Terre des hommes
Helping children worldwide.

Partnership and Localisation Policy

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Managing Partnerships at the service of Localisation

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1 – Policy Context

Why a Partnership and Localisation Policy?

Terre des hommes always worked with Local and National Partners to accomplish its mission: the best interest of the Child. Children are the focus of Terre des hommes' mission, vision, and values whether it works directly with them or through partners. They are entitled to be protected, supported, and heard.

Through this policy, Terre des hommes aims to define its partnership and Localisation framework to ensure the sustainability of quality service provision to Children across the world. This policy defines how Terre des hommes intends to implement more equal partnerships in decision-making and project co-creation with its Local and National Partners.

What kind of Partnership is Terre des hommes pursuing?

Tdh aims to:

- *Terre des hommes intends to maintain the ability to mobilize resources while increasing the co-creation of humanitarian and development projects and fulfil its power shift / Power transfer commitments.*
- *Partner with organizations in a way that does not induce a subordination relation or top-down decision-making.*
- *Ensure balanced, sustainable, and equitable partnerships. Terre des hommes intends to go towards a Power shift (transfer) with its partners.*

How will Terre des hommes ensure its policy is implemented?

A set of timely "step-by-step" objectives will be tracked by Terre des hommes to ensure that the policy is thoroughly implemented. ***These steps are described in the "Sum-Up Point" Category – page 16 of this document.***

The policy objectives will be followed by indicators and a monitoring and evaluation plan. See the indicators in ***Annex 2 – Policy Monitoring – Enforcement Procedure***

Policy Framework

The notion of Localisation of aid[1] refers to a movement towards aid that is designed and undertaken at the level of local and national actors, meaning 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. It is a pathway to recovery and development. Localisation efforts put affected communities at the centre of the response.

Localisation was further clarified in global initiatives such as the Grand Bargain and the Charter4Change.

Scope of this policy

This policy has been developed to help Tdh define its future role and positioning in the aid sector. This policy will provide insight on how Tdh intends to adapt its partnership structure and practices to support Localisation.

This document provides guidance to maximize Tdh's sustainability and equality partnership practices. This policy will therefore also be supported by practical guidance and tools to maximize the effectiveness of Localisation for

[1] 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.

Tdh's LNA partners.

This policy applies to all staff from headquarters and field delegations, regardless of their contractual arrangements, including consultants, professionals under different contractual arrangement and most importantly, our partners. This policy must be followed and applied in all the countries in which Tdh operates.

Objectives

Humanitarian and Development interventions are still predominantly designed for short-term responses that are not conducive to forging efficient and long-lasting partnerships, which eventually impairs the sustainability of programs in place and may contribute to the disempowerment of people, social structures, and dependency in countries of intervention. **Localisation is the necessary way to change the current Aid scope while ensuring that Local and National Actors (LNAs) Partners thrive, nurturing empowerment and ensuring quality service delivery**.

It is to be noted that this policy is enshrined in a global political and financial context gathering a variety of stakeholders: donors, LNA partners, governments, INGOs, beneficiaries... This policy aims at presenting practical pathways for Tdh to advance Localisation against several core topics with those stakeholders. Tdh aims to challenge the established norms in the aid sector to go towards more equitable and sustainable partnerships to serve Localisation. We hope that Tdh's initiative will contribute to push for change and will result in greater local influence and better humanitarian and development action with and for the people we support. Through this policy, Tdh fulfills one of its 2021-2024 strategy commitments by clarifying its positioning on partnership and Localisation.

The aim of this policy is to define and regulate Tdh's efforts towards Localisation so that a shift in power dynamics in both humanitarian and development contexts is effectively underway for Tdh and its Local and National partners. It is part of an effort towards the decolonization of aid.

This policy will support Tdh country delegations in applying and promoting Localisation for their LNA partners. It will also define Partnership categories and frameworks for Tdh to enhance its Localisation efforts and guide its future partnership strategy.

Definitions

What is Localisation for Terre des hommes?

A process of recognizing and strengthening the leadership 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 crisis-affected people and to strengthen the preparation of local and national actors for future responses.

Why will Terre des hommes implement a Localisation policy ?

In the last decades, the prominent role of Local and National Actors (LNAs) in crisis response has drawn increasing attention through the Grand Bargain and the Charter4Change[2], under the combination of 2 movements:

1- The recognition that the international system was built on and is perpetuating structural power imbalances between the Global Economic Centers / countries and Developing/Marginalized countries (sometimes named as 'Global South' although this term is not satisfactory)

2- the combined effect of COVID-19, climate change and acute and protracted crisis around the world have exacerbated gaps between needs and available funding. In addition, there are greater impediments to humanitarian aid access and delivery, making the international interventions more complex and

[2] Link to websites available here : Grand Bargain and Charter4Change

challenging.

In line with its strategy, Tdh aims at working more effectively and efficiently to give local actors primacy in ownership in the humanitarian, development and Peace Nexus action. Doing so, Tdh will contribute to stop the perpetuation of power imbalances between the Global Economic Centers and Developing/Marginalized regions, while optimizing aid funding. Tdh must accompany the reshaping of the humanitarian ecosystem to respond to today's challenges while preparing for tomorrow's threats and opportunities. These actions require Tdh to develop and implement a localisation policy.

What is Partnership for Terre des hommes?

A collaboration with an entity that Tdh engages with to achieve a set of common objective and tasks, dividing up responsibilities and planning joint work. Tdh defines several categories of partners that will be further defined in this policy.

