



# LOCAL LEADERSHIP IN HUMANITARIAN RESPONSE INITIATIVE

Outcomes from the Regional Shelter & Settlements Fora

Credit: Joanna Linden



## ACKNOWLEDGEMENTS

In response to the growing call for more locally led humanitarian response, InterAction's **Shelter and Settlements Working Group** conducted extensive consultations in four regional shelter and settlements fora in 2022 and 2023. These four regional reports directly capture the voices and unique perspectives of regional shelter and settlements stakeholders.

- These reports are made possible by the generous support of American people through the **United States Agency for International Development – Bureau for Humanitarian Affairs** (USAID/BHA). The contents do not necessarily reflect the view of USAID/OFDA or United States Government.
- These reports summarize the key findings of the consultations conducted by principal consultants **Fiona Kelling**, **Dr. Sneha Krishnan**, and **Dipti Hingorani**.
- This initiative was managed and guided by **Juli King**, with the support of **Mohamed Hilmi** and **Madelyn Evans** of InterAction. Additional guidance was provided by InterAction's Humanitarian Policy and Practice Team and Communications Team.
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# LOCAL LEADERSHIP IN HUMANITARIAN RESPONSE INITIATIVE: OUTCOMES OF THE LATIN AMERICA AND CARIBBEAN SHELTER & SETTLEMENTS FORUM

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**APRIL 2023**

This report sets out the main discussion points from the third of four regional shelter and settlements fora held between September 2022 and February 2023. It provides insights and recommendations that will support donors and INGOs to promote local leadership and local decision making in humanitarian shelter and settlements response.

## KEY MESSAGES

- **INVEST IN A CONTINUOUS ENGAGEMENT PROCESS:** Local leadership is an ongoing process that requires committed engagement from response actors to empower local communities and strengthen capacity. Sustainable local leadership requires investment over time, but it can lead to less need for interventions by external actors.
- **EMBRACE TWO-WAY LEARNING:** Learning is a two-way process. Global actors have as much to learn as local actors to achieve successful local leadership. While local actors may need to learn about disaster risk management, humanitarian standards, and accountability, external actors must learn how to listen and engage with local communities in contextually relevant ways and languages.
- **LEVERAGE EXISTING LOCAL STRUCTURES:** Existing local governance structures in Latin America and the Caribbean (LAC) are often strong, representative of local communities, and promote proactive response. These should be leveraged to engage stakeholders in dialogue for early action and disaster response, foster networks of learning and knowledge sharing, and enhance links between communities, authorities, and humanitarian actors.
- **ELEVATE LOCAL STRENGTHS:** Identify the strengths within a community and develop mechanisms to enhance them through co-created solutions and shared decision making. Religious leaders, grassroots organizations, and women's self-help groups have all demonstrated how they can effectively reach and represent affected communities during disasters.
- **PREPAREDNESS, PREPAREDNESS, AND PREPAREDNESS:** Promote local leadership in shelter and settlements response before a disaster. Starting during a crisis response is too late. Communities that are ready to lead post-disaster recovery interventions are better prepared for future disasters.
- **CONDUCT COMPREHENSIVE MAPPING:** Conduct comprehensive stakeholder and capacity mapping during the preparedness phase to understand the context and actors in advance. Identify not just who the local leaders are but also their motivations and interests and how representative they are of affected communities.
- **PRIORITIZE COORDINATION:** Poor coordination can hamper locally led response. Ensure that both local and external actors understand the importance of coordination and can access and use coordination mechanisms to engage in meaningful communication and collaboration.
- **OFFER PSYCHOSOCIAL SUPPORT FOR LOCAL LEADERS:** Local responders are often part of the affected population when crises occur. External actors must recognize the needs of those they are working alongside and be willing to provide psychosocial support where required.



The LAC Shelter Forum took place in Bogotá, Colombia, on 7 and 8 February 2023. The forum contributed to the objectives of the ongoing InterAction initiative on Local Leadership in Humanitarian Response within the Shelter and Settlements sector. During the session, two local organizations presented their work followed by breakout discussions. The session explored current regional understandings and examples of local leadership and provided input on what increased local leadership would achieve. The findings build on the initial consultation at the Africa Shelter and Settlements Forum in September 2022 and the contributions gathered at the Asia Shelter and Settlements Forum in November 2022 and the Middle East and North Africa Forum in February 2023.

Details of the objectives, structure, and content of the session is in Annex 1.

## **‘Local leadership’ represents the diverse interests of affected communities**

The session introduced different definitions of ‘localization’ or ‘local leadership’ and highlighted the challenges to operationalization without a clear concept. Through the course of the discussions, ‘localization’ or ‘local leadership’ in the region was defined as situations when representative authorities – both governmental and those from the community – are able to mobilize and coordinate actions in their area and while doing so, represent the interests and rights of affected communities.

The session also explored what ‘local actor’ means, beyond a simple binary distinction between international and local, and the need to recognize, understand, and engage with a diverse range of actors (see Annex 2: Introductory Presentation).

## **LAC has strong examples of locally led preparedness and response**

Two speakers reflected on localization in their initiatives in the region.

TECHO (also known as Un Techo para mi País, Spanish for A Roof for my Country) is a nonprofit organization. It mobilizes youth volunteers to fight extreme poverty in Latin America by constructing transitional housing and implementing social inclusion programs. TECHO presented a pilot project implemented in 2022 in the two states of Zulia and Miranda in Venezuela. The project established community committees for disaster risk management (DRM) to strengthen community resilience. The presentation demonstrated TECHO’s methodology, which facilitated decision making and ownership of the program by the local community. The first step was to carry out a community diagnostic of risk, needs, and capacity and then develop potential options to mitigate the identified risks. Next, a joint prioritization exercise between TECHO and the community was conducted, followed by training on safe sheltering and community-focused DRM on decision making, leadership, and participation. Consequently, DRM committees were formed at the community level to carry out the prioritized interventions. TECHO and the community were responsible for monitoring the activities that were implemented. The DRM committees were responsible for carrying out the prevention and mitigation actions as well as DRM and preparedness activities over time. As a result, the intervention became sustainable through significant investment in the community committees. This included knowledge transfer and capacity building, self-management, and integrated work between communities, social organizations, and local authorities. The project supported communities to have full ownership of the interventions and ensured they were better prepared for future disasters as a result.

The TECHO presentation is in Annex 3.

