LHAF

LOCAL HUMANITARIAN ACTORS FORUM

A collaborative platform for local NGOs in Zimbabwe

STEERING COMMITTEE INAUGURAL MEETING REPORT

19 February 2026



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Meeting Details

- **Date:** February 2026
- **Time:** 0830-1600
- **Location:** Ambassador Hotel, Harare
- **Meeting Theme:** To formally operationalise the Steering Committee and establish guiding principles to advance LHAF's strategic mandate.
- **Chairing:** Kudzaiishe Ndawana (Methodist Development and Relief Agency-MeDRA)
- **Minuting and Workshop Report:** Privilege Murambadoro (MeDRA)

- **Facebook|LinkedIn|X|Youtube: Local Humanitarian Actors Forum**
- **Website (Hub): https://lhsizim.org**

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1 Opening and Welcome Remarks

Presenter: Kudzaiishe (MeDRA)

The opening and welcome remarks focused on explaining the importance of the meeting, clarifying governance, accountability, and institutional positioning of the forum. The speaker emphasised the importance of defining the forum's identity, strengthening sustainability, enhancing coordination, and leveraging collective expertise to foster an innovative and impactful humanitarian response.

1.1 Key Remarks

- **Clarification of Governance and Accountability:** The speaker stressed the need to define clear governance rules and accountability frameworks for the forum.
- **Identity and Strategic Direction:** Emphasis was placed on knowing who the forum is, what it wants, and where it aims to go. This foundational clarity is crucial for guiding future actions and sustaining the organisation.
- **Sustainability and Resource Mobilisation:** There is a strong focus on strengthening sustainability through resource mobilisation, ensuring the forum remains operational and effective in the long term.
- **Collective Ownership and Leadership:** Ownership of the forum's processes, especially by the steering committee, is highlighted as essential. Members must represent collective interests and uphold a legacy of expertise in humanitarian response.
- **Legacy and Expertise:** The forum leverages decades of experience in humanitarian response, child protection, gender justice, development programming, and community resilience, including faith-based contributions.
- **Innovation and Adaptability:** The current humanitarian environment demands innovation and courage to explore new approaches. The forum commits to this to remain effective.
- **Collective Impact Philosophy:** The speaker advocates for a collective impact approach with the motto **"together we can,"** emphasising collaboration over individual efforts.
- **Beyond Existence to Influence:** The goal is not just to exist or convene but to influence policy, shape coordinated humanitarian responses and lead the sector through strategic action.

2 Overview of LHAF

Presenter: Tariro (MeDRA)

The presentation focused on the roadmap, progress, achievements, and plans of the Local Humanitarian Actors Forum (LHAF).

Key Roadmap Stages

- **Origins and Inception**: The forum was originally founded by MeDRA in partnership with Christian Aid Zimbabwe and several other organisations following assessments and leadership engagements aimed at fostering collaboration among local

humanitarian actors. The initiative began in 2024 with 22 local organisations mobilised to strengthen humanitarian capacity and collaboration.

