



Annex 1 Full list of examples

Are we there yet? Localisation as the journey towards locally led practice: models, approaches and challenges

Arbie Baguios, Maia King, Alex Martins and Rose Pinnington

October 2021

Disclaimer: This Annex contains background data to the above paper. The information has been included in the peer review process but has not undergone extensive editing or formatting.

Global South movements, networks and funds

Example	Brief overview/resources	Description of overall approach & link to framework (dimensions: resources, agency, ways of being; levers: decision-making, priorities, knowledge, relationships & delivery)
NEAR	<p>Founded in 2016, Network for Empowered Aid Response (NEAR) is a “movement of Local and National Civil Society Organisations (CSOs) from the Global South rooted in our communities who share a common goal of a fair, equitable and dignified aid system.” link</p> <p>NEAR operates as a “consortia of local organisations who are entrepreneurs and innovators in finding solutions to challenges that they intimately understand. We want to build on this and shape a system where local communities are empowered agents of change with the capacity to address the challenges that impact their own communities.” link</p>	<p>Description of who is ‘local’</p> <p>For NEAR, local is defined as both local and national CSOs from the Global South. NEAR advocates on behalf of its membership, which includes local and/or national organisations rooted in the Global South, including community-based organisations, NGOs or civil society organisations.</p> <p>Dimensions and levers</p> <p>Through localised funding, NEAR advocates for a shift of resources from Northern based to Southern based organisations. It seeks to increase the collective agency of Global South organisations in pushing for localisation through direct connections, active networking and shared learning. NEAR’s vision statement emphasises both of these elements: “A world where local communities have the resources and agency to address the challenges that impact them.” link</p> <p>NEAR’s activities fall into two main categories:</p> <ul style="list-style-type: none"> • Influencing activities include agenda setting in global policy processes and institutions, technical or operational settings, and in academic and policy settings (priorities, knowledge). • NEAR has developed a localised funding program that provides practical, progressive, and authentic solutions, driven and designed by local and national actors (delivery). In addition, NEAR’s South-to-South Platform is a unique and innovative online platform that promotes communication, sharing, exchange, and learning amongst local and national actors from the Global South (knowledge).
Charter for Change	<p>The Charter for Change is an “initiative, led by both National and International NGOs, to practically implement changes to the way the Humanitarian System operates to enable more locally led response” (link). The Charter has been endorsed by over 450 National and Local Organisations from 57 countries and 38 International NGOs have signed</p>	<p>Description of who is ‘local’</p> <p>The Charter considers local to be local and national organisations from the Global South. The Charter is driven by Southern-based NGOS, including those working in partnership with international NGOs.</p> <p>Meta-dimensions and levers</p> <p>Signatories to the Charter commit to eight principles (link):</p> <ol style="list-style-type: none"> 1. Increase direct funding to national and local NGOs for humanitarian action (resources)

the Charter and committed their organisations to change the way they work.

2. Reaffirm the Principles of Partnership introduced by the Global Humanitarian Platform in 2017, which are Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity (**relationships**)
3. Increase transparency around resource transfers to national and local NGOs (**resources**)
4. Stop undermining local capacity (**agency**)
5. Emphasise the importance of national actors (**actors**)
6. Address subcontracting (**delivery**)
7. Robust organisational support and capacity strengthening (**resources & agency**)
8. Communication to the media and the public about partners

