism cannot be separated from the history of humanitarianism and that humanitarian and development actors must make greater efforts towards localisation, **decoloniality**, and dismantling **white supremacy** to effectively address power imbalances and achieve racial equity for a locally-driven humanitarian response, as presented in **Figure 2** below.



The working group conceptualises the relationship between anti-racism and localisation using the conceptual framework below. This theory of change positions anti-racism as the overarching proactive course of action. The three main aspects relevant to our work positioned under anti-racism include localisation, decoloniality, and the dismantling of white supremacy.

The working group believes that when localisation is implemented as a restorative process, it contributes to anti-racism efforts and the ultimate vision of racial equity in the humanitarian sector. Furthermore, the working group acknowledges that critiques of the Localisation Agenda highlight that racism in the sector has not been sufficiently addressed³⁵. Therefore, localisation contributes to anti-racism efforts, but localisation alone is not sufficient for transformative change. Combining anti-racism with localisation provides a more comprehensive manner to meet our main objective while meaningfully confronting racism and power imbalances as manifested in our work.

Figure 2: Anti-racism and Localisation Conceptual Framework



35 Peace Direct (2021) Time to Decolonize Aid report <https://www.peaceinsight.org/en/resources/time-decolonise-aid/>

LNA PARTICIPATION AND REPRESENTATION IN NIE COORDINATION MECHANISMS

In addition to UNICEF co-coordinating clusters with government authorities, the participation and representation of LNAs in humanitarian coordination and decision-making structures is key to localisation and ensuring aid is efficient and effective towards affected populations as per the Grand Bargain commitments. Over the years, nutrition clusters and sectors have increasingly worked to increase the participation and representation of LNAs. As of July 2023, 40% of all nutrition cluster/sector partners at a country-level worldwide were LNAs; which equates to approximately 500 LNAs globally. While the proportion of LNAs is steadily increasing, and the goal is at least 50%, the GNC aims to use the efforts included in this roadmap to ensure the meaningful participation of LNA partners in coordination mechanisms. This includes participation in the HPC process and having LNAs at the forefront of response efforts.

The GNC has also promoted participation and representation of LNAs within its Strategic Advisory Groups (SAGs) at country levels. These SAGs are generally governance and oversight bodies with triple mandate key functions of 1) strategic planning and oversight, 2) advocacy and representation, and 3) resource mobilisation. As of February 2024, 100% of country-level nutrition cluster SAGs had LNA representation. In addition to continuing to ensure all SAGs maintain or strengthen LNA representation, the GNC aims to use the efforts included in this roadmap to ensure that this representation isn't tokenism³⁶, but rather LNAs are leading and influencing the strategic direction of country-level clusters.

Tokenism is something that a person or organisation does that seems to support or help a group of people who are treated unfairly in society, such as giving a member of that group an important or public position, but which is not meant to make changes that would help that group of people in a lasting way

³⁶ Per the Cambridge Dictionary: <https://dictionary.cambridge.org/dictionary/english/tokenism>

LNA LEADERSHIP IN NIE COORDINATION MECHANISMS

The GNC Coordination Team supports the coordination of nutrition partners at a global, national, and subnational level before, during, and after emergencies, ensures adequate and skilled staffing³⁷ of national and subnational coordination mechanisms in L2 and L3 emergency contexts and ensures the fulfilment of the six core functions of a cluster at country level in addition to being the designated Cluster Lead Agency (CLA) as the Provider of Last Resort (POLR) where a cluster is activated. The GNC also supports government authorities to assume leadership roles as cluster or sector co-coordinators within national and sub-national coordination mechanisms, and national and local NGOs to respond to crises and to participate as cluster or sector partners.

This approach strengthens local capacity to lead and respond to nutritional crises with the ultimate goal of national authorities leading the sector when a cluster transitions. Where a cluster is activated, UNICEF is the designated CLA accountable and responsible for coordinating nutrition response efforts, as well as the POLR to ensure adequate cluster staffing and mobilisation of resources. However, this is done in a supportive function alongside government counterparts. As of February 2024, virtually 100% of Nutrition Clusters and Sectors in Humanitarian Response Plan (HRP) countries were co-coordinated by national authorities and UNICEF³⁸. In addition to continuing to ensure co-coordination by national authorities wherever possible, the GNC aims to use the efforts included in this roadmap to increase LNA leadership through sub-national coordination by both government authorities and local and national NGOs.

LNA CAPACITY STRENGTHENING

The aim of the NiE technical work under the GNC is to improve the quality of nutrition preparedness, response and recovery, by enabling and providing coordinated, accessible and timely technical support through multiple channels where gaps exist. This is done by providing quality, timely, cost effective and sustainable technical support, remotely or through in-country support in order to improve the quality and scale of NiE responses. Technical support is provided by a dedicated advisor drawn from part-time or full-time staff, partners, or consultants from a vetted roster. This support can be requested by any nutrition practitioner, organisation, or agency who is part of the nutrition collective, and importantly this includes LNAs. Considering this, there are various pathways for enabling localisation through capacity strengthening.

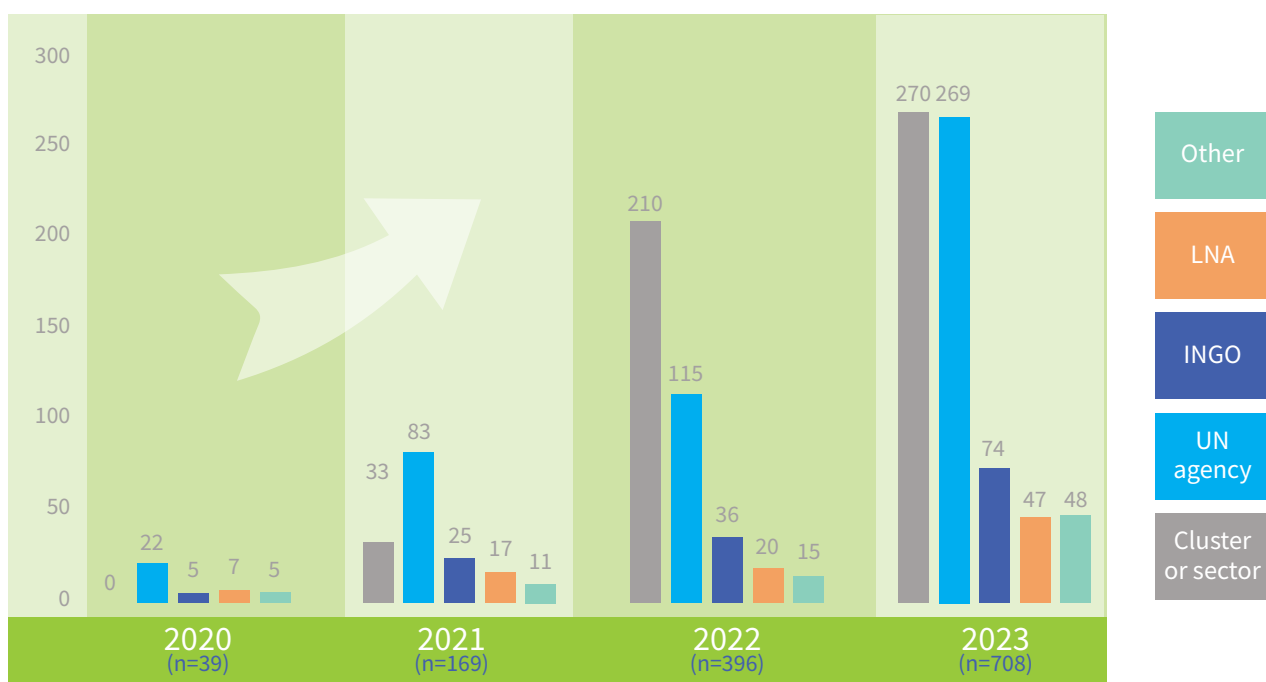
37 GNC Recommended good practices for minimum structure of coordination teams at country level <https://www.nutrition-cluster.net/resources/recommended-good-practices-minimum-structure-coordination-teams-country-level>

38 Excludes countries where State Authorities are unable or unwilling to uphold humanitarian principles. At the time of writing, this includes Venezuela, Afghanistan, Myanmar and the State of Palestine.

Direct NiE Technical Support to LNAs

Providing better and more adapted support to LNAs has been and will continue to be an ongoing process of learning. Overwhelmingly, the largest number of requests for NiE technical support come from UN agencies and INGOs, as presented in **Figure 3** below. Among quick remote support and in-depth support requests from 2020 to 2023, the proportion of direct requests from LNAs was at its lowest in 2022 with just 5% of all requests (20/396).

Figure 3: GNC NiE Technical Support Requests by Type of Requestor



Although the GNC works alongside government authorities when it comes to the coordination and leadership of a coordination mechanism, UN agencies and INGOs have historically been the most frequent requestors of technical support from the GNC. Therefore, GNC processes for technical support provision are adapted to these entities who are most familiar with the support offers and have long-standing relationships with the GNC. Support to LNAs (who have sought support directly and not via the in-country cluster) has been infrequent and somewhat ad-hoc, having to adapt existing processes as needed. An example of how the GNC has adapted its processes to meet the needs of a National NGO is illustrated in **Case Study 1** below.

CASE STUDY: SUPPORT TO AFRICAN RELIEF DEVELOPMENT INITIATIVE (ARDI) IN SOMALIA

ARDI is a national NGO in Kismayo, Somalia that was founded to provide sustainable livelihood opportunities to support the most vulnerable communities in the urban and rural areas of South-Central Somalia. ARDI contributes to the humanitarian and developmental commitments in the country by engaging in integrated nutrition, health, WASH services among vulnerable internally displaced people (IDPs) and marginalised communities.