- **Initial Phase (2024-2025)**: The first phase focused on sensitisation and foundational network building among the 22 organisations, followed by capacity strengthening activities such as training on Core Humanitarian Standards (CHS). Organisations conducted self-assessments to align with CHS, aiming for all members to be compliant and capable of demonstrating adherence to humanitarian standards. The initial establishment of the Knowledge Hub.
- **Expansion and Repositioning**: The forum expanded to include over 30 organisations by 2025, prompting a strategic repositioning from being an "initiative" to a formal "Local Humanitarian Actors Forum." This rebranding emphasises sustained collaboration, mutual support, and collective leadership among local actors. This also saw the upgrading of the Knowledge Hub.
- **Leadership Engagement**: Initially, training participants were mostly program staff, but the scale-up phase included heads of agencies and executive directors, recognising the importance of leadership involvement in driving organisational and sector-wide change.
- **Official Launch**: The LHAF was officially launched in October 2025, with key stakeholders including national directors, government departments (Department of Civil Protection and Department of Social Development), UN agencies, international organisations, and private sector partners endorsing the forum.
- **Training Topics**: The forum delivered specialised training based on identified needs, including decolonisation and localisation, protection in emergencies, community-based psychosocial support, and anticipatory action planning. These trainings aimed to contextualise humanitarian principles and enhance the operational effectiveness of local organisations.
- **Impact of Training**: One notable success was YMCA Zimbabwe, an organisation that improved its programming and secured two grants after participating in anticipatory action planning training. This demonstrated the practical benefits of capacity-building efforts on organisational performance and funding opportunities.
- **Governance Structure:** A steering committee composed of representatives from member organisations was established to guide the forum's operations. The committee has met virtually and physically to strategise and provide clear directions for the forum's development.
- **Localisation Charter:** A localisation charter and agreement were drafted and adopted in November, with local actors committing to shared principles and collaborative action to sustain the forum's work.
- **Sustainability Focus:** The forum aims to embed itself as a member-driven entity rather than being seen as a project dependent on any single organization (MeDRA). This involves collective ownership, decision-making, and continuous capacity strengthening.

3 Importance of establishing an Identity as a Forum

Presenter: Anna (Mudiki Foundation/Mukuru)

The presentation and discussion highlighted the critical need for clarity in the forum's purpose, its unique value proposition, and sustainable funding mechanisms. Participants emphasised the importance of defining the forum's ambition, establishing financial resilience through endowments, and ensuring the forum provides tangible benefits that distinguish it from existing platforms.

3.1 Key Discussion Points

1. **Defining the Moment: Need for Intentional Adaptation**

- Zimbabwe's sector faces a "defining moment" requiring intentional adaptation to new realities—the "new normal."
- Without proactive adjustment in strategies and ways of working, the sector risks repeating past cycles of stagnation or decline.
- Funding landscapes are shrinking, particularly Official Development Assistance (ODA), which is expected to decline by 60% by 2026 compared to 2024 levels.
- This funding reduction threatens the relevance and sustainability of traditional humanitarian and development approaches.

2. **Clarity of Purpose and Unique Value Proposition**

- The question posed was: *Why would someone choose to participate in this forum instead of others?* The forum must offer something distinctive that motivates members to engage actively and contribute resources.
- A key concern was avoiding a situation in which members participate without clear motivation or benefits, thereby reducing the forum to a loose network of disconnected actors rather than a coordinated, impactful entity.

3. **Private Sector Engagement: Opportunities and Challenges**

- The private sector is seen as a crucial alternative source of funding and partnership but comes with unique challenges.
- Private sector actors often question the value and justification for contributing even a small percentage (e.g., 1%) of their profits to humanitarian causes.
- Many in the private sector do not see humanitarian issues as their problem and are sceptical of giving funds without clear business cases.
- The forum and its members must therefore shift their approach from donor-style proposals to business-oriented value propositions, clearly articulating mutual benefits.
- Success in engaging the private sector depends on "language alignment" — translating humanitarian needs into business terms and demonstrating tangible returns on investment or partnership.

4. **Strategic and Identity Challenges of the Forum**

- The forum currently suffers from an unclear identity and a lack of a unified, strategic value proposition.
- External stakeholders, including NGOs, government, and foundations, do not clearly understand the forum's purpose, strategic ambition, or what distinguishes it from other actors.
- There is confusion about whether the forum is a coordination body, a funding intermediary, or a service provider.
- Questions remain about the forum's focus areas, expertise, and the relationship between the forum and its individual members.
- The forum's localisation strategy lacks differentiation from those of international NGOs (INGOs), raising questions about its authenticity and operational clarity in promoting local actors.
- The forum needs a clear, simple narrative for its existence and impact, especially in an environment where some member organisations have significant budgets and might question the need for collective action.

