

# LOCALISATION AND POWER SHIFT

## Building sustainable solutions with Locallink Hub

### INVITED SPEAKERS



**Eva Jaag**

Managing director,  
Somaha Foundation



**Esther Marthaler**

Helvetas,  
Head of Partnerships



**Ana Majko**

Executive director,  
Initiative ARSIS



**Mohammad Zahidul**

Director, Breaking the  
Silence, Bangladesh



**Kyra Marwaha**

Head of Delegation,  
Tdh India-Nepal



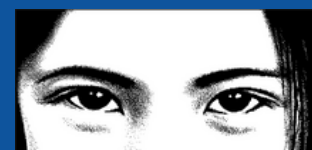
**Barry Smith**

Co-Director,  
Social Development Direct



25th April 2024  
Thursday

## STARTING SOON



Terre des hommes  
Helping children worldwide.

somaha  
foundation

# Localisation at Terre des hommes

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Martin Gallard,  
Terre des hommes localisation manager



# Agenda

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## Part 1

Terre des hommes' Global Partnership and Localisation Policy

What does Localisation mean for Tdh, for Tdh's partners and what results do we expect for 2028?

Duration – 15 min presentation and 10-15 min questions



# Agenda

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## Part 2

LocalLink Hub – A Terre des hommes engineered Capacity Development initiative

What is the purpose of the LocalLink Hub platform and how can it be useful for humanitarian and development actors?

Duration - 10 min presentation 10 min questions





# Agenda

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## Part 3

Invited speakers

How does Localisation change the way we work on Capacity Development ?

How did Capacity Development enhance your organization or its partners to assume a position of greater authority and leadership ?



# Tdh's Partnership and Localisation Policy

## A Strategic Ambition - 2021/2024

- 2016 - Grand Bargain learnings and Charter-4-Change ideological alignment.
- Tdh aims to be part of the global **Power Shift towards more equitable and sustainable** humanitarian and development actions. Tdh aims to contribute to empower and build the capacity of local actors.
- **2021 - 2024 Global Strategy** - Tdh aimed to have a clear positioning and an institutional Framework to define its Partnership and Localisation approach by 2024.
- Tdh used a participative preliminary research to define its policy orientations - **"Partnership Situation Analysis Report"**
  - A Research carried in 5 pilot countries with 12 pilot Local and National partners
  - Representatives of 20 Tdh field delegations and Tdh HQ
  - 11 Interviews mixing INGO, National NGOs and Localisation experts
- The Partnership and Localisation policy was validated by Tdh Executive Committee in March 2024.



Terre des hommes (Tdh) defines **Localisation** as:

A process of **recognising, respecting and strengthening the leadership of local authorities** and the **capacity of local civil society in humanitarian and development action**, in order to **better respond to the needs of populations** and **prepare national actors for future humanitarian responses**.



# Terre des hommes' Global Partnership and Localisation policy

## *Managing Partnerships at the service of Localisation*

Terre des hommes aims to define its Partnership and Localisation framework to ensure the sustainability of quality service provision to Children across the world.

Terre des hommes aims to:

- Maintain the ability to mobilize resources while increasing the **co-creation** of humanitarian and development projects and fulfil its power shift commitments.
- Partner with local and national partners in a way that does not induce a subordination relation or top-down decision-making.
- Ensure balanced, sustainable and equitable partnerships.
- Contribute to the Decolonization of Aid.

## Tdh's Intermediary Role for Localisation

- Develop an **Organisational Development Expertise** to strengthen its Local and National partners' capacity.
- Use our **Programmatic Expertise** to better accompany our Local and National partners (Child Protection, Health, Access to Justice and Migration)
- **Advocacy Support:** create space for our Local and National Partners to advocate directly with donors.