With support from partners such as UNICEF and the Somali diaspora, ARDI implemented nutrition activities including:

- Screening and treating severe wasting in Outpatient Therapeutic Feeding Programmes (OTPs)
- WASH promotion
- Infant and Young Child Feeding (IYCF)
- Expanded programme for immunisation (EPI)
- Health promotion
- Creation and support of mother-to-mother and father-to-father support groups
- Micronutrient distribution

- Deworming
- Along with other local organisations, ARDI was forced to reduce the scale of their activities due to lost funding. In response, ARDI was eager to build partnerships, raise funds and strengthen the capacity of their dedicated team. The technical capacity within the team required urgent action, as a recently completed capacity assessment indicated that capacity needs ranged across NiE thematic areas (IYCF-E, assessment, Community Management of Acute Malnutrition (CMAM), and Social and Behaviour Change (SBC)) as well as institutional areas (programme management, financial management and resource mobilisation). The assessment also showed that only 3 out of the 29 staff had ever received Integrated Management of Acute Malnutrition (IMAM) training.

In 2021 ARDI requested support from the GNC to strengthen the technical capacity of their team; initially focusing on IMAM. Capacity development in IMAM for ARDI staff was conducted through selected online trainings and a series of webinars with a Technical Advisor from the GNC. The trainees included key organisational staff with nutrition backgrounds and were directly implementing nutrition activities. Complementary webinars were conducted to provide further clarification on any modules or material that were not understood during the online sessions, sharing practical experiences and examples.

Key support activities included:

- Conducting a simple assessment to understand if online trainings would be effective, considering available time, availability of computers, internet bandwidth, number of desired trainees, and level of English comprehension
- Supporting the ARDI management team in the selection of participants
- Supported and followed up the ARDI team as they self-administered the online trainings through webinars

- Working with ARDI to identify needs for additional support
- Identifying additional pathways for ARDI to solicit technical and non-technical support including the SUN Civil Society Alliance in Somalia

Following training, ARDI staff were able to train caregivers and community members to screen and refer children for wasting treatment. It was reported that the Ministry of Health was appreciative of how the training had helped to increase the coverage of treatment, that it had led to greater admissions of wasted children to health facilities, and contributed to children being presented earlier, which positively impacted treatment outcomes.



Interested to hear more? Check out this Podcast: **The GNC's support to local organisations: A discussion on how the GNC supported The African Relief Development Initiative (ARDI) in Somalia**³⁹

39 <https://www.ennonline.net/mediahub/podcast/thegnctechnicalalliancesupportdiscussion-somalia>

Organisational Capacity strengthening through the Localisation Focus Country Project

The GNC is currently working with Nutrition Cluster and Sector teams in Mali, Somalia, and Sudan to support LNAs working in nutrition in NiE. The project is based on the learning that often LNAs require support beyond solely technical support and that they are frequently in need of assistance in strengthening their organisational capacity to deliver high-quality and scalable nutrition programmes.

In response, this project was developed to provide a comprehensive package of support covering both organisational and NiE technical capacity strengthening, with the aim of strengthening nutrition interventions for the affected populations of various GNC priority countries⁴⁰.

The vision driving this project is a locally-led humanitarian response, where LNAs assess needs, design, and implement high-quality NiE programming. This approach also aims to increase sustainability, programme reach, and coordination. The objectives of the project are the following:

- Strengthen effectiveness and efficiency of organisational operations
- Strengthen ability to deliver high quality NiE interventions
- Strengthen ability and access, and influence within coordination mechanisms

The GNC, in partnership with the Nutrition Cluster or Sector coordination teams, LNAs, and an organisational capacity strengthening (OCS) partner, have mapped and selected 4-5 LNAs (prioritising WLOs) in Mali, Somalia, and Sudan to proceed through the following key phases:

- Phase I: Participatory organisational capacity assessment of each LNA covering both organisational and NiE technical domains
- Phase II: Develop a tailored capacity

strengthening plan for each LNA to address needs raised during phase I

- Phase III: Implementation of many aspects of the capacity strengthening plans developed during Phase II and the generation of learnings for putting localisation into action

The expected result of the project is to respond to immediate emergency needs for nutrition in the selected countries while also capturing learning and developing an evidence base to reform the way in which the GNC provides technical support to LNAs.

Competency Frameworks and e-Learning

Since 2019 the GNC has been working on a capacity strengthening project to support Strategic Objective 1: “To support countries, UNICEF as a Cluster Lead Agency, and nutrition partners at subnational, national, regional, and global levels to ensure they are adequately staffed and skilled in order to prepare for, respond to, and recover from, situations of fragility.” Key highlights from the project were the development of **Coordination and Information Management** Competency frameworks (available in key languages) and **Competency Framework for Nutrition in Humanitarian contexts** stating out the levels of skills required for an individual to support its realisation in these fields of work. The GNC capacity strengthening strategy summarised under the **GNC Capacity Development framework** aims at creating an offer that is accessible, free of charge and oriented towards reinforcing regional and local in-country capacity rather than global.

In 2022, **GNC Learn**, the GNC E-learning platform was launched with 135+ modules readily accessible online, almost all available in English, Spanish and French. GNC Learn allowed the development of an innovative fast-tracked blended training approach combining self-paced e-learning with practical sessions led by GNC instructors. Between 2022 and 2023 more than 320 in-country practitioners were trained of which 40% were employed by national governments, national NGOs, or community-based organisa-



40 <https://www.nutritioncluster.net/where-we-work>

tions.

The future aim of this work will be oriented towards enabling regions and countries autonomy when approaching capacity strengthening such as creating and maintaining pools of country-based trainers and mentors, and further diversifying the language options of existing capacity strengthening resources.

Inter-Agency Toolkit on Localisation in Humanitarian Coordination



The GNC has supported the development and roll-out of the *Toolkit on Localisation in Humanitarian Coordination*⁴¹ which supports humanitarian coordinators, co-leads and partners to invest in LNA participation and leadership in coordination in diverse humanitarian settings. Importantly, the toolkit also provides specific resources for LNAs to strengthen their capacity to influence and play leadership roles in coordination fora. This toolkit aims to be the go-to resource for localisation across a range of clusters and humanitarian coordination structures, with tools relevant to a wide range of practitioners.

The toolkit was developed in 2021 in a collaborative, inter-agency manner in consultation with key stakeholders from the following groups and agencies: the GNC, the Global Child Protection Area of Responsibility, the Global Education Cluster, the Global WASH Cluster, Save the Children, Street Child UK, CLEAR Global, the Inter-Agency Network for Education in Emergencies, country-level coordinators in Nigeria and Bangladesh, and national and local actors who participated in localisation in coordination initiatives in South Sudan and Iraq. In 2023, the toolkit was being rolled out in North-East Nigeria, Somalia, South Sudan, and Yemen. Specifically, the roll-out focuses on the following components:

1. Strengthening Local Leadership in Clusters/ AoRs
2. Capacity Sharing
3. Institutional Capacity Strengthening
4. Global Advocacy and Learning

This joint initiative aims at working collaboratively with cluster coordinators, LNAs, and other stakeholders to adapt this methodology to suit the context in each of the target countries. At every step, the joint initiative will aim to facilitate transparent and equitable decision-making processes.

Online Localisation e-Learning Module Targeting Cluster Coordination Groups

The Global Education Cluster (GEC), the Global Child Protection Area of Responsibility (CPAoR), the GNC and the Global WASH Cluster (GWC) created this localisation module to support cluster and area of responsibility coordination teams to increase their understanding of localisation in humanitarian coordination. It offers practical examples of how localisation practices have been implemented in Cluster and Area of Responsibility globally and at the country level, along with tips for overcoming barriers that might hinder localisation efforts. It gives humanitarian practitioners access to resources and suggestions for advancing localisation in humanitarian coordination.

This self-paced module has been created to strengthen the knowledge and skills of people working in cluster coordination in a humanitarian context, at both the national and sub-national levels. This module may be useful to other humanitarian workers, but it is specifically targeted to the roles and responsibilities of coordination teams, coordinators, co-coordinators and information management officers.

41 Toolkit on Localisation in Humanitarian Coordination <https://www.nutritioncluster.net/resources/inter-agency-toolkit-localisation-humanitarian-coordination>

VALUING CONTEXTUAL EXPERTISE

Although not true localisation efforts, other ongoing efforts made by the GNC in alignment with anti-racist and decentralisation principles has been the valuing of contextual expertise when supporting countries.

This began by pushing back against the common notion that “there is no capacity in-country” as well as perceptions of expertise and competency along racial lines⁴². This shift in perspective enabled an exploration of the value of contextual in addition to technical expertise in the provision of support to countries.

Contextual expertise can be summarised as the knowledge of the local language(s), customs, ways of being, communication channels, existing relationships, and partnerships with nutrition actors and beyond. Inspired by the ***Time to Decolonise Aid report***⁴³ it was concluded that contextual expertise is not something that can be readily strengthened in the way that technical expertise can.



