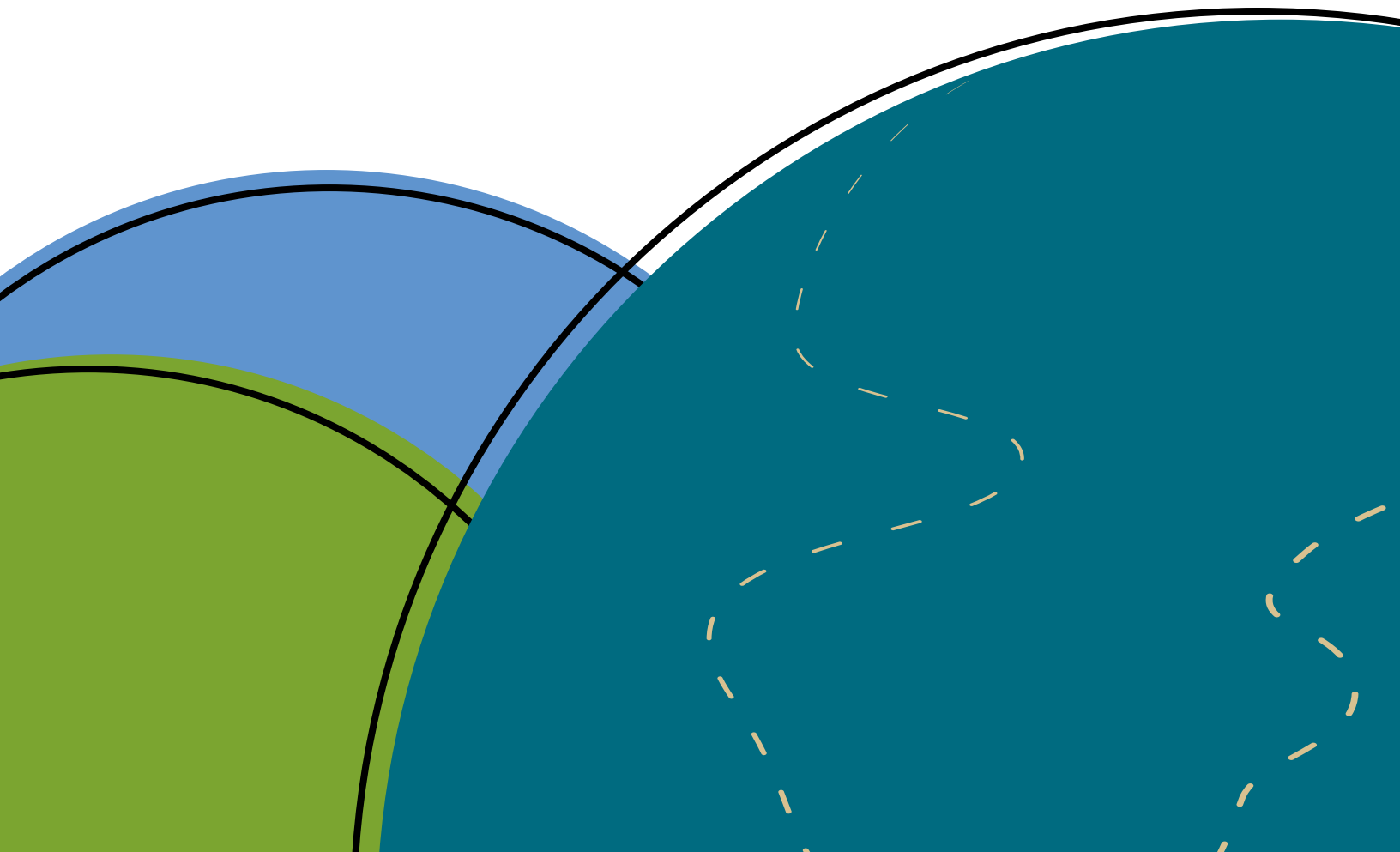




**OPERATIONALIZING  
LOCALLY-LED DEVELOPMENT:**

# **Cultivating a Healthy Global Development Ecosystem**



# Foreword from the Modernizing Foreign Assistance Network

In late 2021, the United States Agency for International Development's (USAID) Administrator Samantha Power announced new "localization" targets: 25% of USAID's funding will be implemented through local actors by 2025 and 50% of its programming will be shaped by local voices by 2030.