CHURCH WORLD SERVICE (CWS) is a cooperative ministry of 35 Protestant, Orthodox, and Anglican denominations, providing sustainable self-help and development, disaster relief, and refugee assistance around the world. They presented their research findings from interviews with community members and technical field teams that worked in rural housing reconstruction projects. The projects were in response to Hurricanes Eta and Iota in Santa Barbara, Honduras, and the 2021 earthquake in Grand Anse, Haiti. The research looked at examples of positive local leadership that took a gender-sensitive and intergenerational approach. The presentation highlighted the vital role positive local leaders play in ensuring good design and implementation of shelter and settlement projects during disaster response and recovery. CWS identified specific characteristics that distinguished these ‘positive’ leaders from other leaders. For example, positive leaders showed a higher:

- capacity for dialogue with diverse stakeholders
- interest in representing the most vulnerable community members
- capacity to ask for help when needed
- sense of moral obligation toward their community
- sense of vocation and service.

The presentation also highlighted how active listening or ‘sharpening’ the listening of external actors is essential to being able to work with local positive leaders and promote localization.

The CWS presentation is in Annex 4.

## **An interactive survey explored regional challenges and potential solutions**

**The survey captured participants’ understanding of who is ‘local’ and what is needed for increased local leadership, which varied across the different countries represented in the region.**

Around 55 participants answered the survey questions (although some questions were answered by only 40 persons). The participants primarily represented INGOs (54%) and UN agencies (27%). The Red Cross Red Crescent societies and national organizations represented 8% each. There was no representation from local community-based organizations, academic institutions, or the donor community. The majority of the participants (89%) worked in the region and 66% identified as working in a local/national role. There was a slight majority of male participants (53% to 47% female). Most participants (70%) had over 5 years’ experience working in humanitarian response and almost half (48%) more than 5 years’ experience working on shelter and settlements.

The full survey results are in Annex 5.

### **‘Local’ includes key groups as well as a variety of civil society structures**

The survey responses on who is a local actor included the affected community, local government authorities, and a variety of civil society organizations, such as community-based organizations, citizen collectives that work for social action, churches, and local or religious leaders. Participants highlighted social groups such as women, the elderly, and children, while others mentioned first responders, local donors, civil servants, the Red Cross Red Crescent Societies, local institutions, and other informal community groups/structures.

### **Increased capacity is needed in coordination and advocacy**

Over 70% of the participants agreed that there is a gap in capacity that hinders local leadership. Respondents highlighted coordination and advocacy as the key areas warranting the most attention. Other responses suggested the need for capacity building to improve communication, leadership, finance, and integrated programming.

## **Language is critical when speaking about barriers**

Respondents suggested that the primary barrier to increased local leadership was language, closely followed by access and politics. In LAC, there are strong governments in many countries and a shared common language – Spanish. Imposition of English, which is the key language for international actors undertaking large shelter programs in the region and which dominates the localization discourse, poses a communication barrier that creates a challenge to meaningful engagement in the region.

Responses also identified cultural and communication issues, which are closely related to language and cultural nuances. Many of the additional barriers identified were social and political, pointing to an external context that requires significant change. These included:

- power dynamics between international NGOs (INGOs) and local NGOs (LNGOs)
- competition among LNGOs, limiting opportunities for collaboration
- lack of funding and challenges of insecurity
- bureaucracy and corruption.

## **Increasing capacity requires long-term continuous engagement**

Efforts should focus on strengthening capacity at institutional and community level with a variety of stakeholders, including the elderly and youth, and local leaders in the community. Survey responses suggested the need for more capacity sharing as opposed to capacity building, highlighting the need for a two-way process. The survey findings also referred to ‘installing’ capacity, suggesting that a longer-term commitment to sustainable solutions requires necessary investment over time. In an ideal situation, these efforts could lead to less need for interventions by external actors.

Areas identified for building technical capacities of local actors included:

- disaster risk management
- cash-based programming
- standard processes and accountability
- understanding of the international humanitarian system
- coordination, advocacy, and information management.

Areas identified for building capacity of external actors included:

- listening and engaging with the local community
- understanding the local cultural practices and languages
- learning how to access the most vulnerable groups in the community
- understanding how to work with local models and structures and using local solutions and designs
- advocating to and communicating with local authorities
- increasing flexibility in approaches in order to fund more local organizations.

More generally, participants also identified the need to demystify the concept of local leadership and widen preconceived understandings or concepts to fit the local context.

## **Creating platforms for equal partnerships in advance supports localized disaster response**

Participants mentioned the idea of ‘work tables’, i.e. organized discussion groups with a variety of stakeholders built on dialogue and engagement for early action and disaster response. These work tables can foster networks of learning and knowledge sharing, linking the community with authorities and the humanitarian sector. They can also provide opportunities to engage in direct and strategic dialogue with donors.



Participants in the session highlighted the need to put communities at the center and work to increase resilience. This includes trusting communities to lead and setting aside individual interests to work effectively together to deliver equitable and accountable assistance. Care and attention is needed to ensure that existing talent is not overlooked or lost and to avoid strengthening existing power structures that are oppressive. Maintaining the centrality of protection and humanitarian principles were other key points that were highlighted by participants at the forum.



*Credit: Kendra Helmer*

## **Discussions further explored perceptions and actions that could enable local leadership**

The breakout group discussions further explored what local leadership looks like, the outcomes and tensions of a locally led response, and proposed actions to enable local leadership. Two groups were held online (one English, one Spanish) and four in-person (two English, two Spanish). Each group consisted of between eight and ten people, and notes were taken by group facilitators.

## TOPIC 1: UNDERSTANDING OF LOCAL LEADERSHIP

### ***What do you understand by the term 'local leadership'? Share an example.***

Some groups focused on who local leaders were and how to work with them, while others debated what local leadership actually meant. Participants across different groups agreed that local leadership required a strong relationship between communities and government that centers the interests of different vulnerable population groups. They also identified that leaders and structures exist in most communities, but it is important to ensure they are validated by the community as representing the affected community's various interests. Once identified, these community representatives can play a crucial role in disaster response and as well as preparedness activities.

Some successful examples of working with local leaders were provided by participants. For example, Save the Children in Tumaco, Colombia works through *Comités de Protección* (protection committees) which are led by local leaders and represent a range of community interests. Caritas Mexico works with churches and religious groups. Participants mentioned work in Brazil on advocacy issues with grassroots organizations with the help of a group of local leaders, including a women's grassroots organization which helped in the timely identification of people impacted by flooding.

Some examples highlighted the challenges of working through local structures when leaders hinder rather than facilitate action. In Guajira, Colombia, for example, the relocation of communities affected by a flooding event was delayed due to disagreement and vested interests between local leaders and local authorities. Also, on the Venezuelan–Colombian border, some communities can only be accessed through a local actor who has a relationship with military or armed groups and who could be perceived to violate the principle of neutrality. Participants highlighted the challenge of upholding humanitarian principles when entering a community and maintaining independence while engaging with local leadership groups and structures. Power dynamics influence access, the acceptance of certain groups, and the strategic function of existing structures. Therefore, it is challenging for some NGOs to adhere to humanitarian principles, depending on the political situation and community relationships.