<p>Global Fund for Community Foundations</p>	<p>GFCF has worked in the global community philanthropy field since 2006. It is a global, virtual organisation with a small team based in Johannesburg, South Africa.</p>	<p>Description of who is 'local' GFCF works with a wide range of actors, but its main focus is supporting community philanthropy organisations, primarily across the Global South.</p>
	<p>“We believe in real people-led development. That means shifting the power to the community level. It’s not only the right thing to do, but it’s also the most effective way to ensure results that will last and that are owned and shaped by the people they are meant to reach. We believe that it’s time for people, institutions and networks – wherever they are, big and small – who care about inclusion, dignity and justice, to work together for a world in which top-down meets bottom-up.” link</p>	<p>Dimensions and levers GFCF promotes shifting resources and agency to communities, while respecting and promoting context-specific ways of being. The community philanthropy approach is centred around valuing all community resources (often referred to as assets), rather than a sole focus on money. GFCF sees growing community philanthropy globally as a central pillar of people-led development (actors). It conducts a range of activities to support this vision including:</p> <ul style="list-style-type: none"> • Grant making and other support to community philanthropy organisations (delivery) • Conducting, commissioning and supporting research and learning to deepen the evidence base for shifting the power (knowledge). • Sharing learning and participating in broader development debates (relationships) • Working with funders committed to building power, voice and resources (priorities).
<p>Shift The Power movement</p>	<p>The Global Fund for Community Foundations created the #ShiftThePower hashtag as part of the Global Summit on Community</p>	<p>Description of who is 'local' The Shift the Power movement has a broad constituency, but 'local' in this case refers to all actors globally that advocate for bottom-up approaches to people-led development.</p>

[Philanthropy](#) held in December 2016 in Johannesburg. Shift the Power describes itself as “people and organizations seeking to tip the balance of power in the development sector towards a fairer and more equitable people-centred development model. We seek reform of the top-down system of international development and philanthropy.” [link](#)

#ShiftThePower is “both a call for new behaviours, mindsets and ways of working and a reminder both that few interactions are ever power neutral and that often, those we seek to “help” have much more power – knowledge, skills, networks – than they are given credit for.” [link](#)

Movement for Community Led Development

The Movement is an open collaboration of members practicing or promoting community-led development, with secretariat services provided by [The Hunger Project](#). MCLD was founded in 2015 in tandem with the launch of the 2030 Agenda and the Sustainable Development Goals.

MCLD is a community of practice: “We collect and disseminate the methodologies and best practices utilized by our members to mobilize and empower communities to take charge of their own development and end hunger and extreme poverty.” [link](#)

Dimensions and levers

The Shift the Power Manifesto sets a vision for “a future that is negotiated, participatory, and widely owned, and which is developed through values and processes based on movement generosity rather than the success or failure of one organization over others.” [link](#) It is comprised of nine commitment areas that encompass various aspects of **agency** (move away from ‘building capacity’ towards community rootedness), **resources** (external funders recognise rather than displace local resources and assets) and **ways of being** (casting off the restrictive framework of ‘international development’ and challenging the dominance of English).

Shift the Power focuses on “new ways of deciding and doing in philanthropy and development aid.” It focuses on several areas:

- Creating a global community (**relationships**)
- Emergent practice (**knowledge**)
- Measuring what matters (**priorities**)
- People-centred (**actors**)
- Asset-based (**delivery**)

Description of who is ‘local’

MCLD defines community-led development (CLD) as the “process of working together to create and achieve locally owned visions and goals,” and its focus is primarily on communities across the Global South in east, southern and west Africa, as well as parts of Latin American and Asia. [link](#) As of August 2021, MCLD has 74 global members as well as national chapters in Benin, Burkina Faso, Ghana, Kenya, Liberia, Malawi, Mexico, Netherlands, Nigeria, Senegal, Togo, Uganda and Zambia.

Dimensions and levers

MCLD has defined eight tracks for strategic and collective action ([link](#)).

1. Share and Learn: Both globally and locally, we meet as the entire membership and as working groups (**agency, relationships**).
2. Conduct a Human-Centred Systems Analysis: We are generating a 2030 strategy consistent with the localizing the 2030 Sustainable Development Goals (**knowledge**).

MCLD has both National Chapters and also Global Working Groups. Member organizations must have a publicly demonstrable commitment to community-led development and meet the appropriate local standards for good governance.

