Situation Analysis Report

Strengthening Local Organizations Capacities and Engagement through Terre des hommes Interventions

Terre des Hommes

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somaha foundation

Terre des hommes
Helping children worldwide.

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Glossary

Localisation[1]: A process of recognizing and strengthening the leadership by local authorities as well as the capacity of local and national authorities and civil society in Humanitarian and Development action, in order to protect and fulfil the rights of affected populations and to strengthen the preparation of local and national actors for future responses.

Partner[2]: An entity that Terre des hommes engages with to achieve a set of common objectives and tasks, dividing up responsibilities and planning joint work. Tdh defines three categories of partners referred to in their institutional documents.

1/ *Civil Society Organizations:* all non-market and non-state organizations in which people voluntary organize themselves to pursue shared interests in the public domain. They include a wide range of interests and ties: community-based organizations, non-governmental organizations whether local, national or international. *Example: environmental groups, women's groups, farmer's associations, chambers of commerce, research institutes, faith-based organizations, international NGO….*

2/ *Public Sector Organizations:* Public Sector organizations composed of government-controlled entities. It includes government ownership or control and includes the exercise of public authority or the implementation of public policy. They exclude private companies, voluntary organizations and households. *Example: State universities, Ministry of Social Affairs, Public Child Protection Services, Public Water Establishment…*

3/ *Private Companies*:* organization that is not owned by the government or part of Civil Society but is privately owned. *Example: private academic organizations (private school or universities), private companies, private technical partners (engineering office, consultant firms…)*
**Sub-contractors and suppliers are not considered partners*

LNAs (Local and National Actors): State Actors and Civil Society Actors of affected Aid recipient country engaged in relief and/or development whether at local or national level in their own country and with autonomous governance, financial and operational decision making.

Complementarity: An outcome where all capacities at all levels – local, national, regional, international – are harnessed and combined in such a way to support the best humanitarian and development outcomes for affected communities.

Overhead costs[3]**:** refer to costs that are not related directly to a specific project, but that support the efficient, effective, and safe running of an organization.

Tdh HoDs: Terre des Hommes Heads of Delegations.

[1] This definition is internal to Tdh Lausanne and may change based on internal reviews.
[2] This definition is extracted from Tdh's "Directive on beneficiary counting, Catherine Hallé, December 2021
[3] IASC's definition of Overhead costs

Abbreviation List

A2J: Access to Justice

BFU: Budget Follow-Up

CBO: Community Based Organization

CFRM: Complaints and Feedback Response Mechanism

CP: Child Protection

ECHO: European Commission Humanitarian Aid Department

GBV: Gender-Based Violence

GDPR: General Data Protection Rules

HOD: Head of Delegation

HQ: Headquarters

IASC: Inter-Agency Standing Committee

INGO: International Non-Governmental Organization

KPI: Key Performance Indicators

LNA: Local and National Actors

MEAL: Monitoring, Evaluation, Accountability and Learning

MOU: Memorandum of Understanding

NGO: Non-Governmental Organization

OCAT: Organizational Capacity Assessment Tool

OECD: Organization for Economic Cooperation and Development

SMART: Specific Measurable Attainable Realistic Time-bound

SWOT: Strengths Weaknesses Opportunities and Threats

USAID: United States Agency for International Development

WASH: Water Sanitation and Hygiene

Introduction

Terre des hommes has targeted Operational Partnerships and Localisation as one of its key approaches in its 2021-2024 Strategy. Terre des hommes recognizes the importance of engaging in a profound shift in power dynamics between the different actors in both humanitarian and development contexts.

The overall objective of this Situation Analysis is to produce a comprehensive update about Tdh's partners/partnership situation, to identify current trends and stakes linked to partnerships, to support drawing up a partnerships and Localisation policy. This report will map and analyse the global Tdh Partnerships context and will provide detailed information on what are the specific needs, challenges, and situation of Tdh's partnerships across its countries of intervention. This report was made possible thanks to the support of the Somaha Foundation.

Background

What is Localisation?

Terre des hommes (Tdh) defines Localisation as *A process of recognizing and strengthening the leadership by local authorities as well as the capacity of local and national authorities and civil society in Humanitarian and Development action, in order to protect and fulfil the rights of affected populations and to strengthen the preparation of local and national actors for future responses*. Further definitions and institutional positioning will be clarified in Tdh's upcoming Partnerships and Localisation policy.

The notion of Localisation of aid[4] refers to aid that is designed and undertaken at the level of local and national actors, including aid that, as far as possible, starts from and is led by local and national organizations and by communities rather than orchestrated by foreign agencies. The aim of Localisation is therefore to ***empower and to strengthen the capacities of local actors to protect and fulfil the rights of people affected by a crisis, and to better integrate them.***[5][6] Localisation puts affected communities at the centre of the response.

The importance of Localisation and the current Localisation efforts

It is about Justice and Equality.

Poverty, vulnerability, and crisis are inseparably linked. Poor people (living on under US$3.20 a day) and extremely poor people (living on under US$1.90) are more vulnerable to shocks. Long term crises are becoming increasingly the norm[7]. The number of countries experiencing protracted crisis rose to 36 in 2021. These countries were home to three quarters of all people in need (74%[8]). Of the 20 largest recipients of official humanitarian assistance, 17 were either long- or medium-term recipients[9]. This concentration of international assistance to long-running crises reaffirms the importance of developing longer-term, multi-year plans and funding. Responses need to address three components: immediate humanitarian needs, underlying development, and peacebuilding shortfalls in crisis-affected countries (Triple Nexus). They need to do so in a way that does not oppose their concrete realisation, with short-term response hampering the construction of long-term development foundations, but on the contrary to make them convergent – and sometimes concomitant. Which means that social dynamics can build and unfold in the terms of affected people and not of "aid providers", who in most cases are "aid designers".

[4] Aid as a word is largely referred to in the sector but the word could be challenged – "Humanitarian and Development sector" could also have been used

[5] https://interagencystandingcommittee.org/content/grand-bargain-hosted-iasc

[6] https://charter4change.org/

[7] Global Humanitarian Assistance, 2022– Development Initiatives

[8] Global Humanitarian Assistance, 2022– Development Initiatives

[9] Global Humanitarian Assistance Report, 2018 – Development Initiatives

Additionally, in 2021, International Humanitarian Assistance reached US 31.3 billion, but growth has stalled in recent years: between 2012 and 2017, international humanitarian assistance grew annually by more than 10% but it has grown by just 2,6% in the four years since then.[10]

According the to the 2022 Global Humanitarian Assistance Report, Institutional donors providing international humanitarian assistance are faced with increasingly difficult choices related to their wider aid budget, challenges exacerbated in 2022 by the conflict in Ukraine, with clear risks to development and Humanitarian assistance.

Interventions implemented by UN Agencies or INGOs are unlikely to have lasting benefits if they are not embedded in national systems and do not have the local ownership needed to sustain them on the long run, after project end. The scale of problems we seek to address is too big to tackle. Globally, resources are limited and responsibility of *Helping Children Worldwide*belongs to all.

That is why Localisation also refers to crucial dimensions expressed in Tdh's commitment the Core Humanitarian Standards (CHS)[11]. The CHS' nine commitments directs humanitarian and development actors to improve their systems, structures, and practices to commit to Quality and Accountability standards, in particular commitment 3[12] and commitment 6[13]. Tdh has always and will keep carrying out interventions embedded in systems with respect to the CHS and by promoting and supporting the work with partners and stakeholders.

Tdh and Localisation - Past actions and current Localisation efforts

Tdh worked with partners since its creation. Tdh historically favoured the creation of National NGOs in existing country programs: Aparajeyo and Chinnamukul in Bangladesh in 2000 or Giriyuja in Burundi in 2008. In certain cases, the NGOs are directly named after Tdh: Ard el Insan in Gaza ("Terre des Hommes" in Arabic) or in Kosovo and Greece for example, were administratively independent Tdh National NGOs are operating. In 1993, Tdh commissioned a piece of research designed to advise its Localisation process globally[14]. The report stressed the importance of Localisation as a new institutional form that is emerging in reaction to demands of challenging environments. It advised Tdh Country representatives to develop strategic alliance with a network of National NGOs in their respective countries, to support the sustainability of their interventions (and prepare potential exit strategies if relevant). The report also contributed to the creation of National NGOs, as previously mentioned.

For Tdh, the rationale behind this past form of Localisation is related to what Localisation means today: strengthening Southern civil society. It implied the creation of national NGOs respecting a list of recommendations established by Tdh in a later report[15] done in 2006: Governance, Programmatic Sustainability, Core Competencies, Funding, Empowerment and Networking.

This document and the efforts that followed induced genuine efforts towards Localisation but kept the existence of National NGOs in a sub-granting model where Tdh remained in control of most of the funding and therefore, of the newly created NGO's existence. In some cases, newly created National NGOs expanded on their own (Giriyuja in Burundi for example), in others they disappeared or cut ties with Tdh (Chinnamukul in Bangladesh). This document was not followed by an effective strategy with newly created NGOs and did not define indicators or any process to keep track of Localisation efforts. It was intended to be a practical guide and provide recommendations to localize some of Tdh's activities through the creation of a national NGO. However, the concept is now evolving. Tdh aims to clarify its positioning towards localisation as part of its 2021-2024 strategy and will set out institutional frameworks to improve its approach to partnerships. Although different, the localisation process will be linked to Tdh's decentralisation. By 2025, Tdh will strive to identify, build, and implement a decentralised organisational model that empowers regions and delegations, making its Switzerland HQ a centre of expertise (See annex 1).

As mentioned in the Background section, Localisation means **a shift in power dynamics between actors in both humanitarian and development contexts. It means empowerment for people affected by crises.** Aid is still currently designed for short term responses that are not conducive to forging efficient and long-lasting partnerships, which eventually

[10] Global Humanitarian Assistance, 2022– Development Initiatives - https://corehumanitarianstandard.org/chs-revision
[11] Core Humanitarians Standards on Quality and Accountability, 2014 . CHS alliance, Group URD and the Sphere Project
[12] People and communities in situations of crisis and vulnerability are better prepared and more resilient to future crises
[13] People and communities in situations of crisis and vulnerability are supported through coordinated and complementary action
[14] Localisation of North Bengal Rehabilitation Program – A report submitted to Tdh'. Haroun Er Rashid. 31 October 1993.
[15] Handing Over : localising the work of international NGO development programmes – Geoff Cordell, 2006

impairs the sustainability of programs in place and can create disempowerment of people and social structures and systems and dependency in countries of intervention. Localisation is the necessary way to change the current Aid scope while ensuring that National and local Civil Societies' organization thrive, nurturing empowerment and ensuring quality service delivery.

Methodology

Thanks to the financial support of the Somaha Foundation, this study was carried out through a primary and secondary data collection and analysis

- A literature review of nearly 30 productions and resources related to Localisation for International NGOs
- 10 Interviews with external INGO actors with diverse profiles and backgrounds in relation to localisation.
- 32 Questionnaires were collected from 32 partners working across 16 Tdh countries of intervention
- 18 Questionnaires were collected from 18 Tdh Heads of Delegation (HoDs)
- 18 Interviews with Tdh field partners of various status and countries amongst Tdh's countries of intervention
- 4 Interviews with HoDs in the four pilot countries (Albania, Bangladesh, Hungary, and Nepal)
- A Mapping of 356 partners operating across 36 countries of intervention
- 5 Workshops were carried out, in HQ and in 4 pilot countries (Albania, Bangladesh, Hungary, and Nepal) gathering representatives of HQ, Tdh field delegations and local partners operating in 11 different countries.

Criteria used to select participants

The four pilot countries were chosen based on the diversity of their partners and context. While some of these countries operate in humanitarian type of contexts (Bangladesh Rohingya crisis), others enjoy more stable contexts where local NGOs are obliged to take part of development work (Nepal) or work extensively with government entities (Albania). Hungary was chosen for its Regional Hub role in Tdh for its Central and Eastern Europe projects.

Limitations of the study

- Study could not encompass an in-depth analysis of all Tdh's partners, questionnaire and interviews were only collected in 16 countries of intervention.
- Colombia/Ecuador delegations were excluded as they are in the process of phasing out. Syria's delegation was not analysed due to the delegation workload following the 2023 earthquake.
- Some of the partner organizations may have kept a bias in their answers to us given the tight relationship they have with Tdh (especially in the cases where financial links are strong).

These limitations were mitigated using triangulated data collection methods and by selecting a broad diversity of partners in terms of legal status, size, area of origin etc. Also, a Mapping sent to Tdh HoDs and collecting detailed information on all their LNA partners allowed a degree of analysis on all of Tdh's current partners. Additionally, Tdh did its best to overcome this bias by explaining the purpose of the study and how partners' answers would not lead to any changes in their day-to-day or long-term relationship with Tdh.

Literature Review

Setting the Context: background on Localisation discourse

Partnerships for International Humanitarian and Development intervention remains of high importance in a versatile context. Discussion on **more equitable partnerships, Localisation and shifting power** have been occurring regularly and represent a growing parameter in our sector, for all stakeholders.

Although funding to multilateral organizations still constitutes most of the assistance from public donors in 2021, efforts to reform it continued in 2021 but progress on Grand Bargain priorities remains uneven. Significantly less funding was provided

directly to local and national actors in 2021. Following an increase in 2020, direct funding reduced by almost two thirds, to the lowest volume (US$302 million) and proportion (1.2%) of total international humanitarian assistance in the previous five years.[16]

Many initiatives aimed at localising international aid focus on individual sectors exist but do not necessarily encompass holistic and multidimensional response. Leading donor agencies or governments are still unable to make significant direct investments to thousands of local organizations due to scale and risk appetite. They refer to intermediary "*pass-through*" models instead.

The Literature review showed that most Aid actors, local or international, believe that there is a **lack of recognition of local capacity**, which impairs complementarity between international and national and local actors. This can be explained by different perceptions on how capacity is understood and assessed. This lack of complementarity is also affected by several factors such as: **donor attitudes towards financial and reputational risks, coordination practices, unequal power dynamics, nature of the crisis, access to affected people or government attitudes and policy**[17].

Currently, local capacity is not set to respond to crises first hand but is still rather predominantly required to act as intermediaries for international actors.

Emerging Dynamics

Recent commitments to increased local leadership of Humanitarian and Development assistance have however intensified. The UNHCR Principles for Partnerships (2007), the Core Humanitarian Standards (2014), the Charter for Change (2015), the Grand Bargain (2016), the OECD "localising the response" guidance to donors (2017) but also more recently several IASC Guidance notes on "strengthening participation, representation and leadership of LNAs" and "Provision of Overheads to LNAs" have stressed **the importance of Localisation for all actors involved in the Humanitarian and Development sectors**.

Commitments to Localisation have emerged and are making progress amongst donor agencies. ECHO released its Localisation policy[18] in March 2023 while USAID released its vision and approach in 2022[19] (Localization policy is expected in 2023). Although not all donor agencies have released clear commitments yet, certain initiatives are already advanced on the topic: SIDA[20] for instance has released its in 2019, incorporating several practices such as a flexible approach to funding, careful selection of intermediary organizations and direct support to local civil society partners. Other countries have also made progress on including local partners into their Overheads funding model[21], notably Denmark in its 2022-2025 funding guidelines, Canada in its International Humanitarian Assistance Funding Application Guidelines for NGOs and most recently the UK in the FCDO Humanitarian Response Funding Guidelines.

Valuable initiatives have also emerged from National Actors from the Global South, particularly from African organizations, that became leading global advocates on the topic. NEAR[22] has gathered local organizations in consortia to build a system where local communities are empowered agents of changed. NEAR's Localisation Performance Measurement Framework tool has become a reference for International Actors' Localisation strategy. Similarly, the ADESO NGO has become a leader in advocacy for Localisation in the sector and on decolonizing Aid with recognized publications in 2022/2023. ADESO strives to build strategic efforts to influencing International Nongovernmental Organizations, philanthropy, and bi-lateral donors to change the way global Aid operates.

More recently, Ukrainian national NGOs involved in the Ukrainian response have become leading actors in advocating for change in the Humanitarian Aid structure through an open letter to international donors and INGOS[23]. This was also clearly reported in an external evaluation of the current Ukraine Humanitarian Crisis[24]. Ukrainian LNAs advocate for less bureaucracy, more self-decision-making, fewer intermediaries in the delivery of assistance and more mutual learning. Ukrainian LNAs have

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[16] Global Humanitarian Assistance, 2022– Development Initiatives
[17] Rethinking capacity and complementarity for a more local humanitarian action – ODI, Barbelet, 2019.
[18] Promoting Equitable Partnerships with Local responders in Humanitarian Settings – ECHO, 2023
[19] Localization at USAID: the vision and approach – USAID, August 2022
[20] Swedish International Development Agency – "guiding principles for Sida's engagement with and support to Civil Society" - 2019
[21] Donor approaches to overheads for local and national partners, Discussion paper, February 2023
[22] Network for Empowered Aid Response
[23] https://philanthropy.com.ua/en/program/view/akso-ne-zaraz-koli
[24] Real time evaluation of the Humanitarian Response to the crisis resulting from the war in Ukraine, 2022, Francois Grunewald, Groupe URD.

clearly stressed the need for faster and wider action on Localisation, to share resources more equitable and "relax the rigid system".

