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WEEK

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The Localization Analysis Framework: How well are we doing with locally led development?



A framework to assess a donor's alignment with a locally led development approach

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Webinar agenda

- Evaluation team introductions
- Presentation on the localization analysis framework
- Highlights from the framework's applications to date and what we've learned
- Key considerations for using the framework
- Discussion and feedback



Introduction to the Localization Analysis Framework

What is the localization analysis framework?

- ❖ An **evaluation tool** to measure a program's alignment with a locally led development approach and to identify key relevant barriers and enablers;
- ❖ The framework encompasses **9 dimensions**. Each dimension represents one unique component of locally led development but with noted interlinkages and complementarities between them.

Why did we create this framework?

- ❖ There has been a growing interest to better understand locally led development within Global Affairs Canada (GAC), but a limited availability of relevant tools designed to do so;
- ❖ GAC's Evaluation Division developed and piloted this framework to complement two evaluations of programs with a focus on supporting local organizations (The Canada Fund for Local Initiatives (CFLI) and the Women's Voice and leadership program (WVL));
- ❖ The primary goal was to start building an evidence base to help answer the question: *"How well is the department really doing with regards to locally led development programming?"*

How did we use it?

- ❖ The pilot localization analysis exercise was based on a desk review of the data already collected for the 2 program evaluations;
- ❖ In 2023-24, the updated framework was built directly into the design of a third evaluation on the Partnership for Gender Equality (PGE).

Localization Analysis Framework

9 dimensions

- ❖ Each dimension represents one unique component of locally led development
- ❖ There are interlinkages and complementarities exist between them
- ❖ This is an evergreen tool that will be continuously tested and improved with future use

Key terms and definitions

Project: “project” was used in the framework to describe the intervention; however, “project” can be interchanged with other terms

Local actors: Can include partner organizations, beneficiaries/rights holders, local community members, local authorities/governments, local institutions (e.g. academia, civil society) and local subject matter experts.

Donor: organization that provides the source of investment for a project or program

Intermediary: plays an intermediary role between the donor and the local organization



Localization Analysis Framework

Dimension rubrics

Dimension 1

Partner organizations were local

Good Alignment	75-100% of partner organizations were local organizations
Partial Alignment	50-75% of partner organizations were local organizations
Poor Alignment	Less than 50% of partner organizations were local organizations
No Alignment	None of the partner organizations were local organizations

Dimension 2

Funding provided to local organizations

Good Alignment	75-100% of funding was provided to local organizations
Partial Alignment	50-75% of funding was provided to local organizations
Poor Alignment	Less than 50% of funding was provided to local organizations
No Alignment	Funding was not provided to local organizations

Dimension 3

Nature of partnerships

Good Alignment	The relationship between the direct partner local organization encompasses all three elements*
Partial Alignment	The relationship between the direct partner and local organization encompasses two of three elements.
Poor Alignment	The relationship between the direct partner and local organization encompasses one of three elements.
No Alignment	The relationship between the direct partner and local organization does not encompass any of the following elements.

*Elements of partnerships:

1. Extends beyond project-based activities
2. Utilizes established mechanisms to address concerns effectively
3. Is based on trust and mutual respect, according to local actors themselves

Localization Analysis Framework

Dimension rubrics

Dimension 4

*Degree of local ownership and leadership –
Project Design*

Good Alignment	Relevant local actors had significant responsibilities in project design.
Partial Alignment	Relevant local actors had partial responsibilities in project design.
Poor Alignment	Relevant local actors had minimal responsibilities in project design.
No Alignment	Relevant local actors did not have responsibilities in project design.

Dimension 5

*Degree of local ownership and leadership –
Project Management*

Good Alignment	Relevant local actors had significant responsibilities in project management.
Partial Alignment	Relevant local actors had partial responsibilities in project management.
Poor Alignment	Relevant local actors had minimal responsibilities in project management.
No Alignment	Relevant local actors did not have responsibilities in project management.

Localization Analysis Framework

Dimension rubrics

Dimension 6 *Degree of local ownership and leadership – Project Governance*

Good Alignment	Relevant local actors had significant responsibilities in project governance.
Partial Alignment	Relevant local actors had partial responsibilities in project governance.
Poor Alignment	Relevant local actors had minimal responsibilities in project governance.
No Alignment	Relevant local actors did not have responsibilities in project governance.

Dimension 7 *Degree of local ownership and leadership – Monitoring, Evaluation and Learning (MEL)*

Good Alignment	Relevant local actors had significant responsibilities in MEL activities.
Partial Alignment	Relevant local actors had partial responsibilities in MEL activities.
Poor Alignment	Relevant local actors had minimal responsibilities in MEL activities.
No Alignment	Relevant local actors did not have responsibilities in MEL activities.