One group highlighted the importance of ensuring transparency, participation, and accountability when working with local leadership groups. Another group referred to the need to have 'organized' communities who choose their own leaders, and thereby confer legitimacy in representing the community. The discussions highlighted the need to map each context to identify who is considered a local leader, as this varies between contexts and over time.

During the discussions, participants in an English-speaking group debated whether local branches of international organizations are part of local leadership or not, while in a Spanish-speaking group participants discussed the importance of local governments and how, in their critical role as elected representatives, they were perceived to have the capacity to encourage local influential leaders and promote change.



## TOPIC 2: OUTCOMES OF LOCALLY LED RESPONSE

### ***What do you think increased local leadership or locally led response would achieve?***

There was a consensus that in comparison to the current *modus operandi*, locally led response would lead to better-quality outcomes and accountability – that such a response is faster, safer, and more agile and innovative. In addition, the trust that is built among all actors during this process means that responses are more stable, and there is more community ownership of the response overall. Some positive aspects of increasing local leadership included the focus on different priorities, having cultural competency, consideration of how people live and what they really need, recognition of a communities' history, understanding of future aspirations, and working with local authorities and vulnerable communities. Local leaders can prioritize community needs and have a better understanding of what is required to design better solutions together as opposed to external actors' perceptions. For instance, in Venezuela migrants had a tremendous capacity to self-organize and mobilize. In Guajira, the community organized themselves into quadrants, organizing the territory and land issues during a response. They used voting to democratically select community leaders who represented the community to local organizations and aid agencies.

Discussions also highlighted that locally led response would mean having a stronger civil society, where newer NGOs, community-based organizations, and community groups would develop new leadership capacities for preparedness and recovery activities and more awareness of funding opportunities by local leaders. This could also lead to greater recognition of the need for accountability mechanisms while elevating community voices. It was noted that there would be a knowledge transfer opportunity from local to global, and not just the other way around. There would be an opportunity for consensus building and a good recognition of where capacities are existing and needed. The key is detecting opportunities for a strengthened community overall, where external actors act as intermediaries to support this process.

In addition, responses would be implemented with a longer-term view and move into long-term recovery faster. They would focus on critical infrastructure and permanent solutions as opposed to emergency solutions only. This focus on durable solutions (where appropriate) and relevant skills sought within communities would in turn build greater community resilience and deliver responses that are better adapted to local contexts in the longer term. Strengthening the capacities of local organizations and authorities also connects to dialogue on the humanitarian-development-peace or 'triple nexus'. Increased local leadership could lead to better coordination or advocacy with local authorities to make the systemic changes required.

Some negative aspects of a locally led response were also discussed. State-led responses may not take account of international standards, and access to resources may be limited due to dependence on local government budgets, which are often small. Participants raised issues of accountability and the challenges of navigating difficult circumstances, such as over-reliance on governments, when decision making is not democratic, or when local leadership is not trusted or considered to represent more than their own concerns. In some cases, increased focus on local leaders can also bring risks, particularly in conflict settings, as local leaders become more visible. On the other hand, external actors have a role to play and can also be useful in mitigating existing power dynamics that exist in or between communities and leaders.

### TOPIC 3: ENABLING LOCAL LEADERSHIP

#### ***What steps or actions are required that would enable a locally led response?***

The following key thematic areas were identified to support locally led response:

**Funding modalities.** Participants highlighted the need for donors to fund local actors directly. Funding flexibility was seen to be crucial to combat the lack of community engagement in proposals and to account for changing contextual dynamics. Many participants also mentioned the lack of or insufficient support for overhead costs for local organizations, making sustainable implementation difficult.

**Recognition of local capacity.** Participants emphasized the need for due diligence to recognize local capacity and context. This included learning how communities have solved their issues in the past, as well as assessing community strengths and weaknesses and understanding how local markets are operating. Emergent groups that are formed when an emergency happens were seen to be at the core of a locally led response. A horizontal (rather than hierarchical) response structure – which shares responsibility and decision making more equally – could facilitate broad representation and participation, work to address community needs, and prioritize coordination with other stakeholders, including diaspora groups.

**Communication and trust.** Communication was seen to be key to removing the often found fear of INGOs doing things differently or imposing their own processes. Participants suggested that encouraging dialogue could build trust and lead to more diverse voices in decision making, as well as developing action plans that emphasize less dependency on external actors, for example, prioritizing risks and defining an implementation timeline through community advisory committees.

**Identification of capacity gaps.** Participants in the forum identified three areas in which they felt the capacities of community-based and emergent groups could be strengthened: leadership, emergency preparedness and response, and DRM training. They identified that this requires time and resources, but also appropriate methodologies for skills transfer. Innovation in learning more community education techniques was seen as important. It was also discussed that if communities, especially youth, are organized in advance, there could be more opportunity for greater impact.

**Community ownership.** Discussion contributors suggested that when communities own a response program, they focus on promoting local initiatives and supporting volunteer actions. To facilitate this, external actors have to let affected communities nominate the representatives who will speak for them and represent them before the authorities. Clearly identifying what needs to be done and the right tools or inputs to do it can enable community ownership and ensure that momentum is not lost when NGOs exit.

**Annex 1:** Session Plan

**Annex 2:** Introductory presentation

**Annex 3:** TECHO PowerPoint presentation

**Annex 4:** CWS PowerPoint presentation

**Annex 5:** Menti Survey results

# ANNEX 1: SESSION PLAN

## LAC Shelter Forum

7th-8th February 2023 - Bogotá, Colombia

This session will explore the current regional trends to strengthen local leadership and decision making in humanitarian response within the shelter and settlements sector. It invites participants in the LAC Shelter Forum to reflect on their experiences and identify tensions, challenges and opportunities to strengthen local leadership in the region. The session will contribute to the ongoing research on localization in the shelter and settlements sector under InterAction's Local Leadership in Humanitarian Response Initiative.