Where are these dynamics going?

Structural changes are coming. Major donors are slowly committing to more locally led development and local capacity strengthening in order to **reinforce more equitable partnerships**[25]. Published works on Localisation from a variety of Aid actors clearly stress the **need to recognize the value, resources, and skills of local national actors to support their capacities (including institutional capacities)**.

The future of Localisation will therefore encompass improvements in the **quantity and quality of funding to LNAs** but also more effective support for strong and sustainable institutional capacities for LNAs (of less undermining of those capacities). It is also understood that Localisation will provide LNAs a **greater role and leadership in Humanitarian/Development coordination mechanisms** as well as an increased presence in international policy discussions related to humanitarian responses.

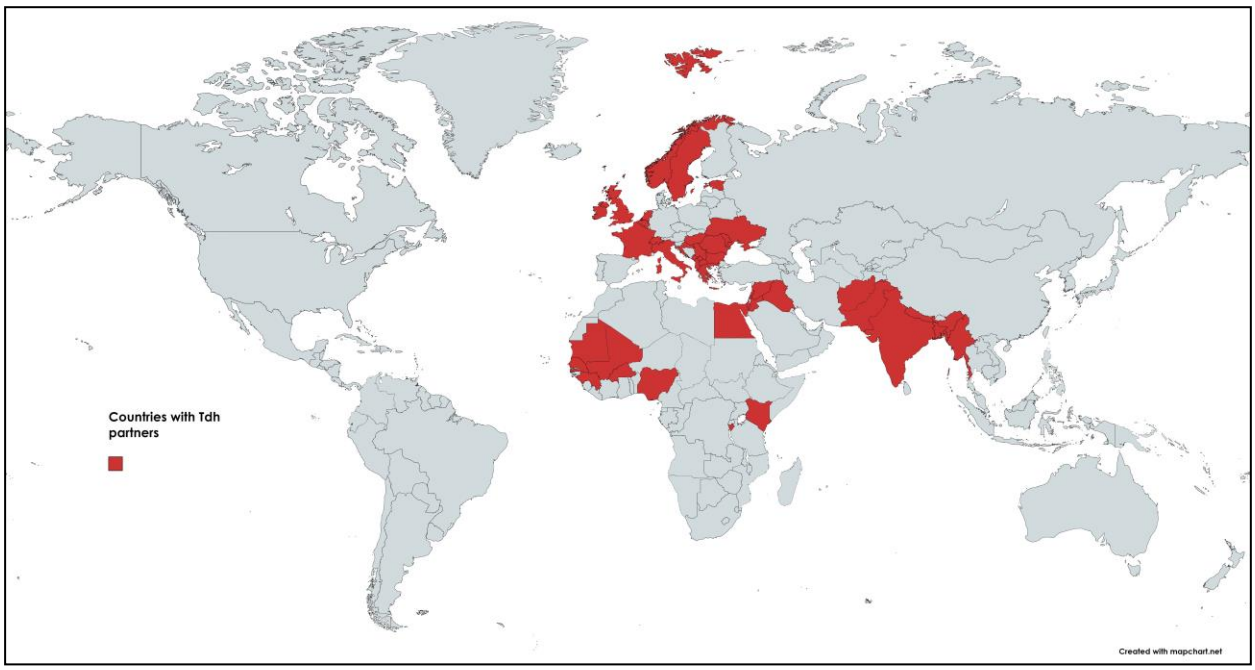
Tdh staff and Local partners exchanging ideas in a workshop, Dhaka, Bangladesh, May 2023

[25] Donor approaches to overheads for local and national partners, Discussion paper, February 2023 – Development Initiatives

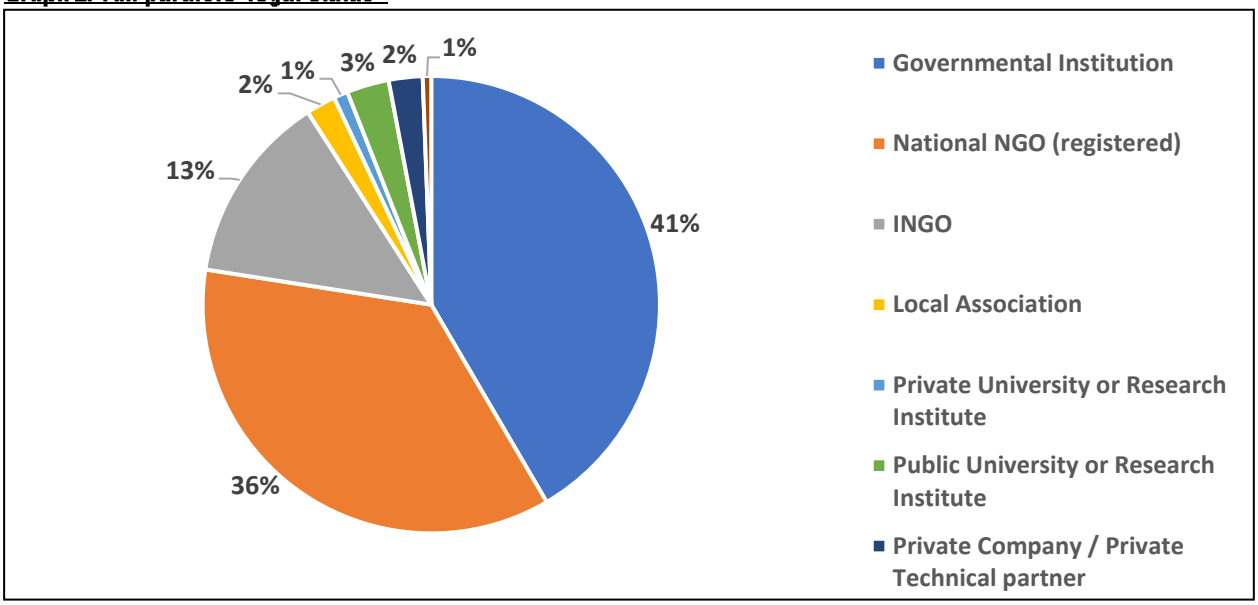
Part 1 – Who are our partners ?

1/ Who are our partners?

Graph 1: Map of Tdh partners across the world



Graph 2: Tdh partners' legal status[26]

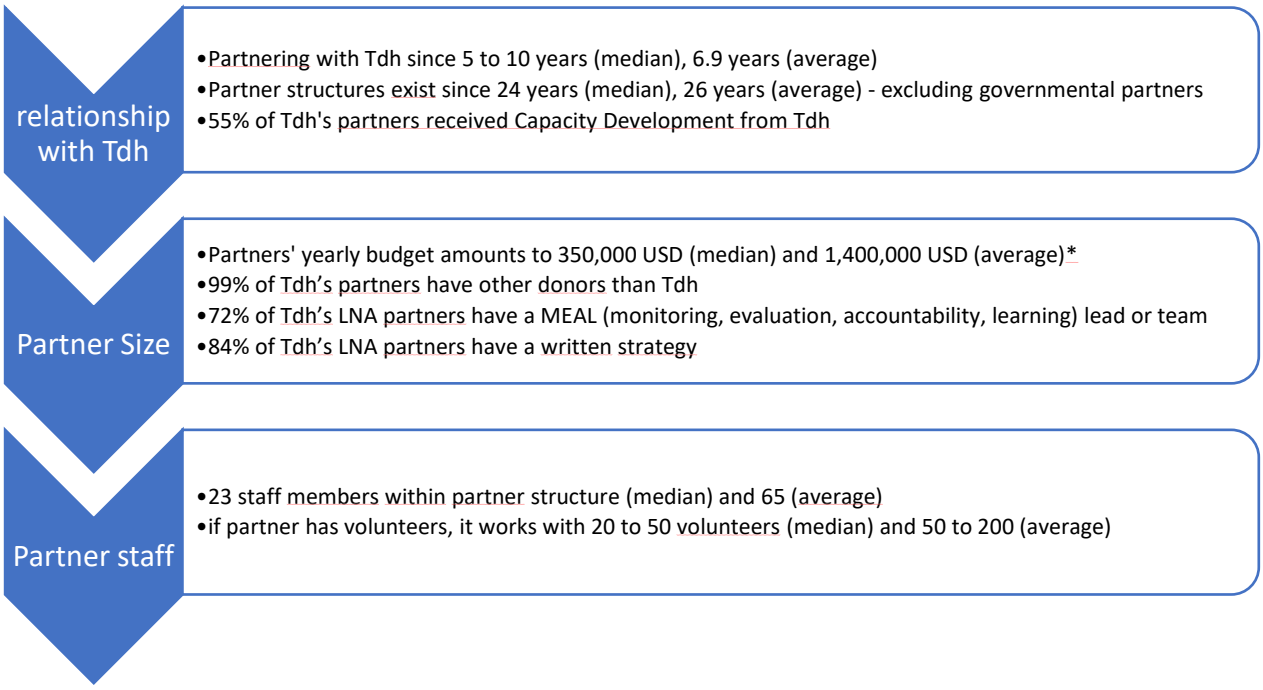


[26] ***Governmental Organization*** *Governmental Institution such as ministry, chamber of commerce or any other public funded agency (except universities)*
National NGO*: National or Local Non-Governmental Organization excluding local associations (defined below)*
INGO*: International Non-Governmental Organization*
Local Association*: Local Associations or Community-based organizations are here defined as structures working with fewer than 15 staff with a maximum budget of 100,000 USD.*
Public University*: Fully or partially State-funded University or Research Institute*

According to data directly collected by all Tdh field delegations (expect Syria, Ecuador, and Colombia) in February 2023, Tdh has 356 partners operating in 36 countries across the world. Most of its partners operate in countries where Tdh also operates in however, in certain cases, Tdh partners with Organizations in countries where Tdh is not present, especially in Europe through the Hungary Regional Office.

Partners are of diverse size and legal status, with a majority of LNAs (either governmental partners or National NGOs) as opposed to International NGOs, Local associations[27] or Private/University actors. Representatives of the private sector remain few amongst Tdh's partners. Aside from private foundations or CSR initiatives, Tdh field delegations collaborate with a handful of pharmacies, consultancy companies or data management companies. Although Tdh engages with the private sector regularly, there is only limited strategy dedicated to partnering with the private sector.

Graph 3: Partner Typology: who is the "Median" Tdh partner?



**This only concerns partners for which Tdh was available to estimate the overall budget. It excludes Governmental partners as their overall size distorts data.*

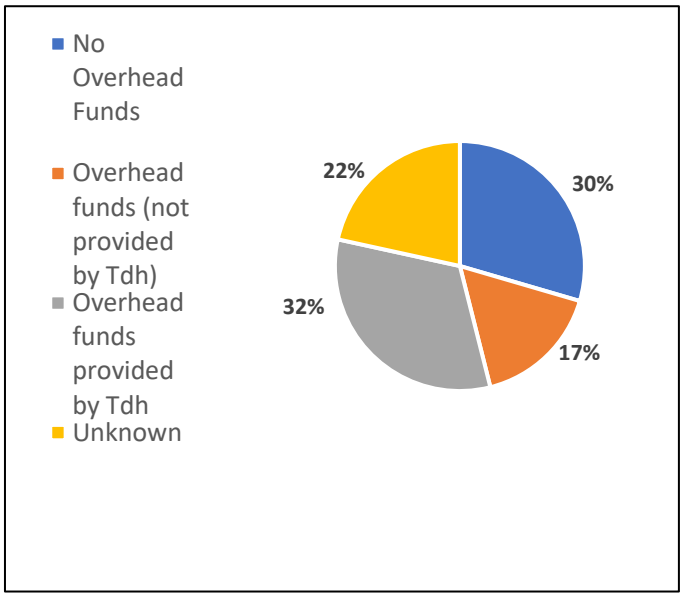
It is also to be noted that:

- Less than 15% of Tdh's partners globally are small - grassroots organizations (structures operating with less than 20 staff members).
- Tdh partners that did not receive Capacity Building from Tdh either received some from another donor/partner (28%) or did not receive any at all (17%).
- 90% of Tdh partners have accounting software and are trained on basic accounting. Partners, especially Local and National NGOs, use different kinds of software.

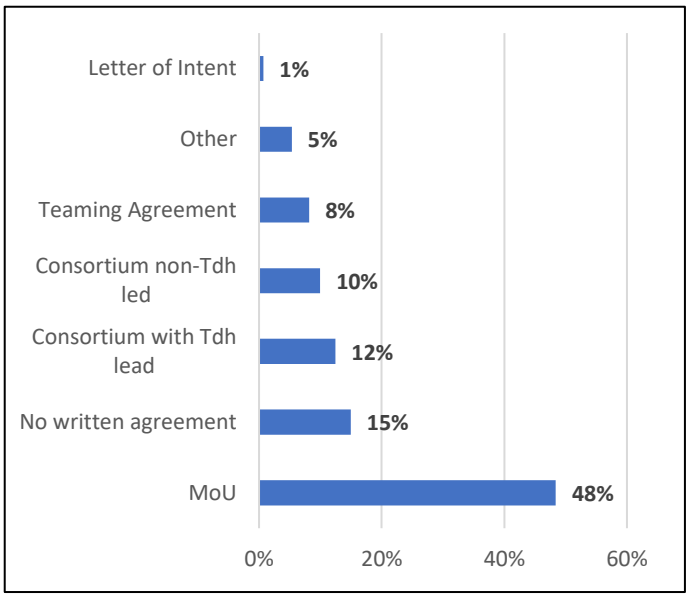
Private University or Research Institute: Non-state funded University or Private Research Institute
Private Company/: Private (for profit) Technical Partner involved in project implementation such as consultant or Engineering firm. This excludes Tdh's suppliers.

[27] Local Associations or Community-based organizations are here defined as structures working with fewer than 15 staff with a maximum budget of 100,000 USD.

Graph 3: Access to overhead Funds from Tdh's LNA partners[28]



Graph 4: Type of contracts[29] **signed by Tdh with LNAs**



As reported in graph 3, Tdh LNA partners have diverse access to Overhead funds. Although Tdh funds some of them, nearly a third of them do not have access to any Overhead funds. Funding LNA partners' overheads is a practice that is evolving and major donors, UN agencies and INGOs are slowly developing their Overhead policies[30] towards a more equitable approach. As it stood in February/March 2023, it remained an issue for a third of Tdh's partners and impaired the smooth implementation of their operations and their sustainability.

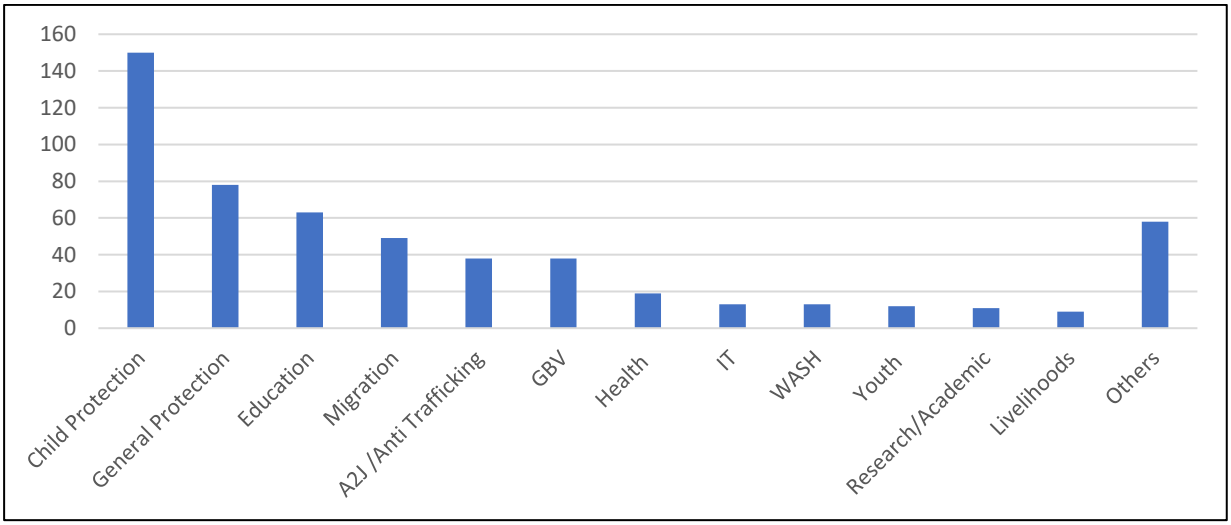
On another note, graph 4 also shows great diversity in the contractual arrangements that Tdh has with its partners. Although MoU and consortiums are the most reported practices, 15% of our LNA partners do not have a written agreement with Tdh, yet they are our partners. Why? This can be explained that Tdh collaborates with many governmental actors in its activities, involving day-to-day collaborations and authorizations. These collaborations exist and are impactful yet do not necessarily require agreements or official commitments. The vast majority of entities that partner with Tdh without a written agreements are governmental actors (Jordanian Ministry of Justice, Protection and Gender office in Guinea, Nigerian Ministry of Women and Social development etc…).

