



Partnership and Localisation Policy

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Managing Partnerships at the service of Localisation

SHORT VERSION

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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.*

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 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.**

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 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 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 South¹."

2 –Terre des hommes' Intermediary Role

¹ <https://www.centreforhumanitarianleadership.org/research/publications/decolonising-aid/#:~:text=Decolonising%20aid%20is%20a%20call,imbalances%20between%20the%20global%20North>

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.

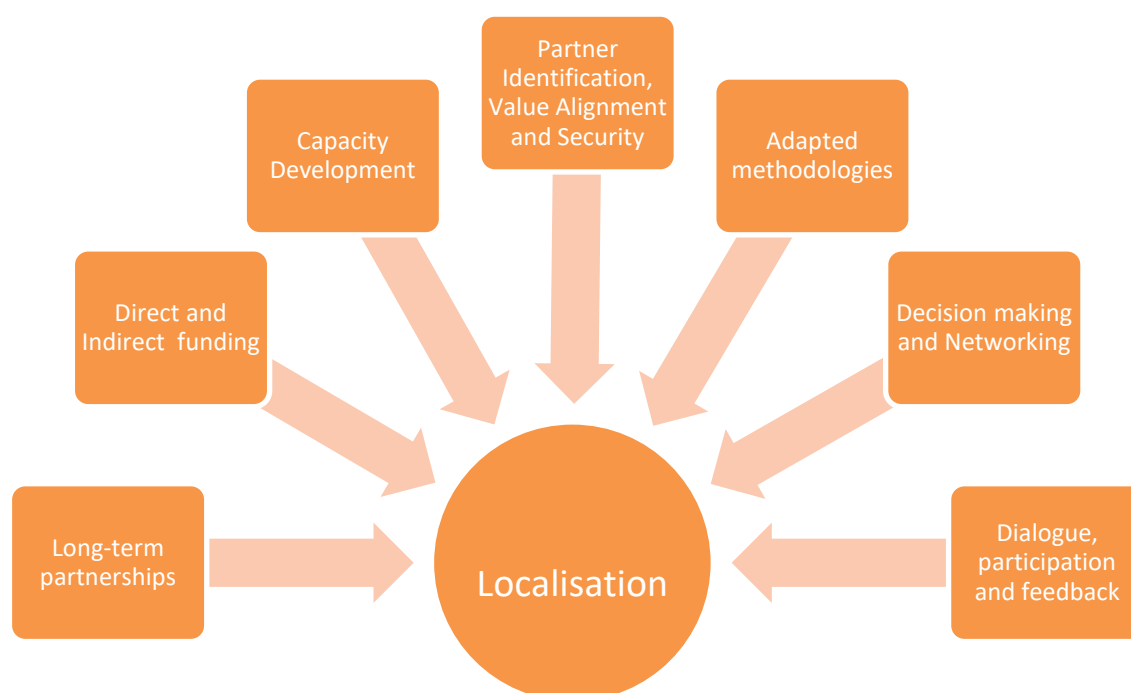
Technical Expertise

*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.

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



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.**

3.1 Longer term Partnerships

What do we want to achieve?

- Tdh must step away from the sub-awarding contractual approach and short-term partnership approaches.
- Tdh must move towards long-term, strategy-driven partnerships with its LNA partners. Tdh must strive to keep engaging with LNA partners on topics such as Capacity Development, Joint advocacy, Fundraising or other relevant activities.
- Tdh must favour the signature of Consortium Agreements with LNA partners.

How can we achieve it?

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

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..

Tdh will favour the signature of Consortium agreements with LNA partners.

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.

3.2 Direct and indirect Funding

What do we want to achieve?

- 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).
- 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.

How can we achieve it?

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 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 Overheads paid to the partner(s). (If the partner is operating from its headquarters, a retrocession of Overheads 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 Overheads as the lead or, failing that, give up a maximum of 1 percentage point on Overheads 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. .

3.3 Capacity 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).
- Identify and set up mutual Capacity Development as a new practice for Tdh and its LNA partners.
- Entrench Capacity Development Tools for Tdh delegations to use across the world, including through use of a Capacity development online platform.

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' Organizational 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).

3.4 Partner Identification, Value Alignment and Security

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 INGOs².

² A list of high-standard NGO assessments will be shared in the policy Annex 1

- 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.
- Ensure that Tdh has partners aligned with its values and vice versa and can reach its sustainability objectives.

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.

Tdh and the new potential partner will assess each other's capacity and conduct a mutual due diligence process. 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.

3.5 Adapted Methodologies

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.
- 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.

How can we achieve it?

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.

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. The tools must all be available in the local languages used by partners.

3.6 Decision Making Power and Networking

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.

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 sectors.

3.7 Dialogue, Participation and Feedback

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).

How can we achieve it?

Tdh will increase dialogue and feedback instances throughout the partnerships. 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.

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	<i>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.</i>	Step 1 – by 31.12.2024
	<i>Tdh will favour the signature of Consortium agreements with LNA partners</i>	Step 1 – by 31.12.2024
	<i>Tdh dedicates resources to maintain key relations with strategic partners at global, regional, and field level.</i>	Step 2 – by 31.12.2026
2. Funding	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 2 – by 31.12.2026

	<i>Tdh aims to increase the funding it provides to LNA partners globally to reach an overall share of its budget of 20% by 2028.</i>	Step 3 - by 31.12.2028
3. Capacity Development	<i>The question of Capacity Development funding for LNA Partners will systematically be discussed during Tdh's internal Grants Acquisition Process.</i>	Step 1 – by 31.12.2024
	<i>As part of its Somaha-funded project, Tdh intends to use an online platform dedicated to its local partners' capacity development (Locallink Hub).</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 2 – by 31.12.2026
	<i>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.</i>	Step 3 - by 31.12.2028
4. Partner Identification, Value Alignment and Security	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 2 – by 31.12.2026
5. Adapted Methodologies	<i>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.</i>	Step 1 – by 31.12.2024

	<i>Provide language-appropriate tools for LNA partners.</i>	Step 1 – by 31.12.2024
6. Decision making power and Networking	<i>Tdh must actively enhance the recognition of its local partners in donors reports and its external communication: media features, articles, published reports, social media.</i>	Step 1 – by 31.12.2024
	<i>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.</i>	Step 2 – by 31.12.2026
7. Dialogue Participation and Feedback	<i>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.</i>	Step 1 – by 31.12.2024
	<i>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).</i>	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.

<i>Topic</i>	<i>Indicators</i>	<i>Responsible Party</i>
<i>Long Term Partnerships</i>	<i># of signed Mutual Due Diligence documents involving Capacity Development for both Tdh and LNA partners</i>	<i>Partnership Project Manager (Tdh HQ)</i> <i>Operations Department (Tdh HQ)</i> <i>Field delegations (Tdh Field)</i>
<i>Funding</i>	<i>% of Tdh’s Operations’ budget provided to LNA partners globally</i>	
	<i>CHF amount of Indirect Costs (or Overheads) given back to LNA partners (Tdh Golden Rule)</i>	
<i>Capacity Development</i>	<i># of Delegations that carried out Capacity Development for LNA partners</i>	
<i>Adapted Methodologies</i>	<i># of delegations using Partnership and Localisation adapted tools released as part of the Localisation Policy objectives</i>	

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.



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*Every child in the world
has the right to a childhood.
It's that simple.*

Localisation Policy

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