



Local Coalition Accelerator

Shifting Power, Process and Funding

The Initiative

The Local Coalition Accelerator (LCA) is an initiative of the [Share Trust](#) and the [Warande Advisory Centre](#) that aims to bridge the gap between bilaterals, multilaterals, philanthropy and local actors to fundamentally change the way that international assistance is designed and delivered. The LCA leverages, partners with and amplifies existing localization efforts to support **coalitions of local actors** who can effectively co-design and implement holistic, evidence-based programming at scale to address systemic, multi-sectoral problems.

The LCA's mission is to support local and national organizations (LNOs) to lead in the design and execution of large-scale systems change, and directly access the significant bilateral and multilateral financing (93% of Overseas Development Assistance) that is currently channeled almost exclusively to and through UN or INGO vehicles. The platform aims to build the infrastructure to **shift greater funding, resources, and power to local actors**, so they can drive their own development priorities, while also **changing donor processes and systems** to be more equipped to accompany and complement community driven initiatives.

- **Shifting power and funding to LNOs:** The LCA provides an intensive 3-year package of financial and technical support to enable high-potential local coalitions to be “investment ready” for bilateral support. The LCA will utilize existing national and regional Global South (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. Coalitions are intentionally multi-sectoral: members actively lean on one another to solve problems, increase learning, strengthen each other's capacity and maximize resources to provide communities with complementary and overlapping services to holistically meet the most pressing needs, while offering a common entry point for donors to invest in localized systems change interventions.
- **Changing donor processes:** The 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.

The LCA model is designed to holistically meet the needs of the community. At the foundation of the localization movement is a focus on community organizing for truly proximate and democratic leadership. All LCA members have deep roots within their communities, and they all work extensively through community representatives and/or community groups, such as [Self Help Groups](#), to channel and amplify the voices of their project participants which helps them design effective and responsive programming that meets the needs of the most marginalized members of society and receive timely feedback on these programs.



Self Help Groups are one of the most well-tested approaches for promoting locally-led development among deeply marginalized and impoverished populations. Group members listen to the shifting needs and priorities of their families and neighbors to drive change collectively within their communities, and advocate with local government officials for critical access to basic services.

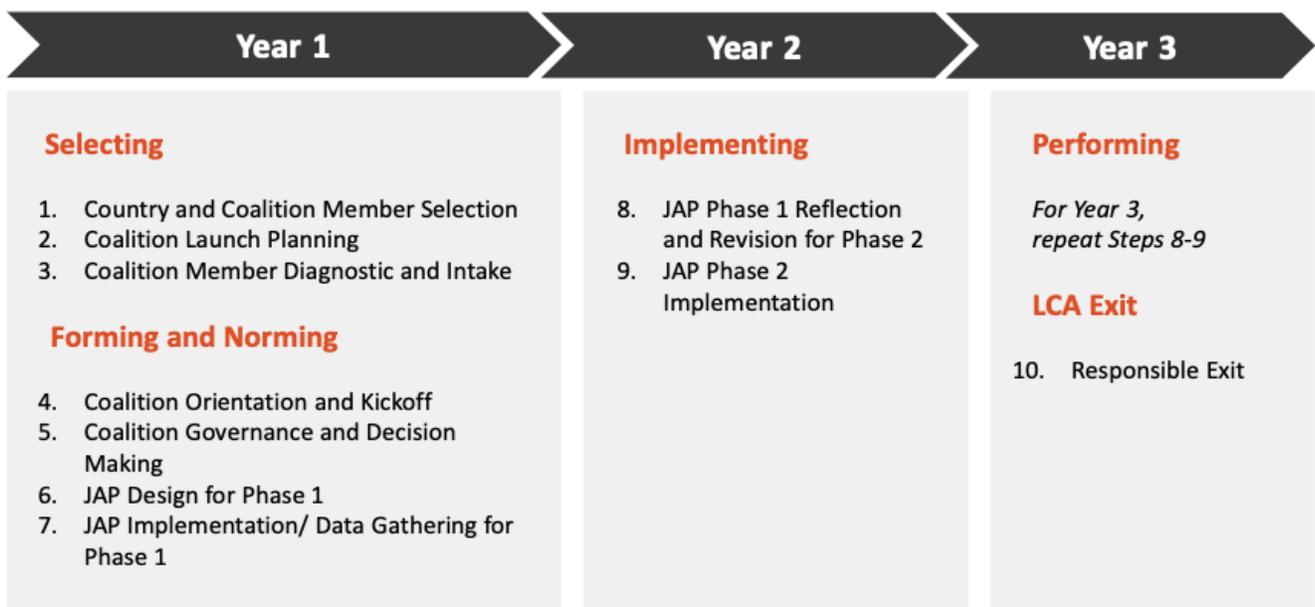
LNO Coalition Members provide capacity strengthening and technical support to help the groups reach their goals, like access to skills and training, advocate for the groups and provide specialized services to meet the needs of specific members, such as HIV/AIDS patients or victims of gender-based violence.