## Tdh Localisation principles and structure





# Localisation Indicators and Commitments

- **Reach 20% of Operational Share of Tdh’s annual budgeted transferred to Local and National partners by 2028** (10.6%, in 2023).
- **Organisational Development dedicated Staff** to be recruited at HQ and Country level by 2028 (on top of existing ones).
- **Dedicated Financial Resources** to be identified internally to better accompany Local and National Partners by 2026.
- Launching of **LocalLink Hub** - An Online Capacity Development platform dedicated to Local and National Actors (2024).
- Launch of **Mutual Due Diligence Assessments** at Field level in pilot countries (2024) and globally (2026).

## Policy Tracking Indicators

Topic	Indicators	Responsible Party
Long Term Partnerships	# of signed Mutual Due Diligence documents involving Capacity Development for both <u>Tdh</u> and LNA partners	<ul style="list-style-type: none"> <li>- Partnership Project Manager (<u>Tdh</u> HQ)</li> <li>- Operations Department (<u>Tdh</u> HQ)</li> <li>- Field delegations (<u>Tdh</u> Field)</li> </ul>
Funding	% of <u>Tdh’s</u> Operations’ budget provided to LNA partners globally	
	CHF amount of Indirect Costs (or Overheads) given back to LNA partners ( <u>Tdh</u> Golden Rule)	
Capacity Development	# of Delegations that carried out Capacity Development for LNA partners	
Adapted Methodologies	# of delegations using Partnership and <u>Localisation</u> adapted tools released as part of the <u>Localisation</u> Policy objectives	

Health training session organised by Tdh in collaboration with the Ministry of Health, Kolkata, India, 2021.



# Localisation through Partner Differentiation

- **Partnership Toolkits** are being developed in accordance with Partner categories to match their needs.
- Partnership Toolkits available in each major languages spoken in our countries of intervention (with French or English translations). Use adapted tools.
- Partners Categories will be used to **calculate progress towards Localisation objectives**.
- **Customer Relationship Management tool** – Newly developed tool to keep track of Indicator’s progress.



**Governmental Institutions**



**National NGOs**



**International NGOs**



**Private Sector Partners**



**Local CSOs**



## **Partnership and Localisation Policy**

**Managing Partnerships at the service of Localisation**

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# LocalLink Hub platform

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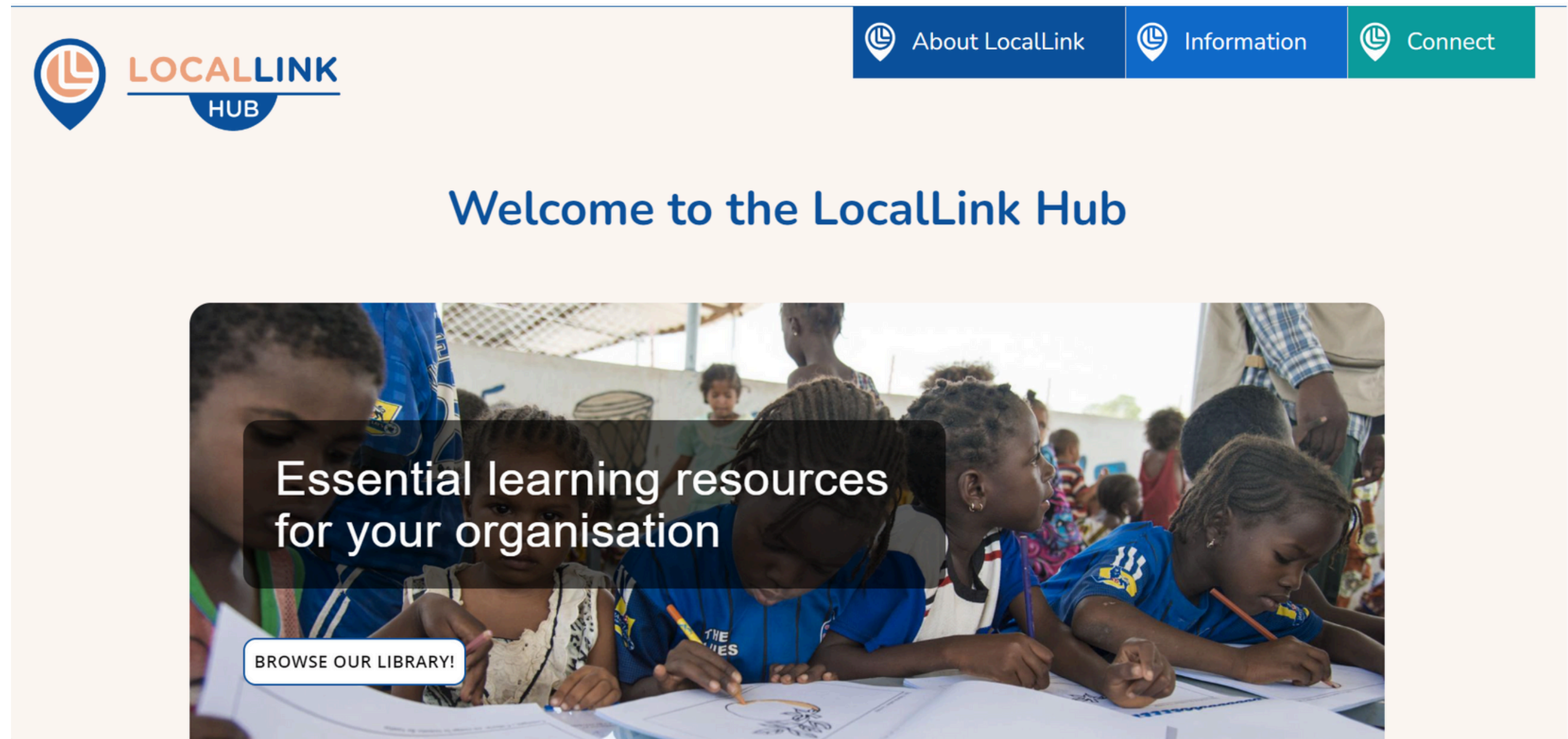
Enikő Vass