3. Create a prioritized research agenda to support advocacy with evidence. Currently, the top priority is Collaborative Research using a realist methodology across hundreds of existing evaluations (**knowledge**).
4. Find and nurture CLD champions within government and other stakeholders. Recently, chapters have found opportunities to give collective input to national Covid-19 response and national development strategies in general in ways that #ShiftThePower to communities (**relationships**).
5. Exchange visits. During Covid-19, these are happening only virtually.
6. Form consortia for larger pilot programs. Our first MCLD-generated consortium is in Zambia.
7. Provide technical capacity support to governments and communities.
8. Improving laws, policies and programs to bring CLD to scale. We have recently teamed up with groups focusing on Accountability.

MCLD has also defined 11 characteristics of community-led development programmes ([link](#)): 1. Participation and inclusion (**agency**), 2. Voice (**agency**), 3. Community assets (**resources**), 3. Capacity development, 4. Sustainability, 5. Transformative capacity, 6. Collective planning and action, 7. Accountability, 8. Community leadership (**ways of being**), 9. Adaptability, 10. Collaboration (**relationships**).

Global Alliance for Communities

The Global Alliance for Communities is a coalition of over 150 proximate leaders across the world. It aims to bring a community-based perspective to the global development agenda.

During the 2021 World Communities Forum, an initiative of [SHOFCO](#), the newly-formed Global Alliance for Communities set out its first series of policy asks to demand immediate support for hardest-to-reach communities, equitable access to vaccines, and better investment in locally led projects, which will ensure communities have what they need to

Description of who is 'local'

Community leaders and communities themselves are the local actors that form the main part of the Global Alliance. More specifically, to be a Founding Member, practitioners must meet 3+ criteria: leader of colour; grew up in the communities in which they work; leads an organization focused on community-based solutions; and operates "under the radar" (relative to international funders). The Global Alliance is primarily rooted in communities from the Global South, although it does have members from across 28 countries in both the South and North.

Dimensions and levers

The Alliance focuses on producing measurable shifts linked to systematic goals in order to change how development works at the local level for marginalised communities and grassroots leaders. The main objectives are to:

1. End unjust racial disparities in development
2. Advance proximate leadership (**agency & ways of being**)
3. Centre community-drive solutions and best practices (**agency & ways of being**).

drive themselves towards a better recovery post-pandemic. [Link](#)

The Alliance announced the following policy asks at the World Communities Forum:

1. Increase available funding (private and public philanthropy) to leaders of colour, push for greater accountability on racial equity among funders **(resources)**.
2. Invest in and develop proximate leaders, valuing local knowledge and approaches **(resources & ways of being)**.
3. Rethink how we measure effective solutions and contribute research to the knowledge base and evidence base around the power of proximate leadership (knowledge). [link](#)

Ibrahim Leadership Fellowships & New Generation Forum

The Mo Ibrahim Foundation is an African Foundation focused on supporting governance and leadership, working with Africans from across the continent. The Ibrahim Leadership Fellowships were established in 2011 to identify and mentor the future generation of outstanding African leaders. [Link](#).

The Mo Ibrahim Foundation's Now Generation Network (NGN) is a coalition of Africans committed to moving the continent's development agenda forward. [Link](#).

Description of who is 'local'

The Fellowship and Now Generation Network targets young and mid-level career Africans from across the continent.

Dimensions and levers

The Ibrahim Leadership Fellowships offer a 12-month programme during which Fellows gain technical and leadership skills **(knowledge)**, as well as receiving direct mentorship from the heads of the host organisations **(relationships)**. Fellows are provided a US\$100,000 stipend **(resources)** as part of the Fellowship. All Fellows join the Now Generation Network, in addition to scholars and the participants of the annual Now Generation Forum **(relationships)**. The Network is pan-African, comprising members from 43 African countries.

Source: the authors

North to South funds and funding mechanisms

Example	Brief overview/ Resources	Description of overall approach & link to framework (dimensions: resources, agency, ways of being; levers: decision-making, priorities, knowledge, relationships & delivery)
Thousand Currents	In existence for more than 35 years (and formerly known as IDEX), Thousand	Description of who is 'local' Local to Thousand Currents means grassroots actors and movements across the

Currents has invested over US\$20 million in 1,000 community-led initiatives in the Global South and partners with grassroots groups and movements. [Link](#).