What is the Decolonization of Aid?

According to the Centre for Humanitarian Leadership, decolonization of Aid is a "Call from humanitarian actors for a fundamental shift in power and resources, grown out of concerns that the current international aid system is of a colonial construct that operates on Western terms and from Western points of view, perpetuating power imbalances between the global North and the global South[3]."

Terre des hommes' partners in 2023

According to data collected globally in 2023, Tdh has 356 partners operating in 36 countries across the world. Partners are of diverse size and legal status, with a majority of LNAs. Partners also include International NGOs, Private and Public Universities and a handful of private sector partners, pharmacies, religious structures, and consultancy companies.

Partnership practices vary from country to country within Tdh's field delegations as well as tools used with partners, donor guidelines, compliance practices, capacity development practices and contractual modalities.

1 - Local And National Actors (LNAs)

Governmental Institutions[4]: **all governmental or government-controlled entities that do not act as donors for Tdh. It excludes private companies, voluntary organizations, and households. The general definition of the governmental institution implies government ownership or control rather than mere function and thereby includes, for example, the exercise of public authority of the implementation of public policy. It includes public universities, public authorities providing support to the implementation of activities for a specific ministry or other state entity, such as Child Protection services for example. In certain cases, where private entities are commissioned to implement public policies, they will be analyzed on case-by-case basis.**

National/ Local Civil Society Organisations: **all non-state and non-profit organisations in which people themselves pursue a shared interest in the public domain in one given country. They represent a wide range of interests and ties and include community-based organisations, non-governmental organisations (local or national). They can also be environmental groups, women groups, farmers associations, faith-based organisations, cooperatives, professional associations, research institute**

[3] https://www.centreforhumanitarianleadership.org/research/publications/decolonising-aid/#:~:text=Decolonising%20aid%20is%20a%20call,imbalances%20between%20the%20global%20North

[4] Governmental Institutions must be understood here as "local authorities". In certain countries, Tdh intervenes in collaboration with authorities that may differ from the central state authority.

and non-profit media organisations.

2 – International actors

International Organisations (INGOs): **All non-state and non-market organisations in which people voluntarily organise themselves to pursue a shared interest in the public domain in several countries. They represent primarily International Non-Governmental Organisations.**

3 – Private Sector Actors

Private Sector entities: **an organisation that is not owned or controlled by the state/government nor is part of a civil society but is privately owned, such as private academic organisation e.g. private schools or private universities), private companies, private technical partners/engineering officers.**

> ***Due to the objective of this document towards Localisation and although they are key contributors to Tdh's operations worldwide, institutional donors (including UN agencies) and/or private contributors will not be considered part of the Partnerships we will detail. This includes United Nations agencies as they primarily represent donors for Tdh.***

2 –Terre des hommes' Intermediary Role

INGOs like Tdh that work with a variety of partners across several countries of intervention have traditionally played the role of ***intermediary***, connecting institutional donors with local and national organisations implementing programmes in Africa, Asia, Europe, and Latin America. While doing so, Tdh maintained responsibilities and knowledge within its partnerships, specifically partnerships with LNA partners: technical expertise, financial auditing, monitoring and evaluation, reporting or direct relations with donors.

How is Tdh intermediary role going to evolve and become prominent?

Terre des hommes' new role towards Localisation is encompassed in three pillars:

Organisational Development

Tdh will focus its Capacity-Development work with LNA partners on Organizational Development. Resources will be unlocked as of 2026 to help its LNA partners improve their efficiency and sustainability as Humanitarian and Development actors. Tdh's support to LNA partners will include, but not limited to, Fundraising and Donor Reporting, Compliance, Strategic Planning, Project Cycle Management, Monitoring and Evaluation, Policy Design, Risk Management and Data Management.

Technical Expertise

*Tdh will use its advantage as an **International Technical Expert** to better accompany its LNA partners on key competences: Maternal and Child Health, Migration and Access to Justice. Similarly, it will use its expertise running cross-cutting programs on Child Protection, WASH (Water, Sanitation and Hygiene) and ICT4Dev (Information, Communications Technology for Development).*

Advocacy Support

Tdh will strive to create space for its LNA partners to advocate directly with Donors and UN Agencies. Tdh will use its power, influence, and proximity to geopolitical power to amplify the voice of its LNA partners that cannot afford these opportunities or cannot speak out due to security concerns.

3 - Principles for Partnerships that support Localisation

From partnerships to localisation : defining the key principles.

Tdh has worked with partners since its creation in 1960. Tdh historically favoured the creation of National NGOs in existing country programs. the rationale behind this past form of Localisation is related to what Localisation means today: strengthening Southern civil society organizations. 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.