Since that important announcement, MFAN and Humentum have worked collectively and independently to provide feedback on localization-related policies and initiatives at USAID, including the Local Capacity Strengthening Policy, the Burden Reduction Project, and the Localization Progress Report. We have supported and prioritized reducing barriers and simplifying processes, allowing for more direct funding and partnership with local and national actors. We have advocated for streamlining compliance and due diligence requirements, adopting full cost recovery to local partners, increasing project timeframes and flexibility, allowing for grant submissions in multiple languages, and institutionalizing frequent dialogue with local actors on policies in addition to programming.

MFAN is excited about Humentum's publication of this timely, important report. In the months ahead, we will build on the analysis herein to convene policymakers, local and national actors, private philanthropy, and international NGOs to further uncover and share effective practices and constraints to operationalizing localization.



The Modernizing Foreign Assistance Network ([MFAN](#)) is a bipartisan reform coalition composed of international development and foreign policy practitioners, policy advocates, and experts from the U.S. and Global South. MFAN promotes more effective and accountable U.S. foreign assistance that will deliver greater results for people in need and U.S. taxpayers.

# A Note on Language

We recognize that language is a vital component to more equitable, resilient, and accountable ways of working. We also recognize that our sector's lexicon continues to shift and evolve.

For this report, we use the terms "locally-led development," "equitable development," "shift the power," and others to describe the growing movement to change the way the global development sector operates. We recognize that each of these terms has different meanings, origins, and uses — and that they are not interchangeable.

Generally, we use "locally-led development" or "localization" when discussing targeted policy and practice changes designed to enhance local leadership.

We use "equitable development" to refer to the broader movement for greater equity, resilience, and accountability across our sector.

We also employ the terms "global majority" and "global minority," recognizing that no term that divides the world into two is fully adequate or nuanced, but out of a recognition that for too long, the minority share of the world's population has held the majority of the power.

Finally, we use civil society organizations (CSOs) as an umbrella term for local or national non-governmental organizations (NNGOs) per the request of many of our CSO partners.



# Why This Report

In recent years we've seen growing geopolitical polarization, increasing violent conflict and humanitarian crises, and tightening restrictions on civic space. These challenges, on top of the global pandemic and an outcry for greater racial justice and equity, have fueled the existing call for a fundamental balancing of the global development ecosystem, demanding greater effectiveness and efficiency.

The movement to "shift the power" from the global minority to the global majority has gained traction alongside donor commitments to reorient the sector through "localization." These include the [2016 Grand Bargain localization commitments](#), [Sustainable Development Goals \(SDGs\)](#), [2030 Agenda Partnership Principles](#), [Core Humanitarian Standard on Quality and Accountability](#), [Charter for Change](#), and the [Donor Statement on Supporting Locally-Led Development](#) issued in 2022 by 20 donor countries and subsequently endorsed in 2023 by another [15 private foundations](#).

While often divergent in their definitions of "local," these donor commitments reflect a general understanding that to make global development more effective, donors and other stakeholders must, "[recognize and enable local actors' agency in the framing, design, delivery, control, and accountability of the local and operating contexts where they work](#)."<sup>1</sup>

INGOs and CSOs, too, have been reassessing and reimagining their roles in this increasingly fluid environment, asking:

- How do donors' traditional implementing partners — INGOs typically headquartered in the global minority — re-imagine themselves as more money is pledged by donors directly to CSOs? If not as an intermediary or the "prime" implementer, who are they in this ecosystem?
- How do CSOs, in turn, maintain autonomy and demonstrate their inherent value and expertise while not becoming smaller versions of INGOs? How do they truly engage in "partnerships of consequence" with donors, INGOs, and other stakeholders to meet the needs of a rapidly changing world?

How do funders, INGOs, and CSOs move beyond the principles and promises to operationalize locally-driven development? How do we collectively address the '[functioning inertia](#)' that has — until now — had little incentive to evolve? How do we move beyond words to actions?

Over the past two years, Humentum convened nearly 5,000 professionals from across the sector to discern how to operationalize locally-led development. In 2021, Humentum began our multi-year exploration into these questions. We listened and learned from funders, INGOs, and CSOs who are working each day to recalibrate the ecosystem. We compiled our learnings into "[From Operations to Outcomes: A Policy Blueprint for Locally-Led Development](#)" where we identified four core operational areas — Institutional Architecture, People and Culture, Funding and Financial Systems, and Risk and Compliance — which we believe the sector can leverage for transformation.

