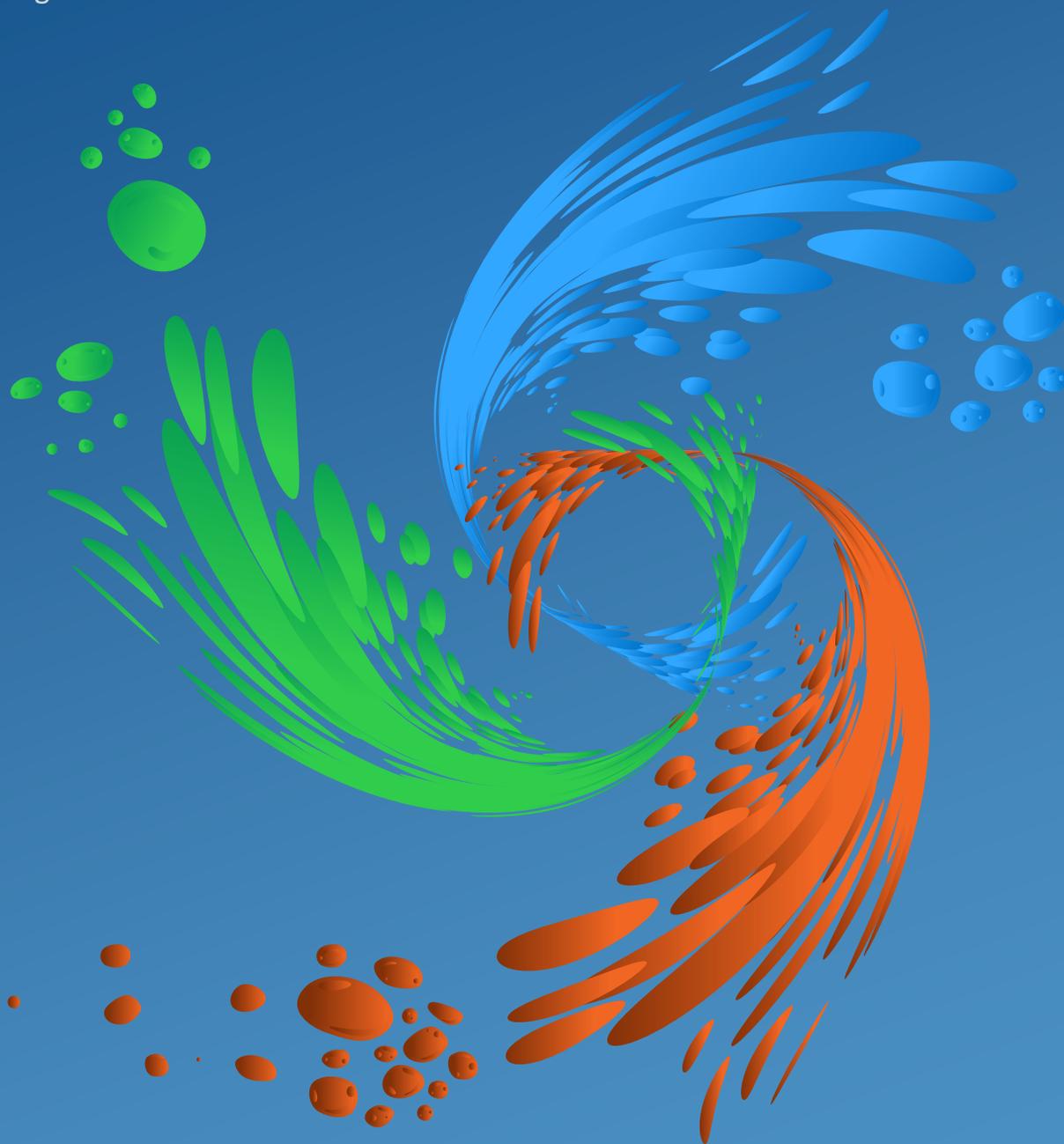


# Turning Wheels

How social innovators can harness the power of the collective to achieve community-led development towards the SDGs

A guidebook



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# Introduction to the Turning Wheels Guidebook

## What is this report?

This report emerged from multiple decades of collective knowledge about social development from some of the world's most impactful social innovators. These social innovators are connected within the Catalyst 2030 network. This movement consists of more than 2200 organisations that collaborate to achieve the UN Sustainable Development Goals (SDGs) by 2030.

Catalyst 2030 fosters community ownership by progressing these goals as this is key for lasting systemic change. Collectives of social innovators such as Catalyst 2030, are uniquely positioned to enable this. Social innovators form the infrastructure between the different stakeholders in the ecosystem and can give a voice to the community. By leveraging the power of the collective, social innovators can achieve more than the sum of the individual efforts.

Turning Wheels is not a positioning paper on what Catalyst members believe is the ideal situation. Rather, it's a guidebook for social innovators to take concrete actions towards a desired situation. It is a compilation of learnings, best practices and case examples to guide, inspire and activate social innovators.

## Who this guidebook is aimed at

Social innovators are the main audience for this guidebook and the learnings, proposed actions and best practices presented are targeted at them. Other interested parties, such as donors, governments, and anyone that aspires to systemic change, is encouraged to read this report. The many case examples covered will be an inspiration for moving into a mindset of supporting an ecosystem driven by the community with social innovators as intermediaries.



# Introduction to the Turning Wheels Guidebook

## What has been done already

This document aims to stand on the shoulders of giants and draw from the vast knowledge collected by social innovators from around the world:

- [Are we there yet? Localisation as the journey towards locally led practice](#); about community-driven development and moving power to the Global South (ODI)
- [Peer-Driven Change: How Communities are Harnessing Mutual Aid and Leading Their Own Efforts to Propel Social Progress](#) (Bridgespan Group)

Catalyst 2030 also has an extensive library of knowledge documents which this report builds upon:

- [New Allies Report](#) and [Handbook](#); about the role of the government in enabling the potential of social innovators
- [Embracing Complexity](#); how donors can more effectively finance systems change
- [Shifting Funding Practices](#); an open letter to donors to shift focus to supporting grassroots organisations and sustainable social impact
- [Catalysing Change 2022](#); the story of two years of the Catalyst 2030 movement with case examples and learnings



# Introduction to the Turning Wheels Guidebook

## Contents of Turning Wheels

This guidebook consists out of three chapters;

### **Chapter 1: Opportunity for social innovators to achieve more community-led development**

This chapter the scene for the ecosystem in which social innovators operate.

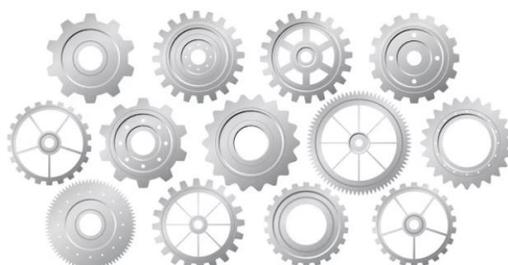
### **Chapter 2: How social innovators collaborate to achieve community-led development**

This chapter how social innovators can collaborate to ensure community voices are heard and form the infrastructure throughout the ecosystem of other stakeholders. Chapter 2 is structured around three levers; facilitate, advocate and scale. *Facilitate* represents how social innovators can collaborate to directly support the community in its needs. *Advocate* deals with voicing the needs of the community towards others as a collective. *Scale* describes how to scale initiatives to other geographies.

The report provides principles and potential actions for each of the levers as well as real case examples from the field to make the actions concrete and relatable. Social innovators are invited to follow-up after reading these case examples to learn how they can best adapt the applied methods.

### **Chapter 3: How social innovators can inspire the different stakeholders within the ecosystem to support community-led development**

Provides best practices for social innovators on how to deal with the government and donors. Here, case examples again provide more tangibility to the provided best practices.



# Key concepts explained

## Community-led development

Rather than having external people determine what initiatives are being deployed in an area, community-led development lets the community members lead in...