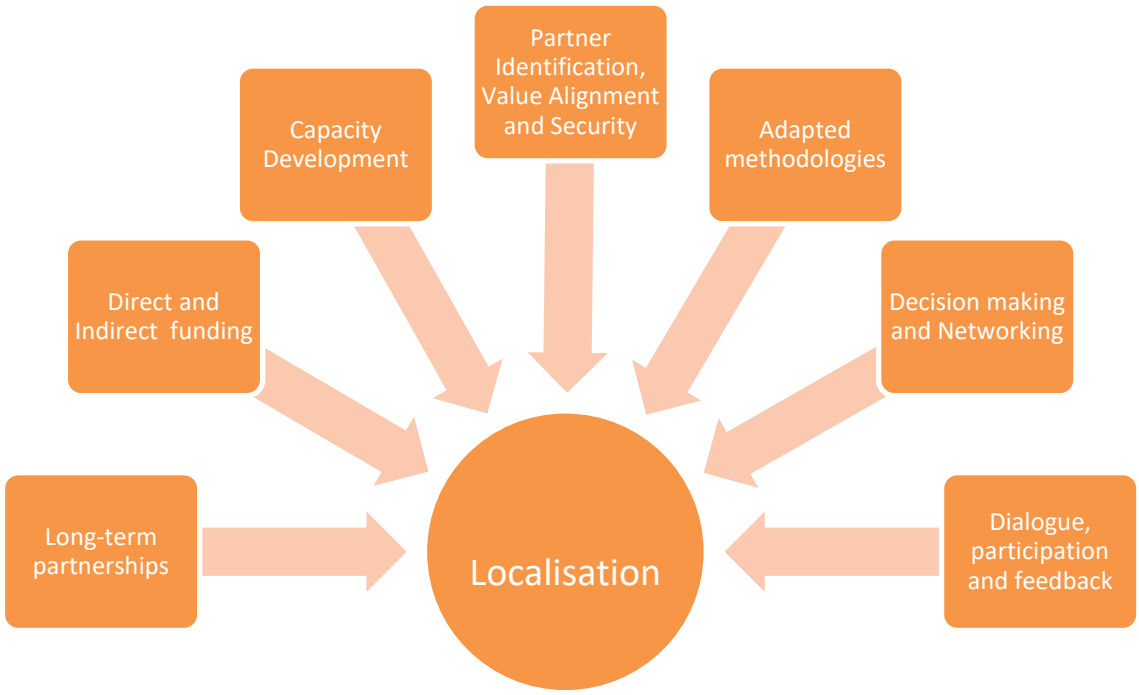
In 2023, Tdh carried out a global study encompassing primary and secondary data analysis, combining questionnaires and interviews with Tdh field delegations and Tdh LNA partners as well as academic literature review about Localisation. This study was complemented with five workshops carried out both at Tdh-HQ and field level (Bangladesh, Nepal, Albania, Hungary).

The following 7 categories were chosen to define Tdh's Partnership and Localisation priority efforts:

- Long Term Partnership
- Indirect costs
- Capacity Development
- Partner Identification, Value Alignment and Networking
- Adapted Tools
- Decision Making Power and Networking
- Dialogue, Participation and Feedback.

These topics question Tdh own positioning as an intermediary actor. Intermediaries are organisations, networks or mechanisms which act as an intermediary between funding partners/donors and national or local organisations through the provision of funding or other support. This function is carried out by INGOS, UN agencies, private companies/contractors, and some national organizations.

Graph 1 - Terre des hommes' principles towards Partnerships for Localisation



Tdh aims at clarifying its partnership and localisation strategy by the end of 2024. Through the support of the Somaha foundation, Tdh gathered resources and data to thoroughly analyse its current partnership practises, do a literature review and conduct interviews with a sample of staff and partner stakeholders. A Partnership and Localisation Situation Analysis Report was shared within the organization.

Tdh representatives and partners, 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 and guided by its strategy and its aim to improve its contribution to positive change for affected people, Tdh set guiding principles: **long-term engagement, 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 informal actors to structured local NGOs, to private companies and to government entities.

Tdh must clearly define what is an equitable relation with its LNA partners. Characterizing **different partnering models** involving different resourcing requirements and dynamics is key, considering **partner types, adapted tools and Partnership modalities**. Establishing a form of partnership which is not accompanied by appropriate 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 its field observations and experience.

Improved partnership definitions, guidance frameworks and methodologies 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.

3.1 Longer term Partnerships

Why?

Tdh has developed great partnership knowledge over the course of its activities across many countries in the world. Amidst this role, it has shouldered many managerial responsibilities (donor relations, reporting, MEAL, technical support…). However, the sheer volume of short-term partnerships Tdh maintains with LNA partners is not conducive to their own sustainability. These responsibilities need to be more equitably distributed to challenge the prevailing top-down approach and contribute to a change in our sector. Tdh must capitalize on its knowledge to work as much as possible with long-standing LNA partners.

What do we want to achieve?

- For Localisation to happen, Tdh must challenge a vision of Partnership that remains unequal and transactional. Tdh must step away from the sub-awarding contractual approach and short-term partnership approaches. Tdh must carry out significant efforts to work with its LNA partners in a sustainable way.

- Tdh must move towards long-term, strategy-driven partnerships with its LNA partners. Tdh must build strong local relationships based on shared interests, strategies, and co-designed programs.

- Tdh field and HQ teams must strive to maintain relations with strong LNA partners already identified at country level. Whether the partnership is financially bound or not, Tdh must strive to keep engaging with

LNA partners on topics such as Capacity Development, Joint advocacy, Fundraising or other relevant activities. This can happen either formally or informally.

- Tdh must favour the signature of Consortium Agreements with LNA partners.

How can we achieve it?

Jointly designed Partnership strategies aiming at long-term, objective-driven collaborations should become the norm for both Tdh and its LNA partners to strive in a competitive and funding-strenuous environment. Tdh must respect the Principles of Partnership[5]: Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity.