Global South, including women, small farmers, Indigenous Peoples, urban residents, sexual and ethnic minorities, and youth. The majority of its funding comes from institutional donors, primarily Northern foundations. Partners work globally and cross-regionally in 13 countries, which as of 2019 include Brazil, Colombia, Fiji, Guatemala, India, Mexico, Nepal, Nigeria, Peru, Philippines, South Africa, Vanuatu, and Zimbabwe.

Dimensions and levers

Thousand Currents' Theory of Change is that "when grassroots groups and social movements have the relationships and financial and intellectual resources they desire, they are strengthened to transform the world by changing cultures, systems, and institutions towards self-determination, justice and equity around the world." [link](#). Thousand Currents undertakes the following activities.

- Through its grant making programme, it partners with grassroots groups and movements led by women, youth and Indigenous Peoples in the Global South that are creating lasting solutions to shared global challenges (**resources**). Once a partnership is formed, Thousand Currents provides flexible, unrestricted and long-term support.
- Through its Philanthropic Partnerships program, Thousand Currents works with donors and impact investors to transform unjust and inequitable practices (**decision-making & priorities**).
- Through collaborative initiatives, it explores different models of collaboration in support of transformative grassroots work, such as through the Buen Vivir Fund, [link](#) (**agency & ways of being**).

Start Network Founded in 2010, the Start Network is made up of more than 50 aid agencies across five continents, ranging from large international organisations to national NGOs.

Description of who is 'local'

The Start Network refers to local and national organisations based in the Global South. The Start Network is based in the UK, and it has recently decided to shift to a model of national and regional hubs. In 2019, five hubs were selected as the initial cohort, tested through a Proof of Concept phase: the Democratic Republic of Congo, Guatemala, India, the Pacific Region, and Pakistan.

Dimensions and levers

The Start Network aims "transform humanitarian action through innovation, fast funding, early action, and localisation" ([link](#)). It focuses on three strategy areas and initiatives ([link](#)):

- Locally led action, shifting power to those closest to the front-line (**agency**).
 - New forms of financing, including through pooled funds that enable fast and
-

early action to tackle crises that are often overlooked by other funding mechanisms (**resources**).

- This includes the Start Fund, the first multi-donor pooled fund managed exclusively by NGOs. Projects are chosen by local committees (**priorities**), made up of staff from Start Network members and their partners (**decision-making**), within 72 hours of an alert. Disbursements of £9,999,293 have been made from the global Start Fund, reaching almost 2.5 million people across 34 countries.
- Collective innovation through sharing expertise, insights and perspectives to shape a more effective humanitarian system (**relationships & knowledge**).

Global Fund to Fight AIDS, Tuberculosis and Malaria

The Global Fund is a partnership designed to accelerate the end of AIDS, tuberculosis and malaria as epidemics. As an international organization, the Global Fund mobilizes and invests more than US\$4 billion a year to support programs run by local experts in more than 100 countries. [link](#)

Since its creation in 2002 the Global Fund has disbursed more than US\$45.4 billion in the fight against HIV, TB and malaria and for programs to strengthen systems for health across more than 155 countries, including regional grants, as of June 2020, making it one of the largest funders of global health.

Description of who is 'local'

By 'local experts,' the Global Fund means representatives from country governments, the private sector and civil society in the Global South. The Global Fund's staff is based in Geneva, Switzerland and their focus is on providing funding from North to South (93% of total funding coming from donor governments, most but not all based in the North, [link](#)).

Dimensions and levers

In each funding period, the Global Fund allocates donor funds (raised through three-year cycle replenishments) to eligible countries in the Global South, who subsequently apply for their funding after engaging in consultations at the country level. After technical review and approval, countries implement their grants (**resources**). The Global Fund allocates its resources through several country-level mechanisms:

- Implementing countries establish a Country Coordination Mechanism (CCM), which includes representatives from different sectors involved in the responses to the diseases. The CCM submits funding requests on behalf of the country and oversees implementation once the signed grant has been signed (**decision-making**).
 - The Global Fund notes that each country holds ongoing dialogues where people affected by the diseases can help define programming and share their experiences ([link](#)).
 - The Global Fund does not have offices in the countries where it provides funding, and it therefore operates through Local Fund Agents to evaluate and monitor activities, most of which are consultancy or other private sector
-

actors based in the Global North.

