



Advancing Local Leadership in USAID Programs

Presenting the Locally Led Programs Indicator

September 2024



Background

There is widespread consensus that development and humanitarian assistance must enable local actors to set their own agendas, develop solutions, and bring their capacities, leadership, and resources to bear to make those solutions a reality. Experience has shown that local leadership is critical for greater equity, effectiveness, and sustainability. USAID has embraced localization, a set of actions that shift how the Agency works to put local actors in the lead and strengthen local systems. USAID's approach to localization emphasizes shifting both resources and decision-making power to local actors.

The Goal

By 2030, at least 50% of activities

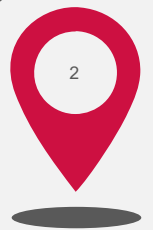
will place local communities in the lead to co-design an activity, set priorities, drive implementation, or define and measure results.



The Indicator

Percentage of USAID-funded activities

in which local partners and/or local communities lead development efforts, including priority setting, design, partnership formation, implementation, and defining and measuring results, in a given fiscal year.



Why this Indicator?

Locally led development is about more than money.

With this indicator we will:

- **Learn** - generating information to better understand how the agency advances local leadership across the range of ways USAID engages local actors, as well as across geographies, programming areas, and funding.
- **Inspire** - serving as an institutional reminder of our commitment to advancing local leadership in our programming





How Was the Indicator Developed?

Original Development

- Stakeholder consultations with > 300 Organizations
 - Local partners
 - Global South CBOs
 - US-based partners

FY23 Pilot

- 34 Mission, 3 Pillar Bureaus
- ~50% of Agency Programming

FY24 Revisions

- FY23 After Action Reviews and Consultations
- Proposed Revisions Open Comment Period



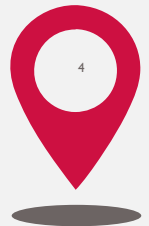
BE SURE TO CHECK OUT



Learning Lab's blog post about the consultation process



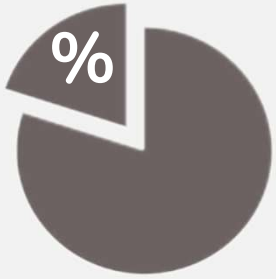
FY23 Localization Progress Report



Why the ‘Good Practice’ Based Approach?

- **Broad** - Recognizes the diversity of what good Locally Led Development looks like—which isn’t limited to these 10 practices!
- **Appreciative** - Builds on the great efforts that teams are already doing across the globe to elevate local leadership
- **Aspirational** - Sets forth a manageable list of practices which we can aspire to utilize more
- **Adaptable** - Allows us to add emerging new practices to aspire towards and/or shift away from tracking practices that have become the norm





Locally Led Programs Indicator

Defined

Activities that demonstrate
good practices for local leadership
÷
All activities in the USAID portfolio

And also: analysis of individual good practices

ACTIVITY

ADS 201 defines an **activity** as an implementing mechanism that carries out an intervention or set of interventions to advance identified development or humanitarian result(s).



Categories of Good Practices for Local Leadership



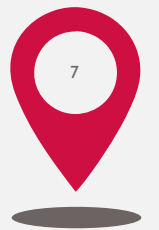
Activity Design



Activity Implementation



Activity Monitoring, Evaluation and Learning



Good Practices for Local Leadership



Category

Activity Design

Good Practices

1. Co-creating or Co-designing Core Elements of an Activity Design
2. Enabling Effective Local Partnerships
3. Designing New Activities Based on Local Knowledge and Systems



Activity Implementation

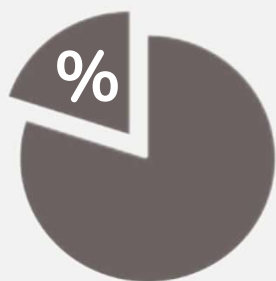
4. Co-creating or Co-designing Elements of Activity Implementation
5. Using Demand Driven Capacity Strengthening Approaches
6. Making Local Subawards and Subcontracts
7. Providing Direct Monetary Transfers to Families, Individuals, and Micro-enterprises



Activity MEL

8. Implementing Participatory Monitoring, Evaluation & Learning
9. Conducting Evaluations with local experts
10. Adapting Programming Based on Program Participant Feedback

Constructing an Indicator



Activities that fulfill the criteria for the indicator are those that employ at least **ONE** good practices in **EACH** category



Category

Activity Design

Good Practices

1. Co-creating or Co-designing Core Elements of an Activity Design
2. Enabling Effective Local Partnerships
3. Designing New Activities Based on Local Knowledge and Systems



Activity Implementation

4. Co-creating or Co-designing Elements of Activity Implementation
5. Using Demand Driven Capacity Strengthening Approaches
6. Making Local Subawards and Subcontracts
7. Providing Direct Monetary Transfers to Families, Individuals, and Micro-enterprises



Activity MEL

8. Implementing Participatory Monitoring, Evaluation & Learning
9. Conducting Evaluations with Local Evaluation Experts
10. Adapting Programming Based on Program Participant Feedback

LOCALIZATION

CATALYZING AND SUPPORTING LOCAL CHANGE



For more information about localization and USAID's work to advance local leadership in USAID's programming, please visit USAID's [Localization Page on USAID.gov](#)

