



Christian Aid Consortium:

Myanmar Country Report

“Accelerating Localisation through Partnership”

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Thura Tun

Andrew Onwuemele

Ale Peter Michael

Era Shrestha and Rita Shrestha

Charlotte Gendre

Marilise Turnbull

Lezlie Morinière



IRMA, LLC EOI: 81-1059825

Tel: +1 403 457 7479

Email: contactus@irmassociates.org

<http://irmassociates.org/>

a woman-owned company

Offices in: Canada, US and France

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- Jane Backhurst (Christian Aid, Senior Adviser, Humanitarian Policy and Advocacy, UK),
- Alexandra Panaite (ActionAid, Senior Adviser, Programme Quality & Accountability, UK)
- Charlie Rowley (Oxfam, Humanitarian Cap Development Adviser, UK)
- Saw Mar Taw Gyi (Christian Aid, Programme Co-ordinator - Localisation /Myanmar)
- Hast Bahadur Sunar (Tearfund, National NGO Co-ordinator, Nepal)
- Victor Arokoyo (Christian Aid, National NGO Programme Co-ordinator, Nigeria)
- Malish John Peter (Care South Sudan)

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Acronyms

ALtP	Accelerating Localisation Through Partnerships <i>(C-AID programme)</i>
C-AID	Christian Aid
CAFOD	Catholic Agency For Overseas Development, previously Catholic Fund for Overseas Development
CBO	Community Based Organisation
CRS	Catholic Relief Services
CSO	Civil Society Organisation
DRM	Disaster Risk Management
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
FGD	Focus Group Discussion
HFTT-IASC	Humanitarian Financing Task Team of the Inter-Agency Standing Committee
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
INGO	International Non-Governmental Organisation
IRMA	Integrated Risk Management Associates
KII	Key informant interview
LHA	Localisation of Humanitarian Action
LNGO	Local NGO
NEAR	Network for Empowered Aid Response
NGO	Non-governmental Organisation
NNGO	National Non-Governmental Organisation
PoP	Principles of Partnership
RAG	Research Advisory Group
UNICEF	United Nations Children's Fund
WFP	United Nations World Food Programme
WHS	World Humanitarian Summit

1. Introduction & Background

The essential role of local and national actors in humanitarian response and the need for more equitable partnerships were predominant themes of the World Humanitarian Summit (WHS) and the 2016 Grand Bargain^{1 D101}. The same year, the often-quoted slogan ‘as local as possible, as international as necessary’ and a multitude of pro-localisation initiatives were spawned.

A commitment to the essence of localisation, however predates the WHS. This is visible in the Red Cross and INGO Code of Conduct, Sphere Standards, Core Humanitarian Standard, and even in the humanitarian policies of various donors and High-level Meetings on Aid Effectiveness^{D058}. Similarly, working in partnerships across the humanitarian development nexus has also been in the spotlight for more than a decade as per international agreements such as the 2003 Bali Guidelines on Partnership established by the UN’s Department on Economic and Social Affairs and the 2007 Global Humanitarian Platform’s Principles of Partnership (PoP²)^{D140}. Later, the 2015 Charter for Change resulted in the commitment of 30 international NGOs to implement eight measures concretely promoting more equitable partnership practice (including endorsing the PoP^{D101}).

In recent years, the *Missed Opportunities* series has documented partnership experience with local actors in humanitarian response, providing insightful positions in support of the localisation of aid and humanitarian partnership. Hundreds of reports since the WHS have focused on localisation; much fewer focus on partnership. Literature on how to practically facilitate processes fit-for-partnership and adequate governance of collaboration, tailored to the aid sector across different settings, is almost non-existent. No report to date appears to have mapped the processes and business models of NGOs operating in humanitarian settings, to lead to the proposal of a set of flexible and adaptive partnership models that facilitate and accelerate local leadership of humanitarian response. This report aims to fill that gap, identifying key elements conducive to NNGO and INGO partnerships that further the localisation agenda, making humanitarian response more effective.

1.1 Defining localisation

Localisation is still controversial, and some stakeholders are not in favour of this initiative^{D052, D058}. One of the most debated issues appears to be the **lack of consensus around key definitions** (Doc. 022, 080, 098, 124, 119, and documents referred to below). This lack of clear definitions hampers the design and implementation of relevant partnership models, and is an impediment to monitoring progress.

1 An agreement between more than 30 of the largest donors and humanitarian actors with commitments in 10 “workstreams” led to a number of significant changes to improve the effectiveness and efficiency of Humanitarian Assistance (HA). “Among these were commitments on increasing respect for and investment in national and local responders, including: (1) improved partnerships between international and local actors, (2) investment in the long-term capacity of local actors, (3) better integration with local coordination mechanisms and (4) achieving an aggregate global target of 25% of international funding channeled as directly as possible to local actors by 2020. (Doc. 137 – Mixed).

“Annual independent reporting is being undertaken on collective Grand Bargain commitment implementation by the Global Public Policy Institute (2016–17) and ODI (2017–18), as informed by self-reports submitted by signatories” (Doc. 120 – Mixed)

2 Equality, Transparency, Results-Oriented Approach, Responsibility, Complementarity.

<https://www.icvanetwork.org/system/files/versions/Principles%20of%20Partnership%20English.pdf>

This research uses the definition of localisation developed by the an IFRC study where localisation “is a process of recognising, respecting and strengthening the independence of leadership and decision making by national actors in humanitarian action, in order to better address the needs of affected populations”^{D.119}. It forms part of set of related terms and definitions (see text box) that were applied for different purposes and which will be further unpacked in the global companion report (imminent).

1.2 Background and purpose of the research

A lengthy list of pertinent research efforts was shared in a Workshop to Support Coordinated Localisation Research organised by the Grand Bargain Workstream on Local and National Responders^{D022}. The concept of partnerships is reportedly being addressed by many of these efforts: building on the *Missed Opportunities* series, research projects are being conducted by organisations such as CRS Ukraine, Gates Foundation, the United Nations Children's Fund (UNICEF), WFP, UNICEF, to name but a few. Beyond partnership, other related themes explored or proposed include capacity strengthening, financing, local leadership and coordination mechanisms, complementarity between international and local actors (particularly in conflict settings) and gender. Localisation progress measurement system was identified as a gap. Other research efforts identified by the IRMA research team are listed in Annex 1.

The present research explores how elements of the dominant operating model of NGOs working in humanitarian action are treated in National-International NGO partnerships, to determine which combinations and related practices are most conducive to localisation, more specifically in four countries – Myanmar, Nepal, Nigeria and South Sudan. The main research question is: **What operational elements of partnerships between NNGOs and INGOs are most likely to foster (effective, relevant, efficient etc.) localisation of humanitarian action?**

Sub-questions explore:

DEFINITIONS

- **Localisation:** a process of recognising, respecting and strengthening the independence of leadership and decision making by national actors in humanitarian action, in order to better address the needs of affected populations (IFRC, Doc. 119 – IFRC)
 - **Short verbal definition for use in consultations:** humanitarian operations led by local and national organisations with the support of international organisations, rather than other way round
- **Partnership:** the relationship between international humanitarian actors (especially INGOs and NNGOs) whereby the international actors work with, support and resource the national and local actors to design and implement humanitarian preparedness and response programming.
 - **Short verbal definition for use in consultations:** the relationship formed between an NNGO and an INGO, for humanitarian programming.
- **NNGO:** all local, national and regional non-government organisations (including Red Cross-National Societies) that are founded and headquartered in the global south and participate in HA. Excluded are governments, southern chapters/offices/branches of INGOs founded and headquartered in the global north, private sector, diaspora.
 - Each time the term “NNGOs” is employed in this research, it systematically includes national and local CBOs, Associations and National Red Cross Societies

1. The 'hard' elements of NGO humanitarian operating models (core capabilities and resources): **What (partnership/leadership) practices relating to the application of their core capabilities and resources³ do NNGOs and INGOs consider most and least conducive to localisation?**
2. The 'soft' elements of NGOs' humanitarian operating models (Values, Principles and Standards); **What (partnership/leadership) practices relating to their values, principles and standards⁴ do NNGOs and INGOs regard as most and least conducive to localisation?**
3. And environmental/external factors that most influence localization: **What environmental/external factors wield the most influence on localisation?**

It is anticipated that the overlay of the above mapping exercises, and the contributions of participants in Validation Workshops will also bring to the surface answers to the following questions:

4. What are the most effective solutions to overcome identified barriers?
5. Which of the above apply in most/specific settings (hazard type and phase of DRM)?
6. How best to facilitate and accelerate localisation across contexts and in all stages of DRM?