Tdh must dedicate resources to maintain key relations with strategic partners at global, regional, and field levels and go beyond a short-term transactional approach. Tdh must therefore define Partnership strategies with carefully chosen partners. These strategies must include time-bound verifiable objectives that details long-term collaboration objectives (within 3 years, 5 years, 10 years). The collaboration must clearly state essential points such as: mutual capacity development, fundraising collaboration, partnership governance, regular dialogue instances etc. Sustainability of quality services provided to people must remain the key result of the partnerships.

Tdh must work with LNA partners that **share similar values** on the long run. Tdh reserves the right to ensure that its value alignment with LNA partners is respected and that it does not create further risks for Tdh or for its LNA partners. **Partnership risk evaluations and value alignment will be followed-up throughout partnerships on a case-by-case basis with dedicated tools** (Risk analysis, Mutual Due Diligence). In case this value alignment no longer functions, Tdh and its partners will look for compromise to ensure a mutually beneficial partnership.

Tdh will favour the signature of Consortium agreements with LNA partners. Consortium Agreements involve a more collaborative approach where LNA partners play a more central role with enhanced coordination and cooperation mechanisms. This contractual method also allows a better division of roles and responsibilities when it comes to donor requirements, compliance, and transparency in project implementation.

Tdh will design tools dedicated to guide the definition and implementation of long-term strategic partnerships to help field and regional teams carry out this transition. The tools will be, as much as possible, adapted to the partners' status, size, knowledge, and capacity.

3.2 Direct and indirect Funding

Why?

In 2021, it is estimated that direct funding provided to LNA structures amounted to 1,2% of total international humanitarian assistance[6]. Leading donor agencies are still unable to make significant direct investments to thousands of LNA organisations due to grant scales and low risk appetite: donors prefer to follow fewer grants of larger size to reduce their administrative burden. Yet such kinds of grants may not be adapted to LNA structures that may operate with smaller amounts. Therefore, donors refer to "*pass-through*" models instead. Local capacity and LNAs of the countries Tdh operate in are primarily set to act as subsidiaries for international actors. Tdh commits to change this paradigm for a more equitable, effective, and responsible aid.

[5] Principles of Partnership, Statement of Commitment – Endorsed by the Global Humanitarian Platform – 12 July 2007
[6] Global Humanitarian Assistance Report 2022

Structural barriers are still in place (grant conditioning, rigorous due diligence processes…) that prevent LNA partners from accessing direct funding, and therefore indirect costs. Moreover, indirect cost funding is critical for the survival of any organization, including Tdh LNA partners. The common practice of not advancing indirect costs to local and national partners has been increasingly recognized as unfair and in contradiction to commitments to support institutional development and capacity strengthening.

What do we want to achieve?

- Support LNA Partners to receive increased quantity and quality of funding, from Tdh and/or other sources. As part of the steps included in the Grants Acquisition Process, Tdh will systematically discuss the possibility of providing Indirect costs funding to a LNA partners (Checklist).

- Provide indirect costs funding to Local and National partners, in accordance with the Country Office contextual legal and financial limits.

- Assist Local and National Partners in developing their fundraising practices and in-country strategy.

- Advocate for additional Indirect Cost funding for Tdh LNAs partners to donors. This can be done via donor forums and networks that Tdh maintains. Increasing fixed Indirect Cost rate or creating separated budget lines is more effective than sharing the current Indirect Costs that Tdh currently receives.

How can we achieve it?

Tdh partners have operational needs that are equal to Tdh. Tdh commits to set up good practices related to indirect costs. Tdh recognizes the significance of fairly distributing both indirect and core expenses among its partners, even if it leads to a reduction of its own net income. **Through the efforts of its "Institutional Fundraising" team, Tdh will consistently advocate to donors for its LNA partners to receive an equivalent amount of Indirect Costs. This amount must be proportionate to the percentage received by Tdh within the overall budget.**

In March 2023, Tdh had provided 9.6% of its budget to LNA partners[7] operations to carry out operations in the field. **Tdh aims to increase the funding it provides to LNA partners globally to reach an overall share of its budget of 20% by 2028.**

In the scope of projects, Tdh will keep applying its Golden Rule:

> *Tdh Partner Financial Golden Rule:*
>
> ***If Tdh is in lead**: Tdh shall retain a minimum of 1 point of the FAP paid to the partner(s). (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 the lead**: Tw will try to get the same percentage of FAP as the lead or, failing that, give up a maximum of 1 percentage point on FAP to the lead.*

Tdh will ensure that this rule is thoroughly followed up and that indicators are in place to effectively track Indirect Costs amounts that are given back to LNA partners. In the case of key partnerships with LNA partners created outside the scope of a project, Tdh will allocate resources to provide Indirect Costs adapted to their needs. This capacity will be better defined in 2026 and will be limited to a selection of strategically selected partners.

[7] This corresponds to the 2023 P2 "Donor Budget" extracted from the Budget Crunch OP. It excludes UN agencies, INGOs and international donors as they are not considered as LNA partners.

3.3 Capacity Development

Why ?

Tdh's 2023 Situation Analysis reported Capacity Development as a need for LNA partners to grow. Tdh LNA partners consulted and interviewed faced obstacles notably on fundraising, financial management, logistics procedures, governance, and HR management, among other topics. Tdh recognises the fact that Capacity Development can seem like a top-down approach for partners if not carried out in a participative way. In our sector, 'Capacity' requirements are mostly shaped by an international aid system that sometimes operates on colonial constructs (language, reporting, compliance procedures…).