Prioritising National and Regional Expertise to Deliver NiE Technical Support

The GNC provides NiE technical support to countries through remote or in-country support by dedicated advisors. Based on this valuing of both contextual and technical expertise when identifying advisors or consultants to deliver NiE technical support, the GNC began applying a tiered approach as summarised below:

Tier 1	National actors	<i>Including subnational</i>
Tier 2	Regional actors	<i>Continental regional, especially geographically neighbouring countries</i>
Tier 3	Global actors	<i>Prioritising those with previous experience in the context</i>

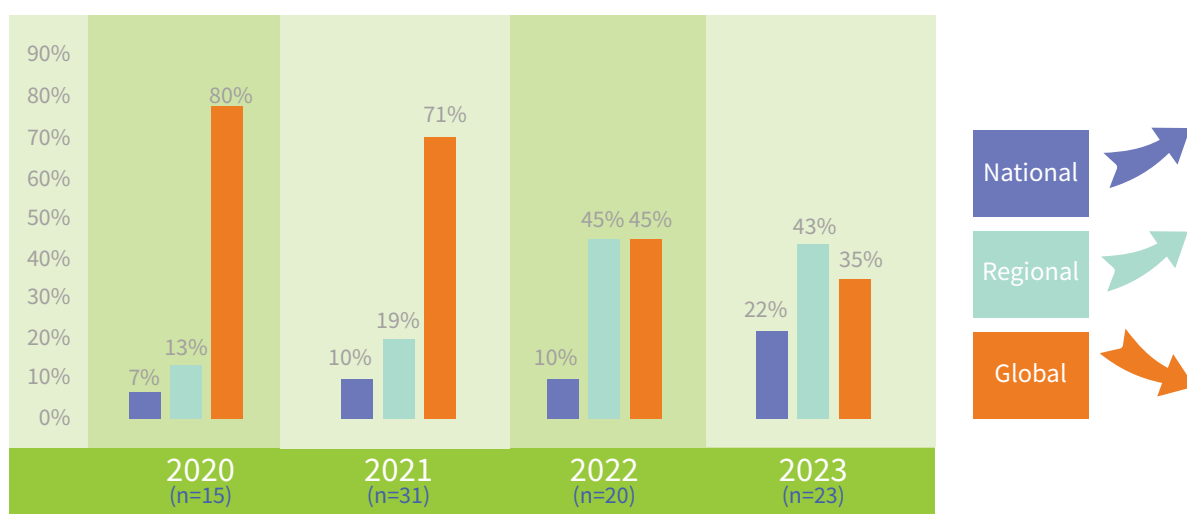
With the tiers determined, the GNC began prioritising Tier 1 and 2 profiles when selecting advisors to fulfil in-depth support requests. This approach allowed the GNC to prioritise advisors who could contribute both technical and contextual expertise to country support. This approach also enables capacity sharing and exchange between the local and regional advisors, the requesting organisation, and the GNC.

Applying this approach, the profiles of advisors shifted between 2020, when conversations around contextual expertise first took place, and 2023. While support in 2020 and 2021 was overwhelmingly provided by global advisors, regional-global advisor parity was first achieved in 2022, as presented in **Figure 4**. Further, 2023 was the first year there was a notable increase in the proportion of national advisors.

42 Bian (2022) The racialization of expertise and professional non-equivalence in the humanitarian workplace <https://jhumanitarianaction.springeropen.com/articles/10.1186/s41018-021-00112-9>

43 Peace Direct (2021) Time to Decolonize Aid report <https://www.peaceinsight.org/en/resources/time-decolonise-aid/>

Figure 4: Fulfilment of NiE Technical In-depth Support Requests by Advisor Profile



Decentralising the GNC Rapid Response Team

The GNC supports countries with nutrition coordination through in-country or remote support. To better meet the contextual needs of countries, the GNC has been piloting a new way of working, whereby Rapid Response Team (RRT) support is provided at a regional office (RO)-level by NCCs and IMOs from the region. The aim of this approach is to provide multi-country, timely, and tailored support, often including appropriate language expertise, to strengthen coordination at country and regional level for a more coherent and strategic approach. This solution also facilitates close collaboration with UNICEF regional nutrition, emergency and management teams. The pilot approach was launched in July 2022, at the East and Southern Africa Regional Office (ESARO) and the West and Central Africa Re-

gional Office (WCARO). These two ROs were selected based on the current number of level-2 and level-3 emergencies. This support implements the recommendations of a recent evaluation of UNICEF’s Cluster-Lead Agency Role (**CLARE II**), calling for strengthened coordination capacities at the regional level.



From January 2022 until September 2023, 11 countries had received dedicated support through this regional support mechanism and due to the positive feedback received from all parties, and continuing high support demands, this approach will be maintained. Further, the impact of this pilot will be evaluated for the potential conversion into a more permanent arrangement in 2024 and beyond.

A dirt road with visible tire tracks winds through a vast agricultural landscape. To the left of the road is a field of dark, tilled soil. To the right is a field of mature, golden wheat. The foreground shows cracked, dry earth and sparse green weeds. The sky is a vibrant blue with scattered white cumulus clouds. A large, semi-transparent orange rectangle is positioned on the left side of the image, serving as a background for the text.

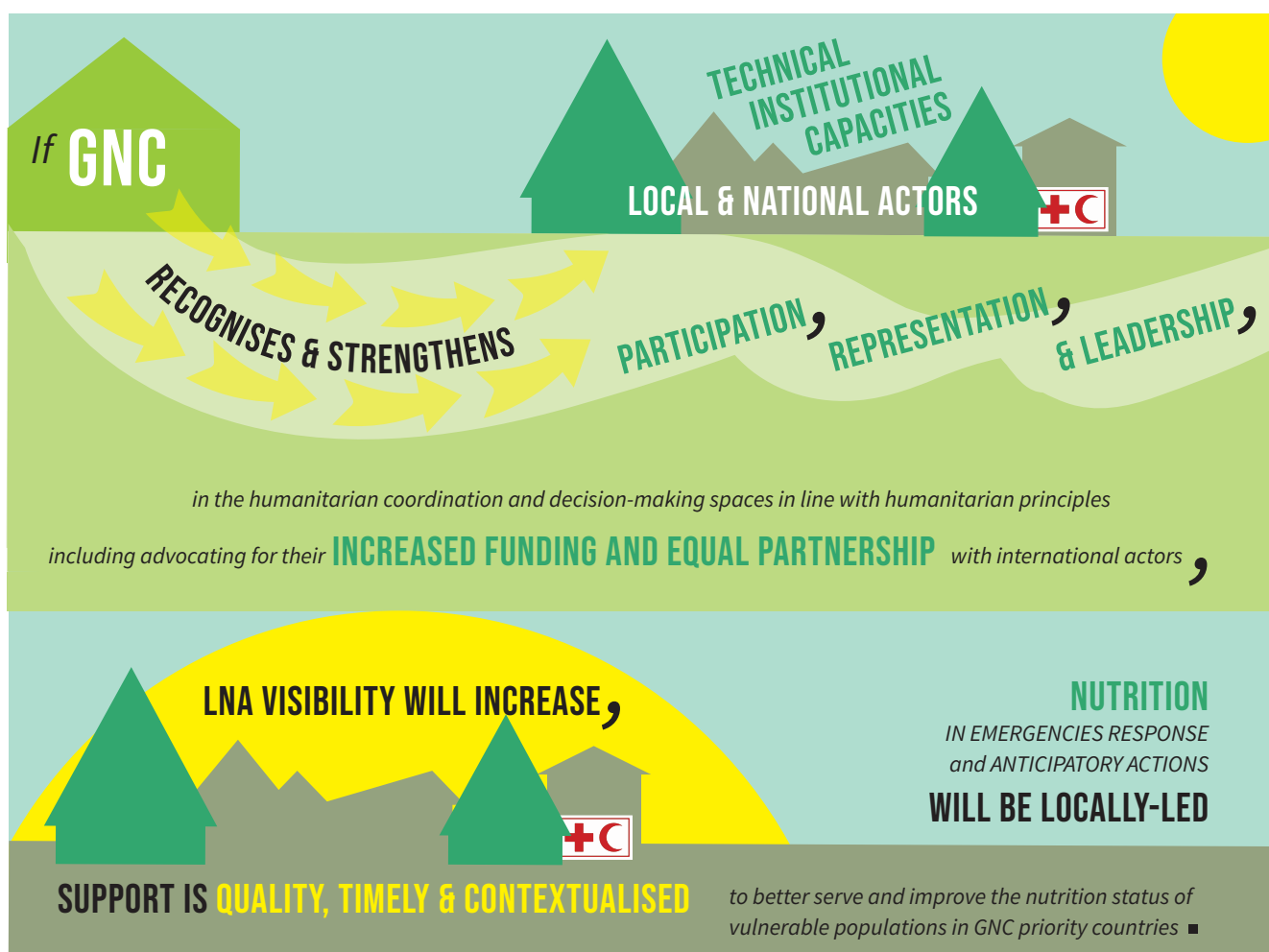
PART III: THE ROAD AHEAD

GNC LOCALISATION THEORY OF CHANGE

The GNC Localisation theory of change as presented in **Figure 5** below is based on the belief that if the GNC recognises and strengthens the technical and institutional capacities of LNAs, including sub-national and national authorities, while also enabling their participation, rep-

resentation, and leadership in the humanitarian coordination and decision-making spaces in line with humanitarian principles⁴⁴ including advocating for their increased funding and equal partnerships with international actors, then LNA visibility will increase and nutrition in emergencies response and anticipatory actions will be locally-led, ensuring support is quality, timely, and contextualised to better serve and improve the nutrition status of vulnerable populations in GNC priority countries.

Figure 5: GNC Localisation Theory of Change



44 These are humanity, neutrality, impartiality, and independence

DEVELOPING THE ROADMAP

The aim of developing this roadmap was to summarise ongoing GNC efforts that contribute to localisation, outline the GNC’s theory of change, and chart a way forward for an enabling environment for localisation as a complement to the GNC Strategy 2022-2025.