The present report covers exclusively the findings for Myanmar. A macro-report will triangulate findings across the four countries.

1.3 Myanmar specifics

The following specifics on humanitarian dynamics in Myanmar serve to anchor the research in this country. Greater detail on where the research was conducted inside Myanmar are found under Methods.

COUNTRY PROFILE AT-A-GLANCE - MYANMAR	
INFORM ⁵ Risk Index (2018 Value)	6.4
INFORM Hazard & Exposure (2018 Value) <i>NB: Max=10.0; higher is worse</i>	7.5 NATURAL: 8 (Floods: 10, Earthquakes: 9.3, Tsunamis: 8.5, Cyclones: 5.7) HUMAN: 7 (Current conflicts: 7, Conflict Risk: 9.5)
INFORM Vulnerability (2018 Value)	5.5
INFORM Lack of Coping Capacity (2018 Value)	6.4
INFORM Highest 5 risk indicators	Physical exposure to flood (10) Physical exposure to flood (absolute) (9.90) Physical exposure to tsunami (absolute) (8.40) Domestic Food Price Level Index (8.30) Physical exposure to storm surge (absolute) (8.10)
Most deadly natural hazards in the last 5 years (number of events, total deaths, CRED ⁶) <i>NB: See Section 2 for most recent in 3 contexts</i>	Earthquake: 1 event, 4 reported deaths Epidemic: 1 event, 34 reported deaths Flood: 10 events, 213 reported deaths Landslide: 4 events, 96 reported deaths Mass movement (dry): 1 event, 17 reported deaths

³ For the purpose of this research, Core capabilities and Resources are considered the 'hard' elements of NGOs' humanitarian operating models

⁴ For the purpose of this research, Values, Principles and Standards ("Approach") are considered the 'soft' elements of NGOs' humanitarian operating models.

⁵ <http://www.inform-index.org/Countries/Country-Profile-Map>

⁶ EM-DAT: The Emergency Events Database - Université catholique de Louvain (UCL) - CRED, D. Guha-Sapir - www.emdat.be, Brussels, Belgium

	Storm: 4 events, 35 reported deaths
Humanitarian aid contributions 2018 trends in reported funding	118.2 (in USD-M, FTS ⁷ , as of 18/09/2018)
Total Humanitarian aid contributions reported funding for 2013 – 2018 (Source: FTS, as of 18/09/2018)	1099.6 USD-M (highest total yearly reported funding: 212 in 2014)

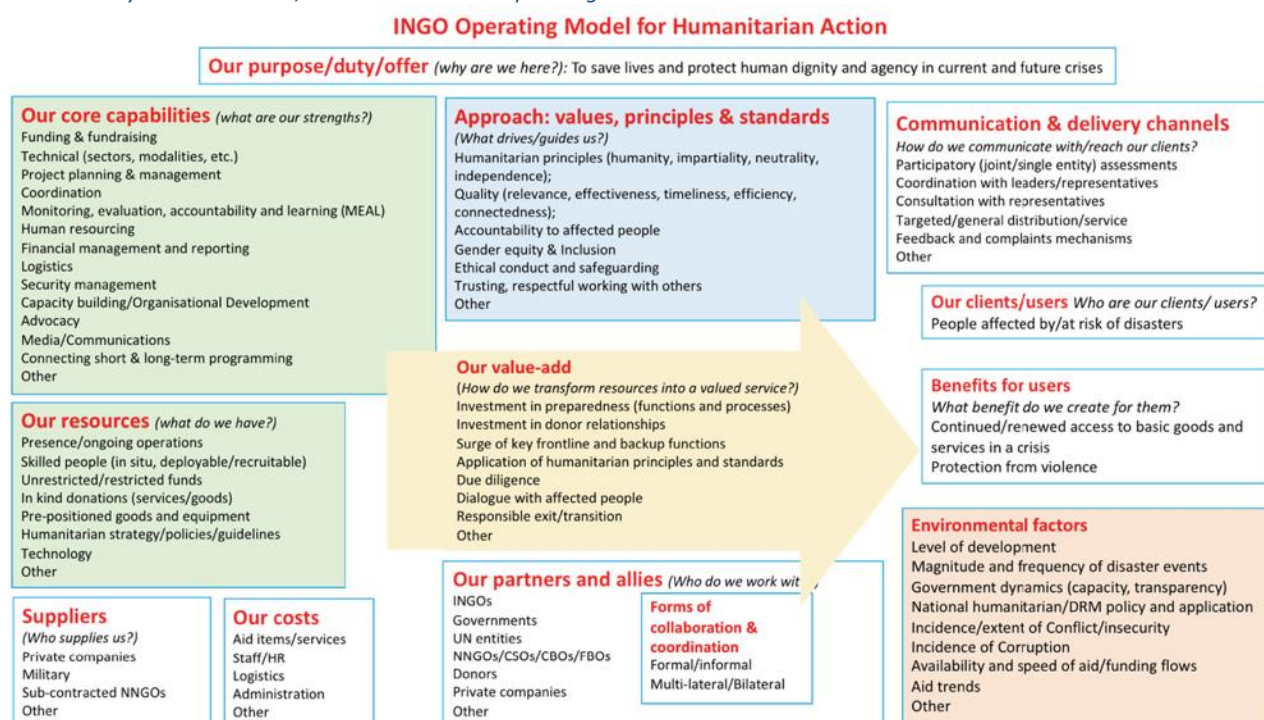
⁷ <https://fts.unocha.org/>

2. Methodology

The research was underpinned by a mixed methods approach, including classic qualitative (systematic literature review and key informant interviews) and quantitative (survey) collection techniques. During the analysis phase, all sources of evidence (primary and secondary) were triangulated to iteratively identify and document convergent and divergent trends.

During the literature review, an analytical framework was developed to represent the dominant operating model of NGOs in humanitarian action. The framework was the foundation that directed questionnaire development. Research teams interrogated NGOs and partners to determine the ways in which elements of the model applied in partnerships between INGO and NNGOs facilitate or detract from local leadership of humanitarian action. The framework (see Exhibit 1) lays out NGO Core Capabilities, Resources, Values, and external factors. While it was not expected to resonate as a model per se with all NGOs, it served as a starting point for discussions. While the scope was comprehensive, the research focused above all on the hard elements of partnership (see core capabilities and resources –green shading).

Exhibit 1: Analytical Framework, Humanitarian NGO Operating Model



2.1 Sampling of contexts

The goal of the overall sampling (i.e. across the four countries) was to capture diversity of humanitarian events (conflict versus natural hazard), as well as phase of humanitarian action (response as compared to recovery and preparedness) and urban versus more isolated dynamics. Three (3) sites or “contexts” were chosen in each country (for a total of 12 sites), based primarily on information provided in consultations with NNGOs conducted during the design phase (see Exhibit 2). The contexts were selected in close coordination with the National Research Associates (NRAs) and Programme Coordinators (and were approved by the Research Advisory Group, RAG).