In 2023, we also launched our first annual equitable, accountable, and resilient (ERA) Index. In it, we identified 12 key levers of change within those four core areas, to shift power dynamics and increase organizational autonomy. The Index serves as a benchmarking tool designed to measure INGO institutional progress — not toward a single goal — but rather in their evolution to be fit for purpose for the sector of today. The ERA Index illuminates how INGOs are transitioning from talk to tangible action. From the past two years of data, we've seen INGOs at all stages of the journey, with most finding themselves somewhere in the 'messy middle' of transformation. Here are the results of our [2022 ERA Index](#) and the more recent [2023 ERA Index](#).

During the same period, we consulted with 50 senior NNGO leaders in six African countries about what they believe must happen to operationalize locally-driven, equitable development. Our findings were published in our 2023 "[NNGO Voices: Leader Perspectives on Locally-Led Development](#)" report.

Taken as a whole, we witnessed a sector increasingly weary of talking about the why and what of locally-led development, and ready to move to the how — more concerted, collaborative, and cohesive approaches across donors, INGOs, and CSOs — of making it a reality. This report identifies the practical steps the sector is — and should be — taking to cultivate a more equitable, resilient, and accountable ecosystem for the years ahead.

<sup>1</sup>OECD Development Assistance Committee: Framing DAC member approaches to enabling locally led development, 2023

# Introduction

Like any ecosystem, the global development and humanitarian assistance sector is characterized by delicate relationships, dependencies, and environmental conditions. However, this ecosystem is unbalanced and out of sync. Large INGOs often outcompete smaller, local CSOs for resources, hindering them from taking root, growing, or flourishing. Many funders neglect to nurture these organizations by limiting or denying unrestricted funding and full-cost coverage.

Collective mistrust and transactional partnerships undermine potential impact. As a result, the global development ecosystem is under-resourced where it counts, and ineffective at delivering on its mission. It is not too late to balance our ecosystem so it can thrive. Change is underway; we know what work needs to be done. However, no single “[leg of the stool](#)” — INGO, CSO, or funder — alone can transform how the sector operates.



We need to adopt a systemic approach that recognizes how we are interconnected and interdependent. The path to a healthy and thriving ecosystem may look different for each organization. Some may go at different speeds or try other tactics. It will be messy and challenging. But to tackle the social, environmental, and political challenges of our time, the sector needs to work collectively toward a common goal of organizational equity, resilience, and accountability.

This report highlights the shifts that organizations across the globe are already making to cultivate a healthier global development ecosystem. We hope you take these stories as examples, inspiration, and lessons, rather than a single roadmap to success.



*Remember that we each have power as individuals. We each have power no matter where we sit, in whatever ecosystem we are part of.*

**Riva Kantowitz**  
Radical Flexibility Fund



*I think today when local actors are speaking up at events, they are exercising their power. They're telling the world we have our power and we recognize it and we are not going to step away from it. And that is a huge change because it's no longer like 'I need you to give me power.' It is like 'I have the power. You need to recognize my power in this ecosystem for us to function and for us...to change this together.'*

**Gunjan Veda**  
Movement for Community Led Development

# INSTITUTIONAL ARCHITECTURE

## The system and the structure of the work

### TRENDS

For many INGOs and donors examining the system and structure of their work, partnerships are a natural entry point. This year, we found that organizations' primary energy is transforming their partnership policies, frameworks, and approaches. These actions match the rallying cry from CSOs and leaders in the global majority: the era of purely transactional partnerships is over.

### ACTIONS WE'RE ANTICIPATING

- New partnership policies and approaches will be tested as organizations begin the implementation process.
- Those leading the charge on organizational transformation will begin reimagining their operational models and structures. We'll see multiple options because there is no "right way" of doing things.

### STRATEGIC LEVERS OF CHANGE

1. Redesign business, operating, and partnership models to address power differentials.
2. Strengthen and diversify leadership and governance to be agile and change-ready.
3. Move decision-making and budgetary authority over program design and execution to those closest to the work.