Localization Analysis Framework

Dimension rubrics

Dimension 8

Relevance of capacity strengthening support

Good Alignment	Capacity strengthening support was significantly relevant to local organizations' needs and priorities.
Partial Alignment	Capacity strengthening support was partially relevant to local organizations' needs and priorities.
Poor Alignment	Capacity strengthening support was minimally relevant to local organizations' needs and priorities.
No Alignment	Capacity strengthening support was not relevant to local organizations' needs and priorities.

Dimension 9

Administrative capacity and requirements

Good Alignment	Donor/intermediary administrative capacity and requirements fully allowed programming that responded to local needs, including those of the most marginalized.
Partial Alignment	Donor/intermediary administrative capacity and requirements partially allowed programming to respond to local needs, including those of the most marginalized.
Poor Alignment	Donor/intermediary administrative capacity and requirements minimally allowed programming to respond to local needs, including those of the most marginalized.
No Alignment	Donor/intermediary administrative capacity and requirements did not allow programming to respond to local needs, including those of the most marginalized.

MENTIMETER










Question: *From your perspective, how relevant are the framework's dimensions for measuring an intervention's alignment with a locally led development approach?*

Use the QR code or go to menti.com and use the access code to answer

The LAF in action – Assessment for the Partnership for Gender Equality evaluation

Key takeaways:

- There is no "silver bullet," a locally led approach comes with trade-offs
- PGE offered a meaningful example of how we can implement locally led development through trusted intermediaries
- GAC did not make significant changes to its systems for this partnership; rather, the adaptations came at the level of the intermediary
- PGE represents a different approach to partnerships than a typical funder-implementer dynamic

Dimensions of locally led development	Rating	Example justification
 D1 Partner organization	None (white) Poor (light green) Partial (medium green) Good (dark green)	The signatories to the contribution agreement were Canadian organizations (intermediaries).
 D2 Funding provided to local organizations	None (white) Poor (light green) Partial (medium green) Good (dark green)	Through the intermediary, all grants were provided to local organization in ODA-eligible countries.
 D3 Nature of partnership	None (white) Poor (light green) Partial (medium green) Good (dark green)	Grantees appreciated the trust-based, feminist partnerships they enjoyed with the intermediary.
 D4 Project design	None (white) Poor (light green) Partial (medium green) Good (dark green)	The intermediary did not impose thematic priorities on its grantees.
 D5 Project management	None (white) Poor (light green) Partial (medium green) Good (dark green)	The intermediary did not impose activities on their grantees, effectively transferring power for day-to-day programming decisions.
 D6 Project governance	None (white) Poor (light green) Partial (medium green) Good (dark green)	Decision-making was left to grantees and governance structures were not imposed on them.
 D7 Monitoring, evaluation and learning (MEL)	None (white) Poor (light green) Partial (medium green) Good (dark green)	The intermediary adopted flexible reporting approaches that reduced the burden on grantees.
 D8 Relevance of capacity strengthening support	None (white) Poor (light green) Partial (medium green) Good (dark green)	The intermediary's capacity strengthening approach was grounded in a recognition of local organizations' existing capacity and offered them the possibility to request additional support as needed.
 D9 Administrative capacity and requirements	None (white) Poor (light green) Partial (medium green) Good (dark green)	The intermediary adopted a simplified application process, as well as reporting and due diligence approaches to minimize the burden on applicants and grantees.

The LAF in action – Comparing LLD alignment across 3 GAC programs

Dimensions of locally led development	Alignment of GAC programs		
	WVL program	Canada Fund for Local Initiatives	Partnership for Gender Equality
Partner organizations were local	☹️	😊	☹️
Funding provided to local organizations	☹️	😊	😊
Nature of partnerships*	N/A	N/A	😊
Local ownership and leadership – Design	☹️	☹️	😊
Local ownership and leadership – Management	☹️	😊	😊
Local ownership and leadership – Governance	☹️	⚠️	😊
Local ownership and leadership – MEL	☹️	☹️	😊
Relevance of capacity strengthening support	😊	☹️	😊
Administrative capacity and requirements	☹️	☹️	😊

😊 = Good alignment

☹️ = Partial alignment

☹️ = Poor alignment

⚠️ = Could not assess

*Nature of partnerships was added following the WVL and CFLI reviews.