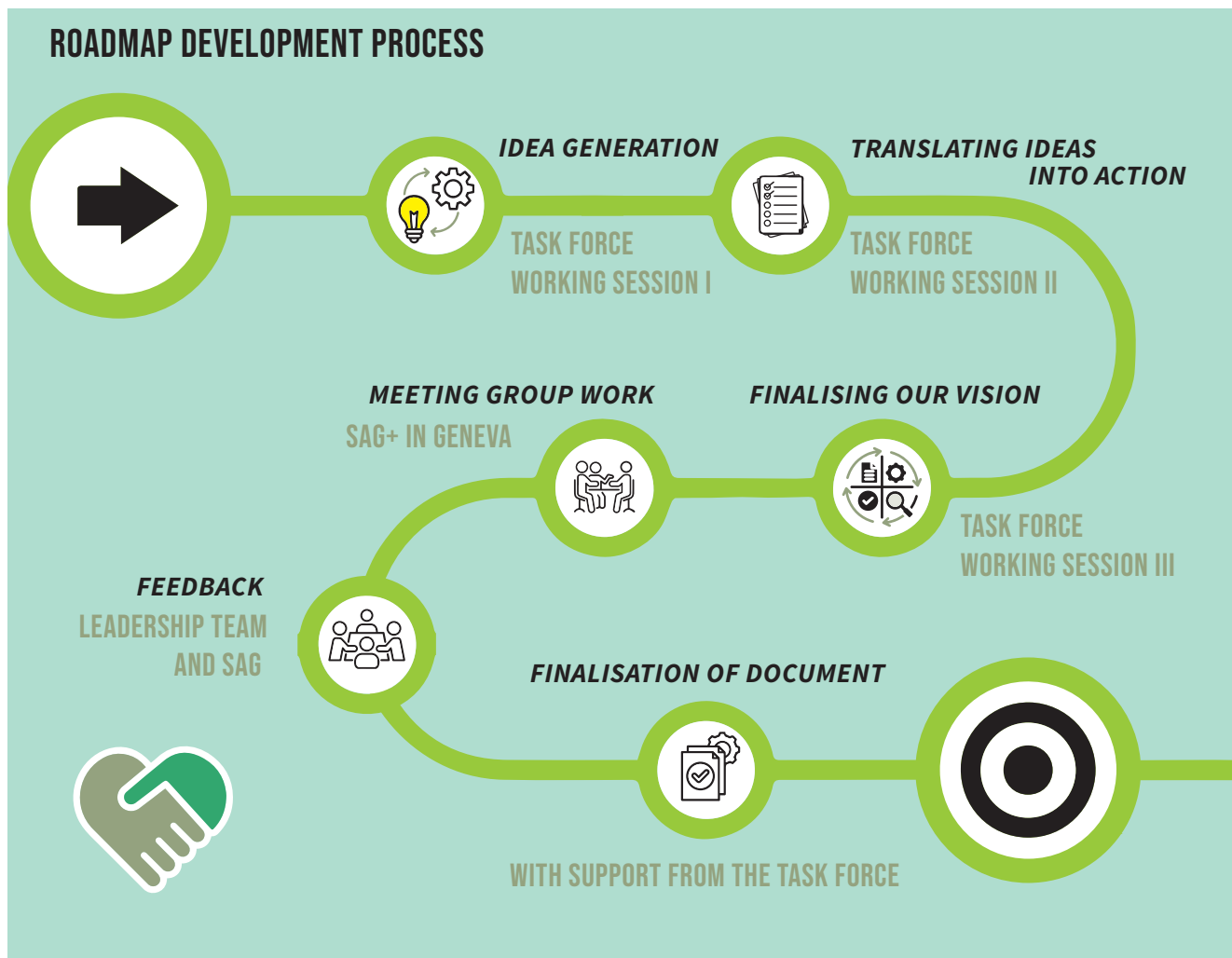
This roadmap was developed through a consultative-collaborative process by the GNC Localisation Task Force with practical and strategic guidance from GNC leadership. From the onset, it was

agreed that a Localisation Roadmap for the GNC could not be developed without the leadership and direction of LNAs. Therefore, the composition of the task force was intentionally influenced to ensure a strong representation by those with lived experience in humanitarian contexts and representatives of LNAs, as presented in **Annex 3**.

The roadmap activities were drafted through a series of online collaborative working sessions in 2023, beginning with a session for idea generation followed by a session for translating ideas into action and culminating in a session where actions were shaped as draft activities for the GNC, as presented in **Figure 6** below.

Further input was solicited at key points from GNC leadership at different levels, including as a group work activity during the GNC SAG+

Figure 6: The Consultative-Collaborative Roadmap Development Process



meeting in Geneva, Switzerland in October 2023. The GNC Leadership Team was also instrumental in finalising this document.

More than 60 draft activities were developed during this consultative-collaborative process. Among each group that contributed to the development of the roadmap (the GNC Localisation Task Force, LNA members of the GNC Localisation Task Force, the GNC SAG+, the GNC Leadership Team) a prioritisation exercise was

conducted which influenced whether the activities were to be prioritised for inclusion in the roadmap or deprioritised for removal. Feedback throughout the development process guided modifications to the activities. In some cases, similar activities were combined to reduce duplication. The process resulted in the **42 final activities** included in this roadmap. For transparency, a summary of how all draft activities were prioritised by different groups and any changes made are documented in **Annex 4**.

THE ROADMAP ACTIVITIES

This roadmap is based on the GNC Strategy 2022-2025 and articulated through a complementary 8-point plan to increase the participation, representation, and leadership of LNAs in alignment with IASC Recommended Actions, as summarised in **Table 3** below.

The 8-point plan aims to foster a locally-led humanitarian response at a country level supported by an enabling environment for localisation at global level. The 8-point plan is made actionable through the GNC Localisation Roadmap activities as presented in **Tables 4-11** below. These constitute important steps that can be taken by the GNC to foster an enabling environment for localisation throughout 2024-2025. The tables present how the GNC Localisation Roadmap activities align with IASC recommended actions. Activities that do not directly align with an IASC recommended action are presented in the ‘other’ category. Whether each activity has dedicated funding is also specified.

Table 3: IASC Recommended Actions to increase participation, representation and leadership of LNAs and what this means for the GNC

Point	IASC recommended action	What this means for the GNC	GNC Strategic Objective
1	Participation and representation	To be a driver of change for Improved collaboration and partnerships with LNAs	SO3
2	Leadership	Strengthening NiE coordination leadership by LNAs at national and subnational level	SO1
3	Capacity strengthening	Strengthening the technical NiE capacity of LNAs	SO2
4	Resourcing for coordination	Creating a supportive financial environment to strengthen the NiE coordination capacity of LNAs	SO3
5	Visibility	Amplifying the work, contributions, and voices of LNAs in NiE coordination mechanisms	SO1
6	Preparedness, response and humanitarian-development-peace collaboration	Engaging LNAs in all stages of the response so the humanitarian-development-peace nexus can thrive	SO1
7	Areas of accountability and monitoring	Ensuring localisation is measured, monitored, and integrated into accountability mechanisms	SO1
8	Other (not specifically aligned with an IASC recommended action)	Promoting anti-racism and localisation principles and updating GNC guidance for evidence generation and knowledge management	SO2

Participation and Representation

Localisation doesn't happen in the absence of LNAs.

The GNC Localisation Roadmap activities listed in **Table 4** below were developed to enable the meaningful participation, representation, and engagement of LNAs within the GNC, particularly LNAs representing marginalised communities. For example, activities **1** and **2** establish seats for LNAs within global-level groups and events to ensure LNAs who are champions in-country systematically have a seat at these tables. Applying an equity lens recommends these are paid seats given the dramatic sala-

ry disparities between staff of international and national organisations⁴⁵. Activities **3** and **4** focus on promoting toolkits that can enable LNA representation and leadership at country level. To reinforce an enabling environment LNA participation and representation, activity **5** aims to establish GNC standards for inclusive coordination practices and a strategy to monitor and learn from them. The practices will likely be informed by IASC recommendations such as prioritising local/national language(s)⁴⁶ for the translation of meeting minutes and materials. Activity **6** will likely complement these standards to promote equal and principled partnerships between LNAs and international actors at global level.

Table 4: Roadmap Activity Alignment with the IASC Recommended Action: Participation and Representation

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Participation and Representation	1	Following an assessment of feasibility and safeguarding, the GNC to establish paid LNA seats in each GNC global level working group	GNC Operations Support	Q3-Q4 2024	No
	2	The GNC to increase LNA participation in GNC global events by establishing paid seats and conducting an analysis of accessibility considering participant nationality and visa requirements when planning event locations	GNC Leadership Team	Q2 2024 onward	Limited
	3	Promote the Inter-Agency Toolkit on Localisation in Humanitarian Coordination and WLO tools through regular events with cluster coordinators and national partners to explore application of the tools for their context and linking with AAP ⁴⁷	GNC Coordination Team	Q1 2024-Q4 2025	Fully
	4	Coordination and IM toolkits to be revised and revamped to increase accessibility to LNAs involved in coordination and IM	GNC Capacity Strengthening Consultant	Q3 2024	Fully
	5	Establish GNC standards for inclusive coordination practices as well as a strategy for monitoring improvement	UNICEF Localisation Specialist, GNC Localisation Helpdesk	Q2 2024	Partially
	6	The GNC to update the GNC SAG SoP to promote equal and principled partnerships between the GNC, LNAs, and international partners	GNC Leadership Team	Q3 2024	Fully

45 House of Commons International Development Committee, Racism in the aid sector, First Report of Session 2022–23 <https://publications.parliament.uk/pa/cm5803/cmselect/cmintdev/150/report.html>

46 July 2021 IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms

47 This activity also in alignment with the IASC Recommended Action: Leadership

Leadership

Localisation happens when LNAs drive the humanitarian response.

The activities presented in **Table 5** below are aimed at meaningfully increasing LNA leadership and influence at global level, particularly LNAs representing marginalised communities. Acknowledging that the power imbalances between global and national level practitioners can undermine the ability of LNAs to influence high level discussions, activity **7** aims to amplify LNA perspectives collectively by establishing a GNC Localisation Steering Group composed primarily of LNAs.

It is envisioned that this group will have paid seats and be essential in ensuring oversight in all localisation efforts by the GNC, and particularly the activities in this roadmap. Activity **8** is an exploratory effort in understanding how GNC leadership itself can better reflect the Global South and LNAs. Activity **9** specifically aims to increase LNA representation and leadership among the GNC SAG. At country level, activity **10** aims to increase LNA co-ordination within NiE coordination mechanisms while activity **11** calls for their leadership throughout the HRP process.