Enabling Environment: LCA coalitions then partner with others in this wider ecosystem, such as government and the private sector, to build out an enabling environment—including effective governance, policies, health systems, financial systems and social protection—that allow Self Help Groups, their members, and the communities they serve to thrive.

LCA Theory of Change and 3 Year Support Model. The goal of the LCA is for local actors to have the capacity, autonomy and direct financial means to lead on impactful large-scale systems change.



Coalitions are supported to reach this goal by using the **LCA Roadmap**, an evolving 10-step process that captures learning to date about how to effectively build and sustain high-trust coalitions. The LCA deploys independent local facilitators to help coalitions in the first-year forming stages, as well as a dedicated Member Support Liaison to ensure communication between the LCA central team and the coalition. It should be noted that this process is indicative and while the steps are designed to guide a coalition through the necessary processes to build coalition health, while delivering quality services, they should be adapted and amended depending on the context of the country, and the specific needs or objectives of the coalitions. **The LCA model is currently being implemented in Uganda, Bangladesh and Nigeria.**



LCA Intermediary Strategy. The LCA was designed as a time-bound intermediary structure to shift power, process, and funding to local communities in partnership and consultation with its core stakeholders: GS actors, bilaterals and private philanthropy. It aims to integrate their requirements for effective localization, while providing a clear exit strategy to ensure no conflicts of interest.

- **Our GS partners** want to retain their ability to stay deeply focused on their connections to their communities and need financial, governance and technical support to deeply collaborate with each other in a way that is **community driven, holistic, and builds long-term leadership.**
- **Our bilateral and philanthropic partners** do not have the staffing or infrastructure to support the hundreds to thousands of smaller grants to LNOs that are required - even with a revolution in procurement, application and compliance processes. Bilaterals especially need “primes” who can handle **large scale, multi-sectoral and multi-partner delivery for their largest investments** that often are at the \$50M+ level that constitutes the majority of their giving, and they clearly see a pathway to financing at scale via LNO coalitions as a compelling strategy.
- **Exit Strategy.** Our singular goal is, in a three year time span, for the coalition to operate as its own **independently registered entity** that has full capacity to successfully receive and manage direct bilateral and philanthropic grants.

The LCA Leadership Team mirrors this design by bringing together experts in each of our three core stakeholders. **Courtenay Cabot Venton** helped to lead the UK’s Foreign, Commonwealth and Development Office’s (FCDO) expert advisory team on their global response to COVID, through which she identified numerous opportunities and momentum to shift bilateral systems to be more conducive to local actors; **Chilande Kuloba Warri**a is a Kenyan social sector leader and advisor who works to support GS LNOs as well as African philanthropy networks; and **Brendan Cullen** co-founded [Co-Impact](#) and is part of a team that decided in 2018 pre-pandemic to shift 100% of philanthropic grantmaking to GS LNOs totaling hundreds of millions USD.

LCA Financial Model. Our goal is to provide each coalition with a package of financial and technical support over 3 years. The funding is allocated as follows:

- **80% of the funds** over three years go directly to the coalitions and GS based support staff who are most proximate to the challenges and best able to decide on priorities. The coalitions lead on the design and implementation of their Joint Action Plan (JAP) and make all of the consequential decisions on strategy, governance, program delivery, monitoring, budgets, etc.
- **20% of the funds** is used to support LCA’s core team focused on bilateral and donor-focused coordination geared toward shifting power and processes that historically exclude GS LNOs from playing leadership roles.