- ... identifying the needs of the community that are important to them
- ... developing and implementing plans to achieve those goals
- ... creating collaborative relationships internally and externally
- ... all while building on community strengths and local leadership

Source: The Movement for Community-led Development website



## Power of the collective

The power of the collective refers to a collaborative of social innovators which achieves more than the sum of their individual efforts by...

- ... exchanging learnings, best practices, and resources to progress each other's work
- ... collaborating to start new social development initiatives
- ... aligning norms and challenging one another to stick to the highest standards

Where all elements come together in a catalytic network

Source: Catalyst 2030 website

# Key concepts explained



## Community

The term ‘local’ is often used to describe something that is organised at a sub-national level. However, this positions ‘local’ as the opposite of ‘global’, which would create a hierarchy in the entities. Therefore, this document refers to ‘community’, where the community comes in a range of shapes and sizes.

In *Turning Wheels*, a **community is defined as a group of people with common characteristics (e.g., geography, profession, or religion).**

Source: Localization: A “Landscape” Report (Feinstein International Center)

## Systems social innovators

**Systems social innovators** have founded or are part of mission-led organisations for-profit or non-profit, that tap market-led approaches and mechanisms, for financially sustainable, scalable impact.

They achieve this by:

- Addressing root causes rather than symptoms
- By altering, shifting, and transforming structures, policies, customs, mindsets, power dynamics, and rules
- Collaborating across a diverse set of actors
- With the intent to achieve lasting improvement

Source: The New Allies Handbook (Catalyst 2030)

## Proximate leaders

Research shows that organisations led by proximate (local) leaders are stronger than those led by external leaders. A leader is considered proximate if one or multiple of the following applies:

1. They have a shared lived experience of a social issue that affects a community.
2. They have a shared characteristic (e.g., gender, race) with the community.
3. They have a shared geography with the community.

Source: Proximate Leadership: What Is It, and Why Does it Matter? (Education First)



# Chapter 1

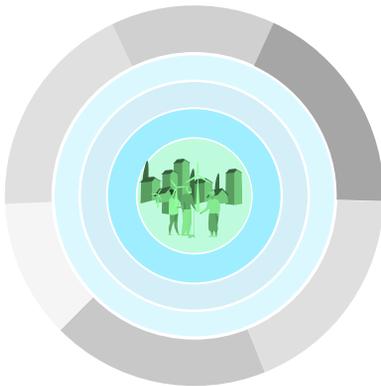
## Opportunity for social innovators to achieve community-led development



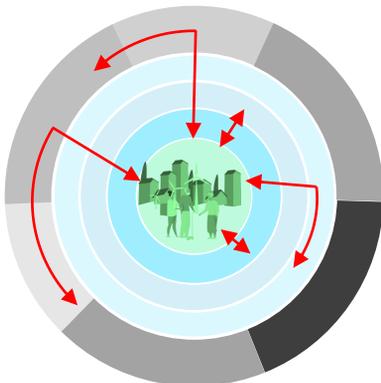
# Social innovators can achieve more by leveraging the power of the collective in community-driven development throughout interconnected ecosystems



Development starts with the **community** who defines its needs...

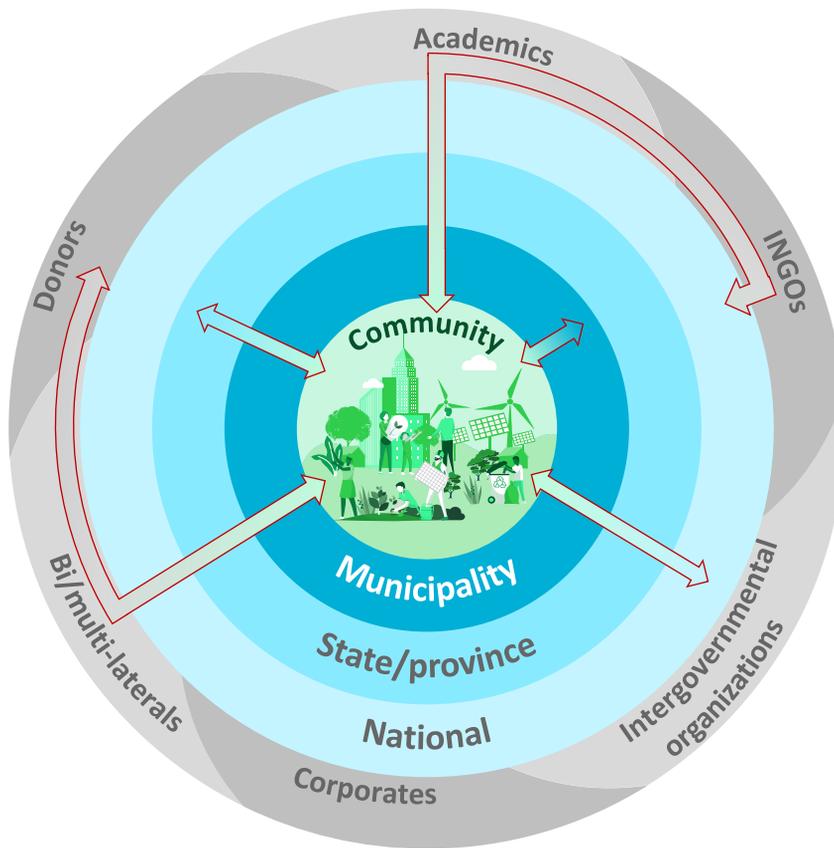


... and sits at the center of an interconnected **ecosystem** ...



... in which **social innovators collaborate** to provide infrastructure and foster community ownership

# The ecosystem for community-led development is complex and influences many actors across levels of locality

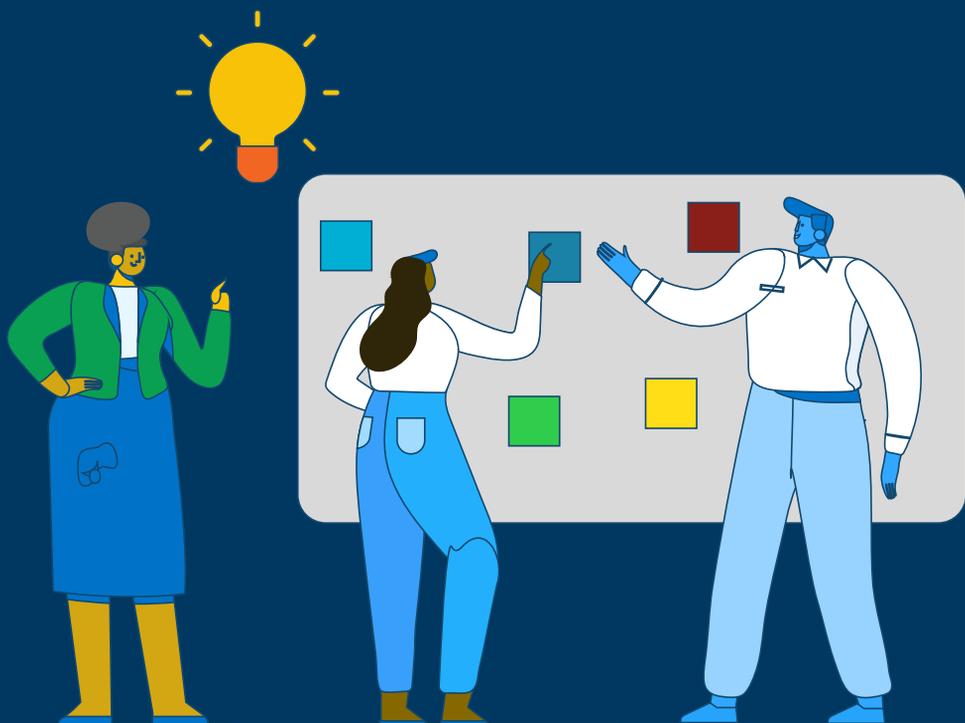


-  The community drives development by defining their needs and priorities – social innovators give a voice to the community and foster community ownership
-  A focus on communities calls for support from different government levels – social innovators engage with governments to ensure systemic change
-  External actors adapt to the needs of the community and enable social innovators to act as the intermediaries – social innovators guide and inspire external stakeholders towards community-led development