### Consultation Objectives:

- Explore the different understandings of local leadership in the shelter and settlements sector by the various stakeholders involved in shelter and settlement responses
- Identify examples of where localization is happening or specific efforts being made by organizations
- Gather contributions and reflections from the participants on how current practices or efforts to support locally led response are being experienced
- Identify people to participate in FGD or further interviews for the research project

### Methods:

- Introduce research project to the participants and invite them to contribute further
- Presentations to share good practice examples from the region
- Use a short poll (using menti) to understand who is contributing from the region and capture high-level inputs
- Small group/plenary discussions to further explore understandings, outcomes, tensions and opportunities identified by participants and identify potential key informants

### OUTLINE

10 mins	Introduction to research initiative and overview of session
30 mins	Presentations: <ul style="list-style-type: none"><li>▪ Jessica Moreno - TECHO Venezuela</li><li>▪ Martin Corria - Church World Service</li></ul>
5 mins	Q&A
20 mins	Menti poll
45 mins	Small group discussions - in person and online breakout rooms
10 mins	Feedback to plenary on common themes/key points & wrap up



13:00pm Introduction - Dipti Hingorani - 5 mins

Presentation to introduce the session objectives and outline. Provide a brief overview of the localisation concept – advances and challenges. Provide a very brief summary of the InterAction Local Leadership in Humanitarian Response initiative and research outline and how information gathered (in session, through individual conversations and survey) from the LAC SF will contribute to the ongoing research. a

13:10pm Regional presentation - Jessica Moreno - TECHO - Venezuela - 15 mins

Community Committees for Disaster Risk Management: pilot project in two states of Venezuela. This session presents an intervention that aims to strengthen community resilience for the inhabitants of the states of Zulia and Miranda (Venezuela) using the model of work used by TECHO. Two trainings cycles have been carried out on strengthening community capacities, safe sheltering and disaster risk management (DRM) and through the pilot project, community committees for disaster risk management have been formed that are in charge of carrying out prevention actions, disaster risk reduction and disaster preparedness actions. Over time, the intervention becomes sustainable through the investment in the committees and the transfer of knowledge, the building of capacities, self-management and the integrated work of the communities with social organizations and local authorities.

This session will present the progress of this pilot project and some of the first results obtained from the field.

Presented by:

Anais Caballero - one of the members of the project team in Maracaibo

Jessica Moreno - Country director, Venezuela

13:25pm Regional presentation - Martin Corria - World Church Service - Haiti/Honduras 15 mins

Positive Local Leadership for successful Housing Reconstruction Projects

*Positive local leaders play a key role to ensure good design and implementation of shelter and settlement projects, but what specific elements or characteristics distinguish these leaders from non-positive leaders? How do we recognize them, maximize their contribution and resilience? Do they have technical knowledge or previous experience in the sector? What roles do they play in the different stages of the project? How do they prevent or resolve conflicts, how do they exercise their authority, negotiate or advocate? How do they deal with the challenges presented to them i.e climate change, conflict and displacement? What happens after the project is completed? Are they involved in the final evaluation and learning?*

Based on interviews with community members and technical field teams that work in rural housing reconstruction projects in response to hurricanes Eta and Iota in the department of Santa Barbara, Honduras, and the 2021 earthquake in Grand Anse, Haiti, the session will present what can be

characterised as a positive local leader incorporating a gender sensitive and intergenerational approach.

Presented by:

Engineer Patrick Nelson, country representative CWS Haiti.

Representative Mennonite Social Action Commission, Honduras.

Global Village Project Representative, Honduras.

### 13:40 Menti Survey - 20 mins

Mentimeter poll to understand who is in the room and key priorities. Code: **56432119**

Questions:

1. What country are you working in?
2. What type of organisation do you work for?
3. What is your nationality/ies?
4. What is your gender?
5. Are you considered local/national or international in your current role?
6. How many years have you worked in humanitarian response?
7. How many years have you worked in the S&S sector?
8. Who do you consider to be a 'local actor'?
9. Do you think there is a capacity gap that is preventing local leadership?
10. In what area/topic does capacity need to be increased?
11. What are the main barriers to increased local leadership in humanitarian response?
12. Where should efforts be focused to enhance and improve locally-led response?
13. What else should be considered? Or any other comments, clarifications or questions

### Small group or plenary discussion - 45 mins

Guide virtual and in-person discussions in small groups. Assign a facilitator and note taker per group. Ask a question, get the answers, use to probe the small group further – provide examples, discuss aspects further.

**In-person facilitators**

- English in person (2- 3 groups): Juli, Hilmi and Jill
- Spanish in person (2 groups): Jessica, Melina

**Virtual Facilitators**

- English online (2 groups): Fiona + ?? ( Should we ask Lilia / Pablo /Sandra/ Iru or Mamen ?)
- Spanish online (2 groups): Martin, Dipti

**Discussion Questions: -**

Facilitate each breakout group to discuss the three questions below:

1. What do you understand by the term 'local leadership'? Share an example...
2. What do you think increased local leadership or locally-led response would achieve?
3. What steps or actions would support or enable locally-led response?

The facilitator should allocate approximately 15 mins per question to allow sufficient time for the discussion. It is key to ensure receiving good notes and a summary of what is said and focussing on real-life examples. Direct the conversation to try and get people to talk in specifics rather than generals.

Option of using a jamboard to capture inputs from more people.

#### Feedback to Plenary - 5 mins


If timing allows, two groups – one online and one in-person provides a quick two-minute summary of key points discussed and any case study examples of where aspects of their discussion was displayed.

#### Summary/close - 5 mins

Otherwise, summarize any key points, thank participants for their contributions and reiterate call for further contributions to the research especially if they are/have links with local organisations.




# ANNEX 2: INTRODUCTORY PRESENTATION



**El liderazgo local en respuestas humanitarias en el sector de alojamientos y asentamientos**

Dipti Hingorani  
Shelter & Settlements  
Advisor



## Objetivos de la Sesión

En esta sesión exploraremos los retos regionales actuales para fortalecer el liderazgo y tomar decisiones locales en una respuesta humanitaria dentro del sector de alojamientos y asentamientos.

Invitamos a los participantes del foro a reflexionar con nosotros sobre sus experiencias e identificar tensiones, desafíos y oportunidades para fortalecer el liderazgo local en la región.

## Objetivos de la Sesión

La sesión contribuirá a una investigación en curso sobre la localización en el sector de alojamientos y asentamientos que se está llevando a cabo por una iniciativa de Liderazgo Local en Respuesta Humanitaria por InterAction.

- Explorar las diferentes interpretaciones del liderazgo local
- Identificar ejemplos de localización en la región y esfuerzos específicos en acciones humanitarias
- Reflexionar con los participantes sobre sus experiencias en la práctica
- Identificar personas para participar en grupos de discusión en entrevistas futuras para el proyecto de investigación.