Terre des hommes communications manager





# Background



# What is LocalLink Hub?

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Capacity building platform with **curated** content, a forum for professionals  
Community of practice



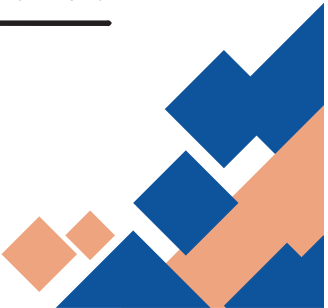
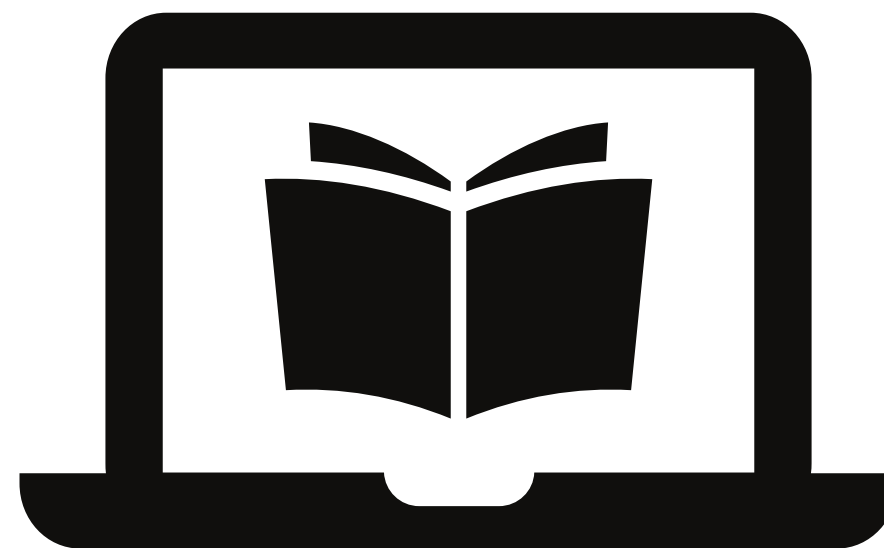


# E-learning repository

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**Curated**, tested e-learning courses

