

12 Levers of Change to Shift Power Today



Humentum harnesses the power of the collective. Over the past two years, we asked what it would take to shift power and enable locally led development. More than 4,000 of you answered, and this is what we heard.



Institutional Architecture

The system and the structure of the work

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



People & Culture

Who does the work and how we work together

- Prioritize diversity and proximity in recruitment processes and practice.
- Adopt equity-oriented approaches to compensation and benefits.
- Develop policies and practices that build and sustain a value-focused culture.



Funding & Financial Systems

How the work is funded

- Adopt strong policies and systems for financial management, cost recovery, and internal controls.
- Commit to and require full, fair, and flexible funding, including administration costs.
- Enhance financial sustainability with diversified income and sufficient reserves.



Risk & Compliance

Accountability for the work being done

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

We believe in the power of the collective. In 2023, more than 3,000 professionals contributed to identifying these practical changes that will shift power and transform our sector.