Capacity is somehow linked to Organisational Development in the way it is expected by international donor agencies (UN, EU, US, or other major international donors). Tdh therefore welcomes the fact that Capacity Development can be mutual and bring benefits to both Tdh and its LNA partners. All organisations, including Tdh, must grow and learn more through the provision of Capacity Development. It is important to recognise that Tdh, as well as its partners, can bring specific expertise and skills to share with one another. For instance, Tdh's expertise is Maternal and Child Health, Migration and Access to Justice as well as cross-cutting programs on Child Protection, WASH (Water, Sanitation and Hygiene) and ICT4Dev (Information, Communications Technology for Development).

Mutual Capacity Development can be achieved if time and resources are dedicated to it within the partnership. Capacity Development must be defined as early as possible within the partnership to ensure that jointly decided objectives are reached within the course of the partnership, and where feasible included within the partnership contractual agreement. This can be carried out through the deployment of Human Resources: Partnership Officer roles focused on local partners' Organisational Development.

What do we want to achieve?

- Encourage Capacity Development funding across all partnerships signed between Tdh and LNA partners, focusing particularly on Organisation Development and Tdh's core Technical Expertise (Maternal and Child Health, Migration and Access to Justice and its cross-cutting approach). Encourage mentoring relations between partners and Tdh to share experiences and competences.

- Identify and set up mutual Capacity Development as a new practice for Tdh and its LNA partners. This will be done through the support of "Organisational Development" dedicated staff in field delegations with a follow-up led at HQ level. This task may also be externalised depending on contexts and financial feasibility.

- Entrench Capacity Development Tools for Tdh delegations to use across the world, including through use of a Capacity development online platform. This tool will also be used to increase knowledge on Tdh policies and, if relevant, train partners on them.

How can we achieve it?

Capacity Development will ultimately include **Organisational Development** and Tdh's main Technical and cross cutting expertise: Maternal and Child Health, Migration and Access to Justice as well as cross-cutting expertise on Child Protection, WASH (Water, Sanitation and Hygiene) and ICT4Dev (Information, Communications Technology for Development) as well as compliance (finance, administration, logistics, audit..). When possible, **Organizational Development dedicated staff will be recruited at field level to support local partners.** A Global HQ-based position dedicated to LNA partners' Organisational development will maintain a set of global practices and coordination between field delegations.

The question of Capacity Development funding for LNA Partners will systematically be discussed during Tdh's internal Grants Acquisition Process (Tdh internal process). When possible, Tdh will dedicate a percentage of the LNA partner's allocated budget to carry out Mutual Capacity Development for the benefit of the LNA partner and Tdh, after discussion and agreement with partner. If not, all efforts must be made to ensure capacity development options are provided either through external funding or with the support of Tdh funds provided by HQ.

As part of its Partnership and Localisation project, funded by Somaha Foundation, **Tdh intends to use an online platform dedicated to its local partners' capacity development** (Locallink Hub).

3.4 Partner Identification, Value Alignment and Security

Why?

Tdh must carefully select its partners to ensure the sustainability of the partnership and of its intervention across the countries in which it operates. In the process of its Partnership and Localisation policy, Tdh will define its partnership strategy at global, regional, and field level. It is critical that Tdh understands how to identify and develop partnerships to ensure that the organization with whom Tdh will engage in partnership share similar values and do not create further risks for Tdh, for the partners, for beneficiaries, for donors, or for other project stakeholders. Staff and beneficiaries' security must remain at the center of Tdh's preoccupations. It is important to consider the partners' knowledge, resources, values, and position in the country of intervention. Tdh must ensure that reaching their common goals throughout the partnership is feasible while respecting each organisation's agenda and that mutual problem-solving mechanisms are clearly established.

Additionally, Tdh must work towards Localisation with LNA partners that may have different mandates than Tdh's. Such collaboration can be highly beneficial for achieving common goals through complementary expertise (Tdh and local partner will complement each other's strength and weaknesses). Tdh may benefit from an increased reach within local networks of influence and build on local community trust. Tdh's partnership with LNA partners operating under different mandates will strengthen and entrench its link with the communities it works with.

Through the rationalisation of the number of LNA partners it works with (fewer partner, better partners) and the thorough selection of value aligned LNA partners, Tdh will save time, resources and ensure their sustainability. Tdh must carefully consider its LNA partners' selection to mitigate any potential risks, both for Tdh and its partners.

What do we want to achieve?

- Reduce the burden of repeated and overwhelming appraisal and due diligence procedures for Tdh's LNA partners by using Due Diligence assessments previously done by other high-standard INGOs[8]. All field Due diligence assessments must be centralised at HQ level. They must be done "mutually" with the LNA partner, as equals.

- Assess and reduce risks transfer to all LNA partner Tdh works with. Tdh and its LNA partners must establish joint action plans to mitigate and manage risks. Although Tdh cannot be held liable for its LNA partners' direct actions and security, Tdh must ensure that their equipment and capacity is up to local security and safety standards. Tdh will increase its LNA partners' budget for Security Equipment to ensure a better coverage of their staff.

[8] A list of high-standard NGO assessments will be shared in the policy Annex 1

- Ensure that Tdh has partners aligned with its values and vice versa and can reach its sustainability objectives. Consider the diversity of mandates from LNA partners and identify complementary approaches that can be beneficial for Tdh.

How can we achieve it?