## Contenido

11:00 Introducción y contenido

11:10 Presentaciones de buenas prácticas

✦ Jessica Morenó ECHO Venezuela

✦ Martín Coria

Church World Service

11:40 Preguntas y Respuestas

11:45 Encuesta Menti

12:05 Discusiones en grupos pequeños: en persona y salas virtuales

12:50 Retroalimentación, recapitulación y cierre

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## Iniciativa de Investigación de Interaction

- Una iniciativa de investigación con el fin de destacar la importancia de permitir que los actores locales lideren en la toma de decisiones y en la intervención durante una respuesta humanitaria en el sector de alojamiento y asentamientos humanos.
- Investigación llevada a cabo 2022-2023 por el equipo de Alojamiento y Asentamientos de Interaction y un equipo de consultores globales
- Varias consultas y realizadas en encuestas piloto presentadas en la Reunión Anual de Alojamiento y Asentamientos en Ginebra 2022, Foro de Vivienda en África, Foro de Vivienda de Asia y Medio Oriente próximamente.

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3

## ¿Qué entendemos por Localización/ Liderazgo Local?

• El "sistema humanitario internacional" ha sido criticado durante mucho tiempo por excluir a "actores locales" en la respuesta a crisis humanitarias. La "localización" es un concepto vagamente definido y destinado a corregir esa exclusión.

• El papel esencial de los actores locales y nacionales en la respuesta humanitaria es resaltado en La Cumbre Mundial Humanitaria de 2016: - 3 grandes compromisos Agenda para la Humanidad, el Gran Acuerdo y el Estatuto para el Cambio.

• Sin embargo, de forma en que se opera y logra la localización en contextos humanitarios sigue sin estar bien definida

• La agenda de localización generalmente se centra en: aumentar el acceso de los actores locales a la financiación humanitaria internacional, las asociaciones, espacios de coordinación y el desarrollo de capacidades.

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## Definiendo el término 'Localización'

- Hay diferentes definiciones de localización y existe una falta de consensos sobre lo que significa en la práctica - siempre ha servido como un término general para cualquier tipo de reforma humanitaria que involucra actores locales.
- A muchos actores no les gusta el término localización, o el término tiene poco o nada de significado para ellos. ¿Se trata de hacer que los sistemas internacionales sean más inclusivos o requiere una transformación fundamental para adaptarse a las diversidades locales?
- Esta falta de consenso presenta desafíos para hacer operativa la agenda y hacer que ciertos grupos rindan cuentas
- Algunos actores creen que la localización debe tener diferentes definiciones según el contexto y que la discusión sobre la localización no debe perderse en la

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## Definiendo quienes son los 'Actores Locales'

• El término "local" es relativo y va más allá de una simple definición binaria de internacional/local.

• En la práctica el uso de la palabra "actor" tiende a priorizar gobiernos y ONG formales en el país afectado y se puede excluir otros tipos de grupos (particularmente los informales) que pueden ser más representativos de las poblaciones marginadas.

• Reconocer, comprender y comprometerse intencionalmente con un conjunto diverso de actores es importante para un enfoque equitativo de la localización.

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## Ejemplos de Buenas Prácticas

□ Jessica Moreno- TECHO Venezuela

Comités Comunitarios para la Gestión de Riesgos de Desastres prueba piloto en dos estados de Venezuela.

□ Martin Coria- Church World Service

Liderazgo local positivo para proyectos de reconstrucción de viviendas exitosas en Haití y Honduras

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## Encuesta Menti

Ir a [www.menti.com](https://www.menti.com) e introduce el código

**16992139**

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## Debate Regional

A continuación, en grupos de trabajo los participantes debatirán las siguientes preguntas:

- ¿Qué entiendes por el término "liderazgo local"?
- ¿Qué cree que se lograría con un mayor liderazgo local una respuesta humanitaria en el sector de alojamiento dirigido localmente?
- ¿Qué procesos o acciones apoyarían o permitirían que una respuesta humanitaria fuera liderada localmente con éxito?

7/8/2022

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CONTÁCTA  
con  
NOSOTR@S



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# ANNEX 3: TECHO POWERPOINT PRESENTATION



**CCDR: Community committees for disaster risk management in Venezuela**



## Context

- ⬆ Lack of basic resources for daily survival.
- ⬆ Belonging to indigenous ethnic groups (Wayuu ethnic group in Zulia).
- ⬆ Difficulty to exercise fundamental rights such as education, health, housing, access to safe water, daily food and a decent habitat.
- ⬆ Vulnerable groups by age, disability, gender and diversity.
- ⬆ Risks in the physical environment: protected zones, risk of natural disasters with implications for health, property and community infrastructure.
- ⬆ Widespread poverty.
- ⬆ Little access to land in rural areas (Zulia) or peri-urban (Miranda).



**State: Zulia**  
**Municipality: Guajira**  
 Marichen I  
 Villa Bolivariana I



**State: Miranda**  
**Municipality: El Hatillo**  
 Fila de Turgua (19 communities)



## Methodology

**General objective:**  
Strengthen community resilience in the habitants of the chosen municipalities from the components of **disaster risk management** (prevention, risk reduction and response preparation).

**1** Reduce social and physical vulnerabilities associated with the occurrence of disasters.

**2** Facilitate decision-making processes prioritization of needs and self-management of communities in response to disasters.

**3** Formulate recommendations in the main areas of community vulnerability identified during the diagnosis.



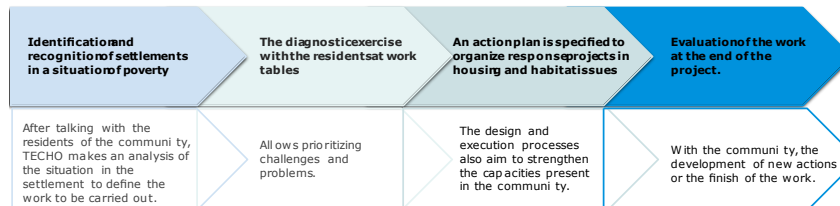
- Initial contact.
- Diagnosis of capacities and risks.
- Planning of risk mitigation actions.

- Community capacity building and safe habitat.
- Conformation of community committees

Consolidation and self-managed operation of the community committees

## Working model

### Community procedure - Working model



**Our goal**

**Communities prepared to manage the risks of disasters in their territories**



## Activities

GO - Strengthen community resilience in the habitants of the chosen municipalities from the components of **disaster risk management**.