- Funding is ultimately given to Principal Recipients in each country, responsible for implementing grants (**delivery**). These can be government ministries, private sector actors or civil society organisations, and they are responsible for selecting sub-recipients through open processes and assessing their capacity to carry out the work.

Grassroots Business Fund

The Grassroots Business Fund (GBF)'s mission is to grow viable, sustainable and inclusive businesses that generate earnings or cost savings for people in Africa, Asia and Latin America. Originally an initiative of the International Finance Corporation (IFC), GBF became an independent non-profit in 2008 that invests in and provides advisory services to high-impact businesses in Latin America, Asia and Africa. In 2011, it established a US\$49 million for-profit private investment fund, GBI-I. In 2017, GBI-I completed its investment period and fully committed its capital, totalling more than US\$40 million invested in business across the Global South. [Link](#).

Description of who is 'local'

GBF targets and funds investees that are for-profit companies with a strong commitment to bringing measurable and sustainable social and economic impact to farmers, artisans and low-income communities in three regions: Africa (Kenya, Tanzania, Mozambique, Rwanda), Asia (India, Indonesia) and Latin America (Bolivia, Peru, Colombia, Ecuador, Paraguay). GBF raises funding from investors and donors, primarily Northern organisations, banks and foundations, to invest in Global South grassroots-level businesses.

Dimensions and levers

GBF operates a hybrid non-profit/ for-profit model, as follows:

- For-profit private investment fund to make equity and debt investments (**resources**).
- Donor-funded non-profit organisation that provides fund management services for the investment fund, as well as business advisory services to the fund's investees. It also works to build the field of impact investing through lessons learned on impact measurement methodologies (**knowledge**).

Local Coalition Accelerator

Created by The Share Trust, the Local Coalition Accelerator (LCA) is a new platform whose "aim is to bridge the gap between bilaterals, multi-laterals, philanthropy and local actors to fundamentally change the way that international assistance is designed and delivered." [Link](#).

Description of who is 'local'

The LCA defines local actors as local and national organisations in the Global South, including Self Help Groups and other forms of community actors and proximate leadership. A core part of the LCA's mission is to support local and national organisations to directly access the significant bilateral and multi-lateral financing (95% of Official Development Assistance) that is currently channelled nearly exclusively through UN or INGO vehicles. Local Coalitions are entirely governed by Global South actors.

Dimensions and levers

The LCA platform aims to engage and help build coalitions of local and national organizations who can effectively co-design and implement locally owned solutions

to address systemic, multi-sectoral problems. The LCA recognises that the current system is “colonial and top-down, with onerous processes, but we believe that if we can ensure that collectives of local actors are co-leading interventions and directly funded, and donor processes are reframed, then the international aid system will be on track to be locally owned and run” [link](#) **(resources & agency)**.

- For Global South organisations: The LCA is seeking to provide an “intensive 2–3-year package of financial and technical support to enable high-potential local coalitions to be “investment ready” for bilateral support” **(resources & knowledge)**. The LCA will utilize existing national and regional GS networks to provide support for coalition strengthening and organizational capacity building and will provide financing for coalitions to develop, test, and pilot strategies to better align and coordinate their services **(relationships & knowledge)**.
- For Northern bilateral donors: LCA is partnering with bilateral leaders to identify programs that will target LNOs; advocate for the revision of onerous criteria, processes, and reporting requirements; and "package and coordinate" the coalition efforts **(decision-making & priorities)**.