 *Illustrative* – social innovators provide the infrastructure for the community to drive development and achieve systemic change at a local level as well as across ecosystems

# Chapter 2

## How social innovators collaborate to achieve community-led development



# We found three key levers that enable community-driven development through collaboration between social innovators ...

## Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders



## Facilitate

Social innovators collaborating to facilitate community-driven development

## Scale

Scaling community-driven development across geographies through collaboration

# For each of these levers, we have identified four principles

## Facilitate

Social innovators collaborating to facilitate community-driven development

- Ensure all community members are given the opportunity to be heard
- Partner with the appropriate internal and external actors
- Define a way of working with all actors involved
- Evaluate the impact related to the SDG(s) and the level of systemic change

## Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

- Collect data on the problem and map the power dynamics of the relevant players
- Combine forces to achieve more impactful advocacy
- Support communities to do advocacy with the right government levels and departments
- Ensure funding is pulled by the community rather than pushed by donors

## Scale

Scaling community-driven development across geographies through collaboration

- Be considerate about the people and stakeholders in the geographies you scale to
- Contextualise the initiative for the area or geography
- Prioritise trust of the community and partners over scale and speed
- Link peers with similar problems from different geographies

# For each of these levers, we have built a case compendium ...

| Lever   | Detailed examples  | Case examples  |
|---|--|--|
| <p><b>1 Facilitate</b></p>  | <ul style="list-style-type: none"> <li>• <b>Tamarack Institute</b> – Focuses on reducing poverty in cities around Canada by supporting community-driven initiatives with knowledge, best practices and coaching</li> <li>• <b>COVID Action Collab</b> – Partners with community organisations to support communities during the COVID-19 crisis</li> <li>• <b>SHOFCO</b> – Supports community-based organisations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Red de Innovación Local (RIL)</b> – Supports teams consisting of social entrepreneurs and local governments to become community development leaders and transform their cities</li> <li>• <b>TAAP Foundation</b> – Breaks patterns of violence at home, school and in communities through play, imagination and arts</li> <li>• <b>Adhyayan Foundation</b> – Improves the quality of schools and colleges through evidence-based school reviews</li> <li>• <b>True Footprint</b> - Provides communities with an app to help them identify and resolve various issues in the context of climate action and livelihood initiatives</li> </ul>                                    |
| <p><b>2 Advocate</b></p>  | <ul style="list-style-type: none"> <li>• <b>Community Privilege Process: The Zambia Case</b> – Uses an AI-powered tool to assess the needs of a and facilitating the discussion on these needs between community and local government</li> <li>• <b>Masala Wheels</b> – Empowers marginalised communities through sustainable entrepreneurial initiatives and digital transformation</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Global Integrity</b> – Helps frontline actors and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services</li> <li>• <b>Inua Advocacy</b> – Advocates the refugee rights in Malawi at different government levels</li> <li>• <b>Simbiose Social</b> – Operates a platform that unites companies that want to invest in social innovation with NGOs and provides a risk and impact assessment tool</li> </ul>  |
| <p><b>3 Scale</b></p>     | <ul style="list-style-type: none"> <li>• <b>Poverty Stoplight and The Greenlight Movement</b> – Enables households to assess their own multi-dimensional poverty and design their own practical solutions; social innovators and corporations use the data to support the community</li> <li>• <b>SDI</b> – Organises a network of community-based organisations which form federations of the urban poor that exchange methodologies and data for advocacy</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Teach For All</b> – Develops leaders who teach in high-need communities around the world to ensure all children can fulfill their potential</li> <li>• <b>Barefoot College International</b> – Equips rural women and girls with the skills and knowledge to be a catalyst for change dedicated to sustainable development</li> <li>• <b>The Share Trust</b> – Supports and strengthens Self Help Group ecosystems around the world to dismantle poverty from the inside out</li> <li>• <b>WeRobotics</b> – Co-creates and supports a growing network of independent and locally-led knowledge hubs to build on existing expertise in drones, data, robotics and AI</li> </ul> |

# ... consisting of 17 examples from across the globe



## Tamarack Institute

Focuses on reducing poverty in cities around Canada by supporting community-driven initiatives with knowledge, best practices and coaching (*started in Canada, scaled to US*)



## TAAP Foundation

Breaks patterns of violence at home, school and in communities through play, imagination and arts (*started in Venezuela, scaled to 14 countries with focus on LATAM*)



## Red de Innovación Local (RIL)

Supports teams consisting of social entrepreneurs and local governments to become community development leaders and transform their cities (*started in Argentina, 100 participating cities with 75% from LATAM and 25% Africa*)



## Poverty Stoplight

Builds global franchise originating from Paraguay that allows households to assess their own multi-dimensional poverty and design their own practical solutions (*started in Paraguay, scaled to 46 countries across the globe*)



## Simbiose Social

Operates a platform that unites companies that want to invest in social innovation with NGOs and provides a risk and impact assessment tool



## Adhyayan Foundation

Improves the quality of schools and colleges through evidence-based school reviews

## COVID Action Collab

Partners with community organizations to support communities during the COVID-19 crisis

## Barefoot College International

Equips rural women and girls with the skills and knowledge to be a catalyst for change dedicated to sustainable development, one village at a time (*started in India, scaled more than 100 countries in global south*)

## SDI

Organises a network of community-based organisations which form federations of the urban poor that exchange methodologies and data for advocacy (*started in India, scaled across 32 countries in global south*)



## Masala Wheels

Empowers marginalised communities through sustainable entrepreneurial initiatives and digital transformation



## SHOFCO

Supports community-based organizations in urban slums by providing critical services for all, community advocacy platforms, and education and leadership development for women and girls



## Inua Advocacy

Advocates the refugee rights in Malawi at different government levels



## The Greenlight Movement

Measures multi-dimensional poverty in households to help NGOs and businesses develop a personalized approach to tackle problems



## Community Privilege Process: The Zambia Case

Uses an AI-powered tool to assess the needs of a community in a balanced manner and facilitating the discussion on these needs between community and local government



## GLOBAL Coverage

### Global Integrity

Helps frontline actors and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services

### Teach For All

Develops extra-ordinary leaders who teach in high-need communities around the world to ensure all children can fulfill their potential

### WeRobotics

Co-creates and supports a growing network of independent and locally-led knowledge hubs to build on existing expertise in drones, data, robotics and AI

### The Share Trust

Supports and strengthens Self Help Group ecosystems around the world to dismantle poverty from the inside out

### True Footprint

Provides communities with an app to help them identify and resolve various issues in the context of climate action and livelihood initiatives

# Lever 1: Social innovators collaborating to facilitate community-driven development

## Principles

- A** Ensure all community members are given the opportunity to be heard
- B** Partner with the appropriate internal and external actors
- C** Define a way of working with all actors involved
- D** Evaluate the impact related to the SDGs and the level of systemic change

## Case examples

### Detailed examples

- COVID Action Collab
  - Tamarack Institute
- 

### Other examples

- Adhyayan Foundation
- RIL
- TAAP Foundation
- True Footprint

# Principles for Lever 1: Social innovators collaborating to facilitate community-driven development

## Principles

Ensure all community members are given the opportunity to be heard

Partner with the appropriate internal and external actors

Define a way of working with all actors involved

Implement a measurement and evaluation framework

## Description

In community-led development it is key to consider the voice of all the community members before proceeding with the design and execution of an initiative. Social innovators should work together to provide a balanced overview of the voices in a community

## What could social innovators do? (non-exhaustive)

**1** Organise an (in-person or online) event to understand a community and its needs. Make sure to facilitate an inclusive, cohesive setting by first focusing on the group; who is here, who isn't here, do we want to be here – before offering your support.

*The [Movement for Community-led Development](#) offers the Analytic Framework to design a community-led initiative.*

**2** In any meeting, there is the risk that some voices get marginalised due to the power dynamics in a group or cultural practices. Use technology to help extract all voices from a discussion.