[28] According to mapping carried out with all Tdh delegations comprised in the study in February/March 2023

[29] ***MoU:*** *formal agreement between two or more parties outlining their intentions, defines roles and responsibilities and outlines legal aspects of a partnership.*
Consortium*: agreement between group of organizations pooling their resources to achieve a common goal (usually for large scale projects).*
Teaming Agreement*: formal contract between two parties outlining their commitments to collaborate on a project.*
Letter of intent*: document formally expressing preliminary intentions of one party towards another party (usually before a formal agreement).*

[30] Discussion paper on Donor approaches to overheads for local and national partners, 2023, Development Initiatives

Graph 3 - Tdh Partners' reported sector of intervention



**the "other" category comprises a large diversity of sectors interventions that are specific to LNAs' (climate change, nutrition, social cohesion, peacebuilding, shelter, HIV-AIDS, micro-finance, NFI, RRM etc…) and cannot be counted as a specific topic.*

Tdh partners have expertise that are similar to Tdh's, with a **majority of Child Protection/Protection actors, as well as A2J and Migration specialists**. It is also to be noted that sector of interventions can overlap, notably for Health services. Several partners that were by Tdh delegations identified as "GBV" or "General Protection" partners also provided healthcare support.

Also, it is important to note that the above graph provides an analysis in terms of number of partners but not in terms of their volume of intervention or size. Some categories, such as Health for example, can appear to be less represented among our partners. But one of the partners, "Doctors for You" in India, has over 1,600 staff and works in 25 Indian states while other partners operate with only 5 staff members in Ukraine. Tdh's partners have vastly diverse sizes, expertise, and legal status and the reported topics in the above graph does not reflect the scale of some of the activities undertaken by Tdh and its partners in the world.

Partner Selection

According to collected data, LNA partners are primarily selected by Tdh for their **technical ability**[31] **(expertise)** to run a specific part of a program or project or for their geographical roots to certain areas where Tdh does not have access or is not physically located. (16 out of 20 answers from HoDs validate this point).

LNA partners are also selected by Tdh because they have **experience working with at least one other donor, UN Agency or INGOs**. In other words, Tdh prioritizes partners based on their experience dealing with similar structures as Tdh. In doing so, Tdh "protects" itself, assuming that this reduces the risk of potential future compliance issues as the selected LNA partner is familiar with compliance standards imposed by Donor agencies, UN agencies or INGOs. (15 out 20 answers from HoDs also confirm this).

LNA partners are also selected as they are members of and/or maintains **good relations with targeted beneficiary communities**. For Tdh, the geographical location of its partners and their legitimacy to the targeted communities is of great importance.

[31] According to data collected from an online survey sent to 17 Tdh HoDs with pre-established list closed answers, in February 2023.

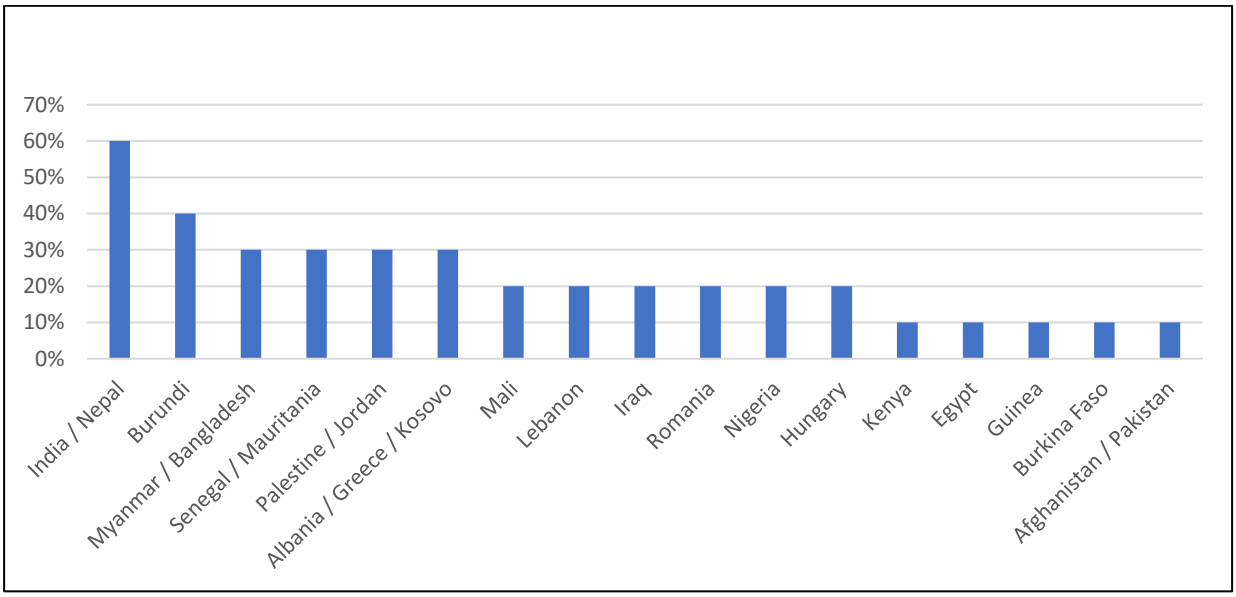
2/ Where does Tdh stand in terms of Partnerships and Localisation?

Tdh had 356 partners mapped in the world in January/February 2023 (all partners considered). This number includes non-financial partnerships[32] and excludes Tdh's donors.

According to the last 2023 budget (P2), Tdh estimates that **9,6% of its budget is allocated to partners (this number is excluding International NGO partners).**

27% of Tdh delegations have a Partnerships Officer role that is fully dedicated to dealing with partners, the rest of delegations work with staff already dedicated to other activities (who are sharing the responsibility, , usually Project Managers).

Table 1 – Percentage of Tdh delegations' budget dedicated to LNA partner organisation(s) (data from February 2023)**



*** Syria and Ukraine delegations were kept out of this study due to the workload related to their emergency activities at the time (February 23' Syria earthquake and Ukraine war). This data was sent by interviewed Tdh HoDs and relates to the % of funding their delegations provide to Local and National Actors. The percentage was rounded up.*

All Tdh delegations work with partners and 83% of the delegations are willing to increase their number of partners. **The average budget of a Tdh delegation is 4 million CHF with an average number of partners per delegations ranging from 5 to 10 partners.**

Tdh Heads of Delegations (HoDs) stated that they **equally favoured partnering with INGOs and National NGOs**, followed by Universities, Governmental Institutions and Community-Based Organizations last. Tdh HoDs also preferred the use of Memorandum of Understanding (MoU) to shape contracts with partners, followed by consortium agreements (either Tdh-led or non Tdh-led). The other kinds of contracts such as teaming agreement, no agreement, letter of intent gathered few votes from Tdh HoDs.

Overhead funding Practices

Tdh has set up an internal system to track LNA partners' overhead funds. For each contract signed with partners, Tdh files the Overhead rate required by the donor and the one Tdh keeps after deducting the Overheads given to the partner. Tdh also has

[32] Non-financial partnerships refer to partnerships that do not include financial transfers, like sub-granting for example.

a global rule for Overhead costs in case of partnerships/consortium that was published in its Grant Acquisition Process guidelines.

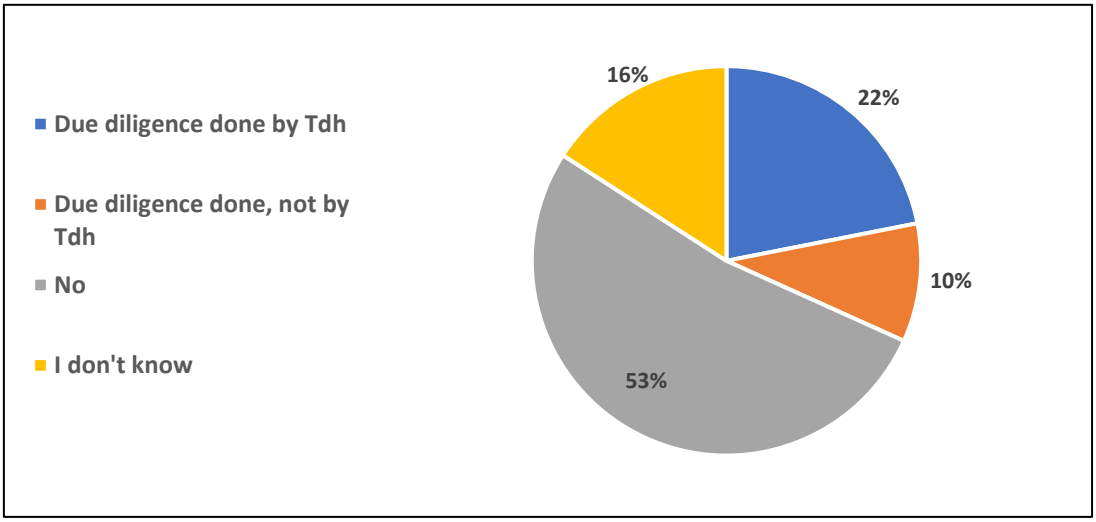
- *If Tdh is Consortium lead: Tdh shall retain a minimum of 1 point of the Overheads paid to the partner(s)*[33] *(if the partner is operating from its headquarters, a retrocession of FAP is not justified). Tdh may allow the partner(s) a structure/programme ratio equivalent to that on the Tdh part of the budget.*
- *If Tdh is not in lead, Tdh must try to get the same percentage of Overheads as the lead or, if not possible, give up a maximum of 1 percentage point on FAP to the lead.*

Although this rule was published in 2022 and all Operations Tdh staff were trained on it, it is not similarly implemented in all delegations. Moreover, it is important to note that a large amount of LNA partners have their HQ based in the country of implementation as they are, by definition, local or national. Which means that in most cases they cannot justify a retrocession of their Overhead costs.

47% of Tdh's delegations stated they provide administrative costs to at least one of their partners, the percentage of the project budget dedicated to L/NA administrative costs (or overhead costs) amounts to 7% on average but differs from delegation to delegation and from project to project. Although there is a Golden Rule practice shared by the Finance dept[34], the questionnaires sent to Tdh HoDs reveal that there is no common practice on the subject. 47% of the Tdh delegations reported not providing Overheads to their LNA partners (or only to INGOs, which are not comprised as LNA partners), the rest either reported providing to some partners (47% of Tdh delegations) and only one delegation (6% of total) reported providing Overhead funding to all its LNA partners.

Due Diligence Practices

Graph 4: Did your organization undergo a due diligence verification process? *



*This question was aimed at Tdh's partners only.

When/if due diligence was carried out by Tdh, it was either done with the OCAT[35] (33%) or with another internal tool[36] (61%). In two cases, it was done directly by Tdh Lausanne HQ. Data reveals different practices from delegation to delegation when it comes to due diligence verifications: this can also be explained by the variety of partners Tdh works with as due diligence verifications are not systematically required for International NGOs, and nearly never for Governmental Institutions or Universities, for instance.

[33] (except if the partner is operating from its headquarters, then a retrocession of Overheads is not justified)

[34] Internal Document - Tdh Finance Golden Rules – 1. Mandatory Golden Rules / 1.2. Project Administrative Costs (FAP or Overhead)

[35] Organizational Capacity Assessment Tool – Tdh Nepal designed tool

[36] Tool designed by another organization or created internally at Tdh delegation level

3/ Zoom-in: 4 pilot countries and Headquarters – Workshops and Interviews

Five workshops were carried out within the scope of a global partnership review to ensure consultations from Tdh LNA partners and field teams. The workshops were facilitated in Albania, Hungary, Nepal, Bangladesh, and Switzerland with the support of Tdh teams and partners and gathered over 100 representatives from 11 countries. The attendees came from Tdh field delegations and 17 partner organizations in the four workshops.

The overall objective was to better understand partnership practices between Tdh and its partners, gather opinions from Tdh delegation and their on-field partners and identify ways to better work together and streamline collaboration. The workshops focused on the challenges and solutions that Tdh and its partners could identify (1), what Partnerships tools could be improved and used (2) and initial thoughts on the upcoming Tdh Partnerships and Localisation Policy (3).

A - Challenges

The below table shows the Partnership challenges reported by Tdh delegations and National Partners (NGOs and Governmental Institutions) during the April/May workshops. A list of pre-set issues collected in the questionnaires to partners and requested prior to the workshops was presented. Participants were free to use them, change them or add new ones.

Reported challenges	**Countries where issue was reported**
Absence of systematic **overhead funding**	Albania, Bangladesh, Hungary, Nepal
Absence of **long-term strategy** within partnership scope	Albania, Bangladesh, Nepal
Short-Term Project-Based Funding	Albania, Bangladesh
Absence or insufficient **Organizational Capacity Development** from Tdh to partners	Hungary, Bangladesh
Lack of **adapted tools** and **dialogue** to conduct efficient partnership	Hungary, Albania
Limited **MEAL and Data Management** collaboration	Nepal
Lack of **Fundraising** capacity from LNAs	Nepal
INGOs project management does not involve LNAs enough in **performance management**	Hungary
Heavy **Compliance Requirements**	Albania
Unclear roles and responsibilities within partnership	Hungary
Insufficient opportunities from LNAs to **network with INGO/UN** stakeholders and donors	Nepal

What solutions can we bring to these challenges?

Tdh and its partners in the four pilot countries were asked to brainstorm and come up with actionable solutions to improve their partnership during a two-day workshop. The below answers are excerpts of their work:

Partnerships

- Define **regular partnership dialogue instances** (workshops, meetings, SWOT) including during non-financial partnership period- Establish Ground Communications rules and agenda.
- Set up **Partnership long term Strategy** with clear objectives
- Favour **consortium models** or more equitable MoUs, must be adapted to partner size and status

- Favour **co-creation of tools and documents** at all steps of project cycle management, Increase Feedback provided to LNA partners from donors.

Funding

- **Rationalize the number of partners** and focus on most efficient partnerships
- **Systematize overhead funding** for every new partnership started by Tdh
- Develop clear definition of what is considered Overhead Funding or publish a **directive on Management of unrestricted funding** (guidelines on how to use it)
- Lead **fundraising events** in collaboration with local government and LNA partners

Capacity

- Systematize **Capacity Development Plan** focused on Organizational capacities with new partners
- Implementation of the OCAT (due diligence practice) in a reciprocal manner: Institute meeting with partner/Tdh to check each other's capacity
- OCAT to be used as a due diligence **self-evaluation tool** for partners to regularly check on themselves
- **Mutual/Reciprocal Capacity Building**: have Tdh train LNAs and LNAs train Tdh on diverse topics – this may include
  on main donors' requirements (kick off, webinar, midterm review, mentoring)

Coordination and Complementarity

- **Move from project-based partnership to structured strategical partnership**: Set up tools that will ensure the long run and the regular review of partnership objectives
- Set up **long term strategies** with partner on specific topics (adapted to their geographical or technical advantage)
- **Kick Off meeting to be more horizontal and participative** – build ownership then, clarify roles and responsibilities
- Set up **Rotating Responsibilities** with donors or in MoUs/Consortium for reporting and project lead
- **Reduce LNA Staff turnover**: increase HR and Admin budget for a better share allocated to Support staff, for project and LNGO sustainability.