5. Funding and Resource Management

- The forum must better understand and communicate its market share within Zimbabwe's humanitarian sector.
- Analysis indicates the forum's members collectively control a substantial share of local funding, possibly the highest among local organisations, although this is not widely recognised.
- There is a lack of clarity on how funding flows through the forum, how resources are allocated among members, and how decisions are made regarding who receives support.
- The forum should leverage economies of scale to negotiate better terms with service providers (e.g., telecommunications companies like Ecocash) to reduce operational costs.
- Monetising data collected through the forum could be a sustainable funding source and a unique value proposition, but this requires investment in data infrastructure and capacity.

6. Localisation and Decolonisation

- Localisation is a key theme, but the forum's approach to localisation appears insufficiently distinct from INGOs' strategies.
- There is debate on the definition of "local actors" — whether this includes CEOs of local NGOs, community groups, or other organised grassroots entities.
- The forum must address the challenge of "local" organisations that behave like large international NGOs with high overheads, which undermines the localisation agenda.
- The goal should be to invest in building the capacity of genuine grassroots actors and communities to reduce dependency on large intermediaries.

- The forum has an opportunity to lead decolonization efforts by promoting direct funding and partnerships with local actors rather than channelling funds through larger organisations.

7. Financial Sustainability through Endowments

- A major theme was the importance of creating an endowment fund for the forum. The endowment would serve as a financial backbone, providing leverage to attract donor matching funds and reduce reliance on continuous fundraising or external donations.
- This model was illustrated using the example of Trust Africa, which successfully secured $23 million from the Ford Foundation by demonstrating a strong endowment base of $12 million, thereby signalling financial stability and growth potential.
- Examples from East Africa showed how local organisations allocate a fixed percentage (e.g., 5%) of every grant towards their own endowments. This practice strengthens local ownership and sustainability, empowering organisations to continue their work regardless of external funding changes.

4 LHAF Governing framework: The Charter, Policy Framework and MoU

Facilitator: Mrs Hove (Lutheran Development Services)

This section discussed the development, structure, and strategic focus of the LHAF charter. It captures participants' reflections on defining local actors, localization principles, capacity strengthening, coordination challenges, funding and registration complexities, and strategic partnerships within the humanitarian sector, particularly emphasizing the Zimbabwean context. The dialogue also touches on the organizational identity, governance, and operational dynamics of local humanitarian actors.

4.1 Core Themes and Key Insights

Theme Milestone	Description
Initial framing of the charter	Discussion on preamble, purpose, and identity of the forum.
Definition of localisation	Debate on precise definitions of local actors, localisation, and partnerships.
Capacity strengthening focus	Emphasis on mutual capacity building and avoiding "big brother" dynamics with international actors.
Registration and funding challenges	Identification of complexity in registration requirements and impact on funding access.
Coordination mechanisms	Ideas shared on improving coordination and avoiding activity overlap among local actors.

Theme Milestone	Description
Governance roles and responsibilities	Suggestion to clearly define roles for the steering committee, secretariat, and members.
Strategic partnerships and advocacy	Highlighted the need for engagement with the government, donors, and the private sector.
Identity and inclusivity concerns	Discussion on balancing individual organisation identity with collective forum membership.
Vision for resilience and sustainability	Agreement on long-term goals to strengthen local humanitarian leadership and resource management.

4.2 Key Recommendations and Observations

1. **Charter Structure:**
- Include a clear preamble outlining the forum's identity and purpose.
- Early definitions section to clarify terms such as "local actors" and "localisation."
- Articulate roles and responsibilities for forum governance bodies.
- Embed principles of humanitarian standards, accountability, and coordination.
2. **Definitional Clarity:**
- Recognise the heterogeneity of local actors and avoid one-size-fits-all definitions.
- Define localisation as leadership, resource access, and partnership, not only as geographic locality.
3. **Capacity Strengthening:**
- Approach capacity building as mutual learning, not hierarchical assistance.
- Avoid perpetuating the notion that local actors inherently lack capacity.
- Promote exchange platforms and knowledge sharing.
4. **Coordination:**
- Develop shared calendars and communication tools to synchronise activities.
- Foster trust and transparency to reduce competition and fragmentation.
5. **Funding and Registration:**
- Address registration barriers that exclude grassroots or informal groups.
- Advocate for flexible funding mechanisms recognising various organisational forms.
- Build a collective voice to influence donor policies and improve funding access.
6. **Governance and Institutionalisation:**
- Clearly define institutional roles and terms to ensure continuity.
- Promote inclusive decision-making and accountability within the forum.
7. **Identity and Inclusivity:**
- Maintain organisational identities while fostering collective action and unity.
- Address potential tensions between network membership and individual autonomy.

