

SAS+ Transition Helpdesk Worksheet

1. Overview of this Worksheet

This worksheet is designed to help you, your team, and your organization decide whether the SAS+ Transition Helpdesk can provide you with the support you need. It is also designed to help the Stopping As Success (SAS+) consortium understand your needs. Before you complete the worksheet, have you watched the [SAS+ introductory video](#)?

Please take time to fill out this worksheet with the people in your organization responsible for facilitating the transition process to ensure you all are aligned on your process and vision. Additionally, if your organization is transitioning to a local entity, please involve your local partners who will help shape and be impacted by the transition.

2. Background on SAS+

[Stopping As Success: Locally Led Transitions in Development](#) (SAS+) is a four-year project (2021-2025) funded by USAID/DDI/LFT Hub that seeks to generate learning on how to facilitate development transitions from international to local actors at the organizational, project, and activity level. Implemented by [CDA Collaborative Learning](#), [Peace Direct](#), and [Search for Common Ground](#), the goals of SAS+ are: to enable development partnerships to be more locally led; for transitions to be more effective and sustainable for the local actors involved; and for systems of development actors (local organizations, international partners, and USAID) and networks to be more responsive to the communities in which they work.

3. What Support SAS+ Helpdesk can Provide

SAS+ is equipped to support organizations going through a transition from an international to a local entity. We cannot provide direct funding, fundraising support, or organizational capacity development support.¹ We are able to support organizations that are fluent in English and French. SAS+ will work with each organization to tailor Helpdesk support to their transition needs, however, some illustrative examples of what SAS+ can support includes:

- A facilitated workshop or conversation on capacity development, communication, financial sustainability, leadership, partnership, or power and legitimacy in transition processes
- Feedback on a document, such as a transition plan, to support the transition process
- Support applying a suite of [SAS+ tools](#) to a transition process

4. Understanding your type of transition

Types of Transition Processes

Organizational Transition	Programmatic Transition
An organizational transition is defined as a transfer of responsibility and ownership from an international to a local organization while maintaining ongoing collaboration and partnership.	A programmatic transition is defined as the withdrawal of international actors following the close-down of a program , with a transfer of responsibility and ownership to local entities (NGOs/CSOs, communities, governments).

¹ For organizations going through transition processes from a national to a local/grassroots entity, the SAS+ team will use their robust referral network to connect organizations with relevant people/organizations who can support them in their transition. Please reach out to gboone@cdacollaborative.org for more information.

This might include a devolution of an entity within an INGO federation or the creation of a new organization. In most cases, the international organization withdraws its physical presence in the country post-transition, but it can continue to operate alongside the local organization with a different focus.

In some cases, the international organization continues to operate in that country or area, but is no longer directly involved in implementing the program, and in other cases it withdraws its physical presence in the country.

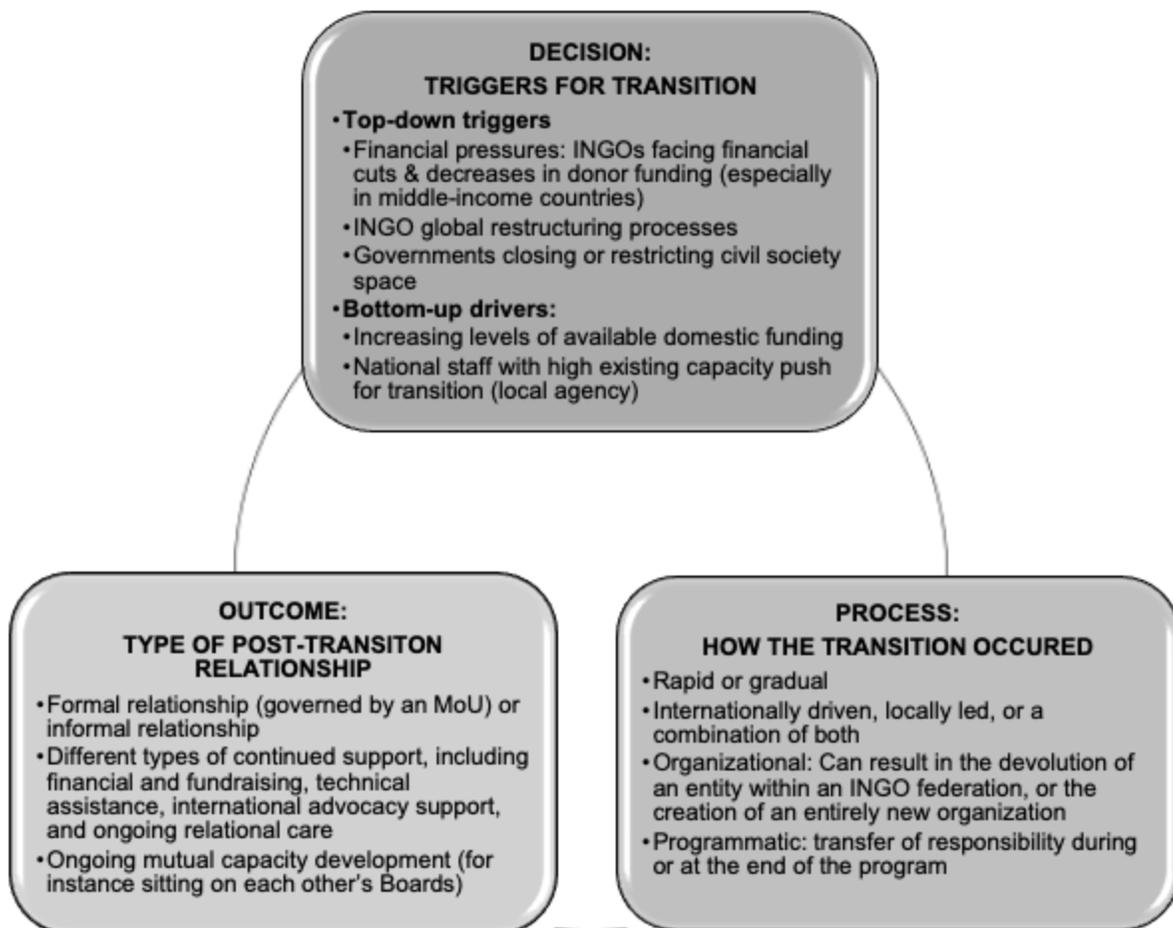
What definition best describes your organization's transition process? (Check one)