Policy, Influence and Visibility

- Set up joint **Fundraising strategy** fit to specific donors – co-design concept notes and focus on certain donors together.
- Share Donor mapping and keep shared updated stakeholders mapping
- Include LNA partners in the bigger picture: relation with donors, reports' feedback, emails, include them in cluster meeting and in other relations with other INGOs, UN and donor agencies
- **Inclusion in several kinds of networks and platforms** (local, national, international) to influence potential funding partner

Participation

- Increase project sustainability by further and systematically involving local stakeholders and community, enhancing engagement and ownerships of all projects on the longer term.
- If relevant, **Systematically Engage Volunteers** to ensure involvement of local communities/engage volunteers

B – Partnership Tools

Tdh and its partners in the four pilot countries were asked to brainstorm and come up with actionable improvements or creation of tools to better work together. The below answers are excerpts of their work:

Tool Improvement

Programmatic Tools	Support Tools	Management Tools
•**4Ws** for Tdh and partners (internal) - contact mapping •**Upgraded Kick Off meetings** procedures involving partners, reviews and increased planning (dedicated time and resources) •**MEAL guidelines** for partners •Standard tool package for technical activities •**Adapted Narrative reporting tools** depending on project/LNA size •Simplified Tools adapted to backdonor requirements (USAID, ECHO, SDC..)	•Tools adapted to partner/project size (non-standardized) •Systematic **translation** of support partnership tools into **local language** •**Procurement Guidelines** adapted to partners, simplified and in local language •**HR guidelines** to partners (guidelines, JD,TORs, allocation tables…) •**Budget templates** adapted to partners •**Mutual OCAT exercices** – cross verification of Compliance requirements with Tdh	•Favor the use of the **Consortium** modality if possible or more equitable MoU adapted to Project/partner size) •Share and maintain **Partner mapping** at Country and International level, •**Due diligence tool to** be provided to partners for them to self-assess (set up with SMART objective to act upon)

Tool creation

Programmatic Tools	Support Tools	Management Tools
•**GDPR/Data management guidance trainings** adapted to LNA partners •**CFRM simplified guidelines** and mechanisms (accept partners' CFRM practices) •Set up **bi-annual Partnerships meetings** to cross review programmatic field activities •**Kobo trainings** to ease data collection methods (Rapid Needs Assessments) •**Safeguarding Training tool for** partners to trickle down internally	•**LNA Partners' financial Management Guidance Note** •**Overheads Costs Policy** for LNA partners •Online Platform with all Tdh Support tools (with guidance) •**Systematic Budget Narratives** •Support tool to create a **Salary Grid Matrix** •Support to create/follow-up tools on Gender issues •**Routinize BFU reviews (regular)** •Joint Procurement Committee for first purchases •SAGA trainings	•**Partnership Strategy document** with SMART objectives •**Common Fundraising tools** (newsletter, Concept Notes) •Shared Comms/Visibility Plan •**Organizational Capacity Development Document** •Annual meetings with **network of Tdh partners** at National level •Common **Advocacy tool** for specific topics (A2J, CP, Migration) •Cloud dedicated **to Partnership Management** •**Environmental Checklist** designed for partners

C - Policy orientations for Tdh's upcoming Localisation policy

Tdh headquarters, four Tdh delegation and its partners in pilot countries were asked to brainstorm and come up with must-haves in the upcoming Tdh Localisation Policy. The below answers are excerpts of their work:

- Develop a vision on Partnerships to **address the needs for sustainable, fair, and solidary partnerships** including a new model of governance.
- **Longer term partnerships** to carry out strategic transformative partnerships as opposed to short-term project-based
- **Increase Dialogue opportunities** using regular meetings involving several layers of management (from bottom to top)
- **Define Tdh's approach to Capacity Development** to Local and National Partners (systematization of Organizational Development Capacity Building)
- **Overheads costs** systematically included and defined for LNAs
- Increase the **recognition of local Partners in International platforms** (visibility, presence in clusters, government representation, donor meetings in Geneva…) and involve partners in back donor communication (emails, meetings, reports feedback etc…)
- Define what **mutual accountability standards** must Tdh and its local partners follow (project quality, access, beneficiaries…)
- Develop **KPI and indicators** dedicated to calculating Tdh's progress towards Localisation objectives.
- Provide a list of **harmonized and adapted Partnerships/Localisation tools** to Tdh's partners in accordance with context, languages, and partnership "size".
- Set up **joint fundraising practices** including both Tdh and Local and National Partners

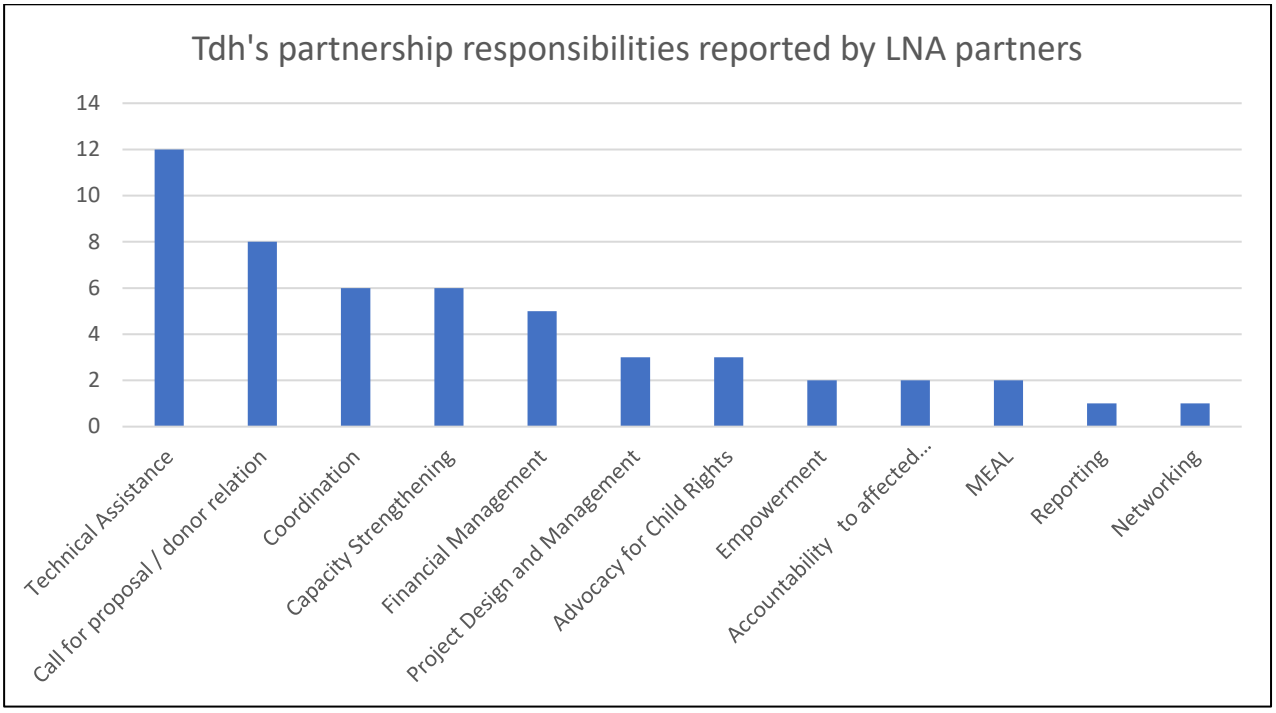
Part 2 – Crossed Perspectives: Partners and Tdh

1/ Crossed Perspectives – What do our partners think of us?

Graph 5: words by Tdh partners to describe "Tdh's strong points"

Table 2: What are Tdh's responsibilities in the partnership?

This question was asked to 32 Tdh National NGO partners in four pilot countries of intervention (Albania, Bangladesh, Hungary, Nepal) through an online survey. This question was asked with a pre-established answer list. The axis number represents the votes of Tdh's LNA partners.



As previously mentioned, Tdh's first strength reported by partners is its technical knowledge, whether it is about Child Protection, Access to Justice, Migration, or other sectors. Tdh's **partners choose Tdh for its technical knowledge and reputation, for its expertise and image**. For Partners, Tdh represents a connection with donor agencies, UN or other INGOs working in the sector in countries of intervention. Tdh as a Swiss organization also mean for partners a potential networking component. Tdh is well connected, operates in several countries, and holds a position of power in the Geneva and Swiss circles. This also tends to prove that Tdh has more power than its local partners as it holds the communication stream with the donors in country.

Tdh is also of great help for partners to coordinate, use more formal tools and strengthen their capacity on several levels: through programmatic technical expertise but also Project Cycle Management and "support services" related tasks such as financial management or logistics.

"The great thing about Tdh is that they know the country, they have been here for so long, they pay attention to their relations in country, they maintain them. Also, they do not hire too many expats that "eat all the money". It is very important to have this relationship and avoid turnover."

– Burundi Partner, February 2023.

According to data collected in interviews with Tdh partners in Burundi, Lebanon, Mali, and Bangladesh, and through field workshops carried out in April/May 2023, Tdh is appreciated for its relatively low amount of on-field expats deployed (as opposed to other Humanitarian/Development agencies) which increases its **cost efficiency** compared to other INGO actors. Tdh is also favoured for its **long-term experience** in certain countries, especially in Africa. Tdh is valued for its **knowledge of the contexts** it works in and the ability to conceive quality programs that are adapted to the context of interventions.

Tdh was also deemed open to new ways of doing partnerships. For instance, Tdh is working on **a consortium led by a LNA in Lebanon** (Mouvement Social) but also started a SDC project in Palestine involving **different amounts of Overhead funds transferred to LNA**[37]. Other **innovative partnerships** related projects are undertaken in Myanmar (with **informal CBOs**).

Overall, Tdh has been **flexible and open to new partnership frameworks**. This flexibility was seen very positively by local partners (as opposed to other INGOs with *"more rigid Partnership rules"*).

Rina Biswakarma, Representative of Shakti Samuha, Tdh partner in Nepal, Kathmandu, May 2023.

Reported Tdh Weaknesses from partners

Several LNA partners consulted during workshops in Bangladesh, Nepal, and Albania believed that they were **not involved enough at project design stage** or to answer call for proposals. Across Project Cycle Management steps, partners report a **lack of involvement and feedback** provided to partners. They feel they are not considered as a co-implementor but more as a **sub-contractor**. This vision of power in the relationship must change, which is possible only if projects demonstrate they are more inclusive of partners perspective and interests.

"In some cases, INGOs come to see us to see if we are interested to work on 10% of the overall budget they aim to get, on a specific topic in a specific area. We do not have any chance to say what we want to do or where is our real added value. We did not even design the project, but we have to take these grants otherwise we stop existing."

-Tdh partner in Bangladesh, May 2023

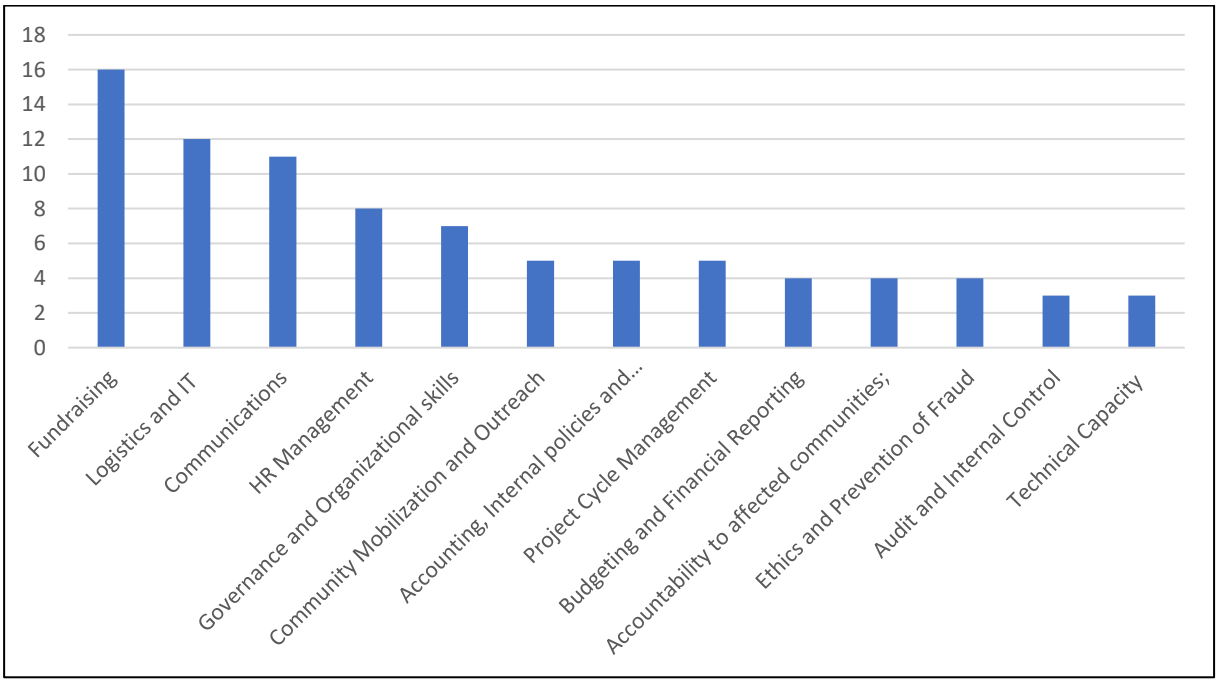
[37] These amounts vary from partner to partner in Palestine and are adapted to their needs. It varies between 5.7% up to 20% (from lowest to highest).

Similarly, interviewed LNA partners mentioned that their strengths were not necessarily well used as they have extensive knowledge on certain topics. This knowledge can be capitalized by Tdh through trainings or good practice capitalization events. Tdh's LNA partners mentioned that Tdh could better **acknowledge and benefit from their added value** through **shared capacity development and capitalization practices**.

Although many historic partnerships exist with Tdh, partners from several delegations' report that it may not materialize through enough joint strategizing: **Partnerships strategies must increase** and be developed in a joint document, with SMART objectives. These objectives must also encompass potential periods were both entities (Tdh and partners) are not financially related (which can be the case in absence of funding on a common project, or in other circumstances). Partnerships must be clearly defined, aim towards the future, and **go beyond a financial relationship**.

Although partners feel that **they are listened to** by Tdh, they state that **heavy reporting requirements,** and **delays in financial commitments** tend to impair their relationship with Tdh. More flexibility, more dialogue, would be welcome for partnerships to improve of the long run. Similarly, increased shared responsibility between partners and Tdh on compliance and donors' awareness would help better understand reporting requirements and structurally increase the trust between Tdh and partners.

Table 3: Most Answered Capacity Development Needs reported by partners

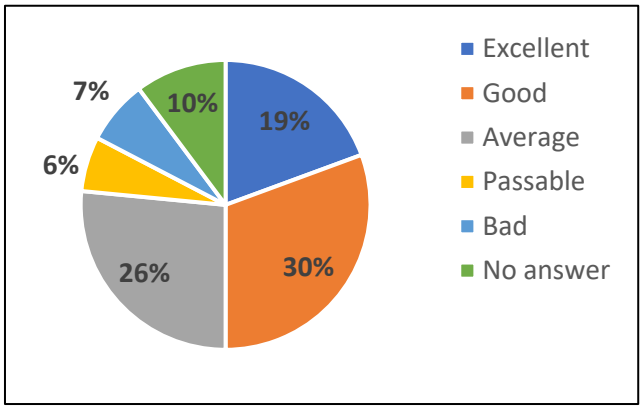


This question was asked to 32 Tdh National NGO partners in four pilot countries of intervention (Albania, 0) through an online survey. This question was asked with a pre-established answer list defined by Tdh HQ and pilot countries. The axis number represents the votes of Tdh's LNA partners.

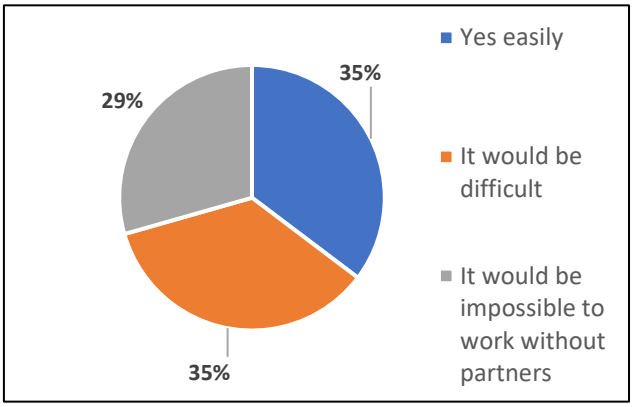
2/ Crossed Perspectives – What does Tdh think of its partners?

The below data sums up answers collected from a questionnaire shared to 17 Tdh HoDs in February 2023. The questionnaire included questions relative to Partners, Partner relationship and processes and policies.

Graph 6: Perception of partners' performance



Graph 7: Could Tdh delegation work without partners?



Perception of partner Performance

Tdh HoDs were asked to provide a grade to estimate the overall work performance of the LNA partners they work with in the country or countries of intervention of their delegation. Every Tdh local partner was therefore given a grade from 1 to 5 (1=excellent and 5=bad) to estimate how the partner's performance was perceived by Tdh HoDs. This involved LNA partners from all legal status, from LNGOs to governmental organizations to universities.