Exhibit 2: Context diversity among 4 Countries

Comparison	Myanmar	Nepal	Nigeria	South Sudan
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Comparison	Myanmar	Nepal	Nigeria	South Sudan
Capital-city and more remote humanitarian contexts	3 outside capital	Kathmandu and 2 others	Abuja and 2 others	Juba and 2 others
Types of events: conflict versus natural hazards	3 conflicts	3 natural (1 mixed; 1 earthquake and 1 flash flooding)	2 conflict and 1 natural	3 conflict
Speed: rapid versus slow onset events	Rapid: Flesh floods Slow: Conflicts	Fast: earthquake and flash flooding Slow: none	Slow: flooding	

Myanmar Context descriptions

Sitwe:

Sittwe is the capital of Rakhine State. Rakhine State is one of the poorest states in Myanmar, characterized by “high population density, high levels of malnutrition, low incomes, extreme poverty and weak infrastructure”^{D148}. Since late August 2017, violence in Rakhine State has driven an estimated 688,000 Rohingya to flee to neighbouring Bangladesh. As for the people who remained in Rakhine state, the estimated number of people in need based on the interim 2018 HRP⁸ amounts to 660,000 people targeted (including 129,000 IDPs, of which over 120,000 Rohingya in camps). Rohingya and other Muslims largely rely on humanitarian assistance to meet their basic needs as they continuously face severe restrictions on freedom of movement as well as healthcare, food, education, protection, access to livelihoods and other basic services^{D147}. Agencies such as UNICEF have reported that despite their wish to localize as much as possible the assistance, only very few NNGOs in Rakhine state have the capacity to lead humanitarian activities, notably camp management^{D148}. “Recruitment of skilled staff and retention of existing staff to support health operations continues to be a major challenge” indicated UNICEF. Rakhine State was also one of the four worst-affected regions during the 2015 floodings⁹.

Magway:

In July 2015, Magwe regions was amongst the most affected parts of the country from the heavy rain due to Monsoon and Cyclone Koman. More recently, notably in July 2017, Magway was the most severely flood-affected region (with over 92,000 people reported to have been temporarily displaced across 12 townships¹⁰). The flood caused water contamination, as most villages use water ponds for drinking water and many ponds were flooded and contaminated. More than 10 townships in Magway suffered by the flood and crops, paddy fields, seasonal crops, and cash crops were destroyed. Assurances and aids delayed and only reached to the accessible locations. Assessment on damages and losses of agriculture sector was uncertain due to lack of proper assessment system. The President emergency fund was allocated to resume agriculture and WASH sectors after three months of flood. (Sources: DDM and Relief Web)¹¹

Myitkinya:

Myitkinya is the capital city of Kachin State. In Kachin (as well as Shan states), armed conflict between government military and ethnic armed groups has continued and many of the IDPs keep experiencing multiple displacements since 2011. A large part of the IDPs live in areas beyond government control where humanitarian access for most international organizations remains seriously restricted, as well as for NNGOs who face increasing restrictions of movements^{D147, D148}. “In mid-2017, only 33 per cent of the target population in Kachin had access to basic health care, largely due to logistical and security constraints” reports UNICEF^{D148}. SIDA^{D147} summarized in 2017 the ongoing needs: “There are distinct gender dimensions to the humanitarian needs: women and girls are at a higher risk of different forms of violence and trafficking as well as SGBV while

⁸

https://reliefweb.int/sites/reliefweb.int/files/resources/2018%20Interim%20Humanitarian%20Response%20Plan_%20Myanmar.pdf

⁹ <http://www.devinit.org/wp-content/uploads/2017/06/START-briefing-Myanmar-FINAL.pdf>

¹⁰ <https://reliefweb.int/report/myanmar/myanmar-humanitarian-update-no-2-monsoon-season-floods-27-july-2017>

¹¹ <https://reliefweb.int/disaster/fl-2015-000080-mm>

boys and men face higher risk of forced labour, arbitrary detention and extrajudicial killings as well as forced recruitment. Chronic malnutrition is a major concern in Kachin and Shan states with global stunting levels ranging between 37.0 to 47.6 percent in Kachin and Shan. Both Kachin and Shan states are highly contaminated by mines/explosive remnants of war, and it is reported that new mines are being placed”.

While each country has a different dynamic it was important to make sure that the ensemble of contexts from the four countries enabled the research to detect trends or patterns from diverse settings. With each country, the sampling strategy aimed to be inclusive, to capture the widest diversity of voices among the respective NGO communities.

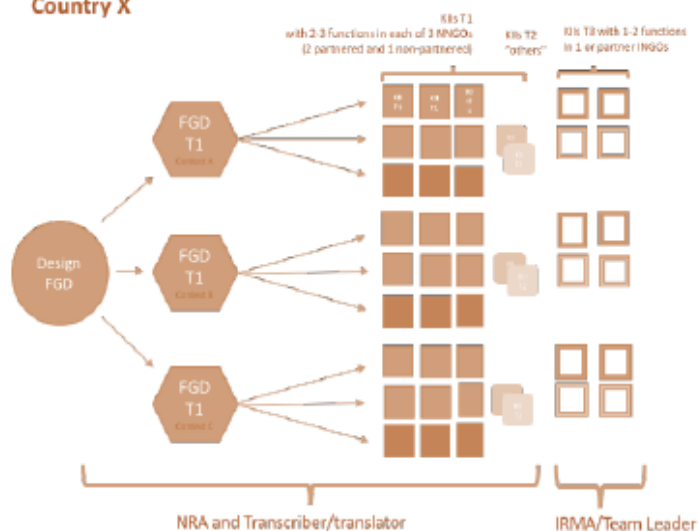
2.2 NNGO selection

In each context, one main focus group discussion (FGD) was organised for numerous national NGOs. A sample of NNGOs was drawn to capture diversity. The aim was to include at least one L/NNGO with no experience in humanitarian partnership with an INGO, at least one women-led NGO, NNGOs from different networks/consortia and reflecting other factors such as opposition-controlled areas, organisations representing people with disabilities, etc.

Between 10 and 20 organisations were invited to each FGD to assure that at least eight (8) attended.

Exhibit 3: Sampling process

Sampling schematic Country X



2.3 Key informants

Based on and following the FGD in each context, a set of actors was invited to participate in a series of Key Informant Interviews (KII). These typically included: a few representatives from different organisational units within two NNGOs that reported unique or interesting actions or partnerships (as described in the FGD), as well as one local government and one United Nations official who reportedly also made an interesting contribution linked to one of the partnerships (when pertinent to the context). Additionally, INGO partners of the interviewed NNGOs were also contacted for interviews in order to provide a comparative. See Exhibit 3.

Exhibit 4: Qualitative Consultations in Myanmar

MYANMAR	Context 1	Context 2	Context 3
Name	MAGWAY	SITWE	MYITKYINA
Type Hazard	Conflict	Conflict	Conflict/flooding
Phase DRM	Response/Recovery	Multiple, Preparedness	Response/Recovery
L/NNGOs Consulted	13 (3 in KII)	12 (2 in KII)	19 (3 in KII)
Women-owned/led	1	3	3
Non-partnered	5	4	8
Other Consulted	1 Gov/0 UN/1 INGO	1 Gov/0 UN/0 INGO	0 Gov/1 UN/1 INGO
FGD/KII (Totals)	1/4	1/3	1/5

2.4 Survey respondents

During the field phase, all actors (L/NGO, INGO, UN or government partners and donors) were also invited to complete a survey. The survey was designed on Kobo Platform and the majority of it forms a baseline for the Accelerating Localisation through Partnership Programme. Section G of the survey directly relates to this research agenda, asking specifically about current and desired partnership using the organisation framework. The survey was made available online in English, Myanmar and Nepal languages; for low-bandwidth environments, print and enter-in-document versions were also disseminated and shared in three languages.

In Myanmar, 45 respondents completed the survey; 34 of them represent Local or National NGOs. Exhibit 5 portrays the profile of respondents for Myanmar. The profile lays out the divisions of gender, inclusion, NGO statute, partnership experience and mindset/attitude about partnership as the main/best path for localisation. These divisions are important as they are used to compare results and triangulate across different voices.