8. **Strategic Vision:**

- Position the forum as a custodian of community resources.
- Strengthen resilience and sustainability through local leadership.
- Plan for regular monitoring and adaptation of the forum's strategy and charter.

5 Forum Strategic Positioning and Partnership Model/s

Presenter: Thami (Community Technology Development Organisation)

The presentation focused on challenges faced by local NGOs regarding funding, capacity building, and organisational sustainability. Participants discussed the need for strategic collaboration within the forum to address common barriers, diversify funding sources, and strengthen institutional capacities. Emphasis was placed on the importance of unrestricted funding, policy reviews, capacity strengthening, and innovative approaches such as consortia and co-financing.

5.1 Key Challenges Identified

- **Registration and Organisational Clarity**: It was noted that all organisations must be properly registered as legal entities to be clear and compliant for funding and operational purposes. Some organisations are still in the process of completing their documentation, which poses challenges for grant eligibility and credibility.
- **Competition and Barriers for Local NGOs**: Local NGOs face increasing competition for the same funding opportunities, especially large grants. Donors are increasingly favouring larger, often international, institutions, which disadvantages local organisations by creating barriers to access.
- **Capacity Gaps Despite Technical Soundness**: Although many NGOs are technically competent, they struggle with basic organisational functions such as screening processes, IT infrastructure, and media engagement. These capacity gaps limit their ability to effectively compete for grants and meet donor requirements.
- **Funding Restrictions and Strategic Costs**: Most available funding is highly restricted, focusing on field activities and excluding strategic or overhead costs such as management, IT, and administrative expenses. This limits the ability of organisations to build sustainable operational structures.

5.2 Strategic Opportunities and Solutions

- **Diversification of Funding Streams**: The forum identified the need to explore diverse donor funding sources beyond traditional grants. This includes multi-journal funding, consortia arrangements, and unrestricted funding, which covers operational costs and supports long-term sustainability.
- **Unrestricted Funding for Sustainability**: Unrestricted funding was emphasized as vital for local NGOs to cover overheads, develop strategic plans, and invest in organizational assets such as websites and IT infrastructure. Such funding allows flexibility in responding to organisational needs beyond project-specific activities.

- **Forum as a Platform for Capacity Building**: The forum can serve as a collective platform to assist member organizations with screening, IT support, policy audits, and professional staff development. By pooling resources and knowledge, the forum can strengthen members' capabilities to better compete for funding.
- **Policy Audits and Reviews**: Funding opportunities exist to support policy reviews and audits, enabling NGOs to update and align their internal policies with donor expectations and best practices. The forum can coordinate these efforts to ensure strategic positioning for future funding.
- **Institutional Capacity Strategy and Flexible Funds:** The forum currently benefits from free institutional capacity-strengthening initiatives (e.g., those run by MeDRA). Other flexible funds cover diverse capacity-strengthening activities such as staff training and infrastructure development, which the forum can leverage more systematically.
- **Peer-to-Peer Subcontracting and Collaboration**: Recognising that some organisations within the forum already possess skills in strategic planning and policy review, there is an opportunity to subcontract these services internally. For example, rather than each NGO independently securing funds for policy reviews, they could collaboratively bid and share expertise, maximising resources.
- **Co-Financing and Monetising Capacity Strengthening**: Some donors accept co-financing models, where NGOs can monetise non-cash contributions such as staff time and institutional support as part of their funding proposals. This expands the scope of what can be leveraged for capacity building and operational resilience.