The LAF in action - Key enablers and barriers to locally led development

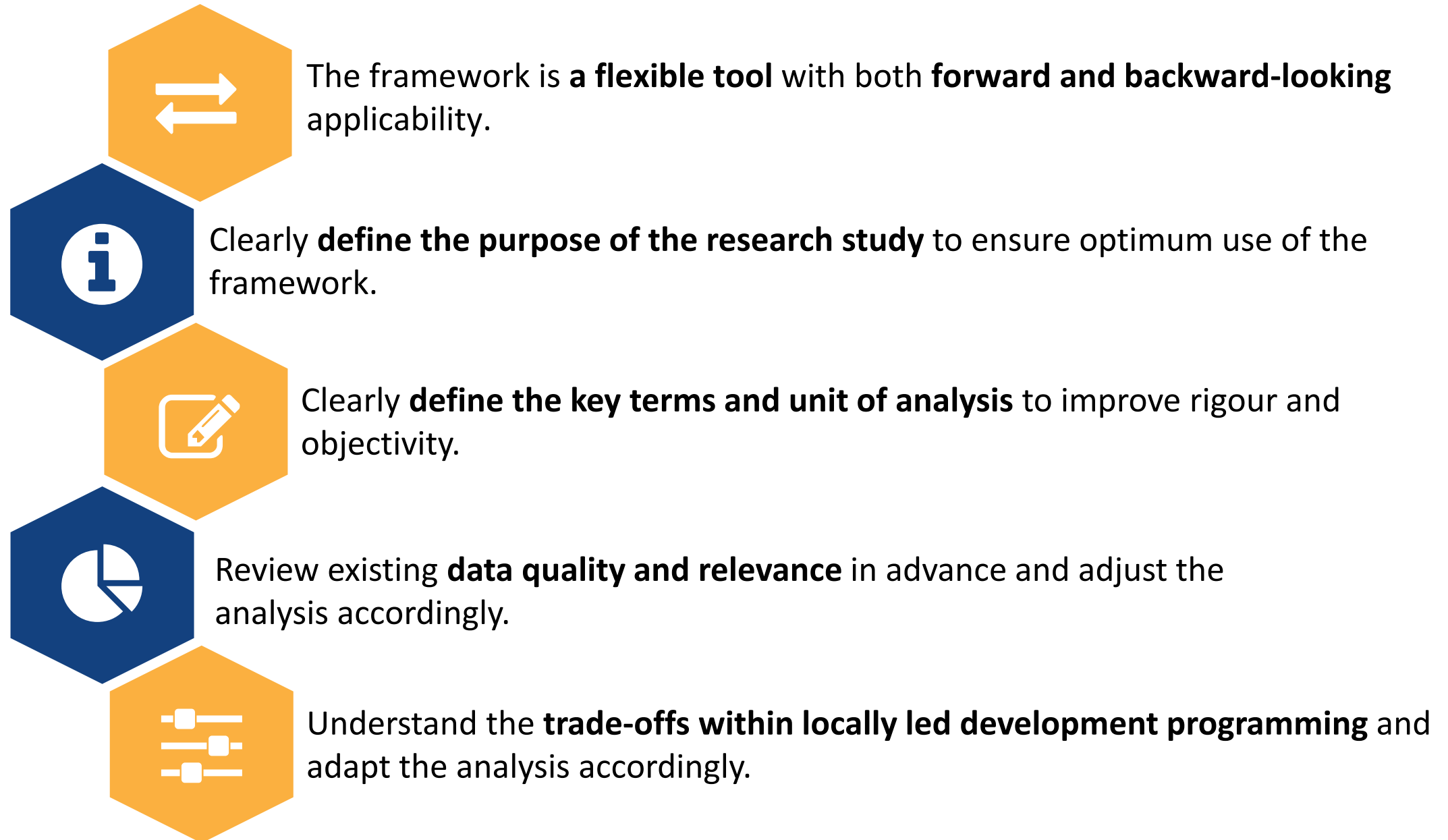
Key Enablers

- Strong institutional frameworks (e.g. FIAP) supports GAC's locally led development approach.
- Flexible program designs enabled them to be responsive to local needs and priorities.
- Choosing the right partners.
- Growing prioritization of locally led development within the international community supports GAC's efforts.

Key Barriers

- Institutional factors can hinder the delivery of locally led development programming.
- The local context in which programs are implemented can create challenges for delivery.
- Limited human resources and capacity can affect locally led development efforts.
- Inconsistencies in capacity strengthening support to local partners.

Key considerations for using the framework



Discussion

LET'S HEAR FROM YOU!

MENTIMETER

Question: *Reflecting on the framework's dimensions, rubrics and indicators – what are the strengths for measuring locally led development?*

Use the QR code or go to menti.com and use the access code to answer

MENTIMETER

Question: *Reflecting on the framework's dimensions, rubrics and indicators – what are the weaknesses or opportunities for improvement?*

Use the QR code or go to menti.com and use the access code to answer



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THANK YOU!!!

Please reach out to the evaluation team! evaluation@international.gc.ca