Exhibit 5: Survey Profile for Myanmar

Survey Respondents		Myanmar
TOTAL		45
GENDER	Male	33
	Female	12
INCLUSION	Living with disability	2
	Average Age (Years)	38.3
STATUTE	Local NGO	18
	National NGO	16
	International NGO	11
	Other (Red Cross, Donor)	
EXPERIENCE	L/NGO <i>with</i> partnership experience	20
	L/NGO with <i>no</i> partnership experience	14
MINDSET	Partnership is best path to localisation	31
	There are better alternatives to localisation	14

Combining qualitative and quantitative methods, 69 NGOs were consulted for this research (including only 11 INGOs).

2.5 Limitations

This research was designed to capture a wide range of voices, starting with the participation of four national researchers. Giving voice inevitably requires listening and cross-country dynamics require respect for different cultures and rhythms. Time is never sufficient to do this as well as it could be done.

Other challenges the research encountered include: the need for replacement/additional NRA support due to unexpected health and personal issues, two NRAs unable to attend the face to face training in Yangon (due to visas), poor bandwidth environments, time zone differences, challenges of translation of the survey to Myanmar and Nepal languages and difficulties in navigating Kobo Platform (with poor remote support options), and the underestimated cost and time required for transcription and translation of focus group discussions and interviews. Also with regards to the quantitative evidence, while there

was no intention of obtaining scientifically valid results, the sample sizes and strategies chosen were unable to provide this rigor. The nine profiles teased out of the evidence are portrayed to offer inclusive diversity of viewpoints.

Despite these many challenges, the research has successfully compiled an evidence base that represents wide diversity in the four countries, especially from the often unheard voices of local and national NGOs, upon which local, national and international INGOs can co-devise strategies to accelerate localisation of humanitarian action.

3. Localisation & Partnership

3.1 NGO landscape and dynamics in Myanmar

There are no official statistics available on the number of NNGOs operating in Myanmar. Estimates vary a lot, especially whether CBOs are considered as NNGOs: if so, estimates would range from 10,000¹²¹³ (most common number stated) to more than 200,000 organisations^{D056} (including CBOs). Back in 2003, Save the Children's estimates accounted for 270 NNGOs^{D056}.

Since the 1990s, the number of NNGOs appears to have been increasing constantly and particularly after 2008 (following up to Cyclone Nargis¹⁴) and 2010 (new government)¹⁵. The role of NNGOs in responding to disasters in Myanmar has been described as colossal as "generosity is deeply enshrined within Myanmar culture"¹⁶, and spontaneous voluntary relief operations do not come as a surprise as testified in such events in the last decade. Following Nargis, "the effectiveness of the community response was an empowering experience for many of those involved and it resulted in an increase in the number of Myanmar NGOs"¹⁷, such as the Local Resource Center (LRC), and Paung Ku.

The Local Resource Centre, "a vivid example of a Myanmar NGO, has connections with 600 member CSOs and interacts with another 20 networks. It was founded in the aftermath of Cyclone Nargis"¹⁸. The Local Resource Center is attempting to collect profile information of different stakeholders, including CBOs (3), NNGOs (849), INGOs (none registered though) and NGO Networks (a dozen) in an NGO database available on their website¹⁹.

Paung Ku ('roughly translates as "bridge"'), defines itself as a network of civil society actors notably providing capacity building support to smaller entities²⁰.

Metta Foundation, was a member of the Myanmar delegation at the World Humanitarian Summit²¹

In Kachin state, the Joint Strategy Team (JST) was set up in 2011 as a locally created and led humanitarian coordination platform^{D015}.

The MIMU website reports that a Myanmar NGO meeting is planned on a bi-weekly basis²².

In more recent years, Four NNGOs have become standing of the HCT in the last few years, which reportedly required a lot of advocacy. "These four agencies who joined the HCT were nominated by the international aid organisations rather than designated by their peers, as coordination among national NGOs is still in its

¹² <https://frontiermyanmar.net/en/a-bigger-say-for-local-ngos>

¹³ <https://www.kepa.fi/tiedostot/myanmar-cs-2015.pdf>

¹⁴ Idem

¹⁵ <https://www.urd.org/Myanmar-an-innovation-lab-for>

¹⁶ Idem as 14

¹⁷ Idem as 14

¹⁸ Idem as 11

¹⁹ <http://lrcmyanmar.org/ngo-database/>

²⁰ Idem as 14

²¹ Idem as 11

²² <https://themimu.info/MNGOs>

infancy and difficulties remain in terms of achieving unity and establishing democratic nomination procedures”^{D080}.

The emergence of a few large and experienced NNGOs has created somewhat a monopoly according to some and while those particular NNGOs capacities are being overstretched while receiving requests from international actors, other smaller NNGOs are excluded^{D015}. This has been pointed as a practice which could inhibit the growth of a more diverse civil society^{D015, D080}.

In ethnic areas, it is common for local NGOs have links to ethnic armed groups^{D056}, and this is a point of tension with the government.

Though serious enabling conditions were created over the last decades, some NGOs are reporting to practice self-censorship due to arrests of most vocal activists^{23 24}.

The INGO Forum²⁵ was established in 2007 and unites more than 100 organisations. It “was created to ensure regular, facilitated dialogue between INGO decision-makers, and to generate strategic discussion and to develop collective strategies within the forum and with local NGOs and civil society, UN agencies and donors on humanitarian and development issues in Myanmar”. One of its stated mission is to facilitate Partnerships and learning from local INGOs/civil society organisations and the private sector.

Most survey respondents in Myanmar do not feel international respect and promotion of local / national NGOs’ role in managing and coordinating humanitarian response: out of 45, 18% reported “good” 53% “fair” and 22% “poor” (the rest declined to answer). Nearly 70% of the respondents also report that their own organisation’s level of influence on humanitarian decision making with donors and UN agencies is **limited**, and they perceive the most influence to be held by UN (69%), INGOs (53%) and Red Cross (18%); less than 24% suggest that NNGOs also had the most influence.

In Myanmar, **knowledge of localisation is relatively low**. At the time of the survey, fewer than half (42%) of respondents report they are “absolutely” able to explain what ‘localisation’ means to a colleague and 51% report they could explain “some” of what it means and 7% are not familiar. The survey did not, however, require them to explain what it means, unlike in the FGDs and KIIs in which most participants indicated that they equated it with ‘involvement of local people and organisations in the humanitarian programmes’. While many (56%) of the respondents to the survey reported that they are at least somewhat familiar with the Grand Bargain (GB), evidence from the FGDs and KII is more aligned with the “More than the Money: Localisation in Practice” research that Group URD carried out for Trócaire^{D080} which reports that people had ‘a lively debate about the role of local actors in humanitarian response at the local level’ in Myanmar.

3.2 Perceptions of partnership in Myanmar

In Myanmar, most (20 of the 34 who answered the question) survey respondents had experience working on a humanitarian response operation in partnership with an INGO. Among those with partnership experience,