*[Rural Senses](#) offers software that records a townhall discussion from different angles and uses artificial intelligence to extract the most prevalent topics.*

**3** Not everyone will be able to travel to an organised event or have the digital literacy to attend an online meeting. Ensure that you take these voices into account as well by visiting these individuals in a place that is accessible for them (e.g., their home, a community centre)

# Principles for Lever 1: Social innovators collaborating to facilitate community-driven development

## Principles

Ensure all community members are given the opportunity to be heard

**Partner with the appropriate internal and external actors**

Define a way of working with all actors involved

Implement a measurement and evaluation framework

## Description

Systemic change has the highest probability of success when relevant members of the community area are engaged to form (part of) the solution

It is also likely that a social enterprise will not be able to provide the entire solution by itself. In that case, additional partner should be involved to enhance the initiative with more resources, capacity, and the processes for onboarding new contributors, aligning contributions and making decisions should be defines

## What could social innovators do? (non-exhaustive)

1

Facilitate a community asset mapping workshop to see what human capital and resources are present in the community to work towards a solution and to see what people need to be involved to resolve a problem.

*Tamarack Institute uses a tool for asset mapping that can help identify the strengths and opportunities of a community.*

2

Be open to bringing in additional partners if you cannot supply what the community needs. It's much more important to offer a comprehensive solution together with partners than trying to fill all needs as one organisation. Partners can be found through catalyst movements, conferences, or by looking for peers online.

*The TAAP Foundation has partnered with multiple social innovators throughout South America to reach remote areas and offer more diverse training materials.*

3

See where you can help grassroots organizations grow and where you can be helped by other social innovators. Social enterprises will be at different levels of maturity but will all have a unique set of skills. Sharing resources can be done through a knowledge platform, by connecting partners, and through trainings.

*SHOFKO helps grassroots initiatives in Kenyan slums grow by teaching them on reporting to donors and connecting them with funds.*

# Principles for Lever 1: Social innovators collaborating to facilitate community-driven development

## Principles

Ensure all community members are given the opportunity to be heard

Partner with the appropriate internal and external actors

**Define a way of working with all actors involved**

Implement a measurement and evaluation framework

## Description

Having an effective way of working leads to a better connection, a sense of belonging, and increased mutual trust, which are all key for community-driven development – this includes the community, other social innovators, partners, government, donors, etc.

The way of working needs to be defined at the start of an initiative between all involved actors, but should also be maintained throughout the collaboration

## What could social innovators do? (non-exhaustive)

- 1** Discuss at the start of collaboration what your preferred communication modes are and agree on a meeting cadence. Consider that meeting in person yields more personal relationships and improves communication  
*RIL has set up peer learnings groups that meeting once per month to talk about issues, these meetings are both virtual and in-person*
- 2** Develop a narrative that all partners subscribe to. This works as a beacon for all actors to work towards and helps gaining momentum in the community and government
- 3** Share information with your partners to optimize the synergy and transparency. The relevance of this grows as the information becomes more case-specific (e.g., provided by experts or data recorded in the community)  
*The Covid Action Collab has set up expert working groups to exchange best practices across communities and has built a platform where knowledge documents can be shared*
- 4** Take the time to get to know each other and allow trust to build over time. This applies in any relation, whether it is with other social innovators, the community or the local government. Shared activities can help accelerate trust building, if appropriate for the relationship

# Principles for Lever 1: Social innovators collaborating to facilitate community-driven development

## Principles

Ensure all community members are given the opportunity to be heard

Partner with the appropriate internal and external actors

Define a way of working with all actors involved

**Implement a measurement and evaluation framework**

## Description

Social innovators should measure the impact of their initiatives to assess whether the communities' needs are being met and progress is made within the problem/opportunity statement that was agreed upon by the collaborators.

Additionally, social innovators should always keep systemic change in mind when evaluating their initiative – how far is the initiative away from handing over complete ownership to community and/or government and becoming redundant.

## What could social innovators do? (non-exhaustive)

**I** Implement a measurement and evaluation framework to quantify the impact. This is important for sharing with other actors (community, government, funders, etc.) to gain credibility. Technology can help with the recording of impact.

*The Greenlight Movement assesses the needs of households through annual surveys on multi-dimensional poverty and tracks year-on-year progress.*

*Ture Footprint uses an app to track carbon reduction measures of affiliated small farmers.*

**II** Schedule periodic reviews with the community to get a qualitative assessment of the impact made. Reviews should span not only the direct beneficiaries but also other actors such as governments and members of the social enterprise.

*The Adhyayan Foundation improves the quality of schools and by asking relevant actors: How do we know our schools are good?*

**III** Work towards making yourself redundant or institutionalization of the initiative. This is important to ensure systemic, sustaining change without requiring continuous support from external resources.

*Shared Trust facilitates the creation of self-help groups and acts as an intermediary until they can entirely step out.*

*WeRobotics has incubated local drone companies in Nepal to transfer their knowledge to and hand over ownership to the community.*



# Case example: COVID Action Collab

#COVID  
ActionCollab

## Short description

The COVID Action Collab partners with community organisations to support communities during the COVID-19 crisis. They achieve this by synergising resources and augmenting the collaboration of the partners as well as keeping up with the changing needs of the community.

## Country

India



“During the COVID-19 pandemic there was a sense of urgency to collaborate which I only saw when the HIV outbreak started.”

## Phase

Transitioning

## Collaborators

The COVID Action Collab works with 150 implementors

## Other partners involved

The COVID Action Collab works with USAID, the Skoll Foundation and several philanthropic foundations.

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## SDGs



## Impact

- 1 Demonstrated a successful collaborative model between 359 partners
- 2 Onboarded 2000+ volunteers
- 3 Spread across 34 states and UTs
- 4 Mobilised resources amounting to USD \$152m for COVID relief, recovery and resilience building
- 5 ~15 million individuals benefited with 24.8 service instances through trainings and ~12.3 vaccination doses



Source: Interviews with involved social innovators and initiative website

# Case example: COVID Action Collab

**#COVID  
ActionCollab**

## How the COVID Action Collab facilitates community-driven development through collaboration

### Description

1. The COVID Action Collab (CAC) is a collaborative of multi-sectoral organisations that were onboarded to support the vulnerable communities during the COVID crisis.
2. CAC works closely with the government, private and public sector as well as civil society to enable an effective response to COVID, with the integration of health, social security and livelihood as the three core focus areas. CAC aims to maximise the synergies between organisations and augment the collaboration.
3. It also provided donors with various investment options based on themes, geography, community, partner, and evolving needs across COVID-19 waves.
4. CAC focused on building resilience within the communities, to enable them to 'bounce forward' using the partnerships that were forged during the COVID crisis.

### Best practices

- CAC designs and delivers packages of services to communities through local partners, which are contextualised to meet the requirements of the target community and geography.
- CAC set up an information exchange platform for the collaborating organisations.
- It formed solution circles with experts to tackle specific problems, to decide on funding allocations and provide guidance on key strategies such as estimating the number of resources required for a city.

### Relevance for other levers

#### Advocate

- CAC created a single fund for donors to invest in which then invests in partner organisations. This creates a single point of contact and provides curated initiatives.
- The three main funders are USAID, the Skoll Foundation and the MacArthur Foundation, which act as partners to the initiative rather than as just investors.

#### Scale

- CAC scaled through involving more than 350 organisations across India, thereby forming a network of networks. Individuals could also apply as volunteers.

# Case example: SHOFCO

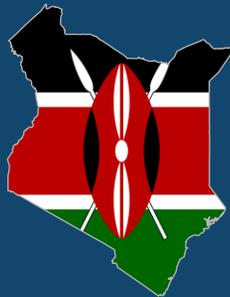


## Short description

Shining Hope for Communities (SHOFCO) supports community-based organisations in urban slums by providing critical services for all, community advocacy platforms and education and leadership development for women and girls.