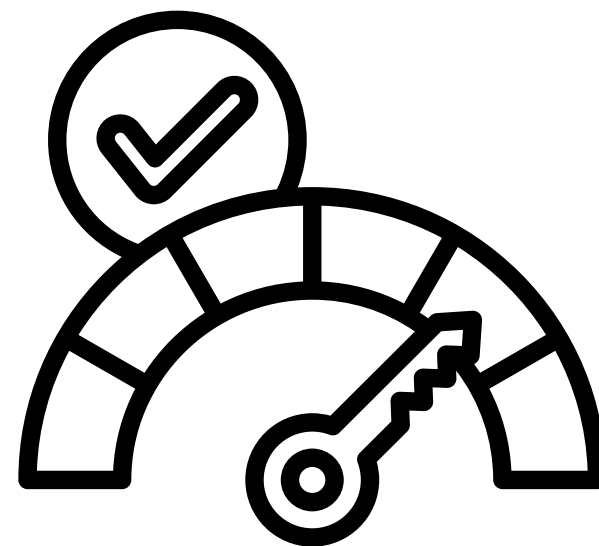
E-learning courses developed internally by Tdh



# Target indicators

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Capacity development indicator - download of e-learning, people who completed  
Reported percentage of satisfaction



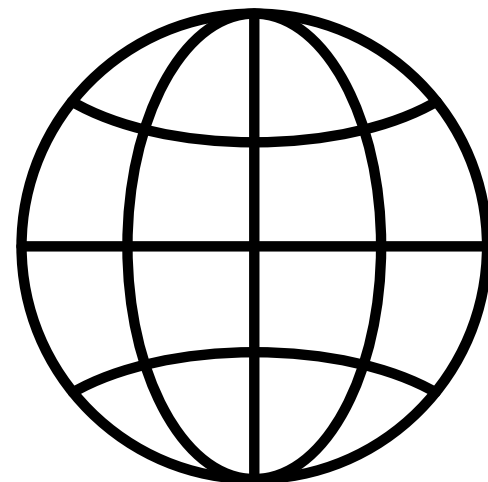
# Future objectives

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## More e-learning and content

### Language versions -

- Albanian, Hungarian, Nepali, Bangla, Hindi languages - 2024
- Arabic, Burmese, Ukrainian, Romanian - 2025





**Visit our website:**

**localink.childhub.org**

**Email:**

**localink@childhub.org**

**Thank you!**





# Building Equitable Partnerships Briefing Document

TdH/Somaha Webinar: Localisation and Power Shift

25 April 2024

Barry Smith

# Background



***Social Development Direct (SDDirect)*** is a mission-driven social enterprise providing consultancy and research services to a wide range of bilateral and multilateral development agencies, the UN system, development banks, INGOs, foundations and the wider international development sector.

Founded in 1999, we are a wholly-owned, independently operating subsidiary of ***Plan International UK***.

Plan UK is a signatory to the global ***Pledge for Change*** that commits affiliated organisations to 'shift the power' in the development ecosystem, ***advancing locally-led development*** and ***making equitable partnerships the default approach*** of major INGOs by 2030.

# Background



SDDirect and the Plan family recognise that *shifting the power* requires *more equitable partnerships*, and both require more than rhetorical commitment and fine principles.

*Practical tools* and *collaborative capacity development* are needed to embed an equitable partnerships approach our work.

To develop such tools and capacity, in 2021 SDDirect and Plan embarked on a multi-year innovation project (the *Building Equitable Partnerships Initiative*).

The initiative aims to advance the *locally-led, globally connected* agenda of the Plan family and to influence wider change in the global development system.

# Background: Equitable Partnerships Initiative

**Purpose:** Enhance joint learning of Plan and SDDirect on equitable partnership-building, testing practical tools and innovations and contributing to the wider knowledge base on development partnerships.