In order to reduce the burden of repetitive Due Diligence assessments for Local and National NGOs, **Tdh will accept to use Due Diligence done by other INGOs within the past 2 years, if the Due Diligence Assessment shows satisfactory results**. The local partner will have to share a copy of the said Due Diligence Assessment to Tdh. Tdh reserves the right to add conditions and/or conduct further assessments with the local partners should the collected due diligence not be entirely satisfactory or up to Tdh standards.

Prior to starting a new partnership and if no due diligence was ever done before (or if deemed unsatisfactory), **Tdh and the new potential partner will assess each other's capacity and conduct a mutual due diligence process**. This process needs to be adapted to the different legal status of partners Tdh works with. It must involve a comprehensive analysis of key areas such as values, leadership and governance, management capacity, gender, programme approaches… In the case of different mandates, Tdh must clearly state the added value of the collaboration between the two organisations. **The due diligence process should be connected to Capacity Development, resulting in a plan with adequate resources to increase each other's competencies with a clear mutual oversight**.

Similarly, these appraisals must encompass considerations for risks related to the partnership. **A clear Risk Monitoring Plan must be set to avoid a comprehensive range of risks that can exist in the realisation of a new partnership: financial risks, reputational risks, programmatic risks, contextual risks, security risks**… Tdh must clearly state that it will not hold liability for its LNA partners security (in contractual terms) and will clearly state identified risks in the Mutual due diligence process. Additionally, Tdh will increase the budget allocated to LNA partners for the provision of Security Items in zones that require it. **These must be clearly analysed both by Tdh and its partners and written down to acknowledge their existence and the plan to follow in case they materialise throughout the partnership**.

3.5 Adapted Methodologies

Why?

As observed and analysed in the Situation Analysis Report, Tdh works with a variety of partners and a variety of tools across the world. These tools are usually created by Tdh or its donor without involving its partners (although this practice differs in each delegation). Tools are rarely adaptable or adapted to the structure Tdh works with. Tools can "impersonate" partnerships' top-down approach.

At the same time, the use of compliance tools represents a paramount involvement of the Tdh Logistics/Finance/HR/Ethics& Compliance/Quality and Accountability teams as well as a source of stress (to ensure that process is respected, standards are upheld, costs are eligible as well as to avoid auditing issues). The use of more adapted tools will help partners' representation and involvement in the partnership. It would contribute to make the relationship with the partner more equal and answer their expressed needs. At the same time, it must save some time for Tdh's national Logistics/Finance/HR team in their verification process (and reduce back and forth exchanges).

Partner policies and tools should be assessed alongside Tdh policies, and where they are on par or stronger, partners policies and tools can be followed. However, when they do not exist and/or if in any way the documents are considered non-compliant, weak, showing a lack of internal control or efficient monitoring systems, Tdh policies and tools will be followed.

What do we want to achieve?

- Set up adapted and collaborative tools for which Tdh LNA partners have contributed to the design and that will ease project implementation and follow up within the partnership. The tools will cover both support and programme areas.

- Provide toolkits in both English or French and local languages used by LNA partners, with LNA partners participating to their translation and/or contextualisation as needed.

- The tools will aim at fighting a perception that can be perceived as "top-down" by involving partners' feedback into its design. Tdh must consider the use of its partners' tools if they are well designed and relevant.

- Avoid duplication of efforts requested by partnering with INGOs for LNA partners, by harmonising tools where possible or, if relevant, use already existing tools and policies that LNA partners may have. This would ensure that Tdh does not unnecessarily absorb the partners' time and resources, while not representing additional responsibilities for Tdh which cannot be absorbed.

How can we achieve it?

Upon the beginning of the partnership, **Tdh and its LNA partners must review the newly Tdh-created Partnership tools and discuss its adaptation as part of their partnership's objectives and strategy**. Partners should have time and space to adapt the tool to better serve the local context or the specificities of their organisation. Similarly, Tdh should anticipate the time and efforts the partnership will require for its Logistics/Finance/HR or other support services team (security, legal, quality, compliance). This anticipation should materialise with field-led partner and partnership mapping exercises.

Tdh must ensure the co-implementation of partnership tools (contractual, budgetary, Logistics, technical expertise…). Tools must be as participative, co-developed and user-friendly as possible. Tdh must also carefully consider the use of its LNA partners' tools where they are relevant and well-performing, also taking donors' requirements into consideration. **The tools must all be available in the local languages used by partners.**

3.6 Decision Making Power and Networking

Why?

Local and National Actors generally do not have the same opportunities as INGO and UN agencies to influence global donors. In certain cases, Tdh's Local and National Partners do not even have access to capital cities in which Humanitarian and Development coordination takes place, as they may work away from capital cities where national decisions are taken and where influential actors are. LNA partners remain underrepresented in key coordination and decision-making settings at National and International level. This undermines resource mobilization and their influence and ownership on decisions made in crises-affected countries and areas they belong to.

Tdh must provide more spaces to its Local and National Partners to showcase their work and raise their voice and interest (particularly to International Donors), which includes supporting its national partners to participate and present in coordination meetings and international networking events. Tdh must dedicate parts of its communication and advocacy to the credit of its local partners.

What do we want to achieve?

- Ensure the increased representation of Local and National Partners in national and international coordination mechanisms and decision-making centres.

- Provide increased credit to Local and National Partners in Tdh's relations with global donors, including in donor reports, global and regional communication, Tdh Institutional Reports, Studies, Publications and in networking events.

How can we achieve it?