- Organizational Transition
- Programmatic Transition
- Other (i.e. Strategy Development)

5. Helping SAS+ understand where you are in your transition process

Look at the Transition Life Cycle graphic below and determine what stage your organization's transition process in is: Decision, Process or Outcome.

Transition Life Cycle



Please explain where you are in relation to each stage of the transition. Have you made the decision to transition and has this been communicated throughout all levels of the organization? Does the community know yet? How has the transition occurred to date? If so, what post-transition relationship exists? If not, what is being planned for after the transition process?

What efforts have been made across the transition life cycle?

Decision	Process	Outcome

6. Understanding What Transition Support Your Organization Needs

The SAS+ evidence has highlighted the following six themes that are essential to responsible transition processes. The SAS+ tools and resources share good practice related to each theme for INGOs, NGOs/CSOs and donors. The following definitions are specific to the SAS+ program and how they are used by the consortium in the context of transitions.

- **Capacity development:** Capacity development can include activities that strengthen the technical, operational, or systemic capacities of international or local organizations. In transition processes, capacity development cannot be understood as a one-sided phenomenon. Local actors play a critical role in supporting INGOs to develop staff competencies and gain in-depth contextual and technical knowledge.
- **Communicating:** Valuing mutual respect, communication, and knowledge sharing has been shown to be a foundation of successful transitions. At the center of practicing these values is the ability of partners to effectively communicate with one another, particularly the decision-making process, planning stages, and outcomes of any transition process.

- **Financial sustainability:** INGO decisions to transition, phase over, devolve, or end program activities are often related to a poor funding environment. Therefore, financial sustainability throughout transition processes is critical. There are effective ways for local organizations to use creative means to ensure their own financial sustainability, as well as the ways that INGO and development partners can support local entities before, during, and after the transition process.
- **Leaders and champions:** Leaders are often local actors who worked directly with an INGO to shape the transition, collaborate with staff members to motivate ownership, and in some cases engage the community to develop a local entity to carry forward post-transition. Champions play a particularly unique and important role to ensure the ethical direction, locally led nature, and overall success of transitions. Usually, although not always, champions are international or headquarters staff that advocate for the inclusion of locally led processes, seek continued funding and when called upon, serve as a mentor or coach for their fellow staff members.
- **Partnership:** Partnerships between INGOs and local entities in transitions has direct influence on the prospects of a responsible transition. The composition of a particular partnership between organizations (or entities) in transition has the potential to impact factors that are key to successful transitions and local ownership, including remaining technical capacity, available resources (both financial and nonfinancial), and legitimacy of local organizations.
- **Power and legitimacy:** Power imbalances that exist between international and local or national organizations more often than not determine how, when and why transitions occur and whether they are legitimate. Power is defined as the ability to drive the decision of when to transition, to shape the process and outcomes, and to determine what success looks like. Legitimacy means having a genuine mandate for transition from those the organization or program is meant to serve, and being held accountable to those whom the process will directly affect.

Of the six themes, which one(s) do you feel your organization is doing well?

- | | |
|---------------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> Capacity development | <input type="checkbox"/> Leaders and champions |
| <input type="checkbox"/> Communicating | <input type="checkbox"/> Partnership |
| <input type="checkbox"/> Financial Sustainability | <input type="checkbox"/> Power and legitimacy |

Which one do you need the most support on? Pick your top one.

- | | |
|---------------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> Capacity development | <input type="checkbox"/> Leaders and champions |
| <input type="checkbox"/> Communicating | <input type="checkbox"/> Partnership |
| <input type="checkbox"/> Financial Sustainability | <input type="checkbox"/> Power and legitimacy |

To pursue support through the SAS+ Transition Helpdesk for your transition process, please take 5 minutes to fill out the [SAS+ Transition Helpdesk Form](#) which will share information with the SAS+ team in order to understand how to best support your organization.