African Visionary Fund	<p>The mission of the Africa Visionary Fund is to drive more funding to African visionaries to accelerate their impact. Link.</p>	<p>Description of who is ‘local’</p> <p>The Fund describes African-led organisations as local, specifically those that are deeply rooted in the communities they serve. The African Visionary Fund is structured as a purpose fund at The King Baudouin Foundation United States (KBFUS) that pools together contributions to support African-led organizations.</p> <p>Dimensions and levers</p> <p>The African Visionary Fund operates as a pooled fund to allow donors to fund African-led organisations directly without being hampered by logistical and financial hurdles - this is given in the form of unrestricted funding directly to local, community-embedded organisations (resources & agency). It has committed \$1 million in flexible funding to 6 organisations across 5 African countries. The Fund seeks to redress the overall imbalance in philanthropic funding, where only 5.2% of US\$9 billion in grants from US Foundations directed to Africa went to local organisations.</p>
Racial Equity 2030 Challenge	<p>Launched by the W.K Kellogg Foundation in 2020, Racial Equity 2030 will award \$90 million to “organizations that invite, build and scale ideas for</p>	<p>Description of who is ‘local’</p> <p>Racial 2030 was open to organisations across the Global North and South, with local referring primarily to communities most affected by issues of racial inequity. The shortlisted organisations include several from the Global South from Tanzania,</p>

transformative change in the social, economic and political systems and institutions that uphold inequities.” [Link](#)

India, Brazil and Mexico.

Dimensions and levers

Racial 2030 specifically sought ideas that met the following characteristics:

- Bringing transformational change, including gin power structures **(agency)**
- Addressing root causes of racialized outcomes and inequitable systems **(agency & ways of being)**
- Centring communities most impacted by the issue and fostering equal collaboration **(agency)**
- Are led by teams that have the leadership, lived experience, compassion, capacity, creativity and relationships with local community to meet their goals **(ways of being)**.

The final awardees will be announced in 2022.

Source: the authors

Global networks

Example	Brief overview/ Resources	Description of overall approach & link to framework (dimensions: resources, agency, ways of being; levers: decision-making, priorities, knowledge, relationships & delivery)
Local2030	<p>Local2030: Localizing the Sustainable Development Goals (SDGs) is a “network and platform that supports the on-the-ground delivery of the SDGs, with a focus on those furthest behind... Local2030 supports local leaders in collaboratively incubating and sharing solutions, unlocking bottlenecks and implementing strategies that advance the SDGs at the local level.” Link. It functions as a convergence point between local actors and the United Nations system.</p>	<p>Description of who is ‘local’</p> <p>Local2030 defines local actors broadly as local and regional governments and their associations, national governments, businesses, community-based organizations, and others. The core focus is on the role of subnational governments as policy makers in achieving SDG localisation. Local2030 is a platform by and for a range of local actors, promoted through a global UN website.</p> <p>Dimensions and levers</p> <p>Local2030 defines localisation as follows: “Localizing development means taking into account subnational contexts in the achievement of the 2030 Agenda, from the setting of goals and targets, to determining the means of implementation and using indicators to measure and monitor progress. It is also putting the territories and their peoples’ priorities, needs and resources at the centre of sustainable development” (link) (agency & resources). Via an open online platform, Local2030 is a hub for sharing tools, experiences and resources, including:</p> <ul style="list-style-type: none"> • A toolbox to raise awareness of the SDGs among local and national actors and provide practical support for local actors, particularly local and regional governments, by highlighting best practices in designing, implementing and

monitoring policies in line with the SDGs (**knowledge & decision-making**).

- Sharing of Voluntary Local Reviews from local/regional government actors across the Global South and North (**knowledge**).
- Local2030 Hubs for shared learning and innovation (**relationships**).

Catalyst 2030 Catalyst 2030 is a global movement of social entrepreneurs and social innovators from all sectors who share the common goal of creating innovative, people-centric approaches to attain the Sustainable Development Goals by 2030. [Link](#)

Launched at the World Economic Forum in January 2020, Catalyst 2030 is comprised of more than 500 social entrepreneurs active in over 180 countries.