Current Financial Partners:

- **LCA General Operating Support:** Chandler Foundation, Hilton Partnerships Team, Imago Dei Fund, Target Foundation
- **Uganda:** Hilton Refugees and Humanitarian Team, Humanity United
- **Nigeria:** Vitol Foundation
- **Bangladesh:** Margaret A. Cargill Philanthropies
- **Kenya:** Skoll Foundation, Grand Challenges Canada

LCA Coalition Country Profiles

Uganda, Bangladesh, Nigeria, Kenya

Uganda: LCA Uganda

First LCA coalition launched in late 2020

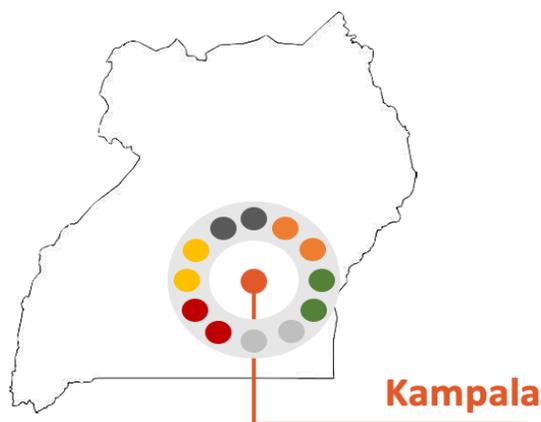
LCA Uganda is a coalition of 14 LNOs designing and implementing development and humanitarian actions that build the long-term resilience of vulnerable households in the greater Kampala area.

Members integrate the needs of children, youth, women and girls, urban refugees, and PLWDs throughout their joint programming.

Coalition Focus (to date): The main challenge the coalition has been responding to since their forming in late 2020 is COVID-19 and its impact on the most marginalized in Kampala. Uganda experienced one of the strictest lockdowns in Africa, and the longest ongoing school closure in the world. The coalition is operating primarily in the slums of Kawempe and Rubaga divisions as these are highly populated urban residential areas experiencing the most severe impacts and repercussions from COVID-19 lockdowns.

Coalition Progress. The coalition has completed their JAP Phase 1 reflection and revision process and are in the process of implementing JAP Phase 2. In this second phase, they have expanded their activities to additional target areas and will be prioritizing education for youth, improved livelihoods, improved health knowledge and access to health services, and prevention of violence against children.

Coalition JAP 1 Reach and Impact: During the first year of their response, the coalition prioritized broadcast communication to ensure they reached everyone safely with essential information and emergency goods distribution since COVID-19 lockdowns made direct deep service work challenging.



Strategic broadcasts

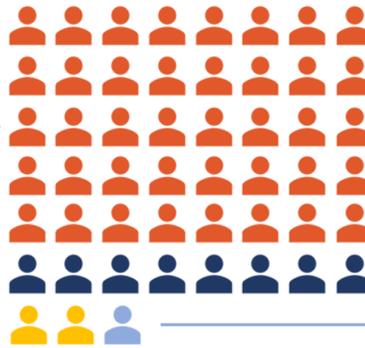
2.4 million people

- Themes: SRHR, non-communicable diseases, mental health, back to school, COVID-19 vaccines, prevention of VAC
- Channels: TV spots, radio shows, social media, community drives

Direct services

3,475 people

i.e. entrepreneurship training, child protection, psychosocial counselling



Goods distribution

33,404 people

i.e. menstrual pads, reusable face masks and PPE, condoms, scholastic materials

Cash distribution

415 people

Targeted most marginalized groups including COVID-19 affected households, refugee adolescents living alone, households of children with disabilities

Potential Regional Expansion. LCA Uganda is also in conversations with USAID about advising on regional expansion to Karamoja where they would work with a network of local actors to replicate the model there.

LCA Uganda Coalition Members:

- **AFFCAD** economically empowers slum communities to mitigate extreme vulnerabilities.
- **ACODEV** empowers communities in Uganda with innovative solutions that give children, women and men an opportunity to realize their rights to full potential through research, advocacy, health promotion, socio-economic and institutional capacity strengthening.
- **CAPAIDS** works in partnership with rural grassroots community-based organization/AIDS support organizations to support Ugandans to resist, survive and overcome HIV/AIDS epidemic in Uganda.
- **ESAU** exists to identify, mobilize, skill, support, care and advocate for people with epilepsy, work with communities to create awareness about epilepsy, partner with local governments and development partners to improve and mainstream epilepsy care in their programming and budgeting.
- **Girl Up Initiative Uganda** aims to build a vibrant movement of girls and young women through transformative leadership, sexual and reproductive health/rights (SRHR) education and skills development.
- **Hope Hub** provides refugees with skills, training and inspiration through six labs on various life skills that they can then grow into income generating activities. The labs cover photography, sewing, English, crafts and henna.
- **Kabubbu Development Project (KDP)** improves access and utilization of socio-economic and health services in Kabubbu through knowledge and skills development based on Christian values.
- **Mukisa Foundation** empowers families who have children with special needs through quality medical, therapeutic and nutritional support, capacity building, resource and information dissemination and special education.
- **NUWODU** promotes the political, economic, social and cultural advancement of women and girls with disabilities through advocacy for their effective participation in the development.
- **RAHU** empowers young people in Uganda aged 12-24 years with complete information, skills and tools which enable them to live healthy, focused and productive lives.
- **REAL** builds the capacity of lower income refugees and host community members, equipping women and girls with training on entrepreneurship, financial literacy, gender equality and human rights to effectively participate in social and economic activities.