# CASE STUDY

## Redesigning business, operating, and partnership models to address power differentials

Save the Children Sweden, its country offices, and civil society partners, are transforming their approach to partnerships. Instead of just focusing on delivering services, they are emphasizing building strong relationships. This novel approach, called the "Core Support Partnership Modality," goes beyond traditional support for CSOs. It involves ongoing dialogue, coaching, mentoring, and strategic funding to enhance operational capacity. This modality positions the CSO partner not just as an implementer but as a strategic actor. Save the Children has taken on a new role, providing comprehensive support for the partner CSO to carry out its strategic vision.

This support covers five main aspects:

- Funding towards a strategic plan (not specific projects or programs)
- Program Development & Technical Expertise (technical and methodological support in Save the Children's areas of expertise and acting as a broker)
- Joint advocacy (as equal partners targeting a common goal/agenda)
- Organizational Capacity Development (good governance)
- Financial Sustainability (how to raise and care for costs)

Even though this approach is still in its trial phase, Save the Children and its partners are already seeing positive outcomes. For example, Breaking the Silence, a partner in Bangladesh, has experienced an expanded scope and improved quality of work through core support from Save the Children. Receiving core support has allowed them to cover administrative costs and staff salaries from the beginning, enabling them to invest in organizational capacity and strategic planning.

## VOICES from the ECOSYSTEM



Local and national organizations do not want to be treated as subcontractors. They [feel] that the relationship [is] very much transactional, and they [want] to be real partners. Real partners that have a stake in determining projects and programs, and especially from conception."



**Charles Kojo VanDyk**  
WACSI



We have established a new equitable partnership framework and toolkit, but it has yet to be launched and fully utilized by staff; we are also seeking out funding opportunities to support operational shifts and innovative partnership models."

**ERA Index Respondent**



Institutional frameworks [characterized by] horizontal leadership provides the basis for the birth of a lot of innovative ideas suggested by young people, without being stuck in hierarchical or vertical systems."



**Willice Onyango**  
The Youth Cafe



# PEOPLE and CULTURE

## Who does the work and how we work together

### TRENDS

The conversation around equitable compensation continues as organizations shift toward role-based, global recruitment approaches. Many are continuing to grapple with concepts of fairness and equity, especially regarding compensation for globally dispersed staff members. The line between Diversity, Equity, and Inclusion (DEI) initiatives and locally-led development is becoming blurred, although these are still treated as separate concepts. For organizations based in the global majority, DEI is still seen as a 'Western' concept. The linguistic debate between decolonization vs. localization vs. shift the power vs. equity continues to shape organizational approaches to change.

### ACTIONS WE'RE ANTICIPATING

As organizations transform, their institutional cultures will either be a barrier to change, or an enabler. Organizations will be forced to examine their culture, determine whether it aligns with their institutional values, and decide how those values affect decisions from recruitment to compensation to ways of working.

### STRATEGIC LEVERS OF CHANGE

1. Prioritize diversity and proximity in recruitment processes and practice.
2. Adopt equity-oriented compensation and benefits.
3. Develop policies and practices that move values from being "on paper" to being built into the culture.

# CASE STUDY

## Building and sustaining a value-focused culture

Increasingly, organizations are examining how their values influence their people and culture practices. Mobility International USA (MIUSA), an organization founded and led by individuals with disabilities, prioritizes the experiences of disabled people in the communities they serve. Their identity as a disability-led organization, along with values such as equity, accessibility, and inclusivity, profoundly shapes their organizational culture and how their programs function.

For MIUSA, disability-led development is inseparable from locally-led development, and the inclusion of local disabled individuals is crucial for the success of their programs. Ensuring fair people and culture practices is also integral to program success. As a guiding principle, MIUSA collaborates with disability-led organizations, where individuals with disabilities constitute 51% or more of the leadership. Actively recruiting and promoting disabled individuals to leadership positions not only enriches the organizational culture, but also ensures that programs for disabled people are led and designed by those with firsthand experience.

MIUSA emphasizes the importance of avoiding 'behalfism,' where programs are created, led, and implemented on behalf of people with disabilities rather than by these communities themselves. To foster an inclusive culture, MIUSA recommends that organizations allocate 1-3% of their administrative budget and 3-5% of their programmatic budgets for reasonable accommodations for staff and program participants. These funds can be used to hire interpreters, arrange accessible transportation, or acquire software enabling all staff and community members to fully engage in the development process.