6 Knowledge Management Hub Governance and Maintenance

Presenter: Privilege (MeDRA), Rati (Childline Zimbabwe)

The meeting focused on reviewing and discussing the Knowledge Hub and its components, including the Learning Management System (LMS) designed to support organisational training, knowledge management, and capacity building within the sector. Key points covered included the structure and features of the Hub, user experience, engagement challenges, potential strategies to increase adoption, and future considerations such as accreditation and collaboration with partner organisations. A tour of the Knowledge Hub hosted at lhsizim.org was carried out, and the following key points were noted:

6.1 User Experience and Feedback

- **Positive Reception**: Users found the courses well-designed, easy to follow, and flexible. The video tutorials and related reading materials were praised for their clarity and relevance. Some users noted that the courses could be played in the background while engaged in other tasks, making efficient use of time.
- **Test Experience**: The randomised nature of quizzes was appreciated for ensuring a fair assessment of knowledge. One user shared a personal experience of accidentally taking

a test and achieving a high score, which motivated them to continue with subsequent courses.

- **Engagement Challenges**: Despite the platform's merits, user engagement has been low. Only a small number of staff members have logged in and completed courses after initial invitations. This low uptake highlights a common challenge in voluntary e-learning environments.

6.2 Strategies for Increasing Adoption and Compliance

- **Mandatory Training Integration**: It was noted that when training is mandated by Human Resources (HR), compliance rates improve significantly. For example, an HR office included LMS courses as part of mandatory quarterly training, resulting in higher participation due to official backing and communication.
- **Leveraging Organisational Influence**: The group discussed replicating this strategy by integrating LMS courses into mandatory training schedules. Making at least one course mandatory per week was suggested to encourage consistent learning and skill development.
- **Communication and Incentives**: Clear messaging from leadership and HR is critical to motivate staff. When directives come from authoritative sources, employees are more likely to engage. The importance of continuous reminders and integrating training into existing workflows was highlighted.

6.3 Future Directions and Improvements

- **Course Co-Creation and Customisation**: There was a proposal to involve local NGOs and partner organisations in co-creating courses tailored to sector-specific needs. This approach could foster ownership, relevance, and wider adoption across the LHAF.
- **Standardisation and Accreditation**: Discussion included exploring accreditation options to formalise the training program. An accredited course could serve as a recognised standard for professionals working within the sector, similar to mandatory training programs used by large international organisations like the UN.
- **LMS Technical Committee/team Role**: Establishing a technical committee (leveraging on technical personnel from forum members/organizations) to oversee the development, accreditation, and strategic direction of the LMS was recommended. This body would guide long-term planning, ensuring the platform remains relevant and aligned with organisational goals.

7 Resource Mobilisation and Forum Sustainability

Presenter: Oxwell (Christian Care)

This meeting focused on addressing critical organisational challenges related to funding, capacity strengthening, governance, and sustainability of the forum and its member organisations. Participants discussed existing gaps, potential resource mobilisation strategies, operational needs, and risks that could affect the forum's long-term viability.

7.1 Key Discussion Points

1. **Need for Funding and Resource Mobilisation**

- The forum currently faces significant funding gaps that hinder its ability to operate effectively and respond to humanitarian needs.
- Funding is needed across multiple areas, including coordination, strategic planning, governance strengthening, financial management, compliance, and operational activities.
- There is a strong consensus that a structured and diversified funding approach is required, moving beyond reliance on short-term or project-specific grants.
- Suggestions included:
    - Establishing a **local humanitarian response fund** to enable rapid, flexible responses to emergencies.
    - Creating budget lines within member organizations' programs to contribute strategically to forum operations.
    - Exploring **corporate social responsibility (CSR)** partnerships and philanthropic foundations as potential funding sources.
    - Monetising training workshops and annual humanitarian conferences as revenue-generating activities.
    - Encouraging **annual membership subscriptions** and **cost-sharing** for joint activities.
    - Utilising **in-kind contributions** such as staff time and logistical support from member organisations.