Description of who is 'local'

Catalyst 2030 does not use the term 'local' - it describes its members as social entrepreneurs and social innovators, based across the Global South and North. Catalyst 2030 describes itself as a non-hierarchical organisation and distributed entity without a headquarters, hosted by a Secretariat based globally.

Dimensions and levers

Catalyst 2030 organises its work around a base, foundation and several pillars ([link](#)):

- At its base, the Catalyst will build and maintain a movement of social change innovators (**relationships**)
- The foundation of the work is to support dominant culture shifts towards creating a more equitable balance of power (**agency & ways of being**).
- Pillar 1: Developing an enabling environment for social entrepreneurs to flourish (**priorities**).
- Pillar 2: Catalysing collaborative action among social entrepreneurs and other stakeholders (**delivery**)
- Pillar 3: Facilitating a systems change learning ecosystem (**knowledge**), recognising that systems change requires new mental models, cultures, tools, processes and organising approaches.

Open Government Partnership

The Open Government Partnership (OGP) was created in 2011 by government leaders and civil society advocates to promote transparent, participatory, inclusive and accountable governance. The OGP has members from 78 countries and 76 local governments, representing more than two billion people worldwide. [Link](#)

Description of who is 'local'

OGP refers to local primarily in the context of local government and civil society, with a focus on promoting direct citizen engagement. It works across both the Global South and the Global North.

Dimensions and levers

Members commit to upholding the principles of the Open Government Declaration, created in September 2011, in order to join the OGP. [Link](#) The declaration includes commitments to:

- Increase the availability of information about governmental activities (**knowledge**)
 - Support civic participation (**agency**)
-

- Implement the highest standards of professional integrity throughout our administrations
- Increase access to new technologies for openness and accountability **(knowledge)**.

The OGP works across multiple policy areas, including: the right to information, gender and inclusion, digital governance and rights, protection of civic space and natural resources, and corruption are some of the issues addressed by OGP participants. [Link](#)

Radical Flexibility Fund

The Radical Flexibility Fund (RFF) is a new organization working to “improve the current foreign assistance and private foundation funding model to more efficiently and effectively get resources to individuals, networks and civil society organizations.” [Link](#)

Description of who is ‘local’

The RFF defines local as communities and grassroots organisations in the Global South.

Dimensions and levers

The Fund works with “stakeholders and clients to gather information about new financing approaches **(relationships)**; uses that information to design and facilitate processes led by grassroots organizations to effectively and sustainably resource work in their communities **(resources & agency)**; supports the generation of locally led knowledge **(knowledge)**; and, monitors and disseminates the learning and impact of these new approaches.” [Link](#)

1. Supporting communities to identify their own priorities and define their own impact **(agency & ways of being)**
2. Resourcing these priorities through a broad range of funding tools that are more flexible, more inclusive and more sustainable than grants **(priorities)**
3. Allocating resources in participatory ways with a focus on innovative technologies **(priorities)**.

Ashoka

Founded in 1981, Ashoka identifies and supports the world’s leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an “everyone a changemaker world.” [Link](#)

Ashoka’s community consists of 3,500+ Fellows, 250+ change

Description of who is ‘local’

Ashoka does not use this term to refer to its Fellows, based in 92 countries across both the Global South and North. Ashoka is headquartered in the United States but has offices across the Global South and North. Its Fellows are also based across the world.

Dimensions and levers

Ashoka focuses on three strategic priorities:

1. Selecting social entrepreneurs
2. Empathy and young changemaking **(agency)**
3. Organising for changemaking **(relationships)**.