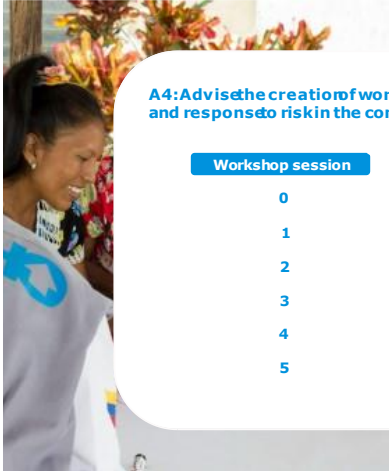
Specific goal	Product	Activities
Reduces the social and physical vulnerabilities associated with the occurrence of disasters.	P1 Reaction	A1 Detect vulnerability at the infrastructure level, socioeconomic situation and access to basic services. A7: Implement mitigation or risk reduction solution in the face of imminent dangers.
Facilitate decision-making processes, prioritization of needs and self-management of communities in response to disasters.	P2 Prospecting	A2: Implement the training cycle for community leadership and safe habitat. A3: Form a community committee for risk management. A4: Advise the creation of work plans for the identification, monitoring, mitigation and response to risk in the community.
Formulate recommendations in the main areas of community vulnerability identified during the diagnosis.	P3 Prevention	A5: Generate a guide for preventive type interventions in the main areas of vulnerability (infrastructure, basic services, access to satisfaction of basic needs) A6: Make visits to the committee on a quarterly basis, monitoring their degree of autonomy.



## Training cycle

### A2: Implement the training cycle for community leadership and safe habitat.

Class session	Leadership Theme	Habitat Theme
1	Personality and learning skills.	Introduction to safe habitat .
2	Communication and transparency in the message.	Safe building practices.
3	Teamwork and community identity.	Construction principles for family and community infrastructure.
4	Interpersonal skills	Use of materials and tools.
5	Projects: prioritization of needs and sustainability.	Knowledge, identification and diagnosis of risks in the community.
6	Organization and participation for decision-making.	Monitoring, mitigation and reduction of risks in the community.
7	Community feedback mechanisms.	Disaster risk response and ecologically responsible practices.
8	Global evaluation and closure	



## Training cycle

### A4: Advise the creation of work plans for the identification, monitoring, mitigation and response to risk in the community.

Workshop session	Theme
0	Leveling and refresh of knowledge - initial evaluation.
1	What is and what does a committee do?
2	Incident Command System for community disaster risk management.
3	Community emergency plan design.
4	Design of early warning systems.
5	Simulation and closure.

## A5: Community guide

The practical guide to management and promotion of anticipation of community disasters is a document prepared by TECHO as an implementing partner of the United Nations High Commissioner for Refugees (UNHCR) within the framework of the ELIPS program during the year 2022.

- Seeks to strengthen the capacities of community committees for disaster risk management.
- Expand the scope of information to other structures and to the community in general.



Risk, threat, vulnerability

Disaster, risk reduction, community recognition card

Risk management, types of capabilities

Action 1: identification  
Action 2: communication  
Action 3: mobilization  
Action 4: community support  
Action 5: dissemination and coordination

## Guide content



### Evaluation mechanisms

#### 1 Effectiveness of activities

- Indicators of the logical framework.
- Thematic knowledge quizzes.

#### 2 Community feedback

- Mailbox for comments, suggestions, complaints, satisfaction.

#### 3 Range and sustainability

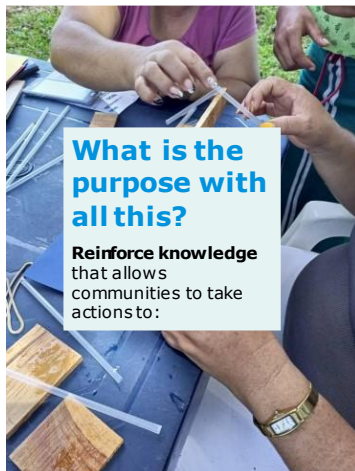
- ARC-DE resilience analysis instrument (GOL, 2016).

## Results obtained



When the inhabitants come together to identify a problem or need, and based on this, generate solutions, **there is community participation.**

There is interest not only in resisting and getting ahead, **but also in generating proposals in order to solve what affects them so much.**



**What is the purpose with all this?**

**Reinforce knowledge** that allows communities to take actions to:

**1** Train other community actors.

**2** Understand disaster risk.


**3** Build resilience by promoting self-managed anticipatory actions.

# ANNEX 4: CWS POWERPOINT PRESENTATION

Sesión 1: Liderazgo Local

## Liderazgo Local Positivo para proyectos de reconstrucción de viviendas exitosos

Foro de Alojamiento y Asentamientos de América Latina y el Caribe 2023. Bogotá, Colombia, 7-8 Febrero, 2023.  
Martin Coria, Church World Service (CWS).  
[mcoria@cwsglobal.org](mailto:mcoria@cwsglobal.org)



### Derecho Humano a la Vivienda

“Toda persona tiene derecho a un nivel de vida adecuado que le asegure, así como a su familia, la salud y el bienestar, y en especial la alimentación, el vestido, la vivienda, la asistencia médica...”

Declaración Universal de los Derechos Humanos, art 25, párrafo 1



Participantes del proyecto de vivienda en Honduras. Foto: PAG



### Alojamiento Temporario - Alojamiento Transitional- Soluciones Duraderas

“Generalmente, la mayoría de la población afectada recibe ayuda de Alojamiento de Emergencia en forma de lonas de plástico kits de vivienda, y herramientas. Sin embargo, un porcentaje mucho menor de ellos recibe apoyo de Alojamiento Transición Las Soluciones Duraderas, especialmente en contextos de conflicto y desplazamiento son mucho más escasas.”

Artículo “Más que cuatro paredes y un techo”  
Mohamed Hilmi, Especialista Senior Alojamiento y Asentamiento, InterAction.





## Sobre la Asistencia Técnica (Alojamiento y Asentamiento); Norma 5, Esfera)

### Acciones Clave:

- # 1 Conocer las capacidades locales y Consultar autoridades locales.
- #2 Involucrar y Apojar a las personas afectadas

### Indicadores clave:

- Porcentaje de programas en las que las autoridades locales participan en la definición de los estándares de construcción y en el seguimiento de las actividades de construcción.
- Porcentaje de actividades de construcción en las que se demuestra una participación activa de la población afectada.



*“Se necesita mucha más escucha (listening) para entender las realidades actuales de la respuesta humanitaria liderada localmente y para encontrar soluciones que empoderen al liderazgo local en la respuesta humanitaria.”*

*“Existe más investigación sobre los desafíos (...) que sobre las soluciones.”*

Juli King, InterAction "Moving toward a locally led humanitarian response". Mayo 2022.



## Las experiencias

- Huracanes Eta y Iota en ocho municipios del departamento de Santa Bárbara, Honduras. Proyecto ejecutado por socios nacionales Comisión de Acción Social Menonita (CASM) y Proyecto Aldea Global (PAG).



Fotos: Sean Hawkey



- Terremoto agosto 2021 en la comuna de Pestel, departamento Grand Anse, Haití. Proyecto en ejecución con modalidad mixta: consorcio de organizaciones comunitarias e implementación directa.