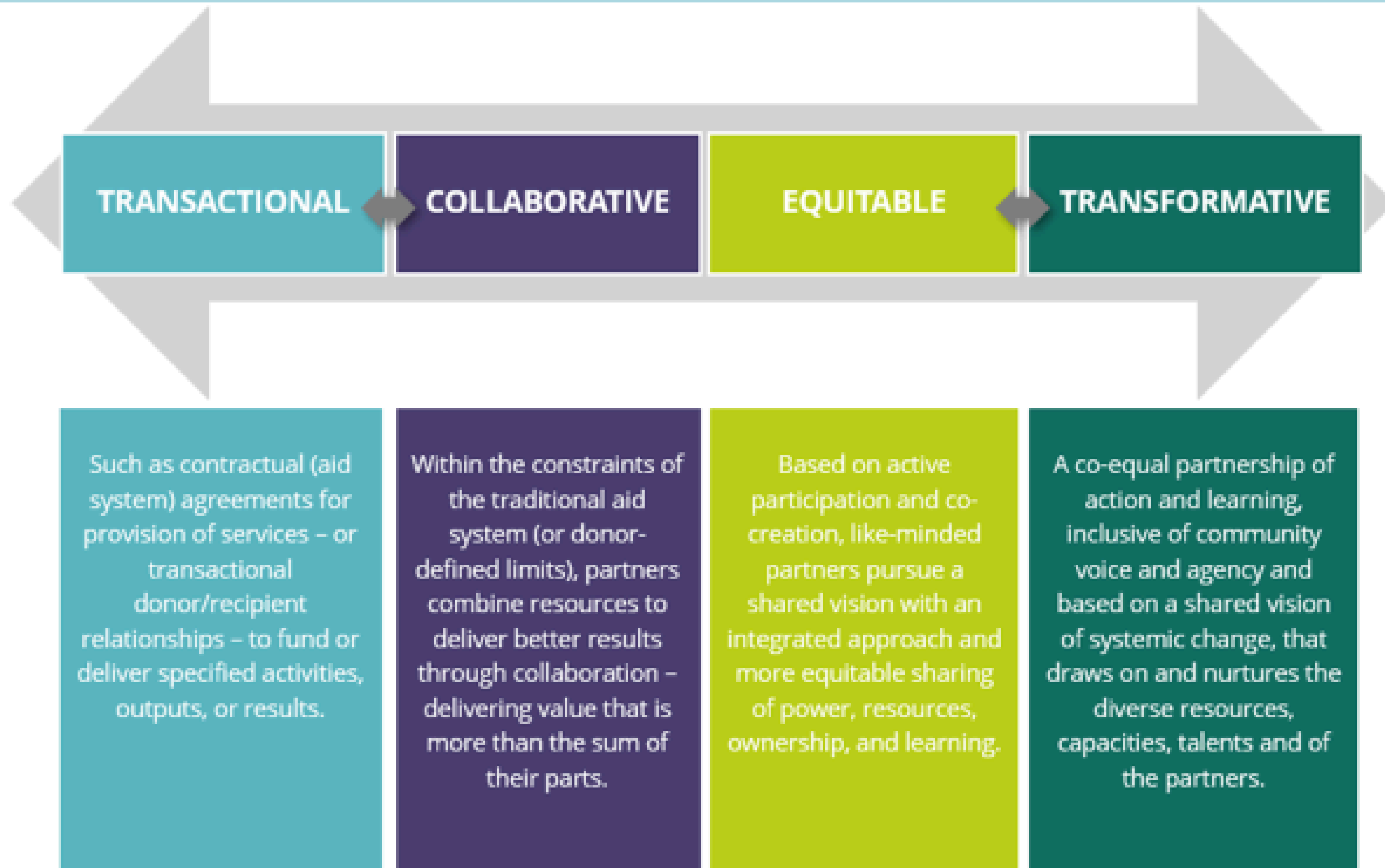




# Process and key products to date

- *Literature review and interim thought piece* (Feb 22)
- *Phase 1 Report*, reflecting findings and an *equitable partnerships continuum* designed to provide a typology of partnerships and a basis for setting the *level of ambition* with indicators (June 22)
- *Phase 2 Report* (July 2023) including:
  - Tool with guidance for development of a clear *added value case for partnership*.
  - Tool with guidance for undertaking a *partnership readiness assessment*.
  - A tool with guidance for an adaptable *partnership health check* process to strengthen partnership mutual self-assessment tools (with scoring).
- A set of Plan/SDDirect *building equitable partnerships case studies*, reflecting early-stage testing of the continuum and related tools (in progress).
- A *public-facing article/thought piece* on equitable partnerships (Oct 2023)