Table 5: Roadmap Activity Alignment with the IASC Recommended Action: Leadership

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Leadership	7	Establish a GNC Localisation Steering Group composed primarily of LNAs	GNC Localisation Helpdesk	Q2 2024	No
	8	The GNC to explore how to influence its leadership to better represent the Global South and LNAs	GNC Leadership Team	2024-2025	Partially
	9	Update GNC Global SAG ToR and SOP to reflect clear ways of increasing engagement and involvement including adjustment of composition of SAG to increase LNA representation and leadership	GNC Leadership Team and GNC SAG	Q2 2024	Fully
	10	The GNC to promote co-ordination by LNAs (both government and local and national NGOs) within its coordination mechanisms	GNC Operations Team-Coordination	2024-2025	Partially
	11	The GNC to strengthen co-ordination from government authorities and encourage leadership by LNAs in the coordination mechanisms for the HPC process. This process to also inform the development of an HNO/HRP localisation tip sheet	GNC Operations Team-Coordination	Q2 2024-Q4 2025	Partially

Capacity Strengthening

Localisation is supported when LNAs have access to quality institutional and technical capacity strengthening opportunities and learning platforms that they can adapt to their needs. Capacity strengthening in turn enables the participation and leadership of LNAs in NiE coordination mechanisms. **Table 6** below contains activities aiming to increase LNA access to and uptake of capacity strengthening opportunities.

Activity **12** establishes a new Localisation Helpdesk role under the GNC to act as a key focal point for LNAs seeking GNC support for capacity strengthening. This role will also be instrumental in actioning various activities included in this roadmap, including identifying and communicating opportunities and facilitating partnerships and capacity exchange for LNAs as included in activity **13** and developing the GNC offer for LNAs as articulated in activity **14**. Once conceptualised, this offer can be communicated in a series of country-level conversations with LNAs as detailed in activity **15**.

Activity **16** aims to reduce linguistic barriers to capacity strengthening through the creation of GNC-learn channels in French and Spanish, and potentially exploring the establishment of channels in other languages such as Arabic or Swahili. Activity **17** focuses on co-developing capacity assessment tools and materials with LNAs to ensure they are fit-for-purpose and in alignment with their objectives.

Activity **18** aims to conduct a global training of trainers in coordination that prioritises LNA co-coordinators. Acting as a catalyst for institutional capacity strengthening and facilitating capacity exchange among various actors, activity **19** focuses on strengthening the capacity of LNAs in alignment with the HPC.

Mentoring is another modality for strengthening the capacity of LNAs and is reinforced by activities **20** and **21**.

The aim of activity **22** is the development and roll-out an e-learning module that can increase coordination team understanding of localisation in humanitarian coordination more broadly across clusters.

Table 6: Roadmap Activity Alignment with the IASC Recommended Action: Capacity Strengthening

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Capacity Strengthening	12	Establish a Localisation Helpdesk position under the GNC aimed at direct support, partnerships, and resource mobilisation for LNAs as well as adapting GNC processes to better serve LNAs	GNC Operations Management Team, GNC Leadership Team	Q1 2024	Fully
	13	The GNC to regularly identify and communicate opportunities to LNAs and support with facilitating global sponsorships and partnerships for LNAs to participate, including opportunities for capacity sharing and capacity exchange	GNC Localisation Helpdesk, GNC Operations Team	2024-2025	Partially
	14	The GNC to clarify and confirm its offer to support LNAs, including the ability to host various coordination platforms and webinars led by LNAs, provide technical support, language translation etc.	GNC Localisation Helpdesk, GNC Operations Management Group	Q1-Q2 2024	Partially
	15	The GNC to host a series of introductory conversations targeting LNAs in GNC priority countries to generate awareness about the technical support the GNC offers	GNC Localisation Helpdesk, GNC Operations Management Group	Q2 2024	Fully
	16	Finalise the GNC-Learn redesign with individual French and Spanish channels	GNC Capacity Strengthening Consultant	Q1 2024	Fully
	17	Develop organisational and NiE capacity assessment tools and materials for LNAs, ensuring we co-develop and adapt these tools for their context	GNC Localisation Helpdesk	Q1-Q2 2024	Fully
	18	Conduct a global training of trainers in coordination prioritising local and national co-coordinators, in addition to cluster coordinators	GNC Capacity Strengthening Consultant	Q2 2024	No
	19	The GNC to strengthen the capacity of LNAs in alignment with the Humanitarian Program Cycle	GNC Coordination Team	2024-2025	Partially
	20	The GNC to support coaching/training to GNC mentors to ensure mentors are adequately skilled; and adequate slots allocated to regional and country-level colleagues to ensure diversified language expertise	GNC Capacity Strengthening Consultant	Q1-Q2 2024	Partially
	21	The GNC to update generic country-level NCC, IMO, and NiE staff ToRs to include mentoring of LNAs	GNC Coordination Team	Q2 2024	Fully
	22	The GNC to support the development and roll-out of an inter-cluster Localisation e-learning module	GNC Anti-racism & Localisation WG	2024	Fully

Resourcing for Coordination

Localisation is possible when LNAs have adequate resources to support their nutrition activities, institutional capacity, and staffing allowing them to meet the needs of the affected population. Pooled funds can be particularly effective in allowing LNAs to obtain flexible funding to meet their needs. The activities in **Table 7** below aim to create more enabling environments for LNA resource mobilisation.

Activity **23** focuses on support to LNAs in developing their project sheets aiming to make them more competitive for funding and activity **24** encourages NCCs to prioritise those project sheets, likely through the application of a clear criteria for prioritisation. Meanwhile, activity **25** focuses on advocacy on the donor side, encouraging more direct funding to LNAs, particularly those representing marginalised communities, and for donors to receive donor reports in the national or working language of LNAs.

Table 7: Roadmap Activity Alignment with the IASC Recommended Action: Resourcing for Coordination

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Resourcing for Coordination	23	Support LNAs to develop project sheets and to obtain humanitarian funding through the HRP through workshops at country level	In-country Nutrition Cluster Coordination Teams	2024-2025	Partially
	24	Support NCCs to advocate for prioritisation of project sheets and service delivery by LNAs during vetting process	GNC Operations Team-Coordination	2024-2025	Fully
	25	The GNC to develop a donor advocacy plan, including advocacy for donors to directly fund LNAs where feasible and consider running costs as well as for donors to receive reports in the working language of the country	UNICEF Localisation Specialist	Q2 2024	Partially

Visibility

Localisation happens when we centre the work, contributions, and voices of LNAs. There are many missed opportunities in the NiE sector to highlight the work of LNAs and make their logos a prominent feature of presentations and reports to increase their visibility. The activities in **Table 8** below aim to more systematically increase the visibility of LNAs.

Acknowledging the space to do better, activity **26** aims for the GNC to update its communication strategy to ensure that it centres the work of LNAs to increase their visibility, including the showcasing of LNA logos in communications materials. In the spirit of the envisioning of the future of the GNC, activity **27** will invest efforts in identifying and supporting homegrown national and regional technical support and response networks that can be the future of NiE technical and coordination support to countries.

Table 8: Roadmap Activity Alignment with the IASC Recommended Action: Visibility

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Visibility	26	Within the updated GNC communications strategy, ensuring a dedicated section for localisation and centring the work of LNAs to increase their visibility	GNC Communications and Reporting Consultant, GNC Localisation Helpdesk	Q2 2024	Fully
	27	Conduct a mapping of existing and potential NiE technical and coordination national and regional support and response networks in GNC priority countries and regions and circulate a concept note offering support to them	GNC Ops Team Coordinator, GNC Localisation Helpdesk	Q1-Q2 2024	Fully

Preparedness, response and humanitarian-development-peace collaboration

When LNAs are leading all stages of the response, localisation and the humanitarian-development-peace nexus can thrive.

Complementary activities aiming to support the nexus while enabling localisation are included in **Table 9** below.

LNAs are the most sustainable actors who remain in the communities they serve before, during, and after emergencies. Activity **28** aims to develop a collaborative approach at global level between the SUN CSN and the GNC while activity **29** promotes the important linkages between localisation and the nexus approach at country level.

Table 9: Roadmap Activity Alignment with the IASC Recommended Action: Preparedness, response and humanitarian-development-peace collaboration

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Preparedness, response and humanitarian-development-peace collaboration	28	The GNC to develop an approach for collaboration and shared learning with the SUN CSN	GNC Ops Team Coordinator, GNC Localisation Helpdesk	Q1-Q2 2024	Fully
	29	The GNC to promote localisation and nexus approach within HNO/HRP processes including working with existing multisectoral nutrition action plans and SUN structures where they exist	GNC Operations Team-Coordination	2024-2025	Fully

Accountability and Monitoring

When there is accountability for localisation it translates into action.

The series of roadmap activities included in **Table 10** focus on keeping the GNC accountable for creating an enabling environment for localisation while measuring, tracking, and documenting progress so that lessons learned around localisation can be shared for the benefit of the collective.

A key step in accountability for this roadmap will be sharing it externally during the 2024 Humanitarian Networks and Partnerships Week (HNPW) event as included in activity **30** as well as by publicly tracking country-level SAG and Technical Working Group (TWG) LNA representation and leadership on the GNC website as detailed in activity **31**. Such indicators could be aggregated and reported on a dedicated page on the GNC website and included in reports.

Activity **32** focuses on the development of an anti-racism and localisation M&E framework to ensure progress on all relevant efforts are monitored against targets and regularly reported.

Publishing and circulating case studies about localisation and relevant efforts (activities **33**, **34**, and **35**) will contribute to the GNC's evidence generation and experience sharing in the form of research, good practices, and lessons learned.

Activity **36** calls for the GNC to hold a series of focus group discussions among LNAs to identify harmful practices counter to localisation principles that may otherwise remain invisible to global-level actors. This can further support the generation of lessons learned from the process of actioning this roadmap and inform the next version of the GNC strategy.

Although this roadmap is not a living document activity **37** builds milestones into the document to adapt the activities as they progress and take on new learning.