Although answers were not collected for all LNA partners (10% were not graded), almost half of the partners (49%) were considered good or excellent which shows a great satisfaction rate amongst Tdh field teams. Best rated partners were situated in Europe and Middle Eastern delegations' countries and included a majority of LNGO partners (of smaller size than the overall average), as well as governmental institutions. Best rated partners were also, in majority, partners of Tdh for over 5 years. This seems to indicate **that Tdh's satisfaction does not necessarily relate to a particular Partner's legal status or size, but it relates more to partnerships' length.**

LNA partners with the worst grades (bad or passable) were in majority **recent partners** (partners from 2,5 years on average), half of them being governmental actors while the rest were National NGOs. All partners with grades lower than 3 were either situated in Europe or in Africa. This is likely due to the inexperience of certain partners but also because of the limitations linked to the difficult contexts LNA partners evolve in (war, governmental pressure, non-existent legal frameworks for topics they work on etc..).

Could Tdh delegations work without partners?

On another note, graph 7 sums up the perception of Tdh HoDs on the ability Tdh would have to work alone and directly in the country of intervention. For 2/3 of the HoDs, **it would either be impossible or difficult to work without LNA partners.** This is especially true in several delegations were the only possibility to intervene is to work through local partners (India, Nepal) but also because of the vitality and strength of the Civil Society (Palestine, Lebanon, Balkan countries). Delegations that stated they would be able to operate alone and directly represented a third of the responses and gathered countries primarily focusing on Humanitarian/Emergency type of interventions particularly Nigeria, Burundi, and Iraq, for instance.
However, all delegations mentioned that even if they can operate directly, they still *"rely on partners to maintain a* ***collaborative reputation environment*** *within the national civil society, either with governmental or LNGO actors".* Although collaboration with LNA partners maybe more complex or perceived as less "necessary" in some countries, it remains vital for Tdh field delegations to **entrench a sustainable approach for the activities.**

Table 3: Which topic do you trust your partner the most for? (Asked to 17 Tdh HoDs)

Topics chosen	HoDs votes
I trust my partners' **Technical Capacity** to run the program (for example Child Protection or Shelter related knowledge)	15
I trust my partners' Management of **Security** on the field (context understanding, security matrixes etc...)	8
I trust my partners' management of **Human Resources** (contracts, salaries, TORs, allocation tables...)	8
I trust my partners' **Finance** procedures (reporting, expenditures etc..);	5
I trust my partners' capacity in terms **of Monitoring and Evaluation/MEAL** (logframe follow up, indicator understanding, reports...);	3
I trust my partners' **Logistics** procedures (reporting, expenditures etc..);	2
I trust my partners' **Communication and Visibility** skills (ability to produce and communicate content related to the program)	2

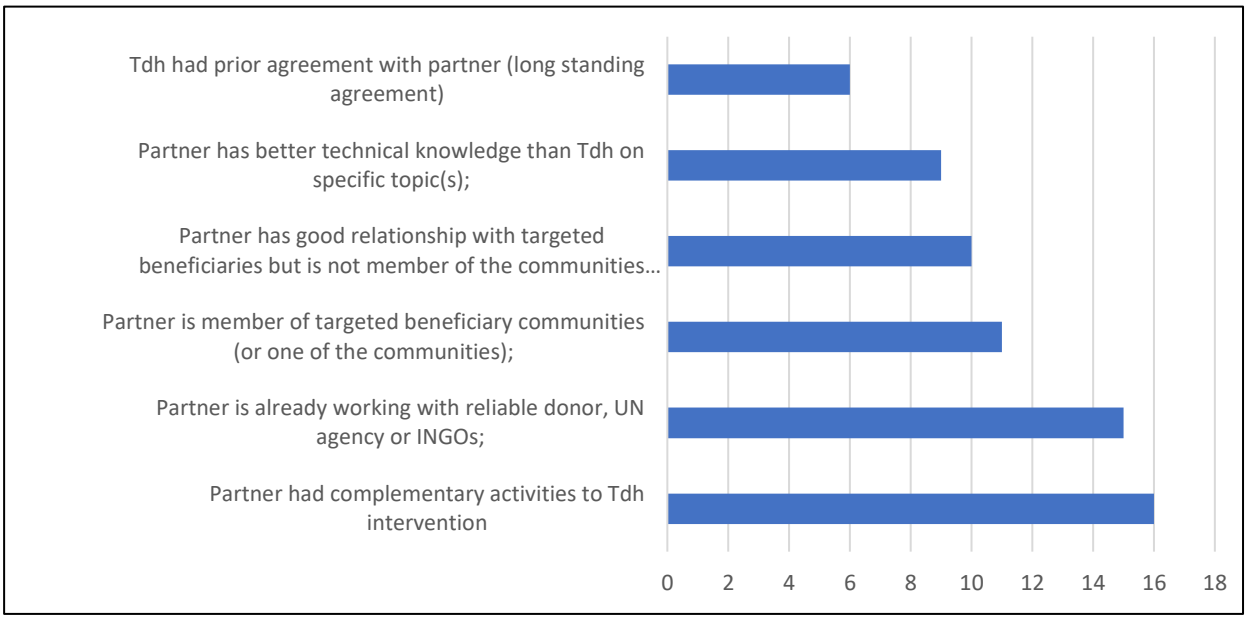
The above answers prove that, as previously said, Tdh and its partners view each other first and foremost as **technical experts** in their respective activities. Tdh values its partners' ability to run the technical aspects of a project (Health, CP, Migration, WASH, Access to Justice).

However, **heavy financial and administrative reporting standards seem to remain the main challenge** for Tdh when dealing with partners (Support tasks like logistics only gather few "confidence votes"). Tdh delegations have to impose tough compliance onto partners, but they must also make sure that the quality of work, accountability to beneficiaries, reporting and relation with local authorities, amongst other tasks, remain up to donor standards. Donor requirements have increased in the past years (reporting, audit, project documentation...) along with the will to work with more LNAs, which pressures Tdh field delegations. Tdh delegations feel "squeezed" in between two necessary project stakeholders.

Overall, Tdh field delegations do not view their partners' **MEAL and Communications capacities** very positively. This can be explained by the fact that, although 74% of its LNA partners have at least one MEAL staff (and rarely any Communication staff), it may not be the priority for LNA partners that focus on project implementation and do not always have the tools or technical ability to ensure quality MEAL follow-up (data collection and analysis, information management, indicators measurement, reporting, Kobo – mobile data collection proficiency etc…). MEAL can be perceived by some partners as a bureaucratic and controlling function.

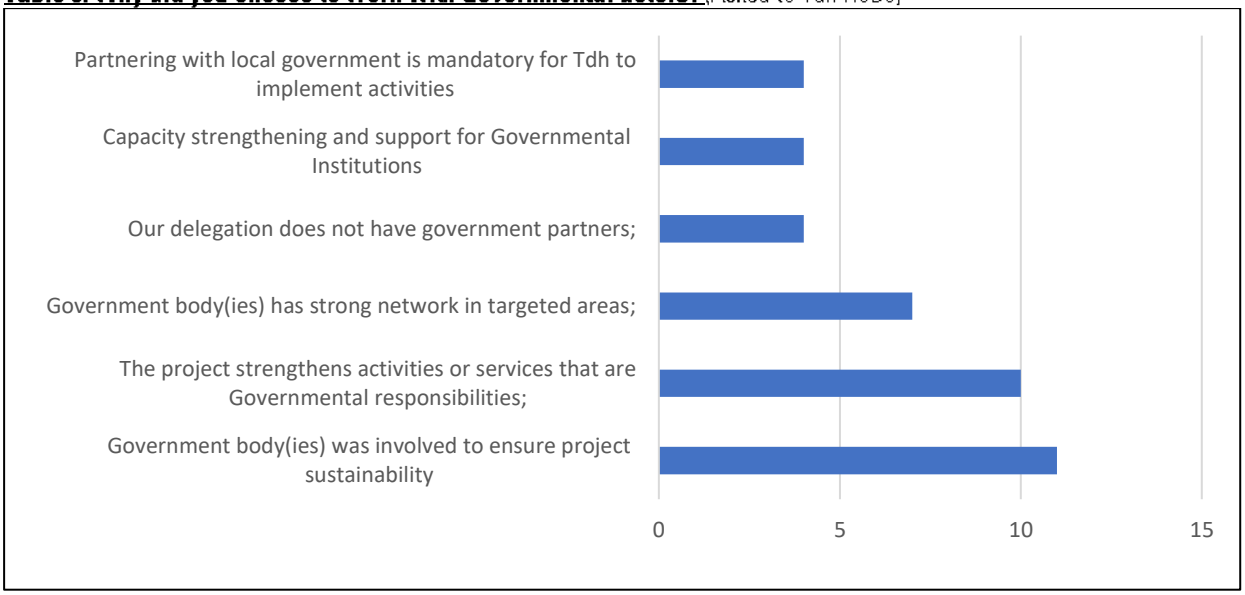
Also, some Tdh delegations report that working as a LNA can be particularly complex in certain contexts due to the **legal framework**, **government restrictions, international sanctions** or other topics that greatly impair LNAs ability to work, in Afghanistan, Myanmar or Burundi for example. In these countries, national and local authorities may sometimes restrict National NGOs to implement their activities either totally or partially with geographical restrictions. This goes against the Humanitarian Principles that Tdh commits to respect and renders partnerships with LNGOs particularly difficult.

Table 4: Why did you choose to work with National NGO partners? (Asked to Tdh HoDs)



This question was asked to 20 Tdh HoDs through an online survey. This question was asked with a pre-established answer list defined by Tdh HQ and pilot countries. The axis number represents the votes of Tdh's HoDs.

Table 5: Why did you choose to work with Governmental actors? (Asked to Tdh HoDs)



This question was asked to 20 Tdh HoDs through an online survey. This question was asked with a pre-established answer list. The axis number represents the votes of Tdh's HoDs.

Tdh favours Local NGO and Governmental institutions for their complementarity with Tdh's intervention. Whether it is geographical or based on the partners' technical expertise, LNAs help Tdh's interventions sustainability, credibility, network, and its coverage in each country.

HoDs and Tdh representatives report however the following common difficulties when dealing with LNA partners:

- **Limited or absence of partners' policies** (Finance, Logistics, Safeguarding, Security) which complexifies Tdh's verifications necessary for reporting to back donor. Moreover, if good practices related to the policies are not already in place, Tdh must train partners on its own policies which can mean heavy efforts over time. In certain cases,

partners' existing policies may not be fully in line with Tdh's or donors' policies which can bring further difficulties to the partnership in terms of fundraising for example.

- **Difficult Financial Control/Limited accountability on procurements**: Tdh delegations' finance department report difficulties obtaining correct financial documentations in accordance with International Donors requirements. Obtaining such documentation requires long on-site verifications and trainings of LNAs.
- **Understaffing of NGO partner**: LNAs cannot always maintain enough budget to sustain a presence of qualified staff in country. This can be explained by the relative funding instability in some contexts but also because of the unfair salary competition from International NGOs and UN agencies. This can also be explained, at least partially, by the lack of Overheads funds provided to LNAs.
- **Limited competence on MEAL and Communication topics**: LNAs may not have the Communication experience to properly broadcast their achievements in the country of intervention. In certain cases, communicating broadly also requires English skills that LNAs may not master. Similarly, internal project monitoring and evaluation (internal MEAL procedures) may not be in place due to the limited funding dedicated to these positions.

Are Partnerships well balanced?

The majority of Tdh HoDs (65% of respondents) acknowledge the fact **that partnerships with LNAs are unbalanced**. Partnerships remain primarily beneficial to INGOs (and therefore Tdh) as Tdh designs and budgets most projects, it remains the **first funds recipient** and the main **connection with institutional donors**. Tdh also **does not necessarily provide overhead funding** to its LNA partners and must ensure the compliance of its partners' expenditures to International Donors' standards. Few Tdh representatives also report that Tdh is **perceived as a donor** by some partners and when costs must be cut, partners are usually the first ones to bear the consequences of these cuts.
On the other hand, 35% of the respondents (Tdh HoDs) claim that they consider partnerships in their country delegation to be well balanced as Tdh has adapted well to its partners' abilities, that **it provides overheads funding (in certain cases)** or that partners are usually involved at every step of the Project Cycle. Tdh has proven to be **inclusive and innovative** in its role with local partners in some delegations: for instance, in Lebanon where Tdh collaborate with a National NGO as consortium leader or in Palestine where Tdh provides Overheads to several national NGOs.

Part 3 – Perspectives and Strategy: what is our future with partners?

1/ Tdh Country delegates and Headquarters

Tdh recognizes the added value its partners represent for its operations. Similarly, several interrogated Tdh delegations believe they know what some of their partners owe them: Tdh has brought several community-based organizations to higher grounds thanks to Organizational Capacity Development and sustained relationships on the long run. However, this is not true for all partners nor for all delegations.

Tdh representatives, both at headquarters and within country delegations, agree that Tdh must develop a vision on Partnerships to **address the needs for sustainable, equitable, and solidary partnerships** including a new model of governance. To do so, Tdh must set guiding principles for the Partnerships/Localisation policy: **long-term strategy, mutual accountability (reciprocity), co-creation of tools and projects.**

Tdh HQ and Delegation representatives agree on the fact that partners' diversity must remain from community-based to strong local NGOs, from private partners to ministries. Tdh must clearly define **partner types, adapted tool and the Partnership modalities** to define an equitable relation with its LNA partners. Characterizing **different partnering models** involving different resourcing requirements and dynamics is key. Establish a form of partnership which is not accompanied by appropriate forms and levels of resourcing is likely to put greater stress on a partnership and lead to failure, or to less equitable forms of partnership emerging in practice than may have been envisaged. Tdh must foresee and plan in accordance with these field observations. ***Improved partnership definitions, guidance frameworks and tools are needed to match the ambition***

on partnerships. These tools include accountability, dialogue and feedback mechanisms that amplify the voice of LNA partners, youth, and communities. It must ensure better communication and information-sharing mechanisms, tools to assess and measure partnership readiness, partnership health and performance, and tools to support the sharing of risk and compliance.

Several Tdh representatives also stressed the importance of better defining the partnership relationship at project **kick-off** level. Further developed in-depth project kick off stage, clearly defining each other's roles and responsibilities, mutual contributions, regular meetups, and SMART objectives within projects would ensure a better follow-up and reinforced partnerships.

Tdh also agrees that it must define better its **approach to Capacity Development** to Local and National Partners (in some cases, systematization of Organizational Development Capacity Building) in order to streamline it across its delegations. **Resourcing Commitments** (time, money, processes) would be necessary to develop enabling conditions for more equitable partnerships and to deliver more effective, impactful programming and influencing work. A **more formal statement of the resourcing commitments which are being made by partners** would also help to explicitly resource aspects of work which underpin the operational delivery of equitable partnerships.

Tdh can set up even simple practices to encourage or increase the **visibility of local partners** in Humanitarian and Development Coordination. Tdh can help to amplify the voices of LNA partners, which are often underrepresented in International Forums by giving their local partners more visibility and networking opportunities. This can lead to a more nuanced and informed approach to humanitarian and development interventions, which is better tailored to the needs of communities.

Finally, Tdh must **keep advocating for donors** to take effective steps for localization in the Humanitarian and Development sector as well as more adapted requirements to LNAs, notably on compliance.

Health Training Session carried out by Tdh in collaboration with the Indian Ministry of Health, India, 2021.

2/ Tdh's LNA partners: Synthesis of their perception and recommendations on the future of our partnership

Move towards short-term project-based partnerships to long-term strategy driven partnerships: Tdh partners clearly expressed frustration over the project length imposed by default by Tdh (itself driven by Tdh's donors' funding contracts duration). Joint partnerships strategies aiming at long-term, objective-driven collaborations must become the norm for them to strive in a competitive and funding-strenuous environment.

Increase dialogue and feedback instances throughout the partnerships: from the beginning of the partnership and throughout non-financial relation periods, partners and Tdh delegations would benefit from continuing more regular and in-depth dialogue. This dialogue must involve several "layers" of partnership management (from top managers to support department representatives and including project managers or other officers involved in the partnership).

Design and streamline the use of more equitable tools and practices throughout the partnership: including Partnership contracts, but also the co-design and co-implementation of partnership tools (contractual, budgetary, Logistics, technical expertise…). Tools must be as participative, co-developed and user-friendly as possible.

Systematize the implementation of Organizational Capacity Development for Tdh local partners that request it using adapted trainings/Capacity Development programs and dedicated resources with LNA partners. The Organizational Capacity Development should include cross-cutting issues such as data management, Climate change adaptation and help organizations develop their monitoring and evaluation departments to favour improvement and learning, including through capitalisation of good practices. It is crucial to tailor trainings based on LNA partners' request and based on identified shortcomings at capacity assessment level (whether capacity assessments are assessed by Tdh or another international partner, or self-assessed).

