


<b>BOARD APPROVED POLICY 29/11/2023</b>		DOCUMENT NUMBER: <b>N/A</b>	
RATIFIED BY: Board of Management and CEO	RESPONSIBILITY: Director of Policy & Programmes		
	DATE ISSUED: 29/11/2023.	DATE(S) REVISED: Nov 2025	
PUBLICATION STATUS: External Use Only			

<b>TITLE:</b>	<b>World Vision Ireland's Policy on Locally Led Development</b>
<b>PURPOSE:</b>	This policy enables World Vision Ireland (WV IRE) employees, functions and institutional practices to fulfil our commitment to locally led development including working effectively with partners, in alignment with our core values.
<b>SCOPE:</b>	<p>This policy applies to all World Vision Ireland operations and supported development and humanitarian programming.</p> <p>The policy is relevant to all contexts where we are supporting development and/or humanitarian interventions including where we enter partnerships, benefiting our mission and organisation.</p>
<b>POLICY:</b>	<p><b>Locally Led Development</b></p> <p>World Vision's identity, beliefs and practices demonstrate strong alignment to the goals of localisation and locally led development. We are committed to delivering humanitarian and development programmes that are informed and responding to community needs and where possible, aligned to national government plans. We recognise that localisation and locally led development are often used interchangeably; however our preference is to use the term local led development which we believe is more representative of our ways of working and the intentions we set out to more equitable partnerships.</p> <p>We put the meaningful participation of children, their families and their communities at the core of our work in development and humanitarian contexts. Our Transformational Development principles include partnership, community empowerment, inclusion, local adaptation, listening to the community and challenging unequal power dynamics. In support of this, our development programme approach, including the 'Critical Path', prioritises a community-led process, setting out a clear approach to community engagement.</p> <p>World Vision's Disaster Management and Response Policy sets out a clear position in relation to ensuring humanitarian accountability; the organisation commits to working in partnership with affected children, their families and communities, emphasising local ownership and participation in decision-making that affects their lives. Our policy puts their dignity and choice over paternalism and control and ensures humanitarian action is relevant, timely, effective and efficient.</p> <p>World Vision International is a signatory to the Grand Bargain. The following <b>core commitments</b> guide our approach to locally led development and partnership:</p> <ul style="list-style-type: none"> <li>• <b>25% of global humanitarian funding</b> is channelled <i>as directly as possible</i> to <b>local and national responders</b>.</li> <li>• Increase and support multi-year investments in the <b>institutional capacities</b> of local and national responders, including preparedness, response and coordination.</li> </ul>

- **Remove or reduce barriers that prevent organisations and donors from partnering** with local and national responders in order to lessen their administrative burden.
- A “participation revolution” to **centre involvement from local communities** in humanitarian responses.
- World Vision endorsed and played a lead role in the Grand Bargain Intermediaries Caucus and is a member of the Core Humanitarian Standards (CHS).
- In its last report to the Grand Bargain, World Vision highlighted the following engagements:
  - 1. “...support institutional capacities of local and national responders, invest in improved resources and processes for capacity assessment, risk sharing and planning...”
  - 2. Where WV does not have an operational presence (local entity or presence) it commits to support local actors as the default manner of working.
  - 3. Where WV has local presence commits to double % of funding from 2021 to local community-based organisations faith-based organisation and other qualified organisations.

We acknowledge, as highlighted by the OECD<sup>1</sup>, that locally led development requires higher investments in the short run to nurture sustainable outcomes. We also recognise that effective local ownership and engagement might not be easy to cultivate.

In the 1970s, World Vision initiated a process to “internationalise” the organisation, divesting authority from the founding U.S. office and forming a global partnership of separate, equal and interdependent entities. Today these entities are primarily led and managed by national staff and in many instances are registered as local organisations. However, we note that as all World Vision entities are affiliated to an international NGO, World Vision, they therefore do not meet the criteria as set out in the Grand Bargain of local and national non-state actors.

### **Working in Partnership**

We recognised partnership as a core component of locally led development. One of World Vision’s Core Values is that we are partners, we recognise that we cannot change the world alone. We are reliant on one another to know and understand, as we accept the great responsibility of joint participation, shared goals, and mutual accountability.

In addition, the World Vision Partnership Strategy Our Promise, which we are aligned to, includes the strategic imperative to ‘Collaborate ... for Broader Impact’. Our Promise commits us to partnering so that together we can achieve more for children than we could on our own; it also intends that we become partners of choice, valuing diverse perspectives and approaches.

Achieving sustained child well-being, especially for the most vulnerable, presents complex challenges. To address these challenges effectively, we must work with partners to identify shared solutions at all levels. We recognise that partnering is necessary for impact, influence and income. It enhances reach and community acceptance; effectiveness and efficiency; innovation and learning; advocacy and policy influence; available resources; and security in fragile contexts. It is crucial in enabling us to achieve meaningful and sustained change at scale.

We partner with faith communities, civil society, government, multilaterals, the private sector, academia and media organisations that bring complementary strengths and resources at community, provincial, national and global levels. We need to be wise in our choices of which partners to work with, seeking opportunities which bring maximum benefits and appropriately

managing or avoiding partnering opportunities that could cause harm or division, whilst managing risk pro-actively. In line with our Corporate Engagement Protocols, we do not partner with organisations from excluded business sectors or with parties to conflict.

We recognise that working with local actors enables more empowering, equitable and sustainable outcomes. We seek to advance local leadership and locally developed solutions that support child well-being and contribute to sustained outcomes across the humanitarian, development and peace nexus and in all contexts.