For community members actively involved in project co-creation or consultation, MIUSA emphasizes the fair compensation of their time, skills, and expertise. According to MIUSA consultant Scader Louis, organizations must go beyond merely expressing encouragement for applicants from diverse backgrounds; true commitment to equity should be evident in an organization's budget, compensation practices, and boardroom. By aligning people and culture practices with values of equity, resilience, and accountability, organizations like MIUSA turn their principles into tangible actions.

# VOICES from the ECOSYSTEM



As long as people don't know or don't identify [barriers to equity], they may have problems engaging in the [locally-led development] agenda. We needed to orient our Boards...and then we came down to the members of staff. We had very open and frank and honest conversations about all the things that are happening inside our organization that could be barriers to equitable development. Through these processes, we have identified what we need to do to transform Yamba in such a way that it's indeed promoting locally-led development."



**Gertrude Zoe Kabwazi**  
Yamba Malawi



I would say this is the hardest nut to crack for us, as people who have benefitted from their positional power for a long time are struggling to retain it. Culture change takes a long time, and it is the hardest part of what we are doing now."

**ERA Index Respondent**



# FUNDING and FINANCIAL SYSTEMS

## How the work is funded

### TRENDS

Organizations across the board —international, local, and national — are focused on sustaining and diversifying their institutional income. There's a real sense from actors in a variety of contexts that the current funding landscape is tight, competitive, and still too restrictive. Although conversations around flexible funding typically center on CSOs and locally-led development, INGOs also recognize the importance of unrestricted and trust-based funding. Most organizations struggle to raise, sustain, and manage diverse, flexible funding.

### ACTIONS WE'RE ANTICIPATING

- As flexible/unrestricted/trust-based funding becomes increasingly popular among philanthropic funders, bilateral and multilateral donors will face increasing pressure to find more flexible funding mechanisms.
- INGOs will play an important intermediary role between donors and CSO partners. They will be uniquely responsible for advocating with funders for more flexible resourcing and extending the same flexibility to their partners.
- Organizations will continue experimenting with alternative funding models, such as program income, crowdfunding, or pooled donor funding.

### STRATEGIC LEVERS OF CHANGE

1. Adopt strong policies and systems for financial management, cost recovery, and internal controls.
2. Commit to and require full, fair, and flexible funding that covers administration costs.
3. Enhance financial sustainability through diversified income and sufficient reserves.

## CASE STUDY

### Committing to and requiring full, fair, and flexible funding, including administrative costs

Driven by a desire to assist women and children with HIV in her community, Wendo Aszed established [Dandelion Africa](#) using personal and family resources. As Aszed explained, CSO leaders often are motivated by a personal connection to an issue, aiming to address something that affects them or their community. However, CSOs and their leaders commonly face challenges in securing funding to sustain and grow their mission-driven work. Even when funding opportunities arise, they often come with restrictions, demanding reporting requirements, and a steep learning curve. Unrestricted and flexible funding can be a solution to these challenges, unlocking significant impact for CSOs.

For the first three years, Dandelion Africa operated without flexible funding. Aszed recounted the anxiety of complying with restrictive funder requirements, sleepless nights before site visits, and fear that the donor might withdraw funding.

After three years of learning hard lessons in non-profit management, governance, and compliance, Dandelion Africa received its first unrestricted grant from the [Segal Family Foundation](#). This unrestricted funding empowered Dandelion Africa to build a robust team, deliver on their mission, and grow a sustainable organization.

For Aszed, the key element in the partnership with the Segal Family Foundation is the mutual trust it fosters. Previous funding relationships were marked by doubt and mistrust, leading to overly burdensome compliance mechanisms and donor-dictated programming. In contrast, flexible funding shows trust in the recipient organization. In this case, full confidence in Dandelion Africa's vision, mission, and ability to bring about long-term, systemic change.