## Country

Kenya



**“You don't have to please the donor; they will end up respecting your honesty.”**

## Phase

Up and running

## Collaborators

SHOFCO works with grassroots organisations in Kenyan slums

## Other partners involved

SHOFCO works with an array of foundations for funding

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## Impact

- 1 SHOFCO has reached 2.4 million people across 17 urban slums in Kenya
- 2 146,000 USD was saved in group savings programmes
- 3 Placed 954 youth in jobs and internships
- 4 Built 7 community centers servicing 1200 individuals
- 5 Provided 16,452 people with clean water through water kiosks and latrines

## SDGs



**“Co-creation is not about the end goal; it is about learning the process of development together.”**

Source: Interviews with involved social innovators and initiative website

# Case example: SHOFCO



## How SHOFCO facilitates community-driven development through collaboration

### Description

1. SHOFCO works with grassroots organisations to support slums in their way out of poverty.
2. They provide slums with clean water, healthcare, essential services and livelihood programs with a focus on empowering the communities.
3. SHOFCO has founded the World Communities Forum which connects community-based practitioners from around the world.
4. The Forum also launched the Global Alliance for Communities, a platform of local leaders that aim to bring community-led initiatives to the global development agenda.
5. The SHOFCO Women's Empowerment Projects provide women with education about business and helps them start small businesses.

- SHOFCO used their closeness and trust with the community to distribute COVID-19 vaccines, food, masks and sanitizers.
- SHOFCO provides its beneficiaries with unique ID cards to monitor and evaluate progress and provide additional support where necessary.
- Additionally, they taught grassroots organisations how to report to their donors. By doing this SHOFCO facilitated a more peer-like relationship between the community and donors.
- Through its international and local network SHOFCO connects INGOs with grassroots initiatives. They use a database of community-driven organisations to provide INGOs with the partners they are looking for.

### Relevance for other levers

#### Advocate

- The SHOFCO Urban Network brings individuals and households together in groups to advocate their needs as a collective.
- It helps to guide donors on how to better evaluate local initiatives based on the performance indicators of the community itself.

#### Scale

- Rather than scaling their initiatives to other geographies, SHOFCO deepens its impact by setting up programmes to help the community (e.g., gender-based violence, health, water & sanitation, urban youth).

# Case example: Tamarack Institute



## Short description

The Tamarack Institute is working to end poverty in communities and in Canada by supporting community-driven initiatives with knowledge, coaching and convening. The local learnings are then consolidated into reports and tools to build knowledge and practice.

## Country

Canada



**“Local context matters. Building effective place-based collaborations should include relevant partners: philanthropy, government, business, nonprofits, and citizens. However, the place-based approach must reflect the local context.”**

## Phase

Ongoing

## Collaborators

400 place-based Collaborative Networks in Canada and US

## Other partners involved

Canadian government at different levels as well as businesses, non-profits and citizens at the local level

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## Impact

- 1 Played an important role in reducing poverty in Canada from 15% in 2010 to 6.4% in 2022
- 2 Engaged with and empowered 45,000 learners in Canada
- 3 Worked with 400 cities in more than 100 regional networks

## SDGs



**“Innovation tends to get stalled if you take a fixed approach. Communities are dynamic and community-driven development should embrace change and innovation.”**



# Case example: Tamarack Institute



## How the Tamarack Institute facilitates community-driven development through collaboration

### Description

1. Tamarack builds the capacity of changemakers to coordinate collaborative work, it supports communities in poverty reduction, it networks communities, and it builds an open-source knowledge platform and tool bank on ending poverty and achieving other results at a community and regional scale, collective impact, participatory approaches, and community-driven development.
2. At the community level, Tamarack is invited by a local partner(s) including local government, business, social entrepreneurs or philanthropist to support an initiative.
3. Tamarack then provides resources and coaching to support and shape the plan of the round table assembled in the community.
4. Impact and trends from the different local initiatives are consolidated into reports and tools to share and use for other community initiatives.

### Best practices

- Tamarack works with the community partners on how to formulate the narrative of the situation in a positive manner such that all partners are bought into the process of change.
- The communities that Tamarack is working with are responding to actions in real time, so they need to continuously adapt and a compendium of learnings from previous projects helps prepare a community plan.
- Tamarack has an open-source library of tools to support communities in collaborating, scaling and assessing the needs of the community. This allows communities to design their own initiative even without the active assistance of Tamarack coaches.

### Relevance for other levels

#### Advocate

- The Tamarack Institute involves the local government in initiatives to be able to influence policies and funds to tackle the local issues.
- Philanthropists and businesses are included in the roundtable conversations to encourage a partnerships between community, social entrepreneurs and funders.

#### Scale

- Before starting an initiative, Tamarack always looks at the situation of the community: What is the context and readiness of the community? What is the complexity of the issue and what work is needed for the solution?
- Best practices from all parts of Canada (including, increasingly Quebec and Indigenous communities) are shared with similar organisations in the USA and with global partners advancing place-based change.



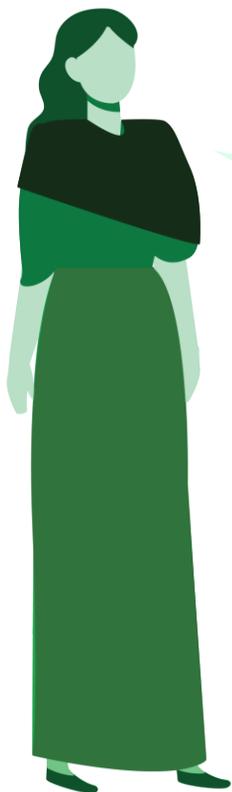
# Case example: Adhyayan Foundation



## Short Description

The Adhyayan Quality Education Foundation improves the quality of Indian schools and colleges by asking their leaders “How do we know our schools are good and in line with educational standards through evidence-based school reviews?”

All relevant stakeholders are involved and collectively develop and achieve a vision.



“No single entity can solve a problem on its own”

## How the organisation scales community-driven development through collaboration

- Collaborates with government at different levels and departments, system leaders, teachers, parents and the community to collectively determine the school’s status-quo and define and prioritise needs. This process is based on an evidence-based assessment of a school’s performance.
- Co-creates tech solutions with system leaders, NGOs and CSR bodies to ensure continuous data collection, analysis, and decision-making at all government levels including local, block, district and state.
- Facilitates exchange of learnings between “champion” and “evolving” schools.

## Best practices

- The Adhyayan Foundation involves the appropriate partners and co-creates the “next best steps” for educational quality improvement (e.g., if the school wants professional development, the foundation brings in a resource that can do this)
- The Foundation’s framework for educational improvement becomes the face to the school rather than a consortium organizations and NGOs

# Case example:

## Red de Innovación Local (RIL)



### Short Description

Red de Innovación Local (RIL) – or Local Innovators Network – supports local governments and social entrepreneurs to become community leaders.

It supports them by helping to improve their management capabilities, build collaborative networks and promote innovative design processes across the globe.

### How the organisation scales community-driven development through collaboration

Encourages local teams to share best practices and seek advice among peers in the search for better local public policies within its “Collaborative Cities” programme.

- Provides coaching on leadership skills and efficient collaboration
- Creates virtual and in-person spaces for peer learning and collaboration
- Facilitates access to all successfully implemented solutions through an interactive map

Connects public officials with social entrepreneurs to co-design local innovative policies via “Systemic Innovation Communities”, an initiative developed in collaboration with Ashoka, Co-Lab (Chile) and Via Educación (Mexico)

- Provides training and support on project design to teams through the Local Innovators Program
- Gives visibility to initiatives and helps to raise funding via their [+i Marketplace](#)
- Generates a compendium of impact stories generated by local journalists in a media platform ([+Comunidad](#))

### Best practices

- Instead of supporting local government teams separately, RIL encourages collaboration and learning among government officials facing similar problems in other geographies.
- RIL employs a rigorous screening process for each application in order to resolve the most pressing challenges while working with the most motivated teams.

“After years of working at the local level, we realised that we could accelerate the transformation of cities by connecting peers with similar problems across the globe.”



# Case example: TAAP Foundation



## Short Description

The TAAP Foundation is an organisation that uses the arts, communication for development and learning through play to create more peaceful environments for families, schools and communities across 14 countries.