2. **Capacity Building and Training Needs**

- The forum is actively conducting training sessions to identify and address gaps in knowledge and skills among members.
- There is a need to expand training beyond immediate humanitarian response to cover:
    - Finance and budget management for member organizations.
    - Compliance with statutory and regulatory requirements.
    - Business and operational skills.
    - Humanitarian standards and best practices.
- Training should also be tailored for governance and leadership roles to strengthen organisational effectiveness.
- Participants expressed interest in offline training sessions to facilitate deeper discussions and peer learning.

3. Governance, Coordination, and Strategic Planning

- Strengthening governance systems is critical to ensure accountability, transparency, and effective decision-making within the forum.
- Support is needed for administrative functions, financial management, compliance mechanisms, and coordination structures.
- Strategic planning and management systems must be improved to demonstrate impact and align member activities with shared goals.
- Improving information management, data collection, and situational analysis will enhance evidence-based programming and response tracking.
- Regular steering committee meetings and coordination forums should be supported with adequate resources to maintain momentum and oversight.

3. Sustainability and Shared Ownership

- Long-term sustainability of the forum requires diversified income streams and collective ownership by all members.
- Relying solely on donor funding is risky and may lead to dependency or mission drift.
- Members must embrace the principle that the forum is a shared platform, with responsibilities and benefits distributed equitably.
- Internal mechanisms to promote sustainability include:
    - Annual membership fees.
    - Event-based contributions.
    - Monetisation of services such as training.
- There was recognition that sustainability efforts must also address equity between larger and smaller member organizations to avoid dominance or marginalization.

4. Risks and Challenges

- The forum faces several risks that need proactive management:
    - **Donor dependence risk**: Overreliance on external funding threatens the forum's autonomy and relevance.
    - **Internal equity risk**: Disparities between large and small members may undermine cohesion and shared ownership.
    - **Mission drift**: Pursuing funding opportunities outside the forum's core mandate can dilute focus and effectiveness.
    - **Accountability weaknesses**: Limited systems for transparency and reporting can erode trust and performance.
    - **Member engagement and migration**: Turnover and lack of clear membership data hinder continuity and institutional memory.

- Addressing these risks requires strong governance, clear policies, and continuous dialogue among members.

6. Visibility and Communication

- Visibility of the forum and its work is crucial, especially during humanitarian crises, to attract support and demonstrate relevance.
- Efforts should be made to enhance branding, strategic communications, and stakeholder engagement.
- Digital campaigns and fundraising initiatives during emergencies can supplement other resource mobilisation efforts.
- Partnerships with academic institutions and media can amplify messaging and outreach.

8 Development of 2026 Priority Action Plan

Presenter: Tapiwa (NAZ)

The following is a detailed summary of the key points and the next steps for action planning which were discussed:

8.1 Next Steps and Action Planning

- The committee aims to move beyond just establishing a forum to actively operationalise its mandate.
- There was emphasis on finalising the charter and clearly defining guiding principles and strategies that will govern the committee's work.
- Discussions included how to translate broad objectives into concrete actions, ensuring the committee is functional and results-oriented.
- A critical aspect of operationalisation involves managing subscriptions and financial contributions, though these may be adjusted in light of ongoing conversations.
- A table of activities and key actions for the year was proposed to organise workstreams, set timelines, and identify responsible persons- see annexture 1below.
- Members were encouraged to input to this table to capture all critical actions and resource needs.
- The group agreed to focus on achievable goals and avoid overloading the agenda, keeping discussions aligned with the charter.
- Clear assignment of roles and responsibilities will help ensure accountability and progress.
- Sharing information and updates regularly within the network is important for transparency and collective ownership.