- **[Street Business School \(SBS\)](#)** provides one of a kind entrepreneurial training for women proven to help them triple their incomes to lift their families out of poverty with dignity. The philosophy is to provide training, coaching, mentoring and confidence building to poor women in entrepreneurship as their route to economic self sufficiency. Additionally SBS partners with mission aligned organizations and equips them to deliver the entrepreneurial training to those they serve.
- **[Set Her Free](#)** empowers marginalised adolescent girls and young women with knowledge and skills to break the cycle of poverty and build their resilience to make informed life and sexual reproductive health (SRH) choices.
- **[Wezesha Impact](#)** supports youth in Uganda to thrive as entrepreneurial job creators.

Key Partners:

- **[The Conrad N. Hilton Foundation](#)** is one of the coalition’s key financial partners. The mission of the family foundation is to improve the lives of individuals living in poverty and experiencing disadvantage throughout the world.

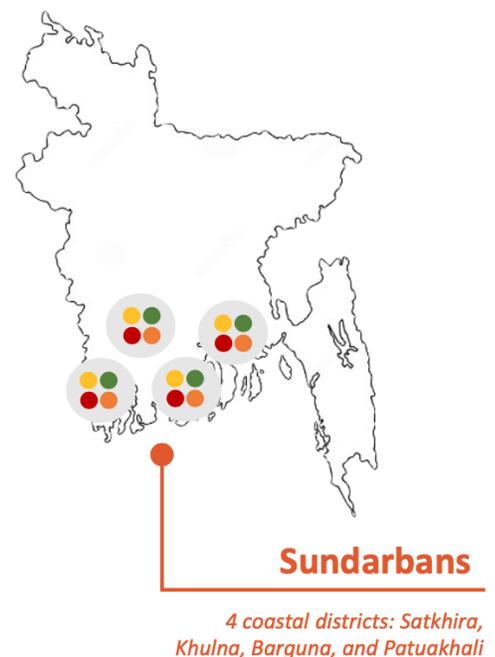
Bangladesh: Sundarban Coalition

Coalition launched in 2022

A coalition of 16 local and national organizations (LNOs) in coastal Bangladesh have come together to build disaster resilient communities in a region particularly vulnerable to climate-related crises: the Sundarbans. The coalition includes organizations that are led by and/or focus on women, ethnic minorities, indigenous peoples, and youth.

Coalition Focus (to date): The Sundarbans, a mangrove area in the Bay of Bengal where the Ganges, Brahmaputra and Meghna Rivers meet, is considered the most disaster-prone region in the country, experiencing sea level rise and frequent cyclones that cause storm-surge flooding and significant challenges with drinking water. The coalition is working across four coastal counties – Satkhira, Khulna, Barguna and Patuakhali – with a coordinating organization in each county, to support their communities to cope, adapt and mitigate the disastrous effects of climate change on every aspect of their lives.

Coalition Roadmap Progress. The coalition is in the process of implementing their JAP Phase 1. Their JAP prioritizes the community-led development of climate resilient infrastructure; grants and support for long-term livelihoods; and access to resilient water, sanitation and hygiene (WASH) and SRHR to address the impact of water scarcity and severe salinity intrusion.