## How the organisation scales community-driven development through collaboration

To ensure change will become part of the community's everyday life, the TAAP Foundation:

- Provides schools, grassroots organisations and community leaders with teaching methodologies which are adapted to contextual factors; the community comes up with their own solution and art form (e.g., dance, painting, photography).
- Involves everyone including parents, teachers, authorities, children, young people etc.
- Trains young people to become leaders in their communities as actors in a culture of peace.

The TAAP Foundation partners and collaborates with numerous organisations to harness the power of the collective:

- Is involved various organisations in multiple initiatives to scale their programmes in the most isolated territories of Colombia, Venezuela and Latin America (Colombia Takes Care of Colombia, Together for Chocó, Together for Cucuta, Providence Island Development Program).
- Designs open source trainings and learning ecosystems for peers as part of the Weaving Lab and educational TAAP Foundation's programmes.
- Facilitates and co-directs Catalyst 2030's Latin America chapter, which enables collaboration among 86 regional social entrepreneur and governmental bodies.
- Collaborates with social entrepreneur networks such as Impact Hub, Perennial Fellowship, Rotary Peace Fellowship, Viva, Minka, etc.

## Best practices

- TAAP Foundation adapts its methodology to contextual factors within local communities to ensure sustainable change.
- Shares useful resources, methodologies and programmes with other social innovators to prevent others from reinventing the wheel.
- Train grassroots organisations and social leaders to promote capacity building in their communities.
- Advocate and communicate using media and social networks to educate the different actors about social challenges and solutions, as well as promote civic and corporate engagement.

"If you work with the community and help them to propose solutions for their problems themselves, the change will become part of their everyday life."

"You can't do everything by yourself, you need to collaborate with others to make an impact."

Source: Interviews with involved social innovators and initiative website

# Case example: True Footprint

## Short Description

True Footprint provides communities with an app to help them identify and resolve a variety of issues in the topics that matter to them in the context of climate action and livelihood initiatives.

The app produces impact data to stakeholders, examples include carbon credits for tree-planting in Mongolia and clean cooking in Kenya.

## How the organisation scales community-driven development through collaboration

- Facilitates peer-to-peer help via built-in configurations (e.g., sharing knowledge between farmers, training materials)
- Tracks performance and provides useful analytics with suggestions on next-steps
- Helps communities to initiate new projects that improve their livelihood, fight climate change and earn additional income through carbon credits

## Best practices

TrueFootprint employs technology and data-driven analysis to facilitate communication and achieve SDGs.

“What an individual can do is very limited therefore in order to achieve results we need groups of people to unite and work together.”

“Before you can facilitate, you need to first listen and understand what people need.”



Source: Interviews with involved social innovators and initiative website

# Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

## Principles

- A** Collect data on the problem and map the power dynamics of the relevant players
- B** Combine forces to achieve more impactful advocacy
- C** Support communities to do advocacy with the right government levels and departments
- D** Ensure funding is pulled by the community rather than pushed by donors



## Case

### examples Detailed examples

- Masala Wheels
- Zambia Initiative

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### Other examples

- Global Integrity
- Inua Advocacy
- Simbiose Social

# Principles for Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

## Principles

Collect data on the problem and map the power dynamics of the relevant players

Combine forces to achieve more impactful advocacy

Support communities to do advocacy with the right government levels and departments

Ensure funding is pulled by the community rather than pushed by donors

## Description

Preparation is key for any advocacy initiative. This includes collecting the relevant data and mapping the power dynamics.

Having concrete proof points when starting an advocacy initiative helps to gain traction and offers the government a justification for its policy.

Simultaneous mapping of the power dynamics of the different stakeholders involved prevents inefficient deployment of advocacy capacity.

## What could social innovators do? (non-exhaustive)

**1** Poll the needs of the community to get a democratic base for the advocacy work you do. A way to do this is door-to-door interviews or posting an online survey.  
*The Poverty Stoplight conducts household surveys on multi-dimensional poverty. The data from these surveys are used by corporates to support their employees where possible and governments to launch relevant poverty reduction initiatives.*

**2** Create a basis for negotiations by gathering data to help advocate specific needs and resources towards governments and business/corporates.  
*Before approaching the local government SDI India (SPARC) gathered data on the number of people that shared a lavatory in Mumbai's urban slums. After collecting the data, they could make a more solid argument for more public facilities.*

**3** Take time to have a shared understanding of the dynamics (different actors, power distribution among actors). This also includes understanding what government level needs to be involved  
*Global Integrity has a library of resources containing knowledge from advocacy projects around the globe that can be tapped to gain a better understanding of power dynamics in a country.*



# Principles for Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

## Principles

Collect data on the problem and map the power dynamics of the relevant players

**Combine forces to achieve more impactful advocacy**

Support communities to do advocacy with the right government levels and departments

Ensure funding is pulled by the community rather than pushed by donors

## Description

In advocacy, chances for success are greater with the backing of large numbers. This applies to the sheer number of social innovators as well as to the size of the community they represent and the impact they have achieved.

## What could social innovators do? (non-exhaustive)

- 1** Activate other social entrepreneurs and media to create awareness and momentum. Other social entrepreneurs and media can be approached through social media, word of mouth, or through network organisations.  
*Masala Wheels has been donating meals and provisions to those in need through their Pay Forward initiative. This has garnered lots of support from the public, to the extent that it got the attention of the Implementation Coordination Unit (ICU) from the Prime Minister's Department.*
- 2** Write reports with other innovators and participate in panel discussions to grow your influence in the government and among the community.  
*The Movement for Community-led Development is co-authoring Uganda's National Development Plan which determines the spending of USD\$8 billion.*
- 3** Leverage the competitiveness of governments – work with peer social innovators to write case studies about neighbouring governments (countries, states or municipalities). This will help in advocacy efforts with the government.

# Principles for Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

## Principles

Collect data on the problem and map the power dynamics of the relevant players

Combine forces to achieve more impactful advocacy

**Support communities to do advocacy with the right government levels and departments**

Ensure funding is pulled by the community rather than pushed by donors

## Description

To achieve systemic change, social innovators should create the relevant links between communities and governments to ensure needs are met. Given that different levels of government have different jurisdictions, social innovators should facilitate the tools to influence the appropriate government levels.

## What could social innovators do? (non-exhaustive)

- 1** Provide community members with the tools to advocate their own needs. This has two advantages; it gives ownership to the community, and it gives more credibility to the initiative.  
*The Zambia Initiative uses data obtained during townhall discussions on community needs to help community members bring up their preferred solutions in discussions with the Constituency Development Fund.*
- 2** Social innovators can play a bridging role by using their trustworthiness with the community to escalate the needs to the appropriate government levels.  
*Inua Advocacy receives reports of sensitive corruption and human rights abuses, which they can subsequently escalate confidentially.*
- 3** To entirely transfer ownership of an operational initiative to the community, the initiative can be executed by a local government or institution. To make this happen, a gains-costs analysis (e.g., in the form of a business plan) can help.



# Principles for Lever 2: Collective advocacy by social innovators for community-driven development towards stakeholders

## Principles

Collect data on the problem and map the power dynamics of the relevant players

Combine forces to achieve more impactful advocacy

Support communities to do advocacy with the right government levels and departments

**Ensure funding is pulled by the community rather than pushed by donors**

## Description

Social innovators have an integral role to play in shifting the funding practices from being driven by the donor's agenda to being driven by the community's needs. This requires mainly a mindset change of the funders, but social innovators have a couple of options to influence this.