Ashoka has several initiatives, the largest being its fellowship programme:

- Upon election, Fellows are invited into a life-long Fellowship and a global community. Some receive financial support through an unrestricted, needs-
-

	institutions, and 300+ partners across more than 90 countries.	assessed stipend (resources), and all fellows can access support throughout their entrepreneurial journeys, for example through pro-bono legal advice, coaching and leadership development..
Echoing Green	<p>Founded in 1987, Echoing Green runs Fellowships and other leadership initiatives to invest in the success of emerging leaders to accelerate their impact. It provides seed-funding and leadership development to a new class of Fellows each year, who join a lifelong community of leaders. US\$2.7 million is offered in seed-fund investment annually. Link</p>	<p>Description of who is ‘local’</p> <p>Echoing Green does not use the term local to describe its Fellows, who work in 86 countries across both the Global South and North. Echoing Green raises funds to support its Fellowship programme through corporations, foundations, and individuals, primarily based in the Global North, to fund Fellows in both the North and South.</p> <p>Dimensions and levers</p> <p>Echoing Green’s main focus is on selecting Fellows and providing seed investment to support their work.</p> <ul style="list-style-type: none"> • Echoing Green describes itself as operating at the “intersection of social justice and social innovation, connecting our expertise and global networks to emerging leaders creating long-lasting social change” (link) (agency & relationships). • It seeks to equip leaders with resources needed to launch sustainable social enterprises (resources). We connect them to the capital, networks, and knowledge they need to create system-wide change, and we work to make the funding field more inclusive and supportive of these leaders and their impact. • In 2021, Echoing Green launched a Racial Equity Philanthropic Fund with the aim of launching and scaling 500 social enterprises, reaching 5,000 emerging leaders, and engaging 10,000 corporate employees (resources).
People-First	<p>People-First is a cross-sectoral community of practitioners, academics, and public and private sector actors with a shared belief shifting from an international development paradigm that prioritises scaling outside interventions towards one that invests in developing the leadership and agency of people in developing contexts so that they can drive their own sustainable development.</p>	<p>Description of who is ‘local’</p> <p>People-First defines local leadership as people within developing contexts exerting leadership.</p> <p>Dimensions and levers</p> <p>Members of the community are “committed to living into the principles of a “people-first” approach to development in our own work and to advocating for the broader transformation of international development towards this approach” (link). Through research, collaborative projects and learning experiences, the People-First community has substantiated that increasing investment in leadership development, and in particular the development of collective, diverse, locally rooted and ethical leadership, while historically overlooked, is critical for reaching our shared 2030 Agenda for Sustainable Development.</p>

People-First initially emerged from a convening at The Rockefeller Foundation's Bellagio Center in May 2019 aimed at building a movement for change inspired by a central question, "How do we put people and leadership at the center of development?".

An initial working paper has set out the vision for a people-first approach ([link](#)):

- Shifting mindsets: Evolving the prevailing ideology of development towards recognizing that where there is sustainable development, there is local ownership and leadership
- Shifting money: Investing first in furthering agency and leadership development of local leaders
- Shifting measurement: Taking a longer-term approach to monitoring and evaluating success, and increasing research about leadership development as a path to systemic change and sustainable development

Source: the authors

Programmes and programmatic approaches

An increasing number of programmes and programmatic approaches are putting localisation and locally led development and practices at the heart of their delivery.

A few examples from the humanitarian sector include:

- **Empowering Local and National Humanitarian Actors (ELNHA)** was five-year project funded by the IKEA Foundation and implemented by Oxfam in Uganda and Bangladesh between January 2016 – March 2021 ([link](#)). The programme had three components: Strengthening local and national capacity; Transferring more funds directly to local actors, for instance through the Humanitarian Response Grant Facility (HRGF); and Advocating to the international community for a more locally led humanitarian system

- **Disasters & Emergencies Preparedness Programme (DEPP)** was a three-year programme worth £40m which was designed to improve the quality and speed of humanitarian response in countries at risk of natural disaster or conflict related humanitarian emergencies. It was meant to increase and strengthen the capacity of the humanitarian system at all levels, although support was weighted towards training and development for local humanitarian workers at national level.

A specific programmatic approach, **Survivor and community led crisis response (SCLR)**, puts people at the centre of humanitarian response, giving them the resources to take control ([link](#)). This approach was developed by Local2Global Protection, an initiative by organisations and individuals within the humanitarian sector pushing for institutional change and transfer of power to people and communities affected by crisis.