# Partnerships Continuum – Version 2.0



# Findings: Opportunities

- Localisation and move from *operational* to *partnerships-based* approach.
- Many partnerships operate at the *transactional* level, but there is scope and energy to consider a higher level of ambition.
- *Feminist leadership, anti-racist and anti-colonial approaches* are drivers for more equitable partnerships.
- *Mindset shifts* are underway, encouraged by *Power, Privilege and Bias* training, feminist leadership principles, localisation, etc.
- Opportunities are greater *when the donors are invested* in more equitable partnerships – and less when the donor is only focused on ‘delivery.’
- Investment of Plan and SDDirect in *partnership principles and guidance*.
- Partnerships can *extend scale and reach*, increasing quality, impact and influence.
- *Co-ownership* and *co-creation are* more likely to deliver quality plans and outcomes.



# Findings: 7 Key Challenges

1. **Timeframe and scale** (time and effort needed, hard to retrofit, project duration)
2. **Money and resourcing** (underestimated costs, costs increase with ambition, weak cost/benefit analysis)
3. **People and skills** (limited resources, turnover)
4. **Risk and evidence** (compliance-based, bureaucracy, unequal risk burden, lack of evidence on partnerships)
5. **Power** (weak power analysis, built in advantage for donors/global actors)
6. **Behaviours and mindsets** (disincentives for partnering/localisation)
7. **Contextualisation** (translating language and terminology, no 'one size fits all')

# Findings: What needs to change?

## Mindsets and behaviours

- Trust-building, mutual benefit and respect, and leadership development.
- Build on, and link to, other training and capacity-building work on power, privilege, bias, diversity, anti-racism, etc.
- Strengthen power analysis and management of power relations.
- Culture shifts and tangible institutional systems change.

## Sustained localisation

- Mobilise equitable partnerships approach to help drive localisation
- Use language and concepts that are accessible and adaptable for diverse contexts.
- Integrate feminist leadership, gender transformative and youth-focused approach/tools.

## Specialist skills

- More investment in partnerships capacity skills development.
- Document and share learning from partnerships more effectively.



# Findings: What needs to change?



## Expectations and readiness

- Better analysis of different types of partnership (including different levels of ambition, timeframes and scale).
- *Right-sizing* partnerships according to purpose, organisation, context, etc.
- Clearer assessment at the start of the case for partnership (partnership readiness, added value, costs and benefits, progress markers, etc.).