## What could social innovators do? (non-exhaustive)

- 1** Guide donors to have a more community-oriented mindset when it comes to impact reporting. Metrics that might be relevant for donors could be less relevant to the community  
*SHOFCO guides donors to use the impact indicators used by Kenyan slum organisations rather than their own (e.g., the fraction of youth having received a literacy training instead of the number of jobs obtained by youths).*
- 2** Consider forming a shared fund with other social innovators which invests in initiatives based on priority. This creates a single point of contact and provides curated initiatives for funders while placing the decision power with the social innovators and the community they represent.  
*The Covid Action Collab has set up a fund for donors to invest in that allocates money to COVID-19 relief initiatives across India and deals with the accountability of the affiliated organisations*

# Case example: Masala Wheels

## Short description

Masala Wheels is a social enterprise that offers employment, capacity building, and micro-entrepreneurial opportunities to marginalised communities. Profits are channeled back into furthering initiatives as well as the development of Masala Wheels' infrastructure.

## Country

Malaysia



**“Advocacy came in after doing actual operations on the ground; we first did the work and then started to talk about what we need.”**

## Phase

Expanding

## Collaborators

Civil society organizations, corporate Malaysia, educational institutions and the Malaysian government

## Other partners involved

...

## Relevance for problem statement

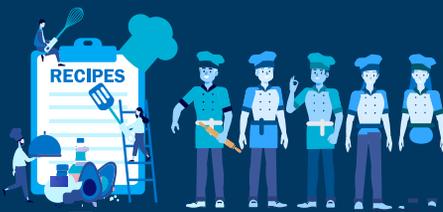
- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ⊙ Has been / can be scaled to other SDGs and geographies

## SDGs



## Impact

- 1 Contributed more than RM4 million in revenue to 500+ individuals, most of whom are at-risk youths
- 2 Set up 3 cloud kitchens for 25 beneficiaries for zero charge
- 3 Donated 50,000+ meals to those in need through their Pay Forward initiative



**“If you don't have volume you don't have means to speak; the numbers have to be there.”**

# Case example: Masala Wheels

## How Masala Wheels advocates community-driven development through collaboration

### Description

1. Masala Wheels has been donating meals and provisions to those in need through their Pay Forward initiative. This has garnered support from the public, to the extent that it got the attention of the Implementation Coordination Unit (ICU) from the Prime Minister's Department.
2. The ICU collaborated with Masala Wheels to make an even bigger impact in the community by identifying and helping underserved beneficiaries.
3. Masala Wheels was accorded a seat at the table representing social enterprises at the Poverty Circle under the Prime Minister's Department to provide feedback and ideas on policy to help improve livelihoods through entrepreneurship.
4. Additionally, Masala Wheels is the co-founder of the Chamber of Social Entrepreneur Development and Catalyst 2030 Malaysia Chapter which collectively drives policy development for an integrated social entrepreneurship ecosystem in Malaysia.

### Best practices

- Masala Wheels built momentum through their operations on the ground, which helped them in articulating their needs for advocacy toward the government.
- Media played a big role in the advocacy of Masala Wheels to amplify their voice.
- Further impact was achieved through building their circle of influence beyond the government, including corporates.

### Relevance for other levers

#### Facilitate

- Masala Wheels provides capacity building and employment for marginalised communities in the form of culinary training and food & beverage management through its multi-revenue model food truck, restaurant and catering services. This is done in partnership with corporate, educational and government institutions and strong digital presence on technology-driven platforms

#### Scale

- Masala Wheels' profits are reinvested to grow and scale their initiatives as well as the development of the physical and digital infrastructure
- Together with strategic stakeholders, Masala Wheels has been setting up several cloud kitchens across Malaysia to revolutionize social entrepreneurship



# Case example: Community Privilege Process – The Zambia Case

## Short description

The Zambia Initiative is a collaboration of Catalyst 2030 members that use AI-based technology to identify the need of a community in an unbiased manner. The collaboration then assists the community in advocating these needs to the local government

## Country

Zambia



**“Don't go to the community with your solutions, they already have a solution. Just see how you can help them execute that solution.”**

## Phase

Exploring

## Collaborators

OpenNet for All Zambia, Rural Senses, Working Group 4 of Catalyst 2030

## Other partners involved

Constituency Development Fund, local authorities

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## SDGs



## Impact

- 1 The Constituency Development Fund has 25.7 million Zambian Kwacha (USD \$1.6 million) to spend on community development
- 2 5 organisations from 3 continents collaborating
- 3 Groups of 50-100 community members are invited to discuss their needs. The technology captures everyone's voice



**“Sharing is everything, not just the successes but especially the failures. Everyone is only sharing successes, but it's the failures that you learn from.”**

# Case example: Community Privilege Process – The Zambia Case

## How The Zambia Initiative advocates community-driven development through collaboration

- Description**
1. The Zambia initiative wants to ensure that public funds support the specific needs of the community.
  2. It plans to do this by organising meetings for 50-100 people and discussing their problems and proposed solutions using the privilege framework, which forms a structure to ask the right questions for finding the needs of a community.
  3. The discussions during the meeting are recorded and fed into AI-powered technology which distills the most mentioned topics.
  4. This ensures that all voices of the community are heard, regardless of prominence within the group and creates data that can be used in advocacy.
  5. Finally, the initiative supports the community in negotiations around funding to execute on the solutions for the most important problems by providing data and negotiation materials.

- Best practices**
- Instead of bringing the needs of the community to the authorities themselves, the initiative empowers the community to discuss their own problems and solutions with the local authorities.
  - The Zambia Initiative documents the voice of the community, which the local authorities can also use as a proof point to defend their actions and policies, thereby creating a win-win situation.

### Relevance for other levers

#### Facilitate

- OpenNet for All Zambia, which supports the community negotiations actively cooperates over chat and in regular meetings with other advocacy NGOs to exchange ideas.
- The Zambia initiative has partnered with AI-business Rural Senses which has experience with filtering unbiased opinions from group discussions.

#### Scale

- Similar initiatives are currently in the early discovery phase in Kenya and four other countries.
- The initiatives share best practices through ongoing communication.

# Case example: Global Integrity

## Short Description

Global integrity helps frontline stakeholders and global players address complex challenges relating to corruption, the use of public resources, and the delivery of public services.

## How the organisation scales community-driven development through collaboration

- Conducts research into the power dynamics of key stakeholders to help partners with governance challenges
- Builds on learnings from previous work with other organizations (including social innovators) to bring stronger insights to future challenges
- Creates networks to facilitate the exchange of learnings and best practices between peers

## Best practices

- Global Integrity gathers learnings from a global network of experts (both former clients and funders) but relies first and foremost on the local actors.
- It strengthens the capacity of partners by using information to update their understanding of the context and the problem and to adjust their plans.



Source: Interviews with involved social innovators and initiative website

# Case example: Inua Advocacy

## Short Description

Inua Advocacy advocates the refugee rights in Malawi at different government levels and across departments.

## How the organisation scales community-driven development through collaboration

- Founded and led by a former refugee and collaborates with the government on the improvement of refugee policies
- Collaborates with community leaders to escalate their needs of refugee self-reliance, participation and ultimately integration
- Member of RELON Malawi (Refugee Led Organizations Network) and provides training to organisations and individuals on using social media platforms for self-advocacy



“Don’t wait until you have everything before you start something.”

## Best practices

- Given their trust and network among the refugee community, Inua receives reports of sensitive corruption and human rights abuses, which they can subsequently escalate in confidentially.
- Trust and networks are equally important for Inua to support messages originating from partner agencies – messages that refugees might other-wise dismiss, misunderstand, or speculate over

Source: Interviews with involved social innovators and initiative website

# Case example: Simbiose Social



## Short Description

Simbiose Social operates a platform that uses government data to unite companies wanting to invest in social entrepreneurs with NGOs. Additionally, it provides a risk assessment tool and allows companies to monitor the impact of their investments.

## How the organisation scales community-driven development through collaboration

- Makes NGOs from more remote areas more visible for companies willing to invest in social investment. They do this by using government data to match registration data of NGOs with data on tax deduction due to social innovation investments from companies.
- They advocate for the needs of community-based NGOs at different government levels by promoting tax deduction programs for social investment from companies.
- Recently, they created a new feature on the platform that cross public indexes to match the different social demands at the municipal level with NGOs that work to solve the local problems.



“Companies in Brazil spend 80% of social innovation money on NGOs in São Paulo and Rio de Janeiro.”