Workshop Gallery

Annexture 1: Draft 2026 Priority Action Plan

Strategic Priority 1: Governance, Operationalization, and Institutionalization

- **Objective:** Facilitate strategic engagements and networking of the Forum members to foster collaboration, partnerships and Capacity Exchange
    - **Action 1.1**: Organize quarterlly Forum steering committee meeting, (SC members to rotate hosting) – to plan and follow up on strategic actions for the forum.
    - **Action1.2**: Organize meeting for the Forum members to meet physically/ Virtually for sessions on Capacity exchange and sharing.
- **Objective:** Formally establish the LHAF as a leadership body for localization, strategic influence, and institutional accountability.
    - **Action 1.1:** Operationalize the Steering Committee's mandate and establish guiding principles to advance LHAF's strategic mandate.
    - **Action 1.2:** Finalize and agree upon the exact amount and payment structure for the subscription-based model for member organizations, with implementation starting in April 2026 (considering the end of CA support and the expiring information hub subscription).
    - **Action 1.3:** Secure formal, written endorsement of the LHAF Charter by the Ministry of Local Government's Department of Civil Protection (DCP) to solidify the forum's role as a national mechanism for humanitarian coordination.

Strategic Priority 2: Resource Mobilization and Forum Sustainability

- **Objective:** Enhance resource mobilization and strengthen LHAF's institutional positioning.
- **Action 2.1:** Promote and strengthen the formation of consortiums among local actors for joint funding applications, leveraging each organization's specific strengths and the context of donor calls.
- **Action 2.2:** Build shared resource mobilization strategies and partnership development plans engaging donors, the private sector, and government institutions to secure post-grant sustainability mechanisms.

Strategic Priority 3: Knowledge Management and Collective Learning

- **Objective:** Enhance inclusive knowledge exchange and cross-learning via the LHAF Knowledge Management Hub (https://lhsizim.org).

- **Action 3.1:** Establish a clear multi-stakeholder governance structure to manage the Knowledge Management Hub alongside the Lead Systems Administrator housed at MeDRA.
- **Action 3.2:** Coordinate and execute exchange visits in various areas of implementation to foster cross-learning among local humanitarian actors.

Strategic Priority 4: Advocacy, Policy Change, and Institutional Capacity

- **Objective:** Collectively advocate for a more enabling regulatory environment and improve humanitarian programming capacity.
- **Action 4.1:** Build shared advocacy agendas to engage with relevant authorities and reduce operational barriers for local NGOs.
- **Action 4.2:** Provide structured technical support and utilize collaborative platforms to improve the overall capacity of local actors.

Suggested Presentation Template

Title: LHAF Steering Committee – 2026 Priority Action Plan Framework

Strategic Priority Area	Key Action / Deliverable for 2026	Lead Person / Organization	Target Deadline / Quarter	Resources Needed
1. Governance & Operations	Operationalize committee guidelines (Charter and TORs)	SC Chairperson	Q1 / Q2 2026	Final MoU and Charter, SC ToR

1. Governance & Operations	Secure endorsement from the Dept. of Civil Protection (DCP).	Secretariate and SC	Q2 2026	
	Action 1.4: Organize Forum steering committee quarterly meeting – to plan and follow up on strategic actions for the forum.	SC Chairperson	Q2 2026	Hosting space by SC members- Physical space-Office/Board room
	Action1. 5: Organize meeting for the Forum members to meet physically/ Virtually for: • feedback on the Steering committee initial engagement and key action plans and sharing of final documents- MoU, Charter and ToR • Sessions on Capacity exchange and sharing.	SC chairperson and Secretariate	Q2 2026 Q2, Q3, Q4 2026	
2. Resource Mobilization	Facilitate joint consortium formations for upcoming donor calls.	SC Secretariat	Q2, Q3, Q4	Resource people- Business Developers from targeted partner organizations; consider mobilizing

				co- funding/match fund- cash or kind
2. Resource Mobilization	Draft private sector & donor engagement strategy.	SC	Q2	SC Technical people from selected forum members
3. Knowledge Management	Finalize multi-stakeholder governance for the Hub (lhsizim.org).	MeDRA-Secretariate	Q2	IT and MEAL personnel from Forum Members
	Finalize forum member contributions and payment modalities	SC	Q2	

3. Knowledge Management	Schedule inter-agency exchange visits.	Secretariate supported by SC	Q3	Funding/vehicles, cameras, MEAL and Communications specialist for documentation
4. Policy Advocacy	Draft a joint advocacy agenda to address operational barriers.	SC	Q3	