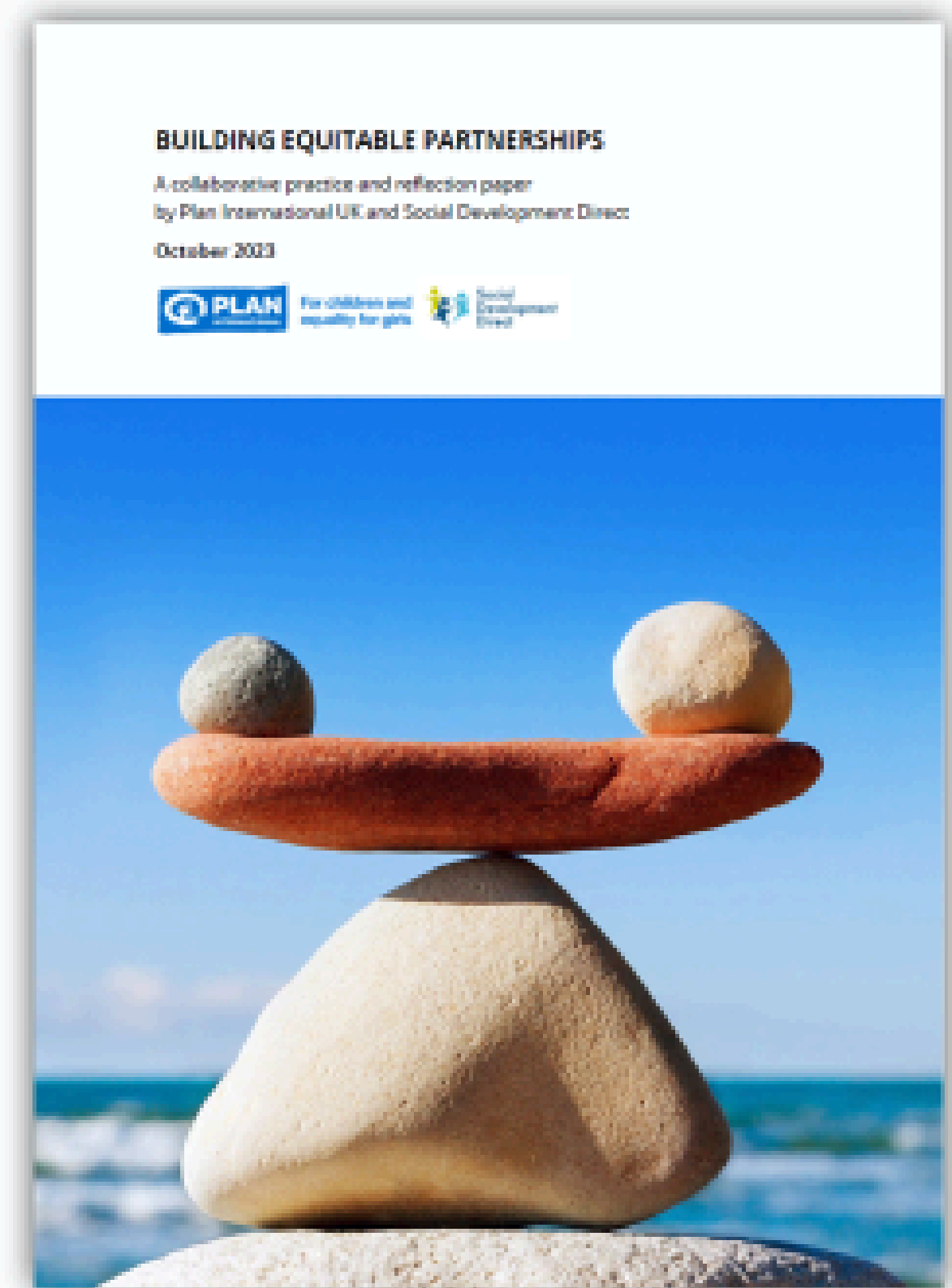
## Improved tools

- Accountability, dialogue and feedback mechanisms, communications and information-sharing mechanisms.
- Better shared risk assessment and management.
- Better tools to set the *level of ambition* for equitable partnerships, to *assemble the case* for partnership (including *partnership readiness assessment*), and for *regular partnerships health checks*.

# Equitable partnerships practice paper

***For more information see our recent practice and reflection paper at:***

***<https://www.sddirect.org.uk/resource/building-equitable-partnerships>***





T: +44 (0) 300 777 9777  
E: [info@sddirect.org.uk](mailto:info@sddirect.org.uk)

Finsgate, 5-7 Cranwood Street  
London, UK EC1V 9LH

[www.sddirect.org.uk](http://www.sddirect.org.uk)



# Towards Sustainable Solutions

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Eva Jaag  
Somaha Foundation