Tdh must actively enhance the recognition of its local partners in its external communication and donor reports. It is of utmost importance that Tdh acknowledges and credits its partners to play a more significant role in amplifying the influence and presence of our local partners at the center of Tdh's activities. This can be done using institutional communication: media features, articles, published reports, social media as well as incorporating their contributions into all donor reports, project learning pieces and evaluations.

Tdh must strive to include its LNA partners into National, sub-National and International Coordination mechanisms to ensure their representativeness and influence at all decision-making levels of the Aid sector: clusters, regional meetings on aid sector topics, global meetings at Geneva level etc. LNA partners' visibility in decision making centres must be facilitated by Tdh in the field at HQ level.

3.7 Dialogue, Participation and Feedback

Why?

For Tdh to reach its objective of more equitable partnerships, it must strengthen its relationships with partners through open and honest dialogue, stronger feedback mechanisms and opportunities for partners to participate in Tdh governance structure. Partners must also be part of Tdh's programme strategy development and throughout project cycle management. This requires Tdh to cede space and power to better understand its partners views, their challenges and ensure these are acknowledged and understood. The partners' involvement in the partnership governance structure and within Tdh's decision making structures will ensure its representation and significantly contribute to end the top-down perception that can exist amongst Aid actors from Developing and Marginalised regions. This aims to contribute to the decolonisation of Aid.

What do we want to achieve?

- Increased partner engagement in the partnership governance and decision-making process. Include a selection of Tdh LNA partner in Tdh's decision making instances (CODIR, Regional Bureau Decision Making mechanisms).

- Provide further and wider dialogue instances in the partnerships by involving more actors from each side (higher level, lower level).

- Include LNA partners' participation to the Tdh board of director meetings as well as the CODIR meetings to increase their involvement in decisions made at top Tdh level.

How can we achieve it?

Tdh will increase dialogue and feedback instances throughout the partnerships: from the beginning to the end 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). **Dialogue instances, participants and objectives must be defined at the beginning of the collaboration and must be set in a shared document signed by both parties**, ideally in the Partnership Strategy. This document will detail the regular meetings that will occur. These dialogue instances will ensure that both Tdh and the LNA partner understand each other's' roles and responsibilities.

Tdh will involve the participation of its LNA partners in decision making instances at global, regional, and national level by inviting them to participate in Tdh Board of Directors meetings and Steering Committee meetings (CODIR). LNA partners will have the opportunity to observe, give their opinions in the way Tdh operates and provide a valuable perception from a local point of view.

Sum – Up Point

The below objectives will be operated step by step, within a timeline divided in three steps: ***Step 1: 31.12.2024; Step 2: 31.12.2026; Step 3: 31.12.2028.***

Topics	*Changes*	*Step*
1. Long-Term Partnerships	*Tdh will design tools dedicated to guide the definition and implementation of long-term strategic partnerships to help field and regional teams carry out this transition.*	***Step 1 – by 31.12.2024***
	Tdh will favour the signature of Consortium agreements with LNA partners	***Step 1 – by 31.12.2024***
	Tdh dedicates resources to maintain key relations with strategic partners at global, regional, and field level.	***Step 2 – by 31.12.2026***
2. Funding	*Tdh will consistently advocate to donors for its LNA partners to receive an equivalent amount of Indirect Costs. This amount must be proportionate to the percentage received by Tdh within the overall budget.*	***Step 1 – by 31.12.2024***
	Tdh will ensure its Financial "Golden Rule" is thoroughly followed up and that indicators are in place to effectively track Indirect Costs amounts that are given back to LNA partners.	***Step 1 – by 31.12.2024***
	In the case of key partnerships with LNA partners created outside the scope of a project, Tdh will allocate resources to provide Indirect Costs adapted to their needs.	***Step 2 – by 31.12.2026***

	Tdh aims to increase the funding it provides to LNA partners globally to reach an overall share of its budget of 20% by 2028.	***Step 3 - by 31.12.2028***
3. Capacity Development	*The question of Capacity Development funding for LNA Partners will systematically be discussed during Tdh's internal Grants Acquisition Process.*	***Step 1 – by 31.12.2024***
	As part of its Somaha-funded project, Tdh intends to use an online platform dedicated to its local partners' capacity development (Locallink Hub).	***Step 1 – by 31.12.2024***
	When possible, Tdh will dedicate a percentage of the LNA partner's allocated budget to carry out Mutual Capacity Development for the benefit of the LNA partner and Tdh, after discussion and agreement with partner.	***Step 2 – by 31.12.2026***
	When possible, Organizational Development dedicated staff will be recruited at field level to support local partners. A Global HQ-based position dedicated to LNA partners' Organisational development will maintain a set of global practices and coordination between field delegations.	***Step 3 - by 31.12.2028***
4. Partner Identification, Value Alignment and Security	*Tdh will accept to use Due Diligence done by other INGOs within the past 2 years if the Due Diligence Assessment shows satisfactory results. Tdh reserves the right to add conditions and/or conduct further assessments with the local partners should the collected due diligence not be entirely satisfactory or up to Tdh standards.*	***Step 1 – by 31.12.2024***
	For new partnerships, Tdh and the new potential partner will assess each other's capacity and conduct a mutual due diligence process. The due diligence process will result in a plan to increase each other's competencies with a clear mutual oversight.	***Step 1 – by 31.12.2024***
	Partnership Risk Assessment Tool must be designed with the LNA partner to identify and avoid risks that can exist in the realisation of a new partnership: financial risks, reputational risks, programmatic risks, contextual risks, security risks… Tdh will prepare a tool in its Partnership toolkit dedicated to this task.	***Step 1 – by 31.12.2024***
	Tdh will strive to increase the Security and Safety budget allocated to LNA partners for the provision of Security Items in zones that require it.	***Step 2 – by 31.12.2026***