**Table 10: Roadmap Activity Alignment with the IASC Recommended Action:
Areas of accountability and monitoring**

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Areas of accountability and monitoring	30	Launch the GNC Localisation Roadmap during the 2024 HNPW event with actions, next steps and communicating openness to collaborate with and learn from others	GNC Localisation Task Force co-chairs	Q2 2024	Fully
	31	The GNC to add reporting indicators on country-level SAG and TWG LNA representation and leadership to the GNC country profile webpages	GNC RRT IM Specialist, GNC Localisation Helpdesk	Q2 2024	Fully
	32	The GNC to develop an anti-racism and localisation M&E framework to monitor targets and report on progress annually, adjusting regularly with an adaptive management strategy	GNC Localisation Helpdesk	2024-2025	Partially
	33	Publish a case study on the decentralisation of the GNC Coordination Rapid Response Team (at the regional level) to share experience within and externally with other clusters	GNC Operations Team-Coordination, GNC Localisation Helpdesk	Q2 2024	Fully
	34	Publish a case study on how the GNC has shifted to prioritising national and regional expertise for in-depth country support	GNC Localisation Helpdesk	Q2 2024	Fully
	35	The GNC to circulate case studies with lessons learned from the Focus Country Localisation Project across three countries (Mali, Somalia, Sudan) highlighting the value of organisational capacity strengthening as well as NiE technical	GNC Localisation Helpdesk	Q2 2024	Fully
	36	The GNC to launch a series of focus group discussions among LNAs to identify harmful practices counter to localisation that need to be addressed in the nutrition sector that have not been addressed by the activities in this roadmap. The results to inform the next GNC strategy.	GNC Localisation Helpdesk, UNICEF Localisation Specialist	Q1 2025	No
	37	Adaptive management milestones 1 and 2 - Evaluate progress on all activities in this roadmap and make adjustments	GNC Localisation Helpdesk	Milestone 1: Q4 2024 Milestone 2: Q4 2025	Partially

Other Activities

Localisation is just one approach to addressing unhealthy power dynamics in our work.

The activities included in **Table 11** below can be considered complementary to localisation efforts and the other activities in this roadmap. These include steps such as the annual provision of anti-racism and localisation-related **trainings**⁴⁸ among GNC staff as noted in activity **38** and the promotion of anti-racism and localisation tools on the dedicated webpage mentioned in activity **39**. Activity **40** supports the continued practice of

prioritising contextual expertise in the provision of in-depth support to countries by broadening our modalities to identify national and regional practitioners. Activities **41** and **42** focus on investing time and resources into understanding the most relevant working languages of NiE practitioners in GNC priority countries and translating GNC guidance and tools into these languages. This could further include ensuring greater accessibility for persons with disabilities, such as sign language and digital accessibility strategies.

Table 11: Roadmap Other Activities

IASC recommended action	N	Activity	Lead(s)	Timeframe	Funded
Other (not specifically aligned with an IASC recommended action)	38	The GNC to regularly conduct anti-racism and localisation related trainings among global staff and cultivate spaces for ongoing learning and generating lessons learned	GNC Anti-racism & Localisation WG	2024-2025	Partially
	39	Migration of Anti-racism & Localisation webpage to the GNC website and promotion of relevant resources and tools	GNC RRT IM Specialist, GNC Localisation Helpdesk	2024-2025	Partially
	40	The GNC to conduct a mapping of in-country modalities for identifying in-country expertise in GNC priority countries	GNC Localisation Helpdesk, GNC Anti-racism & Localisation WG	Q2-Q3 2024	Fully
	41	The GNC to conduct a mapping of the primary languages used by frontline humanitarian practitioners in GNC priority countries. The results to guide what languages should be prioritised in materials, guidance, and events aimed at humanitarian practitioners	GNC Localisation Helpdesk	Q1-Q4 2024	Partially
	42	In response to country requests, the GNC to contextualise key existing and future guidance and tools at regional or national level among GNC priority countries, considering language and other contextual nuances	GNC Localisation Helpdesk, GNC Operations Team-NiE Technical	2024-2025	Partially

48 In alignment with the June 2021 IASC Addressing Racism and Racial Discrimination Action Plan recommendation to “Create space to discuss racial discrimination and different manifestations including unconscious biases in the workplace and facilitate workshops/trainings/sessions on the issue.” (pg. 4)

**Localisation doesn't happen
in the absence of LNAs**

**Localisation happens
when LNAs drive the humanitarian response**

**Localisation is supported when LNAs have
access to quality institutional and technical
capacity strengthening opportunities
and learning platforms that
they can adapt to their needs**

**Localisation is possible when LNAs have
adequate resources to support their nutrition
activities, institutional capacity, and staffing
allowing them to meet the needs
of the affected population**

**Localisation happens when we centre the
work, contributions, and voices of LNAs**

**When LNAs are leading all stages of the
response, localisation and the humanitarian-
development-peace nexus can thrive**

**When there is accountability for localisation
it translates into action**

ANNEXES

ANNEX 1: DEFINITIONS AND KEY TERMS

The GNC endorses the term localisation and definitions at an IASC level. Key country-level cluster terms and definitions endorsed by the GCCG as of 24 March 2023 include the following definitions for CLA, CCP, Coordinator, Co-coordinator, and Subnational Coordinator or Focal Point as defined below.

Cluster Lead or Co-lead Agency (CLA): One or more humanitarian organisations endorsed by the IASC to lead or co-lead a country-level cluster, based on the recommendation of the RC/HC following consultations with the Humanitarian Country Team (HCT). The Country Representative/Director of the CLA is accountable to the RC/HC for the cluster's functioning and for serving as Provider of Last Resort¹⁵. This includes ensuring that the cluster has adequate resources at both national and subnational levels; at the minimum, the CLA appoints a national-level cluster coordinator and information management officer (IMO). For co-leads, shared accountability as well as roles, responsibilities and ways of working are detailed in a memorandum or letter of understanding (MoU/LoU).

Cluster Co-Coordinating Partner (CCP): One or more humanitarian organisations or government entities that is selected by the CLA through a consultative process¹⁷ to provide leadership support to the cluster at national and/or subnational levels. This optional role can strengthen cluster leadership but does not replace the core accountabilities and responsibilities of the designated CLA as noted above. This means that the CCP is not accountable to the RC/HC for the cluster's functioning or for discharging the Provider of Last Resort responsibility. It is recognized as a good practice that this role is carried out by a national or local actor. The responsibilities and resourcing of this role are formalized in a MoU or LoU¹⁸.

Coordinator: A person appointed by the Cluster Lead Agency (CLA) to coordinate the day-to-day work of the cluster, including ensuring the fulfilment of the cluster's six core functions and accountability to affected people. The responsibilities of the coordinator are detailed in ToRs. S/he reports to the CLA's Country Representative/Director (or delegate) and is accountable to cluster members and affected people. While the CLA may provide additional staffing, this dedicated position – along with the information management officer – is one of two minimum staff requirements of the CLA and is fundamental to the effective functioning of the cluster.

Co-coordinator: A person appointed by the CCP to support the day-to-day work of the cluster²² in collaboration with the cluster coordinator. The co-coordinator reports to the CCP's Country Representative/Director (or delegate). The responsibilities of the co-coordinator, which is normally a dedicated function, are detailed in ToRs. The relationship (and reporting lines) between the cluster coordinator and co-coordinator varies among CLAs and CCPs; it is recognized as good practice that the division of responsibilities and ways of working between the coordinator and co-coordinator are defined in a joint workplan and are governed by the Principles of Partnership²³. It also is recognized as good practice that the co-coordinator is officer-in-charge on response coordination matters, when the coordinator is absent; administrative and other CLA-specific matters are handled by staff from the CLA.

Global South: the Global South broadly comprises Africa, Latin America and the Caribbean, Asia (excluding Israel, Japan, and South Korea), and Oceania (excluding Australia and New Zealand) - UNCTAD

Localisation: is based on the recognition of an imbalance of power between international actors and the communities that they serve. Localisation is a restorative process involving recognition, respect, appreciation, and investment in local and national humanitarian capacities, leadership, and local and national resources. The aim is to replace this imbalance with locally-driven, locally-led, and locally-owned response to better and more sustainably meet the needs of affected populations - *GNC Anti-racism*



& Localisation Working Group (Inspired by the Grand Bargain, **Arbie Baguios**, and **Oxfam**)

LNA: State authorities of the affected aid recipient country engaged in relief, whether at local or national level and organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO - *IASC*

Subnational Coordinator or Focal Point: A person identified by the CLA or by the CCP in consultation with the CLA to coordinate the work of and/or provide information management sup-

port to a cluster in a specific subnational location. S/he reports to the hiring organisation and on cluster issues, to the national-level cluster coordinator. A subnational coordinator or focal point can be a full-time dedicated position, or a part-time role carried out by staff based in the area

Women-led organisation (WLO): An organisation with a humanitarian mandate and/or mission that is (1) governed or directed by women; or 2) whose leadership is principally made up of women, demonstrated by 50 per cent or more occupying senior leadership positions - *IASC*