Institutionalize the **provision of Overhead funding to LNA partners** whenever possible: including a clear definition of its content, goal and set up a guidance note for Tdh delegations and local partners. Ensure that the practice is embedded and respected at Fundraising level with partners. Similarly, co-funding, or the absence thereof, represents a common challenge from Tdh's partners. Co-funding sources are complex to find for small LNA working with limited short-term budgets. Tdh could look into foreseeing the fundraising of such amounts with its partners.

Define partnership selection processes, partnership types, partner types and tools to be used in accordance with each of the defined partnerships' nature – be more inclusive using adapted and simplified sets of tools. Contextualisation and co-ownership of interventions and project tools ensure that they are informed by local context and demand. Tdh and its partnership must follow-through together as much as possible on initial situation analysis and on each aspect of the project needs assessments, project planning, resource mobilization (donors), implementation, monitoring, reporting and evaluation.

Set up Mutual Accountability and Mutual Verification standards: Tdh must break the top-down dominant perception that it can sometimes have towards its local partners to ensure an equitable approach to partnerships. This can be done using mutual accountability practices when it comes to project activities, compliance, reporting etc. Partners stressed the importance to evolve towards such practices to work as equals.

Increase local partners' network at national, regional, and international level to enlarge their visibility and credibility and to strengthen their capacity to mobilize new resources and showcase their abilities. This would support partners to expand their horizons in terms of partnerships and fundraising, but also of learning and knowledge sharing by networking with peers. Tdh could also greatly benefit from a role of facilitator of networks of strong local partners operating in different countries of the world. Tdh partners mentioned their will to carry out joint fundraising in accordance with strategic collaboration with Tdh: **mobilize funding together, based on common objectives.**

Support LNA's development on the implementation of quality approaches and cross cutting issues that are crucial to the future. From Environmental issues, Gender and inclusion to Youth participation or Accountability, Tdh's local partners

can benefit from Tdh's support to develop their own practices. In several instances, particularly during workshops, Tdh partners have stated the need for support about improving or further developing practices related to such cross-cutting issues.

3/ Defining kinds of Partnerships: what models can we apply?

What criteria should we consider when developing different partnership models?[38]

- **1/ Expertise and Capacity Development**: As explained above, both Tdh and its partners predominantly select each other based on their technical expertise. This criterion is expected to remain as Partnerships have solidified with time and Tdh intends to maintain its programmatic strategy around the same topics: Migration, Access to Justice, Health and including transversal components such as Child Protection/Protection and WASH. Tdh and its partners must keep assessing and build each other's expertise, knowledge, and skills to ensure a fruitful relation. This includes respecting standard requirements on human resources, financial capabilities, logistics and the capacity to effectively contribute to Tdh and its partners' goals in their countries of intervention. Tdh and its partners must remain complementary.

- **2/ Values and added value:** Tdh and its partners must share similar and aligned values and mission. It is crucial to be aligned in terms of goals, principles, and approaches to ensure a coherent partnership. Tdh must define "red lines" in its Localisation policy: limits that Tdh will not cross, risks that Tdh will not take or accept. On the other hand, Tdh must also consider and define the added value its partner brings to Tdh's intervention, both in a short- and long-term perspective. Reciprocally, Tdh must represent an added value to its partner. What can Tdh/Tdh partner achieve that they would not be able to achieve alone?

- **3/ Strategic Objectives/Long term Collaboration:** Tdh must work with partners for the long run. Above mentioned data shows that quality partnerships are reached through time, efforts, and experience. By ensuring long-term partnerships, Tdh saves time and ensures sustainability of interventions' benefits in the countries of intervention. Tdh must work with partners by building strong relationships with partners that are willing to invest resources, time to continuously build each other's capacity and work jointly.

- **4/ Network and Advocacy**: Beneficial Partnerships are also linked to existing relationships and networks by each partner. Tdh and its partners must evaluate their connection to governmental institutions, community leaders and key stakeholders. Well-connected partners have proven useful for Tdh. Similarly, Tdh partners recognize its value through its long-term and entrenched knowledge of the countries it works in. By valuing this criterion, Tdh will secure access to resources, information, and opportunities. The partnership should also aim at supporting advocacy on the integration, promotion and protection of Child's rights led by Tdh and/or its partners.

- **5/ Funding**: for Tdh and its partners, financial sustainability, and the ability to respect financial compliance mechanisms in place will remain key to select and maintain useful partnerships. Aligned fundraising strategies will ensure a safe strategic collaboration and common financial management practices. It is important to work with partners who have sound financial base to ensure the long-term sustainability of the benefits of collaborative projects.

- **6/ Risk Management**: Adapted due diligence methods must be set to affirm Tdh's willingness to respect high quality standards and to ensure that partners share Tdh's values. These can be adapted based on partners' size and partnership objectives. However, through its partnerships, Tdh must keep its attention focused on good governance structure and practices. Risks must be identified to adapt capacity development and be managed. Similarly, LNA partners sometimes bears the brunt of physical and reputational risks, depending on the level of exposure in

[38] These criteria were identified after careful review of all the data collected throughout the study and based on discussions between Tdh and LNA partners during field workshops in pilot countries in April/May 2023.

countries of intervention. Tdh must ensure that it regularly assesses and manages these risks to ensure equitable partnerships. Partnerships cannot mean a mere operational risk delegation to LNA partners.

How should Tdh differentiate its partners to adapt its Localisation policy

Tdh must define categories, modalities, and contractual bases to work with partners of various sizes. The situation analysis has brought evidence that Tdh works with a wide range of partners with different contracts and procedures.

The below chart is tentative, it is a potential representation of partner categorisation to trigger further reflection. It is subject to changes and will be adapted based on partners' feedback and discussion at Tdh Field and Headquarters level around Tdh policy development.

Category	**INGO Partner**	**Large National NGO**[39]	**Small to Medium National NGO**[40]	**Community Based Partner**[41]	**Governmental Partner / University**[42]
Expertise and Capacity Development (CD)	*CD based on negotiated contract*	*Systematic CD plan*	*Systematic CD* *Plan*	*Systematic CD* *Plan*	*CD plan based on negotiated contract*
Strategic/ long term objectives	*As per needs and if applicable*	*Define regular Partnership Dialogue Instances and Set up Partnership Strategy* *Favour use of category-adapted tools and give opportunity to co-create or adapt specific tools if needed*			
Network	*Share donor and stakeholder mapping / Seek networking coordination at local, national, and international level* *Provide specific inclusion into networking events, coordination meetings and donor meetings in accordance with category (favour LNA access to decision-making platforms and networks)*				
Funding	*Unlimited*	*Unlimited*	*Case by case*	*Threshold TBD*	*As per needs and if applicable*
Strategy	*N/A*	*Joint Fundraising strategy*	*Joint Fundraising strategy*	*Joint Fundraising strategy*	*As per needs and if applicable*

[39] Partner with a budget with an annual budget over 500,000 CHF

[40] National NGO partner with an annual budget under 500,000 CHF

[41] A community-based organization is defined as an organization operating in one region within the aid recipient country, it originates from, and that is registered at local level. The main operating offices are in the community, and it is operated by local residents, for local residents.

[42] A Governmental Institution/University is either an organizational part of a governmental entity or over which a governmental unit exercises final administrative control.

Overhead	*N/A*	*Yes*	*Yes*	*Yes, adapted*	*As per needs and if applicable*
Contract type	*Favour consortia, no mandatory requirements*	*Favour consortia, no mandatory requirements*	*Favour consortia, no mandatory requirements*	*MoU*	*MoU*
Risk Management	*Normal due diligence requirements* *Value alignment checkup (Full)*	*Normal due diligence requirements* *Value alignment checkup (Full)*	*Adapted Due diligence requirements* *Value alignment checkup (Full)*	*Adapted Due diligence requirements* *Value alignment checkup (limited)*	*No due diligence required* *No value alignment required*

4/ Successful Localisation strategies and Partnership best practices observed in the study

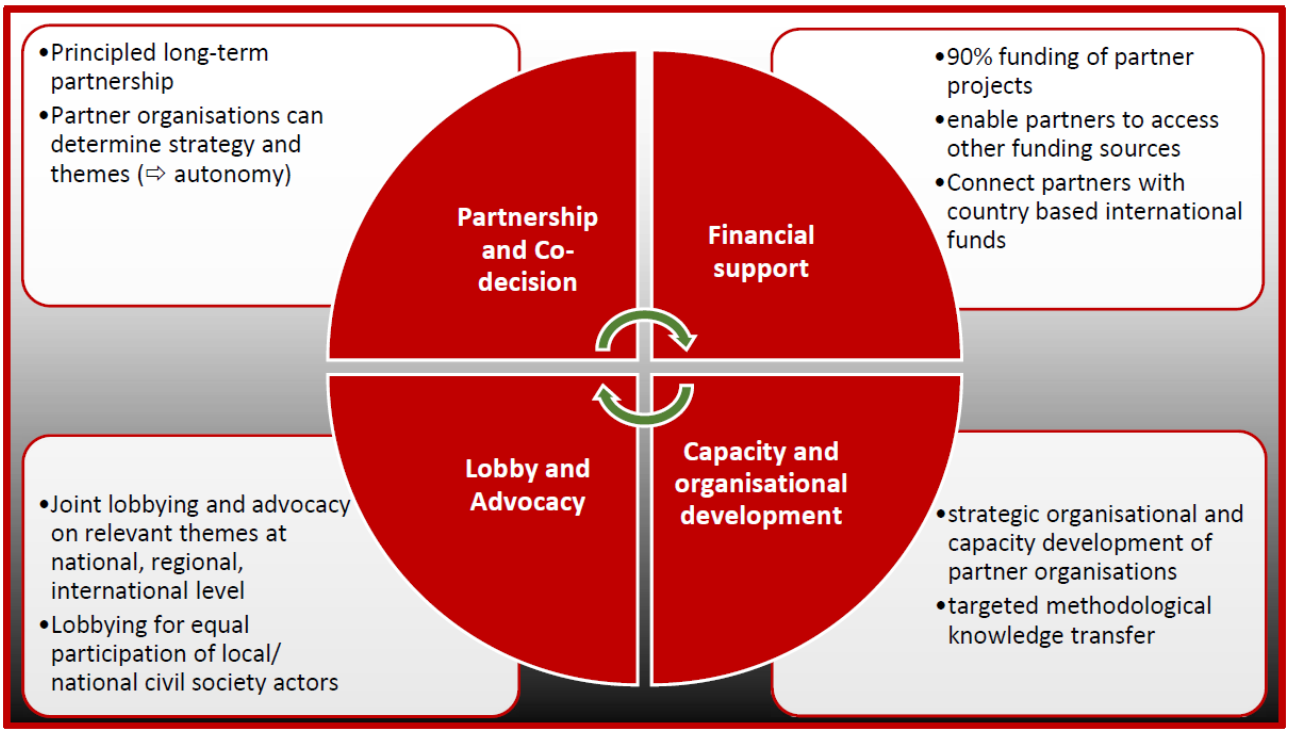
Case studies

Tdh has discussed and analysed Localisation and Partnership practices with 10 external actors (INGOs, NNGOs representatives and university researchers) to ensure a comprehensive understanding of the subject and review existing practices. The three below cases were reported as they comprised good practices that Tdh could learn from.

terre des hommes
Hilfe für Kinder in Not

TDH Germany

Graph 8: the four components of Tdh Germany's approach to Localisation



Tdh Germany developed a Partnerships model by working exclusively with LNA partners in 5 regions across the world. Each region has its own **regional office** with Tdh local staff supporting a network of LNA partners. Tdh Germany does not implement any project directly and 90% of the funding it obtains is redistributed to LNA partners[43].

- Tdh local staff and LNA Partners meet regularly altogether at country level (once a year, every year) and at regional level every two years (depending on funding). Tdh also holds partner platforms at country level to stimulate **South-South coordination** between partners but also to meet Tdh teams based in each region (for example in Bogota for South America).

- Tdh Germany only works with **long-term partners, funded, or not funded** (partners are still considered as such even if they are not financially connected to Tdh Germany). Regional Offices design projects with LNA partners and

[43] More information on Tdh Germany structure is available here: https://www.tdh.de/spenden-und-stiften/jahresbericht/

request **validation to the Germany HQ Office**. Once the committee approves the project, the grant starts. Tdh Germany is primarily funded by the **German Ministry of Foreign Affairs** but also works with a variety of donors.

- Tdh Germany LNA partners undergo **regular capacity assessments** (every 5 years) to ensure that they are up to Compliance standards expected by Tdh Germany. The assessment is done in a discussion with the partner, which can turn into sessions over several months. It materializes in a **checklist and a capacity development plan**.

- Tdh Germany is in the process of **reducing the number of partners it has on the field**, to improve its advice and concentrate its expertise towards the most efficient and reliable partners. **Tdh Germany prioritizes long term partnerships**.

ALIMA Model

- Alima's Headquarters are in Dakar, Senegal and its operations are in the **Sahel region** with 5 major countries of intervention: Cameroun, Tchad, Burkina Faso, Mali, and Niger. Alima is a **medical NGO** and focuses its partnerships on the abilities of its partners to perform healthcare in specific zones. Partnerships also include Medical Research institutes in Africa.

- Alima plans its country interventions with a handful of partners (usually one or two main ones per country): **common budget, common office, common HR organogram (ALIMA and its partners are embedded in same teams), common bank accounts, common activities...** Several Country Offices are managed by Alima **AND** a partner. Local NGO partners are also **part of ALIMA's board** (hosted in Dakar). Representatives from local NGOs are decision makers.

- Capacity Development is budgeted for both ALIMA **and** its local partners. There is a common approach, especially when it comes to medical knowledge. In terms of compliance, ALIMA remains demanding to its partners and requests regular high standards auditing. ALIMA also train its partners to **self-audit** with an ALIMA designed tool. If partners do not have policies or standards, they use ALIMA's.

- ALIMA estimates that approximately **20% of its budget goes to LNA partners**, however this amount is underestimated as budgets are fully merged between ALIMA and its partners at field level. 95% of ALIMA's budget comes from International Institutional Donors (Emergency or Development).

- ALIMA favors South to South mobility and expatriation across its countries of intervention, as opposed to North-South expatriation.

Plan International and Social Development Direct's (SDD)

Study on equitable partnerships

Plan International has commissioned SDD to prepare an internal Partnership analysis to design its Localisation policy. The below refers to an analysis done by SDD in a report that sums up their findings about working towards equitable partnerships internally.

SDD reports that the level of ambition for partnerships increases amongst INGOs, so too does the *"necessary* ***commitment of resources*** *to realize that ambition in practice"*. It cannot be ruled out that transactional partnerships entail cost in terms of contracting, due diligence, quality etc. However, **more equitable forms of partnership** require more resources. For example, transforming a model of partnering will involve strategic alignment between partners which means gathering a **steady flow of resources across the two partner organizations**. Beyond the partnership itself, such model would require sharing information and decision making: *"ensuring that organizational initiatives are compatible and avoid drift away from core partnership principles over time"*.

According to the report, *"clear evidence was found proving that more equitable/transformational forms of partnership are harder to manage if there is a significant difference in size or capacities between the two partners, whereas this is less the case in transactional/collaborative models"*.
If partners are too different in size, the partnership effectively risks sliding back into a transactional pattern. Partners must invest in resources to hold the relation together. The resources must be dedicated to Capacity Development and focus on equity: *"If this is not recognised, the partnership is unlikely to realise its objectives in practice"*.

Firstly, SDD noted that "***equitable partnerships are hard to retrofit and need to be planned from the outset***". Therefore, it involves financial and resourcing aspects, SDD recommends *"that a partnership resourcing commitment statement should be clearly agreed between partners from the beginning, clearly indicating the expected contributions that partners will be expecting to make to resourcing the partnership itself"*. Fair partnerships are more likely to be fruitful **if the partnership is not solely focused on activity delivery**. It must go beyond this. This includes donors or INGOs being willing to provide resources to enable equitable partnership to exist and deliver impact to affected communities.

Terre des hommes would like to thank the contributions of Barry Smith (Social Development Direct), Lea Niehaus (Tdh Germany) and Henri Leblanc (ALIMA) for contributing to this report with the transparent sharing of their Partnerships and Localisation practices. Special thanks to the Somaha Foundation for their continuous support in the making of this report.

Conclusion

Over the years, Tdh has gathered valuable experiences to be able to design and implement a Partnerships and Localisation policy. Its **long-standing experience** in its countries of intervention, its **innovative country-led partnership practices,** and its vast network of **diverse LNA partners** are important assets to evolve towards more equitable partnerships. As the shift in Power dynamics within the Humanitarian and Development sector is quickly imposing to INGOs, **Tdh has capacities to move forward, establish global localisation objectives and tackle the existing challenges it faces with its field LNA partners.** In doing so, Tdh will work towards its 2024 Partnership ambitions:

- Set clear goals and objectives to set its positioning on partnership and Localisation
- Have an institutional framework to set out the organization's approach to partnerships
- Improve Tdh's commitment to working in partnerships by supporting Tdh and its partners' teams through skill-building, organizational development and the development of partnership methods and tools.