Sundarban Coalition Members:



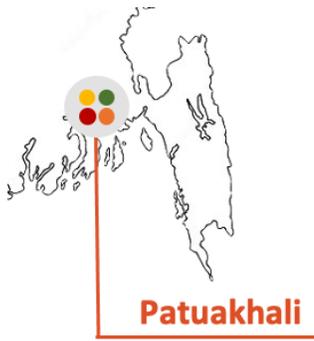
- **Uttaran** (coordinating agency) equips disadvantaged people with the tools needed to deal with their social, environmental, health, economic and cultural challenges.
- **PRERONA** serves people living in poverty through their human rights-based program of community development, child and mother development, enhancement of leadership, development and empowerment of marginalized people, especially women and girls, about their rights and entitlements.
- **Sundarban Adibashi Munda Sangstha** (SAMS) supports the plainlands' indigenous communities, particularly the Munda (one of the most underserved), in obtaining their own fundamental rights and entitlements.
- **Coastal Education and Diversity Improvement Organization** (CEDIO) is a youth-focused organization to create awareness and build consensus on development issues, policies and concerns at the grassroots, regional and national levels.



- **CNRS** (coordinating agency) is a natural resource management organization working on reducing community vulnerability from climate change-induced natural shocks.
- **Mohila O Shishu Shongho** works to ensure the rights of women and girls in the aftermath of a disaster. They raise awareness and implement the necessary programs to prevent sexual harassment and gender based violence and build their resilience.
- **Orarian Development Foundation** (ODF) carry out charity or philanthropic actions among the underprivileged such as organizing actions to distribute aid supplies to displaced persons, pregnant, lactating mothers, and adolescent girls, and those affected by climate-induced disasters.
- **Patherkhali Miloni Jubo Shangha** is a youth-led organisation which offers assistance to underserved low-income young people, ensuring access to quality education, promoting youth leadership, and advocating for decent work and employment.



- **Jago Nari** (coordinating agency) is a women-headed and rights-based organization focusing on women's empowerment and disaster risk reduction in the coastal belt.
- **Isana Nari Foundation** focuses on strengthening the knowledge capacity and leadership of women and young people, women's economic empowerment and their access to resources and the decision-making process as well as preventing early girl child marriage, and other sexist approaches that hinder women's growth.
- **Rakhain Social Development Organization** (RSDO) focuses on the development of the marginalized Rakhain ethnic community, providing support around protection, safety, livelihood opportunities, Rakhain cultural preservation and creating an enabling environment for practicing their religious norms (mostly Buddhist).
- **Community-Based Development Project** (CBDP) works to create a society that values gender equality, human rights, and democracy by empowering women, educating children, and ensuring that their economic concerns are resolved while also reducing the impact of natural and man-made disasters through training and awareness-raising.



- **AVAS** (coordinating agency) is a woman-headed organization that uses a unique women-led emergency response mechanism to reach distressed communities.
- **Dhulasar Upokul Sarbik Gram Unnyan Samabay Samiti L.T.D** is a grassroots organization for women's rights that has committed itself to fostering community resilience by assuring measurement for disaster risk reduction, addressing climate change, and providing humanitarian aid to the most marginalized people.
- **Sheree Alternative Way of Women Empowerment** is an indigenous, women-headed organization that focuses on women's rights, particularly Rakhine, preventing violence against indigenous women and girls; building women's knowledge and leadership; and women's empowerment and access to societal and political decision-making.
- **Golap Protibondi Unnayan Songstha** works to uphold the rights of disabled people, risk reduction of disabled people in disasters, and ensure their inclusion by addressing prejudice and inclusion in service institutions and leadership development.

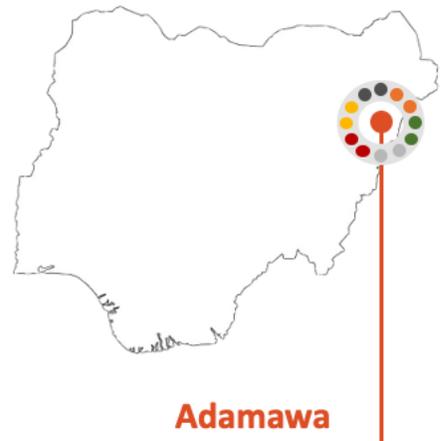
Key Partners:

- **Start Fund Bangladesh**, a local hub of the **Start Network**, is the coalition's primary technical partner. The Start Network is made up of more than 50 organizations working to transform humanitarian action by tackling systemic issues in the global aid system: lack of accountability to people affected by crises; reactive, fragmented and inefficient funding; decision-making that is centralized; and ways of working that are outdated and resistant to change. The Start Funds, including the Start Fund Bangladesh, are one of the Network's solutions to these problems. Start Fund Bangladesh was founded in 2017 and currently includes 26 LNOs as equal members in decision-making and accessing funds. It is the fastest humanitarian pooled funding mechanism in the world responding to small and medium scale crises.
- **Margaret A. Cargill Philanthropies (MACP)** is the coalition's key financial partner. MACP's mission is to enhance quality of life and prevent and relieve suffering of children, families, and older adults; preserve and promote the environment and the arts; and encourage the humane treatment of animals.