## VOICES from the ECOSYSTEM



*For Humanity United, flexible funding is really about how we cede power and decision making to those who are most proximate to today's challenges around freedom or peace or security. We make sure we have the ability to provide what we call general operations support. [This is] unrestricted funding as well as really flexible project support."*



**Bryan Sims**  
Humanity United



*Trust and flexibility are not synonymous. Not all flexible funding is trust based. To practice trust, power must shift, and funders need to build meaningful partnership relationships with their grantees. This goes beyond flexibility."*

**Getting to Trust Based Philanthropy**  
Event Steering Committee



*It's hard to move from a largely restrictive funding environment to fully flexible — but we are working with each donor to move in this direction. Some funders are becoming more restrictive, so [we are] attempting to explain why that is difficult for NGOs as well and what full cost recovery really means."*

**ERA Index Respondent**



*The reality is that there are many local and community-based organizations that cannot handle the large chunks of funding. And what they need is patient, trust-based philanthropy...which allows them to progressively get funding as needed. And the needs that they have will progressively grow, and that requires new ways of thinking about funding and new models of funding."*



**Gunjan Veda**  
Movement for Community-Led Development

# RISK and COMPLIANCE

Accountability for the work being done

## TRENDS

This year, we saw more of an acknowledgment among global minority donors and implementing partners that risk and compliance practices can be a burden. There is a growing acceptance that many requirements are outdated and demonstrate a fundamental mistrust in global majority partners. We're seeing a slow pace of change, in part because the onus is on funders to shift or reframe their requirements and funder policies often remain a hurdle.

## ACTIONS WE'RE ANTICIPATING

- Equitable risk-sharing will have its time in the spotlight this year, like flexible funding has dominated the conversation in previous years. INGOs and CSOs will collaborate to try to move the needle on sharing risk more equitably, but without funder buy-in and policy reform, we won't see much wholesale change.
- We will see increased energy around harmonization of donor compliance and due diligence standards (sometimes referred to as "[due diligence passporting](#)"), but this will ultimately require donor cooperation.

## STRATEGIC LEVERS OF CHANGE

1. Adopt a trust-based compliance approach that shifts the sector from risk transfer to risk sharing.
2. Strengthen accountability structures and organizational capability to identify, manage, and share risk.
3. Harmonize due diligence, financial reporting, and audit requirements.

# CASE STUDY

## Adopting a trust-based compliance approach that shifts the sector from risk transfer to risk sharing

Traditionally, the terms "risk" and "compliance" are associated with distrust, top-down communication, and unequal power dynamics between funders and partners implementing projects. [The Stephen Lewis Foundation \(SLF\)](#), a Canadian organization dedicated to promoting health and human rights in sub-Saharan Africa through community-led partnerships, has redefined the conventional understanding of risk and compliance. This transformation is evident in its partnership with [TouchRoots Africa](#), a youth empowerment organization based in Lesotho. Their relationship is defined by trust and mutual accountability.

Motloheloa Molupe, the Programs Director at TouchRoots Africa, describes the SLF's relationship as characterized by two-way communication, transparency, and flexibility. Unlike the punitive approach often associated with risk, the SLF prioritizes understanding its partners' goals, achievements, and challenges. Rather than dictating from a position of authority, the SLF collaborates with partners like TouchRoots Africa to identify potential risks and solutions. Reporting requirements are straightforward, with reasonable

timelines. While other funders may demand frequent reports, the SLF opts for simple quarterly updates and conducts financial audits annually. This approach allows partners to focus more on programmatic work and less on administrative reporting.

During visits to partner organizations, the SLF aims to support the implementation of programs by providing feedback on financial management, understanding local challenges, and suggesting ideas to address gaps in progress. Molupe notes that these visits involve open discussions where both partners contribute, with the SLF prioritizing listening over dictating. In addition to visits and quarterly reports, the SLF encourages regular informal communication, fostering openness about challenges and allowing real-time adjustments based on evolving information. In many cases, the SLF empowers partners to submit their own proposals, emphasizing trust, and enabling more local leadership and community-based solutions.

# VOICES from the ECOSYSTEM



What we see is that donors are still prioritizing organizations that already have pre-existing strong risk management and compliance systems. And so, larger, better-established organizations continue to capture most funding. And it's not just the funding. We know that also with funding comes kind of visibility and access. We see the perpetuation of the existing imbalance, and existing funding structures that we know we want to change."



**Caroline Burrage**  
TechSoup



When it comes to partnering with local community-based organizations, the first step is really interrogating our value systems, really interrogating the way we show up in those relationships and transforming the language around risk. We need to expand the language of risk and compliance. What we really want is accountability and trust."