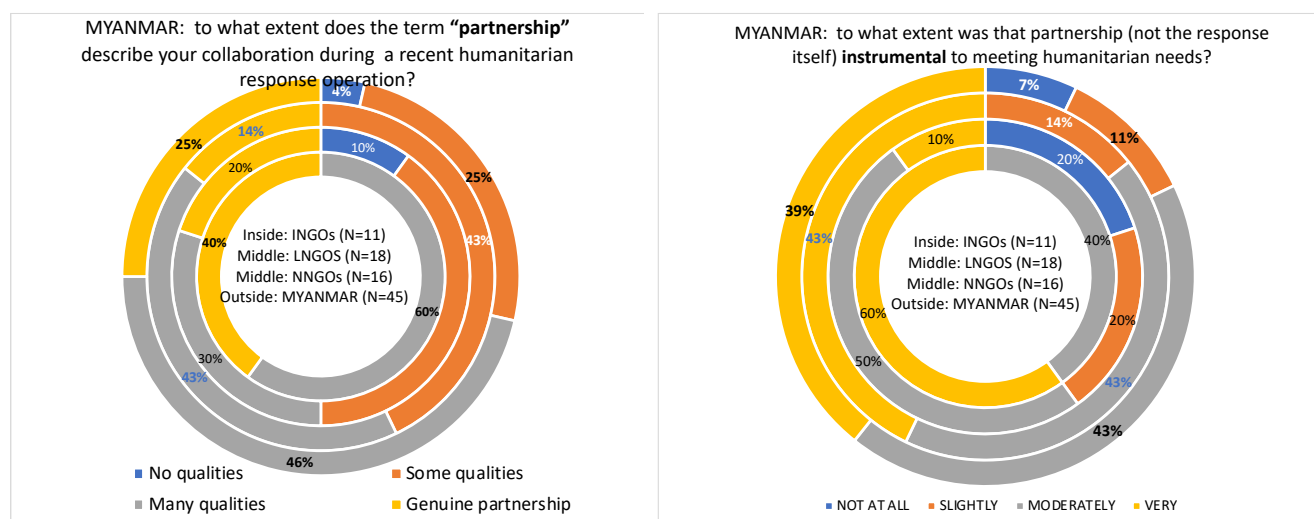
²³ <https://www.kepa.fi/tiedostot/myanmar-cs-2015.pdf>

²⁴ <http://www.icnl.org/research/monitor/Myanmar.html>

²⁵ <http://www.ingoforummyanmar.org/en/about-us>

40% INGOs, 20% LNGOs and only 14% NNGOs qualified their partnerships as “genuine” (See Exhibit 6, left). Regardless, a widely differing set of profiles (100% INGOs, 60% NNGOs, 14% LNGOs) reported that those same partnerships were **at least moderately instrumental** to meeting needs in the response operation (See Exhibit 6, right). As reported, utility far exceeds quality of the partnerships.

Exhibit 6: Partnership dynamics in Myanmar



The “More than the Money” report also convey that many different views exist amongst INGOs about how partnerships and localisation should be implemented (D149). Some have been described as keeping their main focus the effectiveness of humanitarian aid rather than longer-term transformative processes to build a strong ecosystem of NNGOs. Good practices which were illustrated in this report were the long-term approach applied by members of the CARITAS Internationalis/CIDSE network with a clear willingness to accompany the emergence of NNGOs.

A master dissertation^{D032} presents the joint study on partnership approaches between international and local organisations in Myanmar made by LRC and Oxfam. Some extracts are particularly revealing : “Sub-contracting the project or programme is designed by international organisations and the LNGOs are contracted to meet the agency targets, objectives and goals. Local organisations did not participated in setting the agenda not even for the capacity-building that were intended for them (LRC & Oxfam, 2010). Partnership became finding an organisation to deliver a project that was pre-designed by subcontracting to implement it”.

“The study of LRC and Oxfam also presented keys effective partnerships and the factor that contributed to the effectiveness. These most important ones were “shared goals and objectives; a clear division of roles and responsibilities; complementary strengths of each organisation, contracts and agreements negotiated over time and not done hurriedly; transparent communications and open, friendly staff relations; flexibility in operations; and time and space created for the organisational development of the local partner” (LRC & Oxfam, 2010, p.5).”

“It also expressed that INGOs are more inclined to partner with Faith Based Organisations “because they are more likely to have some sort of registration or have organisation, scale, and governance more in meeting with Western requirements” (Ware, 2010, p. 58). This indicates the true reason of the international regarding partnership and capacity building for local partners: the aim is that the organisation has the potential to fulfil the requirement imposed by donors”.

Close to one third (31%) of all survey respondents feel there may be something more important than partnership to advance the localization agenda. **This ranges from 27% for L and NNGOs to 45% of INGOs (N=11).** According to the survey results, the most prominent role that INGOs could play was **not** capacity building but rather engaging in a host of soft aspects such as trust, equality, sharing and also technical expertise. When capacity development was suggested, many cited training in humanitarian principles and financial management. This was not dissimilar from the results obtained in the fGDs and KIIs, in which participants spoke positively about capacity building by INGOs but in practice, the generic partnership used to add this component capacity building. Even NNGOs received single training as part of capacity building they pleased what they have received. For more comprehensive and systematic capacity development approach was not highlighted among their feedback.

The literature reports that significant and successful investment has been made to strengthen the capacity of NNGOs (Capacity Building Initiative, Paung Ku, Local Resource Center, Pyor Pin). Yet, more efforts have been reported to be needed indeed similarly, to increase knowledge around financial management, especially in light of international donor requirements and humanitarian technical standards (D149, D015, D056). Also there may be some disparities, as “the capacity of NGOs in Kachin and Shan States is now relatively good, but as reported by several interviewees, it is weaker in the South and even weaker in Rakhine State, where the presence of local aid actors is much more recent” ^{D149}.

4. Findings

The findings in the following sections are drawn from both quantitative and qualitative research methods. They are structured according to the operating model in Exhibit 6: Core capabilities, resources, values, external factors, and others, and the elements within them.

“Localization is so critical in humanitarian because locals are the first responders and they should be in leadership role” (DDM in Magway Region)