Fotos: CWS



### Contexto

Existencia de fuertes incentivos para la migración interna y transfronteriza previos al evento.

Opción de Asistencia demandada por socios nacionales y comunidades  
Solución Duradera / Reconstrucción de Vivienda + Medios de Vida.

Maneras de proporcionar la opción elegida incluyó:

- Contratación de obras/trabajos por encargo;
- Asistencia técnica/apoyo al aseguramiento de la calidad y
- Desarrollo de capacidades.



Las y los líderes locales desempeñan un rol clave para el éxito de proyectos de alojamiento y asentamientos pero...

- ¿Existen líderes locales **extraordinariamente positivos**?  
¿Qué elementos o características concretas les distinguen?
- ¿Qué roles formales o informales desempeñan en las distintas etapas del proyecto?
- ¿Cómo maximizar su contribución?
- ¿Poseen conocimientos técnicos o experiencia previa en el sector?
- ¿Cómo previenen o resuelven conflictos, cómo ejercen su autoridad, negocian o realizan incidencia?
- ¿Qué ocurre con ellas/os luego de completado el proyecto?, ¿Se involucran en la evaluación final y aprendizaje? ¿Cómo se les reconoce su aporte?
- Nuestra forma de cooperación: ¿Parte del problema o de la solución?



Construcción de casas en Haití. Crédito: CWS



## Objetivos

1. Confirmar la existencia de líderes locales extraordinarios y contribuir a su caracterización, mejor comprensión de su rol, y a escuchar sus voces. (etapa inicial)
2. Identificar en la propia práctica institucional factores que potencian y/o ralentizan el liderazgo local y su potencial transformador.
3. Compartir hallazgos y buenas prácticas con el sector humanitario y partes interesadas en la conversación global y regional sobre localización.



### Algunas aclaraciones preliminares

- *Proceso de Investigación en curso:*  
Visita Honduras Noviembre 2022.  
Diálogo con socios nacionales.  
Primeras entrevistas –virtuales- a miembros de la comunidad y equipos técnicos.
- Proceso conducido por el staff y basado en la escucha, observación y reflexión crítica sobre la propia práctica.
- A partir de dos experiencias de Solución Duradera/Reconstrucción de Vivienda con familias no desplazadas (Honduras y Haití).



## Hallazgos Provisorios

Líderes Positivos **Extraordinarios**: caracterización

- Primera conclusión: Existen! La categoría se comprende y se pueden identificar ejemplos rápidamente y con bastante consenso. "Son MUY importantes!" "Claves para el éxito del proyecto!"
- Son los y las líderes obvias y a veces no tan obvios (Don Medardo Sagastume, ferretero de la comunidad Santa Ana, SB). "Comerciante honesto y solidario".
- Hombres y mujeres, adultos mayores y jóvenes adultos, no jóvenes. Alguna referencia del tipo: "Antes había más líderes."
- No desempeñan un cargo formal en el proyecto pero tienen autoridad moral y reconocimiento para trabajar con todas las partes interesadas. Pueden ser víctimas directas o indirectas también.



- Líderes Positivos **Extraordinarios**: caracterización (cont.)
- **Atributos** que los hacen positivos y extraordinarios: vocación de servicio, disposición 24/7 ("esperar un camión con materiales desde las 5:00 p.m. a las 10:00 p.m."), vocación y capacidad para anticipar o desactivar conflictos ("resuelve conflictos, no los crea"), credibilidad e integridad (clave a la hora de selección de beneficiarios, "se ponen últimos"), son motivadores natos.
- Buscan ayuda cuando la necesitan. "Sabían apoyarse en otros líderes".
- En algunos contextos funcionan como verdaderos agentes de protección (Haití).
- Costos: emocionales ("la familia paga el precio"), salud mental ("dolores de cabeza"), físicos (mal comer, descanso).



## Hallazgos Provisorios II

Líderes Positivos Extraordinarios: sus demandas y recomendaciones

- Un buen comienzo del proyecto es fundamental: "ser absolutamente claros con la comunidad y seleccionar a las personas más vulnerables". "Un buen comienzo ayuda a tener un buen final de proyecto".
- A los ingenieros: ESCUCHEN, RESPETEN, PASEN TIEMPO EN TERRENO. "No sean ingenieros de escritorio".
- Reconocimiento y Cuidado.



## Hallazgos Provisorios III

Sobre Localización y Liderazgo Local

- Líderes Locales Positivos hacen la Localización posible, segura y sostenible
- Localizar "hacia adentro" (de las organizaciones nacionales) es posible y necesario: CASM y PAG, buenos modelos.
- ¿Localización "incómoda"? ¿Qué opción de respuesta elegirían los actores locales si fueran consultados?





## Conclusiones provisionarias

- Las y los líderes locales extraordinariamente positivos:
  - Existen!
  - Parecen ser una sub-categoría de líderes humanitarios locales con características que necesitan ser mejor comprendidas.
  - Contribuyen (en formas poco conocidas o sistematizadas) a la implementación efectiva de Soluciones Duraderas/Reconstrucción de Vivienda con personas no desplazadas.
  - Escucharlos parece un buen primer paso.



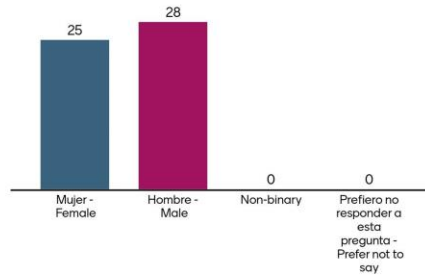
## Próximos pasos

- Continuar y sistematizar la escucha 10-15 líderes y lideresas extraordinarias. (obj 1)
- Avanzar en la reflexión crítica sobre nuestra forma de cooperación y su impacto sobre el liderazgo local. (obj 2)
- Incidir en donantes nacionales e internacionales en la necesidad de más financiamiento y apoyo de mejor calidad a los esfuerzos locales de recuperación de largo plazo (long-term recovery), incluyendo mas y mejor apoyo a soluciones duraderas / reconstrucción de Vivienda. (obj 3).

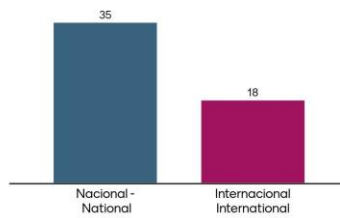




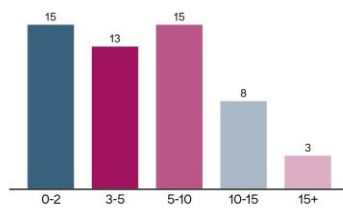
## ¿Cuál es su género? // What is your gender?