Tdh and its partners face several challenges that must be dealt with for its Policy to serve its purpose.

1. Partnerships across Tdh's countries of intervention remain overwhelmingly operated at a transactional level. Although some countries implement in a distinct scope, this remains exceptional. Generally, **partnerships are short-term, not equitable nor strategically thought and implemented.**

2. Resources for partners and more equitable partnerships remain underestimated or invisible due to a lack of defined guidance and tools on partnership work. **Tdh must come up with clear rules to guide its partnerships on the long run** (strategic, financial, technical expertise…). **Core and non-restricted funding must be further clarified and systematised** whenever possible and depending on the partners' legal status.

3. Dialogue and convening between Tdh and its partners are sometimes limited. **Stronger and more equitable dialogue instances would favor better planning**, monitoring, evaluation, and learning. Time and resources are also needed to ensure this dialogue is fruitful.

4. Capacity Development is not streamlined or prioritized enough due to lack of time and resources from country teams. **Dedicated time and resources for Tdh partners to build better internal organizational and financial systems are needed and must be included in proposals submitted for funding (both by Tdh and its partners).** This well ensure the transition from transactional to strategic partners.

5. Tdh partners do not feel represented when it comes to funding and business development opportunities. **Tdh must look into expanding its networking role and support its LNA partners them in acquiring more visibility towards other international actors.**

Partnerships move back and forth. In designing its Localisation strategy, Tdh must prepare the future of how it can further help its partners but also define where its added value resides in the coming years. The orientations taken by the NEAR[44] framework and its Localisation Performance Measurement Framework offer Tdh useful tools to show progress evidence towards achieving localisation commitments.

In addition to these observations, it is important to note that Tdh's partnerships and Localisation policy must be achieved in the scope of the Sustainable Development Goals (SDGs) and in respect of the Core Humanitarian Standards commitments (CHS). Tdh must partake in the efforts to SDG delivery by recognizing the central role of local and sub-national governments and civil society actors. SDG delivery must become a central focus for national planning, oversight mechanisms and domestic budgets. Local and sub-national governments must be empowered and supported to bring SDG implementation to the ground level. Similarly, Tdh supports the values shared by the CHS commitments and strives for the achievement of principled, accountable, and high-quality humanitarian and development support for and by communities and people affected by crisis.

[44] https://www.near.ngo/lpmf

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- *Nisha Arsis (Albania)*
- *University of Tirana – faculty of sciences*
- *Albanian Ministry of Social Affairs*
- *Brave Phone (Croatia)*
- *Social Development Direct - RSH Partnership Lead (UK)*
- *Municipality of Budapest (Hungary)*
- *Traumacenter (Hungary)*
- *DCI Belgium (Belgium)*
- *Shakti Samuha (Nepal)*
- *Geruwa Rural Awareness Association (Nepal)*
- *Sath Sath (Nepal)*
- *Biswas Nepal (Nepal)*
- *Breaking The Silence (Bangladesh)*
- *Shushilan (Bangladesh)*
- *Agrajattra (Bangladesh)*
- *Solidarity (Bangladesh)*
- *Mouvement Social (Lebanon)*
- *Wupakuwe (Burkina Faso)*
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- *MAEJT (Senegal)*
- *Ntabariza (Burundi)*
- *Giriyuja (Burundi)*
- *Humanity and Inclusion (INGO)*
- *Plan International (INGO)*
- *CCFD Terre Solidaire (INGO)*
- *ALIMA (INGO)*
- *Overseas Development Institute*
- *Institute of Development Studies, University of Brighton, UK*
- *Université de Fribourg, Switzerland*
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- *Helvetas (INGO)*
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Annex 1 - Localisation and Decentralisation

It is to be noted that Tdh's upcoming Localisation work will have to be coupled with the decentralisation initiative that is an organizational change component of Tdh strategy 2021-2024.

Since late 2022, Tdh has engaged in an organizational transformation to shift from a centralised model to a decentralised one that will be rolled out starting December 2025, involving the strengthening of several regional offices or hubs. The overall outcome is for Tdh to identify, build and implement a decentralised organizational model that empowers regions and delegations and makes its headquarters in Switzerland a centre of expertise.

The Tdh decentralisation initiatives pursue the following objectives:

- **Proximity**: be closer to the field, to increase Tdh's knowledge of the regions, to develop meaningful regional projects and consortia, to improve the response to children's needs.
- **Influence & advocacy**: influence regional policies of interest to Tdh, initiate and contribute to regional advocacy.
- **Positioning & visibility**: establish a strong link with the regional aid and coordination agencies, be recognized as a key organization in the field of children's rights and be called upon for our expertise.
- **Local expertise**: integrate local staff into our regional offices as much as possible.
- **Fundraising**: increase institutional fundraising, influence donor strategies, build strong relationships with key donors.
- **Efficiency**: optimize functions, processes, rely as much as possible on local expertise.

These objectives will be aligned with and will contribute to the Localisation objectives that will be defined in Tdh's upcoming Localisation policy. A precise correlation between both projects will be further developed as they unfold in 2023 and 2024, however a few initial synergies can already be observed:

- Local staff members usually have a deeper understanding of the culture, language, and social dynamics. In a decentralised manner, Tdh can help **building local expertise** by developing capacities in local language and bringing trust to its partners while reinforcing proximity to the communities it serves.

- It is expected that decentralisation could ease **cross-regional collaboration** between Tdh partners (when/if partners share common interest or shared challenges and to facilitate exchanges of expertise and resources). Establishing effective communication channels between regional offices and Tdh partners would allow **better information sharing** (good practices, lessons learnt).

- Tdh regional office could maintain a relative **autonomy in decision-making** to better tailor delegations' partners' activities to the context of their regions of intervention. The decentralised regional office could also **conduct assessments and research**, with LNA support, to understand aspects of the local and national contexts and **adapt program strategies accordingly**. This would also trigger **common fundraising approaches with local partners** and help build strong relationships with key donors in specific geographical areas, for example.

Annex 2 – Localisation and Partnerships – Field and HQ Workshops Report

Enhancing Humanitarian Partnerships and Localisation

This report details the outcomes of 5 workshops carried out in April and May 2023 in Albania, Hungary, Nepal, Bangladesh, and Switzerland. Its outcomes will feed into the Partnerships and Localisation Situation Analysis Report and provide insight to produce Tdh's Partnership and Localisation Policy.

Participants to the Bangladesh workshop – Dacca, Bangladesh, May 2023

Introduction

Background: This set of 5 workshops was carried out within the scope of a global partnership review to feed into a Partnership Situation Analysis. The workshop occurred following external and internal data collection and analysis carried out by the Project Management team. he Situation Analysis will allow Tdh to design its global Partnership and Localisation policy based on learnings gathered from its partners, its field and HQ teams. The workshops were facilitated by Martin Gallard in Albania, Hungary, Nepal, Bangladesh, and Switzerland with the support of the local Tdh teams and partners.

Objective: The overall objective of this workshop was to better understand partnership practices between Tdh and its partners, gather opinions from Tdh delegation and their on-field partners and identify ways to better work together and streamline collaboration. This workshop and its outcomes will feed into the Localization policy.

Methodology: Workshops occurred on:

- Albania on 4th and 5th of April,
- Hungary on 12th and 13th of April,
- Nepal on 2nd and 3rd of May,
- Bangladesh on 6th and 7th of May and
- Lausanne on 23rd of May 2023

Participants: the workshops gathered representatives of 11 Countries:

- Tdh staff from Switzerland, Hungary, Albania, Nepal, Bangladesh, India and Myanmar.
- Partner Organization representatives, among which Open Gate La Strada (North Macedonia), Nisha Arsis (Albania), University of Tirana – faculty of Sciences , Albanian Ministry of Social Affairs, Brave Phone (Croatia), Rsh Partnership Lead (UK), Municipality of Budapest (Hungary), Traumacenter (Hungary), DCI Belgium, Shakti Samuha (Nepal), Geruwa rural association (Nepal), Sath Sath (Nepal), Biswas Nepal (Nepal), Breaking The Silence (Bangladesh), Shushilan (Bangladesh) , Agrajattra (Bangladesh) and Solidarity (Bangladesh).

Key topics covered:

1/ Introduction to **Localisation and Partnership Shift rationale** at Tdh and the current rationale in the humanitarian and development sector (Donors, INGOs, UN agencies.)
2/ Presentation of Tdh's **global partnership study findings**
3/ Brainstorming and Identification of **Partnership Challenges** shared by partners and Tdh's field teams, Group work presentation on the ideal solutions to challenges
4/ Brainstorming and Identification of **New/Better Partnership tools** gathered by partners and Tdh's field teams, Group work presentation
5/ Tdh **Policy Outlines – Future Collaboration and Main Drivers of Localisation** , Group work presentation.

1 – Field Report : Partnership Challenges and Solutions

Methodology: The below data was collected during four two-day workshops carried out in May and April. Each activity was carried out in groups merging representatives from Tdh field delegations (from the four pilot countries) and representatives from Tdh's partners in several countries. The data and views mentioned below represent the combined work of both Tdh field delegations and their partners. The group activities were carried out after a presentation led by Tdh HQ's Partnerships department that focused on the basics of Localisation, the presentation of Partnerships/Localisation trends in the Humanitarian and Development sector and the preliminary findings identified by Tdh during its initial Partnerships data collection and study carried out in January/February 2023.

The group works revolved around three topics during the two days:

1/ Partnerships Challenges faced by Tdh and its partners and the solutions that can be found to overcome them.

2/ Absence or shortcomings of the current Partnership tools used by Tdh and its partners and the modifications/new tools that can be found

3/ Tdh's policy: what should Tdh carefully consider designing an equitable and ambitious Localisation policy.

A/ Challenges

Details can be found in annex 1 – Challenges and Solutions Description

Challenges / Country	Albania	Hungary	Nepal	Bangladesh
Main Reported Challenge	Short-Term Project-Based Funding	INGOs project management does not involve LNAs* enough in performance management	Lack of Fundraising capacity from LNAs	Short-Term Project-Based Funding
Second Reported Challenge	Heavy Compliance Requirements	Unclear roles and responsibilities within partnership	Absence of systematic overhead funding	Absence or insufficient Organizational Capacity Development from Tdh to partners

Third Reported Challenge	Absence of long-term strategy within partnership scope	Insufficient dialogue and tools within partnership to ensure smooth work	Limited MEAL and Data Management collaboration	Absence of systematic overhead funding
Fourth reported Challenge	Lack of adapted tools to conduct efficient partnership	Absence of systematic overhead funding	Insufficient opportunities from LNAs to network with INGO/UN stakeholders and donors	Absence of long-term strategy within partnership scope
Fifth Reported Challenge	Absence of systematic overhead funding	Absence or insufficient Organizational Capacity Development from Tdh to partners	Absence of long-term strategy within partnership scope	

***LNAs : Local and National Actors**

B/ Solutions identified by Tdh and its partners to overcome mentioned challenges

Throughout this two-day workshop, Tdh introduced its field teams and local and national partners to the activities of NEAR45 and particularly the NEAR Localisation Performance Measurement Framework (LMPF)46. This framework's purpose to evidence progresses towards achieving localisation commitments. While its focus is on local and national actors, it is relevant to INGOs like Tdh. Tdh made the choice to follow this methodology due to its relevance, its quality, its adaptability, and the importance brought to its accountability to local actors.

The below solutions were divided into categories set by the NEAR LMPF. These six categories formalize a comprehensive understanding and long-term objectives for INGO to effectively implement Localisation. The identified solutions therefore fit into the 6-category mentioned below.

[45] https://www.near.ngo/
[46] https://www.near.ngo/lpmf

1. Partnerships	
Desired change	More genuine and equitable partnerships, and less sub-contracting
Impact indicator	Equitable and complementary partnerships between L/NA and INGOs/UN facilitate the delivery of relevant, timely and effective humanitarian response.

1/ Partnerships – More genuine and equitable partnerships and less sub-contracting

- Define **long-term and objective driven partnership strategy** between Tdh and its partners
- Define **Periodical common workshops (quarterly?)** for sharing good practices, concerns, trainings (increase time and resources for **regular dialogue**) - Carry out SWOT analysis of the partnership on a regular basis. This aims to increase regular communications to improve information flow (Different levels of communication can be established: Project Management Level, Field Level, Organization Level)
- Ensure regular meetings at **several level of project steerings** (operational, decision level etc..)
- **Strategize together** and write project proposal with specific focus and not following a trend (strategic view): define a partnership strategy, include SWOT analysis, and align it with government priorities (if relevant)
- Explain the internal and external power structures of partner organization to better understand how things are operated from the inside (Organigrams, internal power mechanisms etc…)
- **Provide regular feedback to partners as part of Project Cycle Management** (Review the Partner Organization's report and provide constructive feedback as part of the process. Also provide space for the Partner Organization to provide feedback as part of their reporting)
- Work with **more equitable MoU** – Grant Agreements are not enough
- Project Partnerships to last longer, including during **non-financial relationship periods**.
- Pay greater attention to **Kick Off meetings**: have more detailed and more committing KOM- attendees stressed the need for regular communications to improve information flow, provide feedback (written and oral) at several stages in the project (including reporting endline etc)
- Provide space for partners to **meet and exchange: Team building, in-person regular meetings**.
- Ensure that partners have space to choose which tool they need and see if they also have good tools for Tdh to use (**co-create, co-lead the tools**)
- **Establish ground communication rule**s for the partnership and include standardized agendas for meetings with partners
- Involve Partners from the beginning to the end, **from proposal to project end** at every step and level: not based on a project, not based on a short-term review and not limited to their aspect of the project (fairer and equitable structuring of the MoU).
- Plan for **contingency/Safety funds** for LNGO – backup funds to include in partnership budgets

2. Funding	
Desired change	Improvements in the quantity and quality of funding for L/NA
Impact indicator	A funding environment that promotes, incentivises and supports localisation to enable a more relevant, timely and effective humanitarian response

2/ Funding – improvements in the quantity of funding for local and national actors (LNAs)

- Rationalize number of partners and **focus on most efficient partnerships**
- **Systematize overhead funding** for every new partnership started by Tdh: decide on a certain percentage allocated to partners (7%)
- **Lead fundraising events** in collaboration with local government and partners – provide visibility to partners by gatherings with donors and influential country level and international level representatives
- Develop **Clear definition of what is considered Overhead Funding** or directive paper on **Management of unrestricted funding** (guidelines on how to use it) and incorporate or parallel with Admin and Finance

3. Capacity	
Desired change	More effective support for strong and sustainable institutional capacities for L/NA, and less undermining of those capacities by INGOs/UN
Impact indicator	L/NA are able to respond effectively and efficiently to humanitarian crises, and have targeted and relevant support from INGOs/UN

3/ Capacity – More effective support for strong and sustainable institutional capacities for LNA and less undermining of those capacities by INGOs/UN

- **Systematize Capacity Development Plan** focused on Organizational capacities with new partnerships
- Systematic **partner policy reviews** – LNA partners and their policy objectives (what is needed? what is missing?)
- **Train partners on main donor requirements** (kick off, webinar, midterm review, mentoring)
- Include a **percentage dedicated to MEAL budgeting into the partnerships**
- **Guidelines on Common and systematic feedback mechanisms** – partners to be trusted with their own feedback mechanisms as much as possible
- Learning guidelines tool to be handed to partners
- **Cross operation OCAT (due diligence practice): to be a meeting with other Tdh and check each other's capacity** or OCAT to be used as a **self-evaluation tool**
- Come up with an accreditation system for confidence with an LNGO – **Avoid multiplication of Capacity Assessment verifications** (already done by too many INGOs and UN agencies)
- Allow **more time to LNGOs for project design** – call for proposals are too fast and systematically led by INGOs
- **Mutual Capacity Building** – have Tdh train LNAs and LNAs train Tdh
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4. Coordination and complementarity	
Desired change	Greater leadership, presence and influence of L/NA in humanitarian leadership and coordination mechanisms
Impact indicator	Strong national humanitarian leadership and coordination mechanisms exist but where they do not, that L/NA participate in international coordination mechanisms as equal partners and in keeping with humanitarian principles

4/ Coordination and complementarity – More effective support for strong and sustainable institutional capacities for LNAs

- **Move from project-based partnership to structured strategic partnership**: Set up tools that will ensure the long run and the regular review of partnership objectives
- **Set up regular cross review** (partner/Tdh and Tdh/partner) on due diligence template and monitoring tools
- **Prefer more balanced consortium approach** for long-term projects and provide more time/space to LNA partners to respond to reporting requirements and audits
- Negotiate more **unified compliance procedures** (co-develop them with Tdh)
- **Set up long term strategies** with partner on specific topics (adapted to their geographical or technical advantage)
- **Kick Off meeting** to be more horizontal and participative – build ownership then, clarify roles and responsibilities
- **Set up Rotating Responsibilities** with donors or in MoUs/Consortium for reporting and project lead (equal, clear responses)
- **Ground communication rules** are written and established regarding the collaboration from the beginning
- **Simplify/Unified accounting systems** – INGOs have SAGA but most LNAs do not, how can we improve this functioning?
- Defined Tdh's **CFRM collaboration** between LNAs and INGOs (everyone wants to use their own – how can we improve this)
- Favour HR policies that ensure **fair salary difference between INGO and** LNGO standards or support LNGOs to unite on these matters at National level (LNGOs forum)
- Reduce LNA Staff turnover: increase HR and Admin budget for a **better share allocated to Support staff, for project and LNGO sustainability.**
  Regular partnerships Health check

5. Policy, influence & visibility	
Desired change	Increased presence of L/NA in international policy discussions and greater public recognition and visibility for their contribution to humanitarian response
Impact indicator	L/NA shape humanitarian priorities and receive recognition for this in reporting

5/ Policy, Influence and Visibility – Increased presence of LNAs in international policy discussion, greater public recognition and visibility

- **Advocate with donors** for less procurement/compliance strictness
- Set up **Fundraising strategy** fit to specific donors – co-design a concept notes and focus on certain donors together.
- **Share Donor mapping and keep shared updated stakeholders mapping**
- Inclusion in several kinds of **networks and platforms** (local, national, international) to influence potential funding partner
- Create **Joint Communication plans** (to follow, to agree upon and to produce) – set reachable objectives and tools
- **Include LNA partners in the bigger picture**: relation with donor, reports' feedback, emails, include them in cluster meeting and in other relations with other INGOs, UN and donor agencies

6. Participation	
Desired change	Fuller and more influential involvement of affected people in what relief is provided to them, and how
Impact indicator	Affected people fully shape and participate in humanitarian response

6/ Participation – Fuller and more influential involvement of crisis affected people in what relief is provided to them and how

- Increase project sustainability by further and systematically involve local stakeholders and **community engagement** and ownerships of all projects on the longer term.
- Systematically **Engage Volunteers** to ensure involvement of local communities and sustainability. The work with volunteers must be carefully framed to ensure fair and decent work conditions for local communities and avoid exploitations within project.