Exhibit 7: Most influential operational elements in humanitarian partnerships

What is MOST important TO PARTNERSHIPS (aiming to meet humanitarian need?)		Our organisation's Core Capabilities (out of 13)						Partner organisation's Core Capabilities (out of 13)					
		N	1	2	3	4	5	1	2	3	4	5	
MYANMAR		45	MEAL	Project Planning	Capacity building	Financial Mgmt	Advocacy Coordination	Financial Mgmt	MEAL	Technical Expertise	Fundraising	Coordination	
GENDER	Male	33	MEAL	Project Planning	Financial Mgmt	Capacity building	Fundraising Advocacy	MEAL	Financial Mgmt	Technical Expertise	Coordination		
	Female	12	MEAL	Human Resource Mgmt	Financial Mgmt	Capacity building	Project Planning	Financial Mgmt	Fundraising	Technical Expertise	Media and Communication		
STATUTE	LNGO	18	Project Planning	MEAL	Capacity building	Advocacy	HR Logistics	Financial Mgmt	MEAL	Technical Expertise	Fundraising	Media/Com Coordination	
	NNGO	16	Coordination	MEAL	Financial Mgmt	Human Resource Mgmt	Project Planning	Technical Expertise	Financial Mgmt	MEAL	Fundraising	Media and Communication	
	INGO	11	MEAL	Financial Mgmt	Fundraising	Capacity building	Advocacy Tech Exp Proj Plan.	Project Planning	MEAL	Security	Advocacy	Connects S-M-L	
EXPERIENCE	L/NGO with partnership experience	20	MEAL	Coordination	Human Resource Mgmt	Project planning	Technical Expertise	MEAL	Financial Mgmt	Technical Expertise	Fundraising	Coordination	
	L/NGO with no partnership experience	14	Project Planning	MEAL	Capacity building	Financial Mgmt	Media and Communication	Technical Expertise	Financial Mgmt	Media and Communication	Fundraising	MEAL	
MINDSET	Partnership is best path to localisation	31	MEAL	Project Planning	Capacity building	Financial Mgmt	Human Resource Mgmt	MEAL	Financial Mgmt	Technical Expertise	Project Planning	Fundraising	
	There are better alternatives	14	MEAL	Project Planning	Capacity building	Financial Mgmt	Coordination Advocacy	Financial Mgmt	MEAL	Technical Expertise	Coordination	Connects S-M-L	
	More than 66%												
	50 to 66%		Our organisation's Resources (out of 7)			Partner organisation's Resources (7)		Values/principles/standards and external elements (out of 37)					
	33 to 49%	N	1	2	3	4	5	1	2	3	4	5	
MYANMAR		45	Presence/ ongoing ops	Skilled people	Available funds	Available funds	Presence/ ongoing ops	Skilled people	OUR knowledge / app of hum principles	OUR accountability to affected people	THEIR accountability to affected people	THEIR know/appl hum principles	OUR gender OUR quality
GENDER	Male	33	Presence/ ongoing ops	Skilled people	Hum Strategy/ Policies/Guidelns	Presence/ ongoing ops	Available Funding	Skilled people Hum Strat	OUR knowledge / app of hum principles	OUR commitment to programme quality	THEIR know/app of hum principles	OUR accountability to affected people	THEIR accountability to affected people
	Female	12	Skilled people	Available funds	Presence / ongoing ops	Available funds	Skilled people	Presence Hum Strat	OUR commitment to gender equity and inclusion	OUR accountability to affected people	THEIR accountability to affected people	OUR know/appl hum principles	OUR commitment to programme quality
STATUTE	LNGO	18	Presence/ ongoing ops	Skilled people	Available funds	Available funds	Skilled people	Presence Hum Strat	OUR knowledge / app of hum principles	OUR commitment to programme quality	OUR accountability to affected people	THEIR know/appl hum principles	Government Transparency, OUR legal status
	NNGO	16	Skilled people	Presence/ ongoing ops	Hum Strategy/ Policies/Guidelns	Available funds	Hum Strategy /Prin/Guidelns	Skilled people In kind funds	THEIR accountability to affected people	OUR accountability to affected people	OUR know/appl hum principles	THEIR respect	OUR reach
	INGO	11	Hum Strategy / Policies/Guidlns	Presence/ ongoing ops	Skilled people	Presence/ ongoing ops	Skilled people	Prepositioning Hum Strat	OUR knowledge / app of hum principles	THEIR accountability to affected people	OUR commitment to programme quality	THEIR reach	OUR AAP THEIR Quality
EXPERIENCE	L/NGO with partnership experience	20	Skilled people	Presence/ ongoing ops	Available fund Hum Strat	Available funds	In kind funds	Skilled people	OUR knowledge / app of hum principles	OUR accountability to affected people	THEIR know/app of hum principles	THEIR accountability to affected people	OUR commitment to gender equity
	L/NGO with no partnership experience	14	Presence/ ongoing ops	Available funds	Skilled people Hum Strat	Available funds	Hum Strategy /Prin/Guidelns		OUR commitment to programme quality	THEIR know/app of hum principles	OUR knowledge/ app of hum principles	OUR commitment to gender quality	
MINDSET	Partnership is best path to localisation	31	Skilled people	Presence/ ongoing ops	Available fund Hum Strat	Available funds	Presence/ ongoing ops	Skilled people In kind funds	OUR knowledge / app of hum principles	OUR accountability to affected people	THEIR accountability to affected people	THEIR know/appl hum principles	OUR gender OUR quality
	There are better alternatives	14	Presence/ ongoing ops	Skilled people	Available fund Hum Strat	Presence/ ongoing ops	Skilled people	Available funding	OUR commitment to programme quality	OUR know/app of hum principles	OUR accountability to affected people	THEIR accountability to affected people	THEIR know hum THEIR quality

4.1 Core Capabilities

What core capabilities are important for partnerships to meet humanitarian needs?

What practices related to core capabilities are conducive to localisation?

Note: The following results reflect the different interpretations of localisation shared by participants, especially the most common, that localisation means working more with local organisations.

Overall, “our” **MEAL**, **project planning** and to a lesser extent *capacity building*, *financial management*, *advocacy* and *coordination*, are the organisation capabilities most valued in partnerships aiming to meet humanitarian needs (source: survey respondents). Distinctions across profiles are varied:

- While **MEAL** was prominent in every profile, it was particularly strong among INGOs. It also ranked highly among the “other”s’ capabilities (excepting female respondents);
- **Project planning**, second in line, stayed among the top five or so, for all profiles except INGOs (who attributed it more to the “other” organisation—the only profile who did so);
- “Our” **capacity building** is key to all profiles except NNGOs, who (are the only profile to) prioritize **coordination**. It was never prioritized among the other’s capabilities;
- “Our” **financial management** ranks highly for all profiles except LNGOs, and L/NGOs with partnership experience. It ranks even higher for the “other” organisation;

For the “other” or partner organisation, **financial management**, **MEAL**, **technical expertise** and **fundraising** are also important to the partnerships. Technical expertise among the other’s roles was especially important

to NGOs. **Fundraising** was also important (source: survey respondents).

In FGDs and KIIs, the emphasis was different. When asked which elements are most conducive to localisation ('working more with local organisations'), **capacity building** was given most air-time (and evidently valued by all participants), followed by **financial management and reporting**, and then to an equal extent, **Coordination** and **Human Resources**.

In capacity building, the practices that were considered most conducive to this objective are:

A 'complete package' of training in human resources, financial management, logistics, procurement, and policy/procedures development. Some NGOs also mentioned the need for business creation/IGAs.

No practices were considered impediments to localization; the only one that was highlighted as 'negative' was the fact that capacity building stops when funding ends. Additionally, one participant highlighted the need for more training on 'humanitarian vision and strategy'.

In Financial management and reporting the practices considered most conducive to localisation (as understood by participants) were:

- Training and mentoring on the use of accounting and reporting tools and processes;
- Development of administrative procedures, including for procurement;
- Preparation of project budgets by NGOs using a participatory approach internally, before submitting to the INGO/donor

NGOs clearly identified the following current practices that they consider are not conducive to localization:

- INGOs and institutional donors that do not pay instalments of the agreed funding on time, which obliges volunteers in the NGO to use their own money to carry out the planned activities.
- The current emphasis on humanitarian response, when the funding could be most cost-effective and more driven by local priorities if used for development and DRR.

With regard to **Coordination**, NGOs take a multi-stakeholder approach, starting with planning actions and activities with local governments and, to a lesser extent, national governments, as well as with personal contacts. This contrasts with the traditional humanitarian view of coordination centred on cluster and coordination meetings attended principally by INGOs, which NGO staff are too nervous to attend.

For **Human Resources** the only positive practice mentioned was support to develop appropriate procedures. The main practice that does not support localisation was considered to be the constant movement of NGO staff to positions at INGOs due to the higher salaries and living conditions.

Security management was also discussed in all FGDS but less than the other elements. The practices that mentioned as positive for NGOs focused on coordinating with the government and the military, before travel to insecure areas. No INGO-NGO partner practices were mentioned at all.

4.2 Core Resources

What resources are important for partnerships to meet humanitarian needs?

What practices related to resources are conducive to localisation?

Overall, "our" **presence, skilled people and available funds are the critical resources** for partnerships to meet humanitarian needs (source: survey respondents). In comparison, **available funds**

is ranked more highly among the most valued partners' resources. The partner's resources are also *presence and skilled people*. Both 'we' and 'they' have the same resources that fuel such partnerships. The most common additional resource for 'our' organisation is our humanitarian strategy.

In FGDs and KIs, participants gave themselves greater freedom to discuss the resources they most valued for humanitarian action. They focused on action that they have led themselves, although some participants discussed actions carried out in partnership. The most valued resource for localisation (as understood by participants) coincide with the results of the survey: our local knowledge and presence, followed by skilled people and restricted/unrestricted funds. The FGD also served to reveal the connections between these three elements in Myanmar: Local knowledge and skilled people are almost inseparable, as most NNGOs have a workforce of volunteers from the communities they serve. As such, their 'skills' tends to be equated with 'local knowledge'.

The funds that they value for humanitarian include those formally set aside for this purpose, such as a contingency fund with one INGO, and a seed fund for DRR with another, and informal ones such as their own money; Several reported having to spend their own money on transport or aid items while formal transactions are completed.

Other resources mentioned, which do not align with the current humanitarian operating model, are

- Personal connections and influences
- Networks
- Support from the communities

4.3 Values, Principles and Standards

What values, principles and standards are important for partnerships to meet humanitarian needs?

What partnership/leadership practices related to values, principles and standards are conducive to localisation?

