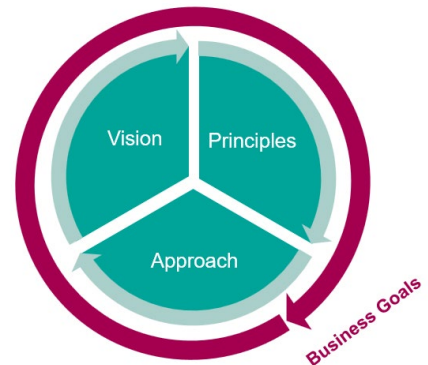


Position Paper on Locally Led Development

Introduction

This paper sets out IOD PARC's approach to considering locally led development in our work. It is intended to provide a brief overview of our vision; the principles underpinning our approach; and how we can operationalise this. This paper is accompanied by a detailed Action Plan which is used internally to guide and track our progress on operationalising our commitment to localisation.

The paper is informed by staff views and experiences. Two participatory workshops were conducted to facilitate discussion on what locally led development means for our work and the outputs of those discussions have informed this paper. The development of this paper and the content of the paper itself reflect IOD PARC's employee ownership model, which empowers staff to lead initiatives aligned with the shared values of the wider staff group.



Vision

How do we, as a company, see IOD PARC contributing to more locally led development?

IOD PARC recognises that the 'who' and 'how' pertaining to development and humanitarian decision-making, delivery, and evaluation are important factors. We believe locally led interventions – those where local actors¹ have the agency to identify priorities, design activities, oversee projects, and assess results – are most likely to lead to effective, sustainable, and ethical outcomes. We aim to be more intentional in how we incorporate the knowledge, experience, and participation of those local actors in our work.

As evaluators and consultants not often embedded in the contexts in which we are evaluating and working, we recognise that integrating the concepts of locally led development across our work will require us to modify the ways of working we are used to. Change takes time, but we are committed to taking the necessary steps towards localising our monitoring, evaluation, and learning work.

Principles

What principles guide our approach?



Inclusivity: we aim to be as inclusive as possible, through leveraging participatory methods and approaches; creating space for staff and associates to contribute ideas and work equitably together in teams; and working with our clients and relevant stakeholders.

¹ We recognise the term 'local actors' to broadly refer to a range of individuals and entities with relative proximity to the context in which change or reform occurs



Ethics: our efforts to integrate the concept of locally led development into our work will be in line with our organisational ethos and values and will be underpinned by the highest regard for ethics and safeguarding.










Transparency: we will be transparent with our associates and clients about our approach to integrating locally led development concepts into our work and what this means for us organisationally.

Our approach

How can we translate our vision and principles into tangible changes in behaviour and practice?

Some of these points are based on what we are already doing and can build on, and others are based on participatory discussions on what we can adapt or improve to align our ways of working more closely with the principles of locally led development.

	<p>Acknowledging our positionality in the aid ecosystem</p> <p>This includes:</p> <ul style="list-style-type: none"> • Recognising that we have a responsibility to listen and learn from those who have historically been disadvantaged by development processes • Building consensus as a company that alignment with locally led development principles will change the way we operate in some ways
	<p>Linking with existing company initiatives and structures</p> <p>This includes:</p> <ul style="list-style-type: none"> • Thoughtfully and strategically aligning approach with ongoing work in areas including Gender Equality, Diversity and Social Inclusion, duty of care, artificial intelligence (AI), and our environmental policy
	<p>Building and maintaining relationships with associates</p> <p>This includes:</p> <ul style="list-style-type: none"> • Proactively and continuously engaging with new and existing associates outside of immediate project cycles to nurture stronger, more authentic relationships • Identifying and facilitating opportunities for emerging/ early career evaluators, particularly those with lived experience in the contexts in which we work, to gain hands-on evaluation and research experience through project work
	<p>Aligning our internal systems with our approach</p> <p>This includes:</p> <ul style="list-style-type: none"> • Ensuring our internal systems are responsive to the needs of our varied associate group, particularly those based in fragile and conflict-affected areas
	<p>Project team composition and team management</p> <p>This includes:</p>

	<ul style="list-style-type: none"> • Better appreciating and leveraging the varied expertise that geographically and thematically specialised team members bring to consulting teams • Creating opportunities and space for knowledge sharing and capacity building amongst all team members throughout project cycles
	<p>Applying a localisation lens to our approaches and methodologies</p> <p>This includes:</p> <ul style="list-style-type: none"> • Employing an inclusive approach to developing and implementing evaluation design with all team members • Critically considering power dynamics and the value of contextual understanding when deciding who is best placed to conduct data collection activities with different stakeholder groups • Prioritising broad and participatory engagement; ensuring data collection activities capture the views of a wide range of stakeholders • Focusing on accountability to affected communities alongside upward accountability to evaluation commissioners and funders • Where relevant and appropriate, including a focus within the approach and methodology on the extent to which clients' work has integrated a locally led approach to its programmes, projects, strategies and/or policies
	<p>Working with our clients</p> <p>This includes:</p> <ul style="list-style-type: none"> • Supporting our clients to consider what locally led development approaches mean in the context of their work, including organisational strategies, programme design, development and management, and support and engagement between HQ and country/field offices