## Best practices

- Simbiose Social works with large corporations to help them find better targets for their social innovations and with NGOs to make them more visible to corporations..
- Research data on specific needs at the community level are integrated in the platform to help direct funds to the most urgent causes.

# Lever 3: Approach to scale community-driven development across geographies through collaboration

## Principles

- A** Be considerate about the actors in the geographies you scale to
- B** Contextualise the initiative for the area or geography
- C** Prioritise trust of the community and partners over scale and speed
- D** Link peers with similar problems from different geographies



## Case examples

### Detailed examples

- Poverty Stoplight and The Greenlight Movement
- SDI

### Other examples

- Teach For All
- Barefoot College International
- The Share Trust
- WeRobotics

# Principles for lever 3: Scaling community-driven development across geographies through collaboration

## Principles

Be considerate about the actors in the geographies you scale to

Contextualise the initiative for the geography

Prioritise trust of the community and partners over scale and speed

Link peers with similar problems from different geographies

## Description

When scaling to another area, social innovators should be considerate of the community, existing social innovators, and other relevant actors in that geography. Potential partners should be trusted by the local community to facilitate buy-in for the initiative and prevent imposing a methodology

## What could social innovators do? (non-exhaustive)

1

Make the trade-off whether to scale by growing the current initiative, partnering with an existing organisation, or helping set up a new organisation. The same trade-off exists for the branding of the initiative. The main driver should be impact for the community, which might not be achieved by simply creating a new branch in another chapter.

*Poverty Stoplight has partnered with organisations across 50 countries through a franchise, white-label, construction.*

*After helping local stakeholders to set up a shared legal entity, the Share Trust acts as an intermediary until they can fully step out*

2

Do not actively expand your methodology but instead let the demand for the initiative drive the decision on where to scale towards. This increases the chances of success for the initiative.

*Rather than actively recruiting regional Flying Labs, WeRobotics creates awareness for the value proposition in a community and allows demand to determine whether a new drone knowledge hub should be formed.*



# Principles for lever 3: Scaling community-driven development across geographies through collaboration

## Principles

Be considerate about the actors in the geographies you scale to

**Contextualise the initiative for the geography**

Prioritise trust of the community and partners over scale and speed

Link peers with similar problems from different geographies

## Description

Social innovators should always adapt their initiatives to the context of the community that they are scaling to; each community has different actors, problems and solutions.

## What could social innovators do? (non-exhaustive)

- 1** Start with the needs and solutions of the community  
*Also refer to **Principle 1A: Ensure all community members are given the opportunity to be heard**, which describes an approach to discover the existing needs and solutions of a community.*
- 2** Write a transparent implementation plan for local partners that want to use (part of your) methodology for their own initiative. This merges local needs with a tested approach.  
***The Greenlight Movement** has written **Greenlight Implementations**, which is a guide for starting a multi-dimensional poverty assessment tool in a new geography*
- 3** Adapt materials to new geographies. This goes beyond changing the language; the materials should be contextualised and sensitive topics should be considered.  
***Barefoot College International** has connected with community-based partners in different locations to adapt teaching materials and tools to nearly 100 countries.  
**The TAAP Foundation** adapted their methodology to contextual factors; the community has to come up with its own preferred art form (e.g., dance, painting, photography).*



# Principles for lever 3: Scaling community-driven development across geographies through collaboration

## Principles

Be considerate about the actors in the geographies you scale to

Contextualise the initiative for the geography

**Prioritise trust of the community and partners over scale and speed**

Link peers with similar problems from different geographies

## Description

Social innovators should invest time in building a trust-based relation with the community and partners. As the network and resources grow, the social innovator can expand the scope of the initiative.

## What could social innovators do? (non-exhaustive)

1 Grow your network of social innovators to increase the resources you can offer the community. Rather than scaling yourself, you can also use your network to support the community-led effort.

2 Determine whether to scale out (more beneficiaries/ geographies), up (influence more institutions), or deep (more systemic change within the community).

*Rather than scaling its initiatives to other geographies, **SHOFCO** deepens its impact by setting up more programmes to help the community (e.g., gender-based violence, health, water and sanitation and urban youth).*



# Principles for lever 3: Scaling community-driven development across geographies through collaboration

## Principles

Be considerate about the actors in the geographies you scale to

Contextualise the initiative for the geography

Prioritise trust of the community and partners over scale and speed

Link peers with similar problems from different geographies

## Description

Different communities have different problems and therefore require tailored, solutions, however, patterns exist across geographies. Social innovators can add value by connecting individuals and/or organisations facing similar problems.

## What could social innovators do? (non-exhaustive)

**1** Connect peers that your organisation works with in different geographies. This can be done through creating a forum (e.g., online forum, chat group) or by forming consortiums with members that face similar issues in their work. These for consortia can become stand-alone, or you can maintain a facilitating role.  
*RIL encourages local governments to share best practices and seek advice among peers in the search for better local public policies within its “Collaborative Cities” programme.*

**2** Create a knowledge-sharing platform for the exchange of best practices and learnings across the different geographies of your organisation. This will prevent local chapters from reinventing the wheel and it institutionalises the methodology.  
*Teach For All enables sharing of insights and resources across the global network via an online learning portal that contains learnings and tools. The Tamarack Foundation has an open-source library of tools to support communities in collaborating, scaling and assessing the needs of the community. This allows communities to design their own initiative even without the active assistance of Tamarack coaches.*



# Case example: Measuring multi-dimensional poverty: Poverty Stoplight



## Short description

Poverty Stoplight allows households to assess their own multi-dimensional poverty and design their own practical solutions. Social innovators and corporations use the data to support the community. Started in Paraguay, Poverty Stoplight is now actively used in one way or another in 50 countries.

## Country

Paraguay



**“Many programs are aimed at communities, but they forget that a community consists first and foremost out of people”**

## Phase

Up and running

## Collaborators

Poverty Stoplight has 53 hubs and special projects around the world which all partnered with local corporations and organisations.

## Other partners involved

The Poverty Stoplight is funded by several foundations and through franchise fees of partner organisations.

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## SDGs



## Impact

- 1 There is a total of 53 hubs and special projects has partnered with 460 organisations in 50 countries.
- 2 These hubs have executed over 226.000 stoplight surveys worldwide.
- 3 60,000 indicators of multidimensional poverty have improved.



**“Even though you both speak English, you don't speak the same language.” – about scaling to other communities**

Source: Interviews with involved social innovators and initiative website

# Case example: Measuring multi-dimensional poverty – The Greenlight Movement

## Short description

The Greenlight Office is based in South Africa and works with a social methodology similar to Poverty Stoplight. Besides measuring multi-dimensional poverty, the partnered non-profits and businesses collaborate as the 'The Greenlight Movement' to provide support and services to each other.

## Country

South Africa



“Don’t waste money, time, or effort working with a community that doesn't need you - walk away.”

“You don’t know what you need until you know what you’ve got.”

## Phase

Expanding

## Collaborators

Greenlight Movement has 100+ non-profits, social enterprises, businesses, government (membership based)

## Other partners involved

It is funded by a single foundation.

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ⊗ Has been / can be scaled to other geographies

## Impact

- 1 Data of 35,000 surveys has been collected.
- 2 117 organisations are using the data to measure and understand impact.
- 3 In 2019, organisations reported 84% of households self-diagnosed an improvement in quality of life within one year.

## SDGs



“Breaking poverty down into bite-sized chunks is less overwhelming and encourages reflection that helps people to plan a way forward to a better quality of life.”

# Measuring multi-dimensional poverty

## Learnings from case examples

### How Poverty Stoplight and The Greenlight Movement have scaled community-driven development across geographies through collaboration

#### Description

1. Poverty Stoplight and The Greenlight Movement see the household as the key to eliminating poverty from lives.
2. The households do a self-diagnosis to indicate what they require help with and where they are confident with how they are doing.
3. The data from the surveys allow the individual organisation to determine where they can make an impact and where they need to bring in additional partners.
4. The initiatives have been scaled deep