"Our" knowledge and application of humanitarian principles and "our" accountability to affected people (AAP) are the most important values for such partnerships, second to "their" same (accountability, and knowledge of principles) and "our" commitment to gender and programme quality. Only those with no partnership experience deprioritise "our" AAP compared to other values; they do the same for "their" AAP. The partners AAP is routinely prioritized, especially by both NNGOs and INGOs. (Source: survey).

In FGDs and KIs, accountability was discussed less than 'trust and respectful environment', and 'other', which was a mix of values that are not officially or legally considered humanitarian principles but are certainly closely related to them, including commitment, dedication, gratitude, respect, passion, volunteerism, and protest/politics.

Quality was discussed to almost the same extent as the above categories. Here, NNGOs identified the practices that they find not conducive to local organisations' engagement in humanitarian action:

- INGOs pay high prices for transport and accommodation, thereby reducing the efficiency of the programme
- INGOs programmes are sometimes irrelevant because they did not include the NNGO in its development.
- As funding cycles are short, sustainability of the programme and the results is problematic.

4.4 External Elements

What external factors influence humanitarian action?

What are the external factors that most influence localisation?

No external factors surfaced in the top ranked elements among the set of 37 values/principles and external elements ranked in the survey.

Conflict

Government capacity and transparency

One UN participant highlighted that government does not have a proper contingency or recovery plan for conflicts and still do not know the time of return for the IDPs. This situation drives uncertainty to UNs and INGOs to work with local partners for long term or medium term. And the role of government on humanitarian coordination is still limited on making decision independently.

Development partnership models can be observed since development aids have been introduced in the country. And full form of localization through partnership in humanitarian context is not seen yet.

- Approval of operations in Kachin State and restriction on travel approval by Government made the donors to think of NNGOs to deliver the services in IDPs camps in government control areas and non- government controlled areas.
- Lacking to have the strategic recovery plan by government makes funders to focus on short period of projects 6 months or 9 months or one year maximum. That led uncertainty of establishing partnership in Kachin State.

4.5 Partnership Mechanisms?

HARP facility from UK AID is operating in two contexts Rakhine and Kachin which is shaping localization through partnership in conflicts affected areas. This partnership is context based with financial and technical supports by strengthen organizational capacities within 3 years. Partnership management under this facility will be applied through direct communication.

Consortium approach “Tat Lan” has been operated in Rakhine context through multi-donors pool fund led by INGOs. The consortium focused on livelihood recovery through women empowerment. NNGOs under this grant were sub-grant type to deliver livelihood intervention.

And local led coordination and information sharing has been started in Rakhine State through LRC facilitation to consolidate human resourcing and contribution by Rakhine based organization. This approach is a project based and being under study of local based organizational situation.

5. Discussion

In Myanmar, full models of partnership that foster localisation of humanitarian action do not yet exist. Instead, certain elements of the operating model are considered more important than others for localisation, as are certain practices related to these.

5.1 Key operational elements for localisation

The elements of operational partnerships that require greatest attention in efforts to accelerate localisation of humanitarian action in Myanmar are:

- In the consultation of focus group discussion, humanitarian to development transitional partnership were discussed by four organizations which they focused on food and non-food items and seeds distribution in response phase and continued to recovery phase through food security and crop production. These partnerships were formed collectively on technology transfer, cash transfer, organizational and individual capacity building, transferring knowledge as of long term recovery programming approach on value chain development or small scale business development.
-
- **x** The partnerships promoted in Rakhine context were highlighted on utilizing local human resources to reach to the most neediest displaced people with conflict sensitivity approach which they called balance approach. Trusting and respectful working with NNGOs has been highlighted as a critical for localization through partnership.
-
- Diverse local humanitarian and development players are working in Kachin State with complexity of networks forming. Level of organizational forming and representation is being complex with uncertain future of long term recovery plan for IDPs. Cluster coordination systems and government coordination system could not solve the complexity of national organizations to access humanitarian funds. Institutional segregation between larger scale NNGOs and small scale NNGOs has been observed on representation by local organization. Head touch practices and earmarking of contributions were practicing.
-

5.2 Key practices for localisation

The partnership practices that are most conducive to localisation relate specifically to each element, including but not limited to:

- The good forms of partnership discussed and highlighted in the consultations were institutional development and operational flexibility on compliance of institutional guidelines and utilizing financial resources with minimum skills of project management.
- Continuous supports stood out as critical partnership for Rakhine context and not pleased on project based partnership. Fruitful partnership can be started with single sector approach which is strategically align and in-line between funders and implementers NNGOs. Operational taking over can be applied after building the foundation of institutional capacities (handed over of all operations not partially)
- Provided spaces for local language communication in the time of coordination and even in donor relation could make more sense of localization.
- Flexibility on overhead cost and operation cost helped the NNGOs to reach the restricted areas to provide unexpected and unintended results.
-

5.3 Challenges to localisation through partnership

Thura: please add here

Project based partnerships seemed unsustainable approaches for NNGOs and it was not assured for effectiveness of aids and was not for long term solutions. Most NNGOs suggested partnership with medium term approach that indicates more than 3 year time frame. The creations of civil networks and project based consortiums have been struggling with numerous challenges with diversity among NNGOs and CSOs.

Systematic handover of field operations in humanitarian context and management transition from humanitarian to development is still controversial. Balancing between humanitarian responds and long term development projects and interventions is critical for farmers those who are planting seasonal and cash crops together with paddy and other vegetables. And promoting local partnership on introducing climate adaptive agriculture practices after flood could find the potential knowledge transfer for rural farmers those who affected by floods.

The responses to communication made by UNs/INGOs to NNGOs were not appreciated by most of NNGO in Rakhine context. Transparent communication was reported as unequal between INGOs and NNGOs. Level of organizational representation is being complex with uncertain future of long term recovery plan for IDPs. Cluster coordination systems and government coordination system were complex and not transparent to NNGPs to access humanitarian funds. Institutional segregation between large scale NNGOs and small scale NNGOs has been observed as huge gaps. Head touch practices and earmarking of contributions were practicing.

“INGOs led localization through partnership is not true model” (one NNGO in Magway Region)

“Way of treatments between INGOs and NNGOs are not transparent in terms of access to humanitarian response funds”. (one NNGO from Rakhine State)

5.4 Gaps for continued exploration

Thura: please add here

National legal frameworks and institutional mechanisms of humanitarian and sustainable development should be looked to know how NNGOs are contributing country's humanitarian programs and development context through different forms of partnership. (Organization law; Naypyidaw Accord for Effective Development Cooperation; National Sustainable Development Policy; Myanmar Sustainable Development Plan; National Recovery Guideline).

Specific partnership model or strategy should be developed in funders or INGOs that could foster smooth transition from external managed into local managed. The partnership program design on co-management of operation in the beginning of long term development project or small scale business development could create in recovery phase. And then it can be handed over to the locals with full ownership.

6. Conclusions & Recommendations

6.1 Localisation viewed through DAC

What operational elements of NNGO/INGO partnerships are most likely to foster localisation of humanitarian action? This question is answered by filtering the evidence through DAC

evaluation criteria to examine the relevance, effectiveness, efficiency, impact and sustainability of localisation in Myanmar.

Relevance of localisation

Localisation, Myanmar NNGOs.....

The acceptance of change context of localization through partnership in humanitarian context has been existed by NNGOs in this research. And localization through partnership in development context has also been introduced and studied by development partners and agencies. The recognition of Myanmar government has been seeded as positive responses to development and humanitarian aids. And the provisional idea on localization has been mentioned in Aid effectiveness framework.

Effectiveness of localisation

For effective localisation, Myanmar NNGOs will need to.....

Practice reducing indirect and operational cost of INGOs will be highly supportive for effectiveness of localization which is highly demanded and asked by local organizations.