## ¿Se le considera local/nacional o internacional en su función actual? // Are you considered local/national or international in your current role?



## ¿Cuántos años ha trabajado en el sector de alojamiento y asentamientos? // How many years have you worked in the shelter & settlements sector?









**¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?**



Desarrollo de capacidades en Gestión de riesgos	Idioma	Proyectos en entrega de cash, proyectos de mediano y largo plazo
Capacidad de autoridades y comunidades	En fortalecer las capacidades de las comunidades	Coordinación
Conocimientos técnicos basados en la pertinencia cultural	Capacitación local en coordinación	En la comunidad, frente a la importancia del desarrollo dE. Su propio liderazgo



**¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?**



Enfocarse en escuchar mas a los beneficiarios.	En las comunidades de acogida y personas que servimos	Fortalecimiento comunitario
Acercar donantes a ongs locales	En la coordinación con las autoridades locales y en los diálogos con los líderes a través de una comunicación clara.	En el empoderamiento de las comunidades y las autoridades locales, reforzar el trabajo de grupos focales
Imparcialidad	Una articulación clara con los entes patrocinadores.	Idioma



**¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?**



Confianza	Fortalecimiento de Capacidades	formación técnica
Fortalecimiento Técnico	Trust and let them lead	Coordinación con gobiernos locales para hacer abogacía humanitaria en las acciones locales e involucramiento a la comunidad
Accountability	Equidad	articulación efectiva



## ¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?



More capacity-sharing, less capacity-building	En generar sinergia entre las partes involucradas, dejando de lado los intereses individuales y enfocados en dar una respuesta acorde a la necesidad	Desarrollo de capacidades de los actores locales, gestión de información, financiamiento, apertura a la participación de actores locales en instancias de abogacía
Comprensión de los modelos locales de infraestructura y acceso a la población más vulnerable.	Fortalecimiento en las capacidades de las comunidades	Empoderamiento y Resiliencia
Mesas de dialogo	fortalecimiento de lideres comunitarios	Coordination capacity building



## ¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?



Inclusión	Explicar el sistema humanitario y como insertarse en un sector mas grande y complejo.	Principios Humanitarios
Fortalecimiento de Capacidades	Desarrollar capacidades	capacitación a actores clave de las comunidades
Escuchar realmente a las personas y adaptar la respuesta a ello	Se debe entender a nivel regional y de coordinación, que la respuesta en Latam debe ser mixta: emergencia y s duraderos. Trabajar con soluciones locales. Usar diseños y soluciones locales, INNOVACION, Proyectos con mano de obra local.	Generación de mesas de trabajo para una pronta acción



## ¿Dónde se debería enfocar los esfuerzos para mejorar la respuestas con liderazgo local/Where should efforts be focused to enhance locally-led respnse?



Imparcialidad, neutralidad, humanidad	Capacity building on standard processes and accountability (source of verification). As well, donors capacity to fund more local rge.	Manejo de información local
Debemos visibilizar mucho mas la transversalidad de la participación comunitaria en todas las etapas de las intervenciones	Acciones que contribuyan a la sostenibilidad de las acciones que se plantean, idealmente sin intervención de actores externos	Desmitificación del concepto de "liderazgo" (Ampliación de conceptos e ideas pre-existentes)



¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered?  
Any comments, clarifications or questions...



acceso a fondos	Listen and understand	Terminology
Take risks	Se necesitan mas fondos	Integración regional
Trabajar en el Empoderamiento de la comunidad	Participación activa de gobiernos y personas que servimos	Relacion con las autoridades para acceso a areas remotas.



¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered?  
Any comments, clarifications or questions...



Se necesitan espacios de trabajo más operativos, con resultados prácticos	Enhance neutrality	Fortalecer a ONG Locales en los Temos De ALOJAMIENTO
Cómo mejorar la capacidad de coordinación local?	Lineamientos técnicos	Confianza en las capacidades de los actores locales.
Integración	Como financiar esfuerzos locales a largo plazo y evitar la fuga de talento	Enfoque de derechos humanos.



¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered?  
Any comments, clarifications or questions...



Estrategias para acceder a financiación	Temporalidad de proyectos más longevos para tener el espacio de evaluación y mejorar las intervenciones	El área de shelter no puede enfocarse independientemente, existen muchos factores que permiten el desarrollo de las personas.
Relaciones organizacionales	Community at the center	aprender haciendo en comunidad
Investment in local leadership during preparedness times	Sustainability	Mecanismos para la participación comunitaria dado que la zona geografica es un factor clave



**¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered? Any comments, clarifications or questions...**



Seguir fortaleciendo las mejores prácticas entre todos los actores a nivel local, nacional y regional	Resilient settlements	Enfoque de derechos
Participación	Innovación, trabajo fuerte en infraestructura comunitaria, dejar capacidades instaladas en las comunidades de acogida y de interés. Mejorar la coordinación regional para el enfoque gral de la respuesta latam	Garantías de participación segura
Se debe fortalecer la interacción con entes gubernamentales en pro de fortalecer el sector local	Promover actores y líderes locales a trabajar en onga locales, internacionales o de sociedad civil	Participación comunitaria



**¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered? Any comments, clarifications or questions...**



Capacitarlos	Creación de redes sólidas.3 actores: comunidad +gobiernos + sector humanitario	Reforzar centralidad de protección y principios Humanitarios
Fortalecimiento de las organizaciones locales para la transferencia de capacidades en la recuperación	Los cambios de gobierno representan retrocesos en las capacidades establecidas	Comunicación con comunidades
Las personas de la comunidad deben usar sus manos para trabajar en los proyectos de reasentamiento para que lo hagan propio y vean por todos los procesos de recuperación temprana	Mejorar la coordinación intersectorial	Formalizar organizaciones locales y comunitarias



**¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered? Any comments, clarifications or questions...**



Enhanced civil society for humanitarian issues	No fortalecer estructuras de poder y liderazgo opresivas a nivel local	La respuesta en Latinoamérica no solo debe centrarse en emergencia, se debe fortalecer la respuesta local y las soluciones duraderas.
Generación de oportunidades de mejora a comunidades	Diálogo directo y estratégico con donantes	Aid bureaucratization
Inclusion por experiencia no académica	Protección a líderes	Incidencia desde el liderazgo local



**¿Qué más se debe considerar? Algun comentario, aclaración o pregunta?/What else should be considered? Any comments, clarifications or questions...**



Donantes deben poner en práctica o localización con mayor disponibilidad de fondos y flexibilización de procesos	Resaltar la importancia del área de alojamiento y asentamientos
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