Nigeria: Adamawa Coalition

Coalition launched in 2022

Nine local actors operating in Adamawa State have formed a coalition to strengthen community resilience in the face of the persisting humanitarian crisis in Northeast Nigeria. They represent a wide range of sectors (including health, WASH, education and climate change) and demographics, including a significant number of the hardest to reach and most marginalized such as Internally Displaced Persons (IDPs), PLWDs, women and children.



Coalition Focus (to date): The region has faced persistent armed conflict with Boko Haram for the past 13 years. The coalition will be operating in 4 target areas – Michika, Mubi-North, Hong and Gombi – because they are highly impacted by the ongoing violence, host a large number of IDPs and vulnerable returnees and are currently facing a food security crisis.

Coalition Status. The coalition has selected all nine members, outlined their governance structure, designed the first phase of their Joint Action Plan and are currently implementing their prioritized activities to address vulnerabilities around climate change and regional insecurity.

Adamawa Coalition Members:

- **Adamawa People Living With Disabilities Initiative (ADPLWDI)** works to attain a society where equity, social justice and rights of persons with disabilities are guaranteed through specific projects, advocacy and partnership with relevant stakeholders. *Focus: Education*
- **Against All Odds Foundation (AGAOF)** exists to reduce the vulnerability of women and girls in the humanitarian crisis. *Focus: Climate Change and Food Security*
- **Clear View Integrity Foundation (CVIF)** works to deliver transparent and accountable, evidence-based and community-focused programs that guarantee equal opportunities for every person to attain their full potential in life under a peaceful, healthy and secure environment. *Focus: Education*
- **DCR Ambassadors (Ambassadors of Dialogue, Climate and Reintegration)** seeks to promote a safe, egalitarian, and sustainable society, through the active participation of citizens supported by engagement of stakeholders in all decision-making processes. *Focus: Climate Change/Food Security*
- **FIRST STEP ACTION (FSACI Action)** is committed to ensuring the holistic development of children and youths by expanding their opportunities and choices in order to enable them utilize their full potential in life and by working to remove all impediments to women development which often has reciprocal effect on the lives of children. *Focus: Health*
- **Horn of Hope Vision for Africa Development Initiative (HOHVIPAD)** mission is to restore human dignity, hope and well-being of the less privileged and under-served communities by reducing to the barest minimum, incidences of violence, vicious circle of poverty, sickness and suffering. *Education*
- **Livesavings Grassroots Outreach (LESGO)** aims to help and empower people whose lives have been adversely affected by empowering them to understand and protect their lives, as well as their environment, in order to ensure safe habitation. *Focus: Health*
- **Morning Star Foundation** exists to provide free quality education, eradication of poverty and to provide reliable and clean energy to vulnerable children, Youths, women and orphans in the community. *Focus: Climate Change and Food Security*
- **Society for Women and Girl Child Empowerment (SWOGE)** addresses social and economic injustice facing women and girls. *Focus: Health*

Key Partners:

- Technical support to the coalition is being provided by the core LCA team in partnership with the **PLRCAP** initiative, which brings on board capacity strengthening experts from the Nigerian private, development and humanitarian sectors to equip LNOs with specific technical knowledge, and create mentorship and partnership opportunities.
- **The Vitol Foundation** is the coalition's key financial partner. Their focus is on supporting solutions that improve quality of performance, promote greater inclusion, foster appropriate innovation and catalyze access to finance, all within the broader context of poverty.

Pending: Kenya Coalition

Coalition to be launched in 2023

Local actors are in the formation stage of a coalition, scoping whether there is potential to move forward with the implementation of a JAP. If so, the Kenya coalition would most likely focus on SRHR.

Key Partners:

- [Grand Challenges Canada](#) aims to catalyze innovation that saves and improves the lives of the most underserved in Canada and low- and middle-income countries.
- [The Skoll Foundation](#) catalyzes transformational social change by investing in, connecting, and championing social entrepreneurs and other social innovators who together advance bold and equitable solutions to the world's most pressing problems.