In our development and humanitarian programmes, we will prioritise working with local partners to enhance locally-led efforts towards child well-being, recognising the obligations of shared ownership, ensuring co-creation and joint participation in partnering for common goals. We will build our internal capacity and support organisation-wide efforts to build capacities for equitable and effective partnership, through strategies, responsive systems, effective staffing and structures and a culture of measuring, learning and co-creation.

In partnerships supported by WV IRE we apply, and expect our partnering WV entities to apply, the following **core partnering principles** across the entire partnership lifecycle<sup>ii</sup>.

- **Transparency** – All partners are open and honest, building trust:
  - We are always clear on our requirements and commitments.
  - We agree mutually upfront on the parameters and expectations of the partnership, including budget, reporting, donor commitments, objectives and outcomes, and on a process for revising these.
  - We recognise the administration and overhead costs of national and local partner NGOs<sup>iii</sup>. Therefore, we will support an appropriate indirect cost recovery within budgets for local partners. A minimum ICR rate of 6% will be applied, the ICR for each partner or context will be agreed in conjunction with our National Offices and the local Partner. This will be based upon, inter alia, donor guidelines, country context, other partnership arrangements.
  - When WV IRE is involved in multiannual grants, we will aim to sign multiannual agreements with local partners.
  
- **Equity** – All parties recognise and value of one another’s contributions to the partnership, building respect:
  - We define our contribution and value-add to any partnership, based on our specific strengths working in complementarity;
  - We choose to play the right role within the given system, so as to improve outcomes and build ownership, effectiveness and legitimacy;
  - We seek meaningful co-creation and mutual learning;
  - We seek to manage WV’s power in relation to the partners in a way that promotes equity
  
- **Mutual benefit** – All partners involved benefit, supporting their own missions and objectives, while contributing to the partnerships’ shared goals:
  - We ensure that our partnering activities are beneficial for our partners;
  - We recognise risks borne by partners and address them equitably.
  - We transition out of partnerships in a way that optimises the outcomes and enables ongoing partner contributions to child well-being.
  
- **Mutual accountability** – Partners hold one another accountable to agreed principles, objectives and processes of the partnership:

	<ul style="list-style-type: none"> <li>○ We develop Partnership Agreements (including sub-grant agreements) with partners which set out ground rules and principles for the partnership;</li> <li>○ We work with partners to assure equitable management and facilitation of partnerships, through appropriate governance structures;</li> <li>○ We put in place appropriate mechanisms for partners to give feedback in safe ways. We commit to responding quickly, and we expect the same of our partners.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Proactive Risk Management</b> – Partners manage risk together, balancing risks and liabilities fairly: <ul style="list-style-type: none"> <li>○ We manage risk in partnership proportionately, proactively and responsibly, considering potential impacts on our partners, programme participants, programmes, staff, and donors.</li> </ul> </li> </ul> <p><b>Capacity strengthening and sharing:</b> we enter partnerships recognising and respecting partner contributions and expecting and hoping to learn from partners. Where appropriate, World Vision will work to strengthen local partner and other partner capacities to sustain and improve child well-being. This is to be led by partners’ identified needs with a focus on their long-term enhanced organisational performance.</p> <p><b>RISK AND COMPLIANCE:</b> Risk management of partnerships is guided by confidence in processes, people and systems and not by seeking to control partners. WV IRE does not duplicate process or introduce additional bureaucracy, we align our partnership due diligence to World Vision’s approaches (particularly PRJ04 Policy on Working with Partners).</p> <p>Priority risk areas: Safeguarding, Finance, Supply Chain, Grants Compliance, Security For these priority risk areas, World Vision entities ensure that risk management is integrated across the partnering process, assuring compliance to the respective management policies and guided by the partnering principles above.</p> <p>In particular, this requires: assuring that partners have acceptable controls in place; co-designing agreements to support effective implementation; and strengthening capacities appropriately. These approaches are supported by assuring that appropriate complaints mechanisms are in place, to maximise accountability to programme participants.</p>
<p><b>DEFINITIONS:</b> (need to amend slightly)</p>	<p><b>Partnerships</b> are voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits . Financial transactions between any of the partners may or may not be present.</p> <p>A <b>partner</b>, for the purposes of this policy, is any group or organisation with which World Vision has such a partnership agreement.</p> <p><b>Localisation</b> is understood as a process that drives effective development co-operation by recognising, respecting and empowering the ownership, agency and knowledge of local actors, both state and non-state, to achieve sustainable, locally led and inclusive development outcomes.<sup>iv</sup></p> <p><b>Locally led</b> development is the process in which local actors – encompassing individuals – including children, communities, networks, organizations, private entities, and governments – set their own agendas, develop solutions, and recognising that they bring the capacity, leadership, and resources to make those solutions a reality.</p>
<p><b>BACKGROUND:</b></p>	<p>This policy is implemented with reference to the following World Vision Partnership Policies:</p>

	<p><b>Authorising ministry policies:</b> Transformational Development; Partnerships with Churches; Disaster Management and Conflict Response; Advocacy for Justice.</p> <p><b>Enabling policies:</b> Blocked Parties Screening; Child and Adult Safeguarding; Enterprise Risk Management; Financial Stewardship and Accountability; Global Grant Compliance and Guidelines. PRJ04 is renamed 'Financial Management Policy on Working with Partners' within Finance Policies and Procedures.</p>
--	---

---

<sup>i</sup> OECD <https://www.oecd-ilibrary.org/sites/fd0efb97-en/index.html?itemId=/content/component/fd0efb97-en>

<sup>ii</sup> The typical stages of the [partnership lifecycle](#) are as follows: scoping and identifying partners; planning and building partnership; managing; monitoring and reviewing; transitioning and sustaining outcomes.

<sup>iii</sup> WV IRE uses the Grand Bargain definitions of Local and National Non State Actors

<sup>iv</sup> OECD DAC *ibid*