

RESULTS SUMMARY

Locally Led Institutional Development and Capacity Strengthening

Author: Caritas Denmark (CDK) (2025)

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PROJECT	<i>Title:</i>	Caritas Denmark Strategic Partnership Agreement (SPA) Programme 2022-2026
	<i>Partner:</i>	Included in this case: Caritas Lebanon (CL), Caritas Jordan (CJ), Caritas Burkina Faso (OCADES), Caritas Uganda (CU)
	<i>Country:</i>	Included in this case: Lebanon, Jordan, Burkina Faso, Uganda
	<i>Period:</i>	2022-2026

CHANGE	CDK's approach to Institutional Development and Capacity Strengthening (IDCS) is consistent, systematic, and effective. It is needs driven, locally led, strategic, coordinated and mutually reinforcing. This locally led IDCS approach has amplified and strengthen existing partner capabilities and resources, as well as improved the effectiveness and sustainability of humanitarian and development efforts, building foundations for resilient civil societies, where actors shape and sustain their own development pathways and for democracy to take root.
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CONTEXT	Local NGOs and CSOs are uniquely positioned to represent community priorities, hold duty bearers accountable, and deliver relevant aid and development solutions. The Grand Bargain set a commitment of 25% of humanitarian funding going to local actors, however global aid data shows that less than 10% of international aid reaches local and national organizations. Most funding is channelled to local actors as short-term, project-specific sub-grants forcing local organizations to manage accountability demands with little structural capacity support.
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CONTRIBUTION	CDK's IDCS is mainstreamed across 5-year programmes, with 2% of local partner's budget earmarked for IDCS (6% actual in 2025), and concluded by external evaluators of both CDK and partners as effective. Through a locally-led partnership approach, CDK have for example supported CL's resource mobilisation and organisational sustainability, CJ with improved financial, MEAL, and digital systems, OCADES with developing its organisational strategy, and CU's organisational restructure to lead the national coordination the national response.
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IMAGES	 Capacity Sharing Jordan 2025, Photo: CDK  OCADES Burkina Faso policy operationalizing, Photo: OCADES
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[See next page for more details](#) →

ADDITIONAL INFORMATION

ACTIVITIES

CDK’s IDCS follows our locally led programming modality, where local partners’ plan and manage local budgets, inc. IDCS funds. Support to CL’s organisational sustainability included proposal development, budgeting, donor compliance, and integration of cross-cutting priorities, strengthening their ability to secure funding and sustain integrated programming. Support to CJ included digitalised medical records, and advancing national accreditation of primary healthcare clinics, supporting long-term sustainability. CDK has systematically supported and encouraged the programmatic and organisational restructuring of CU. By January 2026, CU formally took the lead as the national programme holder of the CDK supported triple-nexus country programme. Support to OCADES went through a pooled funding arrangement where international Caritas organisations joined forces for coordinated IDCS support, reducing duplication and reporting burden. This approach has also been used in the partnership in Myanmar. Due to confidentiality that example is excluded here.

LESSONS

CDK has championed the Caritas Internationalis (CI) Management Standards as the global framework to strengthen transparency and accountability across the global CI Confederation, linking national assessments to IDCS and embedding capacity support in partner budgets based on local needs. The approach promotes cost-efficient, coordinated capacity building, where SPA flexibility has been extended to local partners. CDK’s prioritisation of IDCS ensures partners can address organisational needs alongside implementation, and long-term capacity. This is reflected in coordinated approaches in Burkina Faso (and Myanmar). CDK’s IDCS approach of supporting CU at the national level, have shown early effects of other national partners. However, working with systematic locally-led IDCS requires time, resources and effective dialogue for it to lead to strengthened adaptiveness, sustainability and effectiveness that positions CDK’s partners better in the civil society they are part of.

EVIDENCE

The case provides a synthesis of evidence sourced from various resources. CDK’s capacity to support, and the effectiveness of, IDCS is confirmed by the MFA Review 2024, Core Humanitarian Standards audit 2024, as well as by local partners in the Partnership Evaluation of CDK 2024. External local programme-level evaluations conducted in 2025 across all national SPA partnership further confirmed CDKs contribution and added value in sharing capacities with local partners for their IDCS priorities. The exemplified country-level results have been documented through partner annual reporting and through Partnership Dialogue minutes and correspondence. The effectiveness is also well-documented in country-level external evaluations.

DOMAINS

Development strategy priorities:		Insert strategy priority
Changes in the lives of people facing poverty, marginalisation or vulnerability		-
Changes in laws, policies and practices that affect people’s rights		-
Changes in the capacity of organisations and communities to support rights		X
Changes in partnerships and collaborations that support people’s rights		X
Changes in participation of groups facing poverty, marginalisation or vulnerability		-
Changes in local leadership of development and humanitarian work		X