



Locally Led Development at Project HOPE

Executive Summary

May 2024



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Locally led development is nothing new for Project HOPE. Project HOPE has undertaken locally led development for decades by equipping local health workers with life-saving knowledge, skills, supplies, and other resources; forming close partnerships with and supporting local organizations; and hiring local staff for our global health and humanitarian programs. Now, as the organization continues to grow and evolve, we strive to further internalize, institutionalize, and put into practice more intentional locally led efforts that increase diverse community voices in the design, development, delivery, and evaluation of our work. We intend to be the ‘international partner of first choice,’ for any local organization. Project HOPE fundamentally believes INGOs have a responsibility to share their knowledge, insight, and techniques with partner organizations while simultaneously learning from them in turn and adapting based on what works. At the heart of this approach are the methods and ways we engage local groups and partner organizations.

The following principle will guide our approach to locally led development and humanitarian assistance, both internationally and domestically:

Project HOPE strives to ensure, through our locally led development approaches, that local communities play an active role in setting the agenda, developing local solutions, influencing, and – ideally – leading shared efforts to address development and humanitarian concerns at all phases of our efforts. When done well, over time local actors will have the lasting capacity to take the lead to set priorities, codesign projects, drive implementation, and evaluate the impact and quality of our programs wherever possible.

We will employ the following four strategies as well as additional approaches to further increase the diverse voices of local communities in the design and delivery of Project HOPE interventions:

- 1.) **Expand indirect cost recovery for sub-grantees.** Recovering indirect costs from project grants is critical for local organizations to be able to invest in their strategic growth and operational capacity, as well as build more sustainable financial foundations. While indirect cost recovery is already established in many Project HOPE partnerships at rates up to 10%, Project HOPE will specifically work to expand indirect cost recovery for sub-grantees and include that in project budgets wherever possible.
- 2.) **Employ local personnel and partner with local organizations:** Project HOPE will employ local personnel and partner with local organizations to the fullest extent possible and utilize international personnel and organizations only when necessary.
- 3.) **Explore new partnership pathways:** Project HOPE currently employs many collaboration models to partner with local actors worldwide. Project HOPE

will explore additional new approaches we can employ while refining and stabilizing our current approaches.

- 4.) **Deploy simple tactical tools:** We will refine, develop, and deploy simple tactical tools to increase local capacity and address organizational weaknesses to enhance local ownership. Such tools may include communication training and support, financial management, monitoring and evaluation approaches/systems, and others.

While these strategies are the initial focus, they are not comprehensive — additional approaches can further accelerate our efforts (see Annex 1.) It is also critical to note that locally led development, like every approach to international development and humanitarian assistance, will continue to evolve, adapt, and improve, and Project HOPE's approaches will as well.

This is the Executive Summary of an Internal Position Paper developed by Project HOPE to inform and guide locally led development efforts throughout the organization.