“A total and absolute handover of field operation was the best for us to start localized” (one NNGO in Rakhine State)

Efficiency of localisation

To efficiently accelerate localisation, Myanmar NNGOs need to....

start with changing management context or giving opportunities/spaces for local people to take leadership positions with relevant capacity indicators. And suggested to start with co-management or leadership approach in executive management. And another possibility can be created as associate or deputy roles in executive management. Adapt the process of Total/absolute handover of sample field operation which is in the position of ready for local leaders with full ownership (Rakhine context). Co-management of ne sample field office operation can be tested by INGOs/NNGOs and transfer whole operation to locals when they are in ready position with sufficient capacities.

Impact of localisation

For the strongest impact, localisation in Myanmar needs to start with

“Technology transfer and creating local managed information management would be more relevant” (an NNGO from Kachin State)

Sustainability of localisation

To be sustainable, localisation in Myanmar will need to

“Project based partnerships are not assured for sustainable development of an organization” (one NNGO in Kachin State)

6.2 Application in DRM phases

In general, the elements and partnership practices that foster local leadership in response, recovery and preparedness programming are...

6.3 Application in hazard settings

As all the contexts in which the research was...

6.4 Emerging testable partnership models in Myanmar

Add text

- It is suggested to start with changing management context or giving opportunities/spaces for local people to take leadership positions with relevant capacity indicators. And suggested to start with co-management or leadership approach in executive management. And another possibility can be created as associate or deputy roles in executive management.
- Adapt the process of Total/absolute handover of sample field operation which is in the position of ready for local leaders with full ownership (Rakhine context). Co-management of ne sample field office operation can be tested by INGOs/NNGOs and transfer whole operation to locals when they are in ready position with sufficient capacities.
- Start with single sector based partnership approach and expand into multi-sectoral partnership which is strategically in-line between funders and NNGOs e.g. in Kachin context. (Capacity expansion)
- Provide flexible spaces of operational costs for human resourcing or human resource programming (Rakhine context) such as youth empowerment and volunteer program. That is under the strategic supports for youth and young people in Rakhine context those who are missing their future and unemployment. (Human resourcing)
- Local managed information management system is critical to access by all local/NNGOs to engage in humanitarian and development context. Partnership on developing local managed knowledge management and information management mechanism is favourable. No funders have been excited to create this knowledge and information platform with active NNGOs those who interested to build upon local context.
- Specific partnership model or strategy should be developed in funders or INGOs that could foster smooth transition from external managed into local managed.
- The partnership program design on co-management of operation in the beginning of long term development project or small scale business development could create in recovery phase. And then it can be handed over to the locals with full ownership.

Annexes:

Annex 1: Localisation Programmes and Research in Myanmar

Charlotte to add

Annex 2: Local, National and International NGOs consulted

Context	NGO name (69 L/NGO consulted total after removing 7 duplicates and 5 or 6 INGOs)
Context 1. Sittwe Blue: also completed survey	<ol style="list-style-type: none"> 1. Community Empowerment and Resilience Association (CERA) 2. Legal clinic Myanmar 3. Local Resource Center 4. Myanmar Research Foundation 5. Pazin Legal Aid 6. People for People 7. Public Center 8. Rakhine Thahaya 9. Rakhine Women Union 10. Search for Common Ground 11. Wong Let 12. Yaung Chi Thit
Context 2. Magwe Blue: also completed survey	<ol style="list-style-type: none"> 13. Dear Myanmar 14. Extractive Industry and Transparency Initiatives (Watch Group) 15. Farmer Regional Development Organization 16. Green Network 17. Magway Education Development Center 18. Myanmar Independent Living Initiative (MILI) 19. Myanmar Sesame Farmer Association (MySFA) 20. Network Action Group 21. Positive Action Group 22. Progetto Continenti Myanmar (INGO) 23. Social Vision Volunteer Group 24. Substance Abuse Research Association Myanmar 25. Youth Network
Context 3. Myitkyina Blue: also completed survey	<ol style="list-style-type: none"> 26. Community Health And Development (CHAD) 27. Dawn Peace Foundation (Bhamaw) (DPF) 28. Green Land Organization 29. Group Hands, Bahmaw 30. Kachin Baptist Convention (Waimaw) 31. Kachin CSO Network 32. Kachin Rural Development Committee 33. Kachin State Women Network 34. Kachin State Conservation Working Group 35. Kachin Women Union (KWU) 36. Karuna Myanmar Social Service 37. Loi Yang Bom Organization (LYB) 38. Metta Development Foundation 39. Namati Development Initiatives (NDI) 40. Namkyeo Prahita Foundation 41. Nyein Shalom Foundation 42. Peace and Gender Foundation 43. Pyo Foundation 44. Social Service

Surveys and INGO KILs	<ul style="list-style-type: none"> 45. Action Labor Rights 46. Ar Yone Oo Social Development Association 47. Better Life Organization 48. Daifin Social Service 49. ENAC 50. Green Life Alliance for Development (GLAD) 51. Hsar Du War Community Based Organization (CBO) 52. K'Cho Land Development Association - COLDA 53. Kalyana Mitta Development Foundation 54. Karen Women Empowerment Group 55. Kayan Women's Organization 56. Lwal Yang Lon Community Development Organization 57. MDN 58. Metta Development Foundation 59. Mon Youth Progressive Organization 60. Myanmar Baptist Convention 61. Nauskawng Development Institute 62. Ngawn Youth Association / Yes Community Development Myanmar 63. Northern Shan State Women Organization Network 64. Phyu Sin Saydanar Action Group (PSSAG) 65. Pyo Development Organization (same as Context 3 above?) 66. Shan Women Development Network 67. Swanyee 68. Waimaw Baptist Association Community Development 69. Women's Organizations Network (Taungoo) 70. BfdW 71. Christian Aid 72. Lutheran World Federation 73. Oxfam 74. The Border Consortium
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Annex 3: References for Myanmar-specific or -related literature

Charlotte to add



Integrated Risk Management Associates (IRMA), LLC

Who we are: Integrated Risk Management Associates (IRMA) is a women-owned limited liability company, founded in 2015, headquartered in Tucson, Arizona, USA.

What we do: We are an international consulting company serving clients whose mandate is to promote equitable human development and undertake effective humanitarian action. The services we provide to governments, inter-governmental organizations, donors, non-governmental organizations and private companies operating in this field include:

- Research, learning and knowledge management;
- Policy, strategy and program design and development;
- Technical support for accountability and quality assurance, including MEAL;
- Capacity-building, facilitation and training.

Our expertise and experience: Specialising in inter-disciplinary research, IRMA has deep experience in all sectors of development and humanitarian action, including food, nutrition and livelihoods; health and wellbeing, child protection and education; WASH, shelter, environment and natural resource management; gender equity and social inclusion. As indicated by our name, we also have specific thematic expertise in 'integrated risk management', which enables us to advise our clients on strategies to strengthen societal resilience, promote disaster risk reduction and foster climate change adaptation, all of which are increasingly important in our era of complexity and escalating risk.

Our team: The Directors/Co-founders of IRMA are Lezlie Morinière (Ph.D. Climate Science, U of Arizona and MPH Nutritional Epidemiology and Biostatistics, Tulane) and Ms. Marilise Turnbull (M. Sc Development Management, Open U.K). IRMA has over twenty Associates whose competences are matched to its range of clients and assignments. Together, IRMA's Associates have worked in over 60 countries across all world regions, in urban and rural contexts, and in situations of conflict, fragility, post-disaster and inequitable development. We pride ourselves in offering a diverse, gender-balanced, multi-lingual and culturally sensitive team for every assignment.

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Sample reports of direct relevance:

- Morinière, L., T. Laegreid, T. Smail, A. Thermit et al, 2015. Evaluation of Norway's Support to Haiti after the 2010 Earthquake, Report 8/2014. and Policy briefs: "Friendships with fragile states" and "Norwegian flexibility versus structure"). Norad and Particip.
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- Morinière, L. and Zimmerman, L. S., 2015. ACP Compendium of Risk Knowledge: Mapping Risk in the African, Caribbean and Pacific Group of States. ACP Secretariat, for European Union and Particip.