2 – Reflection on Localisation Tools – Program and Support Objectives

The below represent ideas stemming from group work sessions merging partners and Tdh field staff.

Programmatic Tools	**Support Tools**	**Management/Tools**
Improve - **Internal 4Ws** for partners and for Tdh (to better understand respective structures work) - **Contact list** shared systematically with partners (internal and external) - Tdh standard **tool package** for partners (to be prepared and shared as part of the project) - Upgraded **Kick off meeting procedures**, better involving partners' organizations (set up regular dialogue, review plannings, communication planning, presentation etc..) - Tdh **Case Management** Standard methods and tools to be shared with partners for adaptation - **Adapted Financial and Narrative reporting tool,** simplified for simpler use and adaptable depending on partnership size and modalities - **Tools adapted to donor requirements** – specific to main donors (SDC, ECHO, USAID etc…) - **Simplified reporting format**	**Improve** - **Grant management Calendars** with objectives, set dates and review of all support aspects of the project (budget, procurement, audit, security…) - **Procurement Guidelines** adapted to partners – Tdh simplified directive for partners' procurement. - **HR guidelines adapted to partners** - Tdh simplified directive for HR management if partners do not already have guidelines, especially for JD and TORs) – 360 appraisals including partners/Tdh (?) - **Tdh streamlined Call for Application tool** / Sub Grantees specific to Tdh – explanatory tools - **Budget template for partners** - **Mutual OCAT exercise** – do it at the same time and together (carry out questions for both and talk about the tool – equal view of the relationship and due diligence)	**Improve** - More **inclusive and equitable MoU document**, adapted to partner and project size. Adapt processes as per partner size – adaptable tools - **Favor consortium modality** - **Partner Mapping to be shared between partners and Tdh** – who are the most adapted partners? which ones are good? where? - Have **partner mapping** for Tdh in each country. - **Due diligence process (SMART)** to be improved and to be made available for **partners to self-evaluate** - Design and use tools that are adaptable depending on partners' size and nature (A la carte kind of thing)

	- **Adapt processes as per partner size** – adaptable tools depending on partner size and capacity (as well as project). - **Staff performance management tools** - Help partners to create properly functioning procurement departments (**Organizational Capacity Development**) - **Translate all documents into local language** for better accessibility for partners. All documents must be available in local languages. - **Streamlined accounting software**: adapt SAGA or train partners to SAGA ? ensure that people have the same accounting softwares to make it easier for partners (common excel reporting tools)	
Create - GDPR **data management Guidance tools** for partners (adapted) - **Data management Capacity Building** for partners - Use software-based project management tools merging financial and programmatic reviews. - **CFRM common tool with partners** (ensure that partners' own CFRM tools are respected or used, avoid overlapping) - Set up Annual and bi-annual or quarterly **partnerships meetings** and reports – review respective programs, participate to each other's activities, field visit of each other's programs. - **Partner MEAL plans to be better defined by Tdh** (which tool to use? Kobo? etc) – Make tracking tools available and simple to use. - Define good **MEAL practices for partners** (set up expected objectives and standards)	**Create** - Partner **Financial Management** Guidelines - **Overhead costs policy** - **Web Section and training tools for partnerships** when it comes to support tools - **Systematize budget narratives** - Help with **constitution of salary grid matrix** - 360 appraisals methods - **Gender follow-up tools** for partners (how to ensure progress is made on the gender balance within partner organization) - **Routinize BFU and budget review** with partner - **Joint procurement committee** for heavy purchases and adapted agreement documents with partners - Safeguarding reporting template - SAGA trainings	**Create** - **Cloud dedicated to partnership management** - **Environmental checklist designed for partners** (how to self-assess our carbon footprint) - **Capacity building strategy and organizational self-assessment tool for partners and Tdh** - Develop a **common advocacy tool,** need a concrete document to move forwards – what objectives do we want to reach together as partners? - **Systematic Comms/Visibility plan** – guidelines for partners and annual visibility promotion plan - Create **annual meetings** with other Tdh partners to ensure **networking** and to speak with donors or other UN/INGO partners - Develop **common fundraising newsletters** - New tools for **organizational management** governance (self-evaluation tool) - **Partnership Strategy document** with Tdh

- **Kobo trainings** to help partners deal with data collection methods, especially for Rapid Needs Assessments		

3 - Policy Ideas gathered from four delegations and partners:

- **1/ Longer term partnerships** (at least 5 years) to carry out strategic transformative partnerships as opposed to short-term project-based, include systematic joint project proposal, promotion, and representation of LNAs into national networks
- 2/ Mandatory and systematic **capacity development time and resources allocated to LNA partners**: Systematize the use of Organizational Capacity Development tools for partners (especially self-evaluation tools for partners) to assess ourselves as Tdh and see how we can work better together
- **3/ Overheads costs** systematically included and defined
- **4/ Consortium Modality** to be preferred (let LNGO lead) or more equitable MoUs
- 5/ Increased **Recognition of local Partners in International platforms** (visibility, presence in clusters, government representation, donor meetings in Geneva…), involve partners in back donor communication (emails, meetings etc…)
- **6/ Fundraising Capacity Development** – empower local NGOs to seek resources on their own through Fundraising trainings and orientation
- 7/ Establish cross-visits of different projects (field visits) and cross trainings (Tdh to partner, partner to Tdh): establish mutual accountability through the use of monitoring tools at the same level (equal)
- 8/ **Increase Dialogue opportunities** using regular meetings involving several layers of management (from bottom to top). Quarterly meetings including team building and project review with partner representatives from Program, Support and Decision Making.
- 9/ Provide wider Program implementing Authority for partner (LNAs to have more liberty on how to implement activities and make decision on project orientations) and Partnership simplified MEAL mechanisms
- 10/ Set up a **threshold for project budget allocation** to local partners (systematically with all projects) – 25% as per Grand Bargain or ECHO policy.
- 11/ **Networking events with other Tdh partners at national, regional or international level** (regular meetings at country, region and global level): opportunities to meet each other, exchange practices, discuss operational difficulties etc..
- 12/ Periodic **Ethics and Compliance** assessments done on a regular basis with the partners
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4 – Headquarters Workshop Outcomes

The Headquarters workshop lasted one day, on May 23rd, 2023 and was carried out at the Tdh Headquarters office in Lausanne. It gathered representatives from different services at HQ: Top management, programmes/Technical expertise (Migration, Access to Justice, Health, Child Protection, WASH), Logistics, Finance, Human Resources, Donor Relations, Portfolio managers of Tdh's three areas (Africa, Middle East and the Synergy portfolio – Europe and Asia, Compliance, Safeguarding…).

The workshop activities were divided into two presentation and group activities. The Headquarters workshop also benefitted from a presentation of the previous four field workshop outcomes to really build on what has come from the field teams and partners.

1/ Partnership and Localisation Challenges and Solutions

HQ Challenges identified

- LNAs are considered sub-contractors and our relationship with them remains **asymmetric**
- Tdh lacks a **clear view over partnerships** on decision-making and risk management practices
- Funding provided by donors does not allow Localisation transitioning, combined with **short-term engagement** Tdh has with donors
- High risk of **non-compliance** to rules (when screening partners and suppliers etc..)
- Specific/**adapted tools** to train partners or adapted capacity building plans for partners do not exist
- **Absence of long-term strategy planning** with LNA partners
- Gap of resources to **provide adequate support** to our LNA partners
- Lack of LNA **involvement into project cycle management** (design, project planification, country strategy..) and into the Grants Acquisition Process
- **Reputational risks** due to potential association of Tdh with some allegedly armed affiliated groups or other political groups

HQ Solutions Identified

1/ Tdh can help LNA partners to respond to donor requirements and implement a cultural shift to allow funding to local actors (Fundraising Capacity Development)

- Adapted and realistic resources (Partnership tools, compliance, and partnership officers…)
- Tdh must advocate and influence donor strategies by promoting best practices at organization and sector level
- Tdh to transfer power to local actors by supporting their development (expertise, accountability…)

Concrete actions:

- **Systematic co-creation of projects or response to calls for Grants Acquisition**, establish **five-year plan strategies** and training whenever needed
- Include LNAs as part of the debate in field coordination mechanisms centers (clusters, governmental circles etc…)
- Invite LNAs to **conferences and to meet donors** to showcase their qualities and message.
- Think of partners as selecting "us" (Tdh) to better design Tdh's added value for local partners – what do we have to offer?

2/ How can Tdh carry out better Capacity Development to its LNA partners and can Tdh reinforce its expertise/knowledge in doing so

- Ensure long term partnerships and set up objectives for all LNA partners
- Formalize resources for Tdh to teach partners (tools, practices etc..)
- Provide partners with networking events, more visibility and adequate advocacy of their capacities to main donors

Concrete actions:

- Carry out baseline assessments with partners based on **Tools and guidelines standards dedicated to LNA partners** specifically, ensure mutual accountability through cross monitoring visits and cross-trainings
- **Advocacy to donors** for better implication of LNAs,
- Systematic Capacity Development resources and objectives must be added to Tdh's Localisation policy objectives

3/ How can Tdh end funding-based short-term Partnership strategy with LNA

- Rationalize number of partners and set up 3-5 years partnership strategy including a localization approach
- Identify long term funding commitment to partners
- Adapt our structure to Localisation (decentralization)
- Free funds to support the implementation of Localisation (Overheads)

Concrete actions:

- Identify key partners, ensure and follow-up on **due diligence, establish mid-term MoU** and **action plans** with partners
- **Dedicate budget** to strengthen our key partners
- Strengthen partners' inclusion and commitment into **key steps of Project cycle Management**
- Delegations to formerly include a process and objectives on **multi-year commitments towards LNA partners**
- Define realistic budgetary and programmatic objectives for the implementation of our localisation approach

4/ Tdh to promote a two-way Organizational Development capacity-building process

- Assessments of the partnership and identify mutual strengths and needs for capacity development in frame of the partnership

Concrete Actions:

- **Systematic use of OCAT and simplified OCAT**-like tools to continuously mutually assess and support partners
- Create decision-making process for the **selection of strategic partners**
- Formalize a step of negotiation process and **identify shared goals and expectations before committing to working together/funding**

5/ Shared and equitable decision-making processes and more inclusive governance at Tdh level (no longer perceive all LNA partners as implementing partners but more as global strategic partners, depending on cases)

- Delegation to work on process to include LNA partners into multi-year partnerships

Concrete Actions:

- Identification of Strategic Partners moving from a utilitarian approach to a **more strategic and shared values approach**
- Take steps to formerly **include partners in decision-making process**
- Define different levels of participation (along with different tools) and ensure transparency

2/ Headquarters' Partnership and Localisation Policy priorities[47]

The below Partnerships and Localisation ideas were gathered and identified by HQ representatives. Representatives reflected on what would be the most important topics to include in a Partnership and Localisation Policy.

- Develop a vision on Partnerships to **address the needs for sustainable, fair and solidary partnerships** including a new model of governance
- Set guiding principles for the Partnerships/Localisation policy: **long term strategy, mutual accountability, reciprocity, co-creation of tools and projects**
- Carry out **joint advocacy** (with local partners) to donors to develop a more localized approach to Development activities
- Clarify our **Overheads Sharing Policy** with Local and National Partners
- Set up **joint fundraising practices** with Tdh Local and National Partners
- Explain how Tdh will provide an **increased network/Visibility** to its partners at national, regional and international level.
- Better define **partner types, Partners tool and the Partnership modalities** we want to follow to define an **equitable relation with LNA partners**
- Define **criteria to select partners** and **define red line Tdh will not cross** (what partnerships Tdh will not accept, what risks Tdh will not take)
- Set up a Global framework in terms of initial standards for partners (ethics, compliance) and **clear procedures based on partnership sizes** (financial, logistics, HR, Quality and Accountability)
- Provide a list of **harmonized Partnerships/Localisation tools**
- Formalize how Tdh will share its resources with LNA (Financial, Human, Administrative, data and intellectual property)
- What **mutual accountability standards** must Tdh and its local partners follow (project quality, access, beneficiaries…)
- **Define Tdh's approach to Capacity Development** to Local and National Partners (systematization of Organizational Development Capacity Building)
- **Develop KPI and indicators** dedicated to calculating Tdh's progress towards Localisation objectives.
- Dedicated **resources for Localisation Policy Implementation** and internal organization (roles, responsibilities, authorization for derogations)

[47] It is to be noted that Policy priorities will be defined in accordance with the category of partner(s) we are and will work with. Tdh will not apply a unique common approach to partners and partnership, they will be adapted to the partners we work with.

Conclusion

This in-depth analysis has produced rich learnings for Tdh. The workshops have complemented the questionnaire and interviews carried out with partners and Tdh field delegations in January, February, and March 2023. Tdh field delegations and Local partners have identified some similar solutions to the partnership challenges (despite different countries, contexts and expertises). This shows that Tdh can set up numerous new practices and tools for Tdh and its local partners to better work together. Similarly, Headquarters and field team/local partners' representatives have identified similar objectives to Tdh's global localization policy. Please see below the main orientations identified by both Tdh headquarters, Tdh field delegations and Tdh local partners:

1/ Move towards short-term project-based partnerships to long-term strategy driven partnerships.

2/ Increase dialogue and feedback instances throughout the partnerships, from the beginning of the partnership and throughout non-financial relation periods.

3/ Design and streamline the use of more equitable tools and practices within the partnership, including within Partnership contracts but also the co-design and co-implementation of partnership tools.

4/ Systematize the implementation of Organizational Capacity Development for Tdh local partners, including cross-cutting issues such as data management or MEAL activities.

5/ Institutionalize the provision of Overhead funding to local partners, including a clear definition of its content (what is considered Overheads costs) and use.

6/ Define partnership selection, partnership types, partner types and tools to be used in accordance with each of the defined partnerships' natures – be more inclusive using adapted and simplified sets of tools.

7/ Set up Mutual Accountability and Mutual assessment standards to ensure an equitable approach to partnerships and end the top-down/Implementing Partner "feeling".

8/ Increase local partners' network at national, regional, and international level to enlarge their visibility and credibility and strengthen their capacity to mobilize new resources and showcase their abilities.

9/ Advocate for donors to take effective steps for localisation in the Humanitarian and Development sector as well as more adapted requirements to local and national actors, notably on compliance.

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