**somahastiftung**

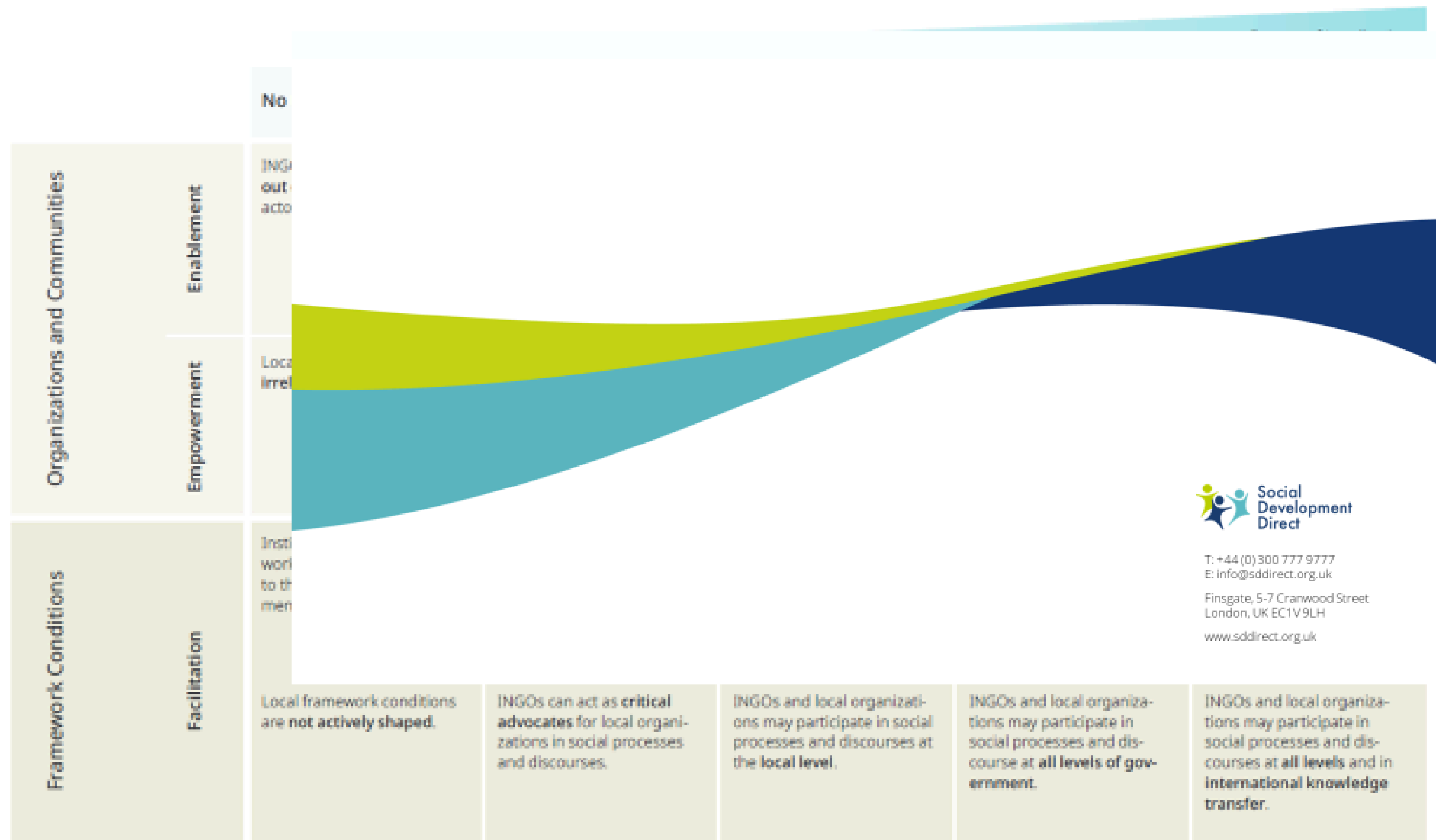
**Towards Sustainable Solutions: Localisation and Capacity  
Development with Terre des hommes' Locallink Hub Platform**

**Localisation Webinar, 25.04.2025**

25.04.2025

Eva Jaag, Managing Director at Somaha Foundation

# Somaha Localization Model



T: +44 (0) 300 777 9777  
E: info@sddirect.org.uk

Finsgate, 5-7 Cranwood Street  
London, UK EC1V 9LH

www.sddirect.org.uk