ANNEX 2: IASC GUIDANCE ON TRACKING LOCALISATION PROGRESS

IASC recommended action	N	Indicator	Globally tracked	Locally tracked
Participation and Representation	1	% members of a coordination body (HCTs, ICCGs, Clusters) who are L/NAs	✓	
	2	% members of a coordination body (HCT, ICCGs, Clusters) who are WLO or OPDs and other diversity groups, including marginalized and excluded groups		✓
	3	% coordination meetings (HCTs, ICCG, clusters) held in local/national language(s) or offering translation and interpretation	✓	
	4	% of coordination meetings (HCT, ICCG, cluster) with no L/NAs present		✓
	5	% of satisfaction level recorded in locally administrated qualitative surveys per different coordination level/body		✓
Leadership	1	% of national-level bodies (clusters) that have L/NAs as leads or co-leads	✓	
	2	% of national-level bodies (clusters) that have L/NAs as co-chairs or co-facilitators	✓	
	3	% of national-level bodies (technical working groups) that have L/NAs as leads or co-leads	✓	
	4	% of subnational-level bodies (clusters) that have L/NAs as co-chairs or co-facilitators	✓	
	5	% of subnational-level bodies (clusters) that have L/NAs as leads or co-leads	✓	
	6	% of subnational-level bodies (clusters) that have L/NAs as co-chairs / co-facilitators	✓	
	7	% clusters that have developed localisation action plans (relevant for their context)		✓
Capacity Strengthening	1	% of coordination bodies that have induction packages adapted to L/NAs needs (as defined by L/NAs)		✓
	2	% of coordination bodies (HCTs, ICCGs, Clusters) providing twinning/ mentoring programmes		✓
Resourcing for Coordination	1	# of CBPF advisory boards and review committees with L/NA members	✓	
	2	# of staff hours/ or equivalent dedicated to support localisation of coordination (RC/HC Office, OCHA)		✓
Visibility	1	% of HRPs that achieve a medium to high quality score on localisation (through an annual multi-agency scoring exercise, dependent on the multi-agency group's approval on localisation scoring parameters)	✓	
Preparedness, Response and Humanitarian-Development-Peace Collaboration	1	% IAHE (Inter-Agency Humanitarian Evaluation) in-country advisory group members that are L/NA		✓
	2	% L/NAs that are organisations contributing to 3/4/5Ws matrix		✓
	3	% members of Joint Intersectoral Analysis Framework teams who are L/NAs		✓

Source: July 2021 IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms

ANNEX 3: GNC LOCALISATION TASK FORCE MEMBERSHIP

N	Task Force Member	Organisation	GNC Leadership Team	Anti-racism & Localisation Working Group	Global South	Local or National Actor
1	Abdi Mohamed	African Relief Development initiative (ARDI)			X	X
2	Alexa Humphreys	Action Against Hunger Canada		X		
3	Andi Kendle	Action Against Hunger Canada	X			
4	Babajide Oyeyemi	Delight Affection Foundation			X	X
5	Briony Stevens	GNC	X	X		
6	Denis Kioko Matheka	UNICEF		X	X	
7	Dr. Hiba Alduba'ai	Building Foundation for Development (BFD)			X	X
8	Hermann Ouédraogo	UNICEF			X	
9	Gifat Mahundi	Kazuramimba Catchment Conservation and Education (KACCE)			X	X
10	Martha Nakakande	International Medical Corps		X	X	
11	Megan Gayford	UNICEF-PG	X			
12	Mohamed Aweis	Jubba Valley Development Centre (JVDC)			X	X
13	Muchimba Siamachoka	Jesuit Centre for Theological Reflection (JCTR)			X	X
14	Rasha Al-Ardi	GNC			X	
-	Composition % (N)		21% (3)	28% (4)	71% (10)	43% (6)

ANNEX 4: ROADMAP ACTIVITY CONSULTATIVE-COLLABORATIVE PROCESS RESULTS

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
1	The GNC to establish paid LNA seats in each global level working group under the GNC	High	High ⁵¹	High	Medium	1: Following an assessment of feasibility and safeguarding, the GNC to establish paid LNA seats in each GNC global level working group	Included the need for an assessment of feasibility and safeguarding
2	The GNC to include paid seats for LNA at global level GNC events and include a robust analysis of accessibility considering participation nationality when planning event locations	High	High	Medium	High	2: The GNC to increase LNA participation in GNC global events by establishing paid seats and conducting an analysis of accessibility considering participant nationality and visa requirements when planning event locations	Specified the aim of increasing LNA participation and added visa requirements
3a	Promote the Inter-Agency Toolkit on Localisation in Humanitarian Coordination through a webinar to promote LNA participation in coordination mechanisms and link with AAP	High	High	High	High	3: Promote the Inter-Agency Toolkit on Localisation in Humanitarian Coordination and WLO tools through regular events with cluster coordinators and national partners to explore application of the tools for their context and linking with AAP	Combined into one activity and WLO tools added
3b	The GNC to hold regular events with cluster coordinators and national partners to explore application of the Inter-Agency Toolkit on Localisation in Humanitarian Coordination for their context	High	High	N/A	High		

51 Where the word "High" is in bold this was ranked unanimously as a high priority among all LNA members of the GNC Localisation Task Force

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
4	Coordination and IM toolkits will be revised and revamped; in order to increase accessibility to local actors involved in coordination and IM	High	High	N/A	Medium	4: Coordination and IM toolkits to be revised and revamped to increase accessibility to LNAs involved in coordination and IM	-
5	Establish GNC standards for inclusive coordination practices as well as a strategy for monitoring improvement (exploring the learnings coming out of the GCCG Localisation Task Team)	High	High	Medium	High	5: Establish GNC standards for inclusive coordination practices as well as a strategy for monitoring improvement	Removed GCCG note as this may not be under discussion
6	Promote equal and principled partnerships between GNC local and international partners	High	High	Medium	Medium	6: The GNC to update the GNC SAG SoP to promote equal and principled partnerships between the GNC, LNAs, and international partners	Specified updating the GNC SAG SoP to make more specific and actionable
7	Establish a GNC Localisation Steering Group composed of majority LNAs All activities in this roadmap to be under the guidance of this group.	High	High	High	High	7: Establish a GNC Localisation Steering Group composed primarily of LNAs	-
8a	The GNC to conduct a representation audit of the GNC Leadership Team, and higher levels	Medium	Medium	Medium	Low	8: The GNC to explore how to influence its leadership to better represent the Global South and LNAs	Combined into one activity and softened language to reflect exploration on the topic
8b	The GNC should put in place a commitment to majority Global South/ Global Majority among leadership and steps to make it a reality	Low	High	Medium	Remove		
9	Update GNC Global SAG ToR and SOP to reflect clear ways of increasing engagement and involvement including adjustment of composition of SAG to increase LNA representation and leadership	High	High	Medium	High	9: Update GNC Global SAG ToR and SOP to reflect clear ways of increasing engagement and involvement including adjustment of composition of SAG to increase LNA representation and leadership	-

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
10	The GNC to promote co-ordination by LNAs (both government and local and national NGOs) within its coordination mechanisms	<i>Later suggestion that was not included in the prioritisation process</i>				10: The GNC to promote co-ordination by LNAs (both government and local and national NGOs) within its coordination mechanisms	-
11	Development (or adaptation of an existing) localisation HNO/HRP tip sheet	High	High	N/A	High	11: The GNC to strengthen co-ordination from government authorities and encourage leadership by LNAs in the coordination mechanisms for the HPC process. This process to also inform the development of an HNO/HRP localisation tip sheet	Updated to reinforce leadership of LNAs for the HRP process
12	Establish a Localisation Advisor position under the GNC aimed at direct support, partnerships, and resource mobilisation for LNAs as well as adapting GNC processes to better serve LNAs	High	High	High	High	12: Establish a Localisation Helpdesk position under the GNC aimed at direct support, partnerships, and resource mobilisation for LNAs as well as adapting GNC processes to better serve LNAs	Title changed from “Advisor” to “Helpdesk” so more approachable
13	GNC to regularly highlight opportunities for partnership for LNAs including capacity sharing and capacity exchange	High	High	N/A	High	13: The GNC to regularly identify and communicate opportunities to LNAs and support with facilitating global sponsorships and partnerships for LNAs to participate, including opportunities for capacity sharing and capacity exchange	Specified the step of identifying opportunities, that we can also support with facilitating partnerships and sponsorship
14	The GNC to develop its offer to LNAs, including the ability to host webinars led by LNAs, provide technical support, language translation etc.	High	High	High	High	14: The GNC to clarify and confirm its offer to support LNAs, including the ability to host various coordination platforms and webinars led by LNAs, provide technical support, language translation etc.	Added mention of coordination platforms and specified clarify and confirm its offer of support
15	The GNC to host a series of introductory conversations targeting LNAs in GNC priority countries to generate awareness about the technical support we can offer them	High	High	Remove	High	15: The GNC to host a series of introductory conversations targeting LNAs in GNC priority countries to generate awareness about the technical support the GNC offers	Language simplified

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
16	Finalise the GNC-Learn redesign with individual French and Spanish channels	Medium	Medium	N/A	Medium	16: Finalise the GNC-Learn redesign with individual French and Spanish channels	-
17	Develop capacity assessment tools and materials for organisational and NiE ensuring LNA co-create these tools for their context	High	High	N/A	High	17: Develop organisational and NiE capacity assessment tools and materials for LNAs, ensuring we co-develop and adapt these tools for their context	Slightly reworded to improve flow and include “adapt”
18	Conduct a global training of trainers in coordination targeting Cluster Coordinators and/or local co-leads and co-coordinators	Medium	High	High	Low	18: Conduct a global training of trainers in coordination prioritising local and national co-coordinators, in addition to cluster coordinators	Rephrased to prioritise LNAs
19	Strengthening institutional capacity of LNAs in alignment with HPC and capacity strengthening aligning with CP and GEC guidance on this topic	High	High	N/A	Medium	19: The GNC to strengthen the capacity of LNAs in alignment with the Humanitarian Program Cycle	Consolidated, spelled out HPC, and removed “institutional” to reflect more general capacity strengthening
20	GNC will support coaching/training to GNC mentors to ensure mentors are adequately skilled; and adequate slots allocated to regional and country-level colleagues to ensure localisation and diversified language-base	High	High	N/A	Medium	20: The GNC to support coaching/training to GNC mentors to ensure mentors are adequately skilled; and adequate slots allocated to regional and country-level colleagues to ensure diversified language expertise	Removed localisation, simplified to “ensure diversified language expertise”
21	The GNC to update generic NCC and IMO ToRs to include mentoring	<i>Later suggestion that was not included in the prioritisation process</i>				21: The GNC to update generic country-level NCC, IMO, and NiE staff ToRs to include mentoring of LNAs	Added NiE staff ToRs and specified country-level staff and LNAs
22	GNC input towards generic Localisation e-learning module	High	High	N/A	High	22: The GNC to support the development and roll-out of an inter-cluster Localisation e-learning module	Replaced “generic” with “inter-cluster” and added “roll-out”
23	Support LNAs to develop project sheets and to obtain humanitarian funding through the HRP through workshops at country level	High	High	High	High	23: Support LNAs to develop project sheets and to obtain humanitarian funding through the HRP through workshops at country level	-