**Leah Odle-Benson**  
The Stephen Lewis Foundation



Donors have not expressed willingness to engage in modifying reporting or audit requirements. In fact, they are becoming more stringent."

**ERA Index Respondent**



I think what has helped [Catholic Relief Services] is that from the get-go we identify the entities that will need to have a seat at the table to find [risk and compliance] systems that work for everyone. Sometimes it adds to the cost of building our compliance programs, but it's not always about being efficient cost-wise, it is about being effective and seeing that light at the end of the tunnel."



**Sergey Hayrapetyan**  
Catholic Relief Services



# Conclusion

Operationalizing locally-led development will take each of us working together to balance our sector. Humentum is part of the connective tissue that binds our sector together, strengthening operations to fuel impact. Only by harnessing our collective power can we pave the way for a more equitable, resilient, and accountable ecosystem. Here are some of the many resources produced in just the last year to propel us on the journey:

## Systems Change

- [USAID can't go it alone on localization](#) | Brookings
- [Shifting the power and breaking norms](#) | Humentum
- [Framing DAC \(Development Assistance Committee\) member approaches to enabling locally led development](#) | Organisation for Economic Co-Operation and Development
- [What Transformation Takes: Evidence of Responsible INGO Transitions to Locally Led Development Around the World](#) | Stopping As Success Consortium
- [Where do we go from here? Navigating power inequalities between development NGOs in the aid system](#) | Partos

## Institutional Architecture

- [TIME \(Transforming INGO Models for Equity\) Working Out Loud Learning Collection](#) | EngenderHealth and Humentum
- [Reimagining Global Operating Models: Steps Multi-Country Organizations Are Taking to Advance Equity and Shift Power Locally](#) | Bridgespan
- [Nonprofit operations can be a driver of transformation](#) | Five Oaks Consulting and Humentum
- [Walking the Talk on Equitable Partnerships](#) | Humentum
- [Transforming Partnerships in International Cooperation](#) | Peace Direct
- [SAS+ Accompaniment Partnerships – Stopping As Success](#)

## People and Culture

- [Equitable Compensation Playbook](#)
- [BRIDGE 2.0 Benchmarking Race, Inclusion and Diversity in Global Engagement](#) | Social Impact

- [How Global Organizations Can Support Locally Led Development](#) | RTI
- [5-min Quiz: How colonial is your organisation?](#) | Common Thread and Adeso
- [What's Unsaid | Double standards leave local aid workers unprotected](#) | The New Humanitarian

## Funding and Financial Systems

- [Why funders engage with unrestricted funding and cost recovery \(and why they don't\)](#) | Philea
- [Small Organizations: The Change That Systems Change Needs](#) | Stanford Social Innovation Review
- [Equitable Giving Toolkit](#) | Segal Family Foundation
- [Unlocking the Power of Flexible Funding in Global Development](#) | Humentum
- [Misperceptions About Trust-Based Philanthropy DEBUNKED](#) | Trust-Based Philanthropy Project
- [Funding Frontline Impact – A Resource for Donors](#) | The Freedom Fund
- [Shifting the Funding Paradigm Ecosystem Map](#) | Catalyst2030

## Risk and Compliance

- [Due diligence passporting – a possible solution to a locally-identified challenge](#) | Trocaire and Humentum
- [Risk management and locally led development: Understanding how to better manage risks for sustainable impact](#) | Organisation for Economic Co-Operation and Development
- [Reframing risk: embracing compliance and risk management to benefit civil society](#) | Humentum, TechSoup and Kenya Community Development Foundation