5. Adapted Methodologies	*Tdh and its LNA partners must review the newly Tdh-created Partnership tools and discuss its adaptation as part of their partnership's objectives and strategy.*	***Step 1 – by 31.12.2024***
	Provide language-appropriate tools for LNA partners.	***Step 1 – by 31.12.2024***
6. Decision making power and Networking	*Tdh must actively enhance the recognition of its local partners in donors reports and its external communication: media features, articles, published reports, social media.*	***Step 1 – by 31.12.2024***
	Tdh must strive to include its LNA partners into National, sub-National and International Coordination mechanisms to ensure their representativeness and influence at all decision-making levels of the Aid sector.	***Step 2 – by 31.12.2026***
7. Dialogue Participation and Feedback	*Tdh will increase dialogue and feedback instances throughout the partnerships. Regular Dialogue instances, participants and objectives must be defined at the beginning of the collaboration and must be set in a shared document signed by both parties.*	***Step 1 – by 31.12.2024***
	Tdh will involve the participation of its LNA partners in decision making instances at global, regional, and national level by inviting them to participate in Tdh Board of Directors meetings and Steering Committee meetings (CODIR).	***Step 3 - by 31.12.2028***

4. Policy Tracking Indicators:

These indicators are related to the Localisation Policy. They are complemented by other indicators produced as part of the Somaha-funded "Partnership and Localisation project". These complementary indicators are detailed in the ***Annex 2 – Policy Monitoring – Enforcement Procedure****.*

Topic	*Indicators*	*Responsible Party*
Long Term Partnerships	*# of signed Mutual Due Diligence documents involving Capacity Development for both Tdh and LNA partners*	*Partnership Project Manager (Tdh HQ)* *Operations Department (Tdh HQ)* *Field delegations (Tdh Field)*
Funding	*% of Tdh's Operations' budget provided to LNA partners globally*	
	CHF amount of Indirect Costs (or Overheads) given back to LNA partners (Tdh Golden Rule)	
Capacity Development	*# of Delegations that carried out Capacity Development for LNA partners*	

Adapted Methodologies	*# of delegations using Partnership and Localisation adapted tools released as part of the Localisation Policy objectives*	

5. Tools to be designed to enforce the Partnership and Localisation Policy

The below tools will be designed as part of the Partnership Toolkit to be released starting 2024. These tools will be Tdh-designed tools. A further set of tools adapted to the partners' legal status will be further explained in the Annex 1 – *"Localisation Commitments and Partnership Frameworks"*.

All the below tools will be translated in major spoken languages across Tdh countries of operation.

- Partnership Management Guide for Tdh HoDs and PM (field level)
- Partnership Strategy Guide (Country level): MoU agreement templates, Consortium Agreement, Project Description, Narrative report, Budget, Budget narrative, Funds Request, List of Authorized Signatures
- Partnership Management Toolkit (available in several languages)
- Due Diligence Tool involving a mutual appraisal system and producing a Capacity Development Orientation guide. The produced Due Diligence (along with old ones) must be centralised at HQ level in a dedicated tool.
- List of Reliable INGOs to consider for validation of an externally done Due Diligence Assessment (Guidance document)
- Indirect costs Funding for LNA partners Guidance Note
- Capacity Development Online Platform designed as part of the Somaha funded project (Locallink Hub)
- Mutual Due Diligence Assessment Tool
- Partnership Risk Assessment Tool – Comprehensive assessment tool of the several risks that a partnership can produce (reputational, financial, security etc…)
- LNA Partners Valorisation Tool (valorize LNA partners in donor and other reports or papers, global and regional communication, Tdh Institutional Reports, Studies, Publications and in networking events….
- Updated Grants Acquisition Process: include the reflections around indirect costs and capacity development in the guidelines.

6. Policy Review and Localisation Advisory Group

Keeping our partners well-informed about Tdh's advancements on Localisation and granting them the chance to play a strategic role in shaping our efforts is of utmost importance. To facilitate this, a Policy review and Localisation Advisory Group comprising representatives of Tdh HQ, Tdh Field and LNA partners in pilot countries will be set up. This group will maintain regular communication on Tdh's Partnership and Localisation activities and will contribute to review progress on the policy.

Tdh Partnership and Localisation Project Manager will convene regular meetings on a yearly basis to present the data collected on the Policy Progress.

It is every Tdh staff members role to ensure compliance to the Partnership and Localisation policy. The Partnership and Localisation Project Manager team will provide the necessary guidelines, regulations, and policies to ensure compliance with the Partnership and Localisation policy and for users to have the tools, process, and ability to comply. This will be achieved through delivering training, providing guidelines and necessary mentorship to Tdh staff for them to follow minimum standards of Partnerships.

Levels of compliance will be reported annually to senior management based on high-level findings and learnings of best practices within the organization structure, lessons learned and key barriers to achieving these goals.

This policy was prepared by the Partnership and Localisation Working Group and validated by the Partnership and Localisation Management Committee on 04.03.2024. The Partnership and Localisation Management Committee will keep track of its implementation and report to the Tdh Executive Board (CODIR) that will ultimately be responsible for its application.

Localisation Policy

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