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
24	Support NCCs to advocate for prioritisation of project sheets and service delivery by LNAs during vetting process	High	High	High	High	24: Support NCCs to advocate for prioritisation of project sheets and service delivery by LNAs during vetting process	-
25	The GNC to develop a donor advocacy plan, including advocacy for donors to directly fund LNAs where feasible and consider running costs as well as for donors to receive reports in the working language of the country	High	High	High	Low	25: The GNC to develop a donor advocacy plan, including advocacy for donors to directly fund LNAs where feasible and consider running costs as well as for donors to receive reports in the working language of the country	-
26	Develop a new GNC communications strategy centring the work of LNAs to increase their visibility	High	High	Low	High	26: Within the updated GNC communications strategy, ensuring a dedicated section for localisation and centring the work of LNAs to increase their visibility	Updated to reflect that not a new comms strategy, rather strengthening this aspect in the GNC comms strategy that is on track to be updated
27a	Conduct a mapping of existing national and regional response networks in GNC priority countries and regions	Medium	High	Remove	Low	27: Conduct a mapping of existing and potential NiE technical and coordination national and regional support and response networks in GNC priority countries and regions and circulate a concept note offering support to them	Combined into one activity and specified NiE and coordination support
27b	Create a concept note for offering support to existing national and regional response networks and identifying national actors who are well positioned to create new national and regional response networks in GNC priority countries	High	High	Remove	High		
28	The GNC to develop an approach for collaboration and shared learning with the SUN CSN	High	High	Medium	Medium	28: The GNC to develop an approach for collaboration and shared learning with the SUN CSN	-
29a	Review of the guidance around HRP process to ensure nexus thinking is incorporated (i.e. working with existing MSNAPs and SUN structures where they exist)	<i>Later suggestion that was not included in the prioritisation process</i>				29: The GNC to promote localisation and nexus approach within HNO/HRP processes including working with existing multisectoral nutrition action plans and SUN structures where they exist	Combined into one activity
29b	The GNC to promote the integration of localisation within the HNO/HRP process						

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
30a	Launch of the GNC Localisation Roadmap (webinar with actions and next steps)	High	High	High	High	30: Launch the GNC Localisation Roadmap during the 2024 HNPW event with actions, next steps and communicating openness to collaborate with and learn from others	Combined into one activity and text added to reflect that we are also in a place of learning and seeking opportunities to collaborate
30b	Presentation taking stock of our localisation progress during the HNPW and way forward	High	Medium	Low	Low		
31a	The GNC to add a reporting indicator on country-level SAG LNA representation (GNC country profile webpage). Aggregate and report in dedicated localisation text box in Annual GNC Report and on a dedicated page on the GNC Website	High	High	High	Medium	31: The GNC to add reporting indicators on country-level SAG and TWG LNA representation and leadership to the GNC country profile webpages	Combined into one activity
31b	Add reporting indicators and targets on GNC website country page on national, sub-national and TWG LNA leadership (as co-coordinator or TWG chair). Aggregate and report in dedicated localisation text box in Annual Report and on a dedicated page on the GNC Website	High	High	High	Medium		
32	The GNC to develop an anti-racism and localisation M&E framework to monitor targets and report on progress annually, adjusting regularly with an adaptive management strategy	High	High	Medium	Medium	32: The GNC to develop an anti-racism and localisation M&E framework to monitor targets and report on progress annually, adjusting regularly with an adaptive management strategy	-
33	Publish a case study on the decentralisation of the GNC Coordination Rapid Response Team (at the regional level) to share experience within and externally with other clusters	High	High	Medium	Medium	33: Publish a case study on the decentralisation of the GNC Coordination Rapid Response Team (at the regional level) to share experience within and externally with other clusters	-
34	Publish a case study on how the GNC Ops Team has shifted to prioritising national and regional expertise for in-depth country support	High	High	Medium	Medium	34: Publish a case study on how the GNC has shifted to prioritising national and regional expertise for in-depth country support	Removed "Ops Team"

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
35a	The GNC to circulate a case study with lessons learned from the Localisation Project across three countries (Mali, Somalia, Sudan) highlighting the value of organisational capacity strengthening as well as technical	High	High	N/A	High	35: The GNC to circulate case studies with lessons learned from the Focus Country Localisation Project across three countries (Mali, Somalia, Sudan) highlighting the value of organisational capacity strengthening as well as NiE technical	Combined into one activity and specified “focus country project” and “NiE”
35b	Case studies from 2-3 countries on localisation	High	Medium	Low	Medium		
36	The GNC to launch a series of focus group discussions among LNAs to identify harmful practices counter to localisation that need to be addressed in the sector	High	High	High	High	36: The GNC to launch a series of focus group discussions among LNAs to identify harmful practices counter to localisation that need to be addressed in the nutrition sector that have not been addressed by the activities in this roadmap. The results to inform the next GNC strategy	Specified nutrition sector and the results to inform the next GNC strategy
37	Adaptive management milestones 1 and 2 - Evaluate progress on all activities and make adjustments	High	Medium	Remove	Medium	37: Adaptive management milestones 1 and 2 - Evaluate progress on all activities in this roadmap and make adjustments	Specified activities in this roadmap
38	The GNC to regularly conduct anti-racism and localisation related trainings among global staff and cultivate spaces for ongoing learning and generating lessons learned	High	High	N/A	High	38: The GNC to regularly conduct anti-racism and localisation related trainings among global staff and cultivate spaces for ongoing learning and generating lessons learned	-
39	Migration of Anti-racism & Localisation webpage to the GNC website	Medium	High	High	Medium	39: Migration of Anti-racism & Localisation webpage to the GNC website and promotion of relevant resources and tools	Specified that it will be used to promote relevant resources and tools
40	The GNC to conduct a mapping of in-country modalities for identifying in-country expertise in GNC priority countries	High	High	High	Medium	40: The GNC to conduct a mapping of in-country modalities for identifying in-country expertise in GNC priority countries	-

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
41	GNC to conduct a mapping of the primary languages used by frontline humanitarian practitioners in GNC priority countries. The results to guide what languages should be prioritised in materials/guidance/for aimed at humanitarian practitioners	High	High	Low	Medium	41: The GNC to conduct a mapping of the primary languages used by frontline humanitarian practitioners in GNC priority countries. The results to guide what languages should be prioritised in materials, guidance, and events aimed at humanitarian practitioners	Specified events
42	The GNC to contextualize key existing and future guidance and tools at regional or national level among GNC priority countries, considering language and other contextual nuances	Medium	High	N/A	Low	42: In response to country requests, the GNC to contextualise key existing and future guidance and tools at regional or national level among GNC priority countries, considering language and other contextual nuances	Specified that this should be responsive to country needs
43	Circulation of a 2-pager concept note on the GNC and localization	High	High	N/A	High	-	Agreed to remove, concept notes to be developed as needed
44	The GNC to facilitate a conversation between the GNC Localisation Steering Group and the GCCG Localisation Task Force about the appropriateness of the term localisation	Low	High	N/A	Medium	-	The GCCG Localisation Team has acknowledged the challenges of this term, being used based on its familiarity, agreement to use the term with a disclaimer
45	The GNC to develop a position paper on the GNC's stand on the term localisation	Medium	Medium	N/A	Medium	-	
46	Carry out mentorship arrangements for NCCs, IMOs, and TWG leads to strengthen the leadership the of NCC government counterparts (co-coordinator / Co-chair) and TWG partners	High	High	High	Medium	-	Although mentorship is important, the Task Force feels the mentoring programme as it is currently structured may not meet the needs of LNAs
47	the GNC (technical arm) to hire a DEI consultant to develop equitable hiring best practices	Medium	Medium	Remove	Low	-	Removed due to low prioritisation

N	Draft activity	Prioritisations				Final activity	Justification for changes or removal
		GNC Localisation Task Force	LNA members of the Task Force	GNC Senior Advisory Group	GNC Leadership Team		
48	The GNC to share the equitable hiring best practices with GNC members and ask/advocate for commitments on improving their hiring practices	Low	Medium	N/A	Medium	-	Removed due to low prioritisation
49	The GNC to develop a network of BIPOC therapists who can be made available to BIPOC staff as needed	Medium	Medium	Remove	Medium	-	Removed due to low prioritisation
50	The GNC to develop a plan to fund the creation of National NGO forums in GNC priority countries	Medium	Medium	Remove	Low	-	Removed due to low prioritisation
51	The GNC to shift to focusing on the work of LNAs through the Emergency Nutrition Network	Medium	High	Remove	Remove	-	Removed due to low prioritisation
52	The GNC to explore funding regional publications for capacity exchange among nutrition practitioners	High	High	Remove	Low	-	Removed due to low prioritisation
53	The GNC to put in place a new approach for INGO/UN agencies to be supervised by an LNA in order to receive GNC support	Low	Medium	Medium	Remove	-	Removed due to low prioritisation
54	The GNC to scale up the (technical arm) approach of fulfilling support requests prioritising national > regional > global consultants	Medium	High	N/A	Low	-	Removed due to low prioritisation, also because already a very strong approach for the technical arm that does not require scale up
55	The GNC to review the IASC definition of an LNA	Low	High	N/A	Low	-	Removed due to low prioritisation
56	GNC to proactively ensure that across all roadmap actions, all marginalised groups are equally represented	<i>Later suggestion that was not included in the prioritisation process</i>				-	Interpreted as a general consideration rather than a specific activity and embedded more broadly in the roadmap