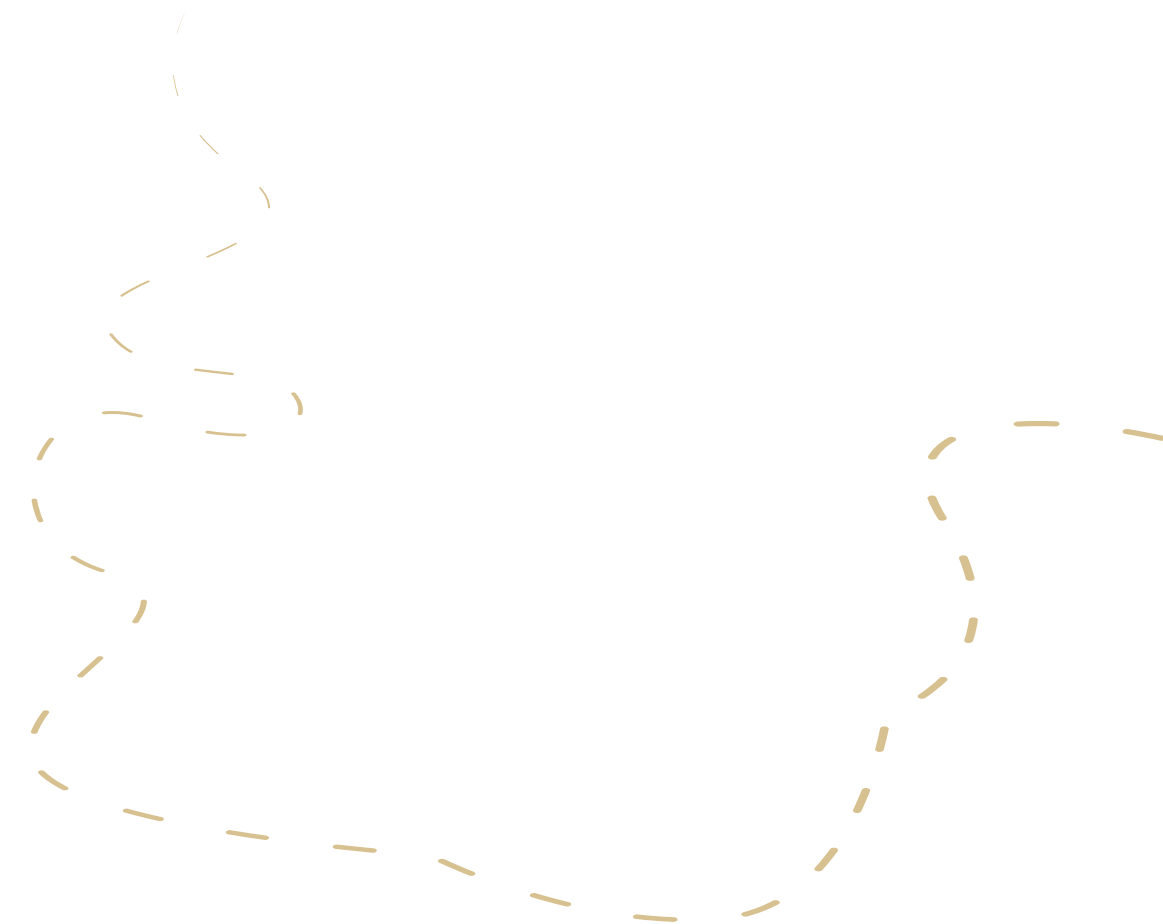
# Acknowledgements

Recognizing the invaluable contributions of all involved, this report highlights the engagement, insights, and analyses that made it possible:

- The thousands of registrants, expert panelists, and moderators from over 100 countries convened as part of our [2023 Operationalizing Locally-Led Development webinar series](#).
- The more than 40 organizations who completed Humentum's 2023 Equity, Resilience, and Accountability (ERA) Index.
- The dozens of funders, INGOs, and CSOs who contributed their time and expertise at our September 2023 ["Getting to Trust-Based Philanthropy: Breaking the Starvation Cycle Using Flexible Funding"](#) event.
- The collaboration and engagement of bilateral donors, INGOs, and CSOs who convened in 2023 to discuss donors' progress and the "Islands of Success" in operationalizing locally-driven development commitments, both through the formal OECD/DAC channels and through informal gatherings co-hosted by the Convenors for Locally-Led Development.

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# About Humentum

Humentum unlocks the strategic power of operating models for social good organizations. We focus on practical solutions to improve the effectiveness of finance, people, risk, and compliance processes. Equity, resilience, and accountability are at the center of our approach. Our experience working with hundreds of global development organizations translates into deep understanding and better results.

We strengthen your organization through:

- Individual, group, and organization training
- Expert consulting delivered by professionals with decades of global experience
- A robust membership community for peer-to-peer networking, resources, and problem-solving
- Dynamic advocacy to address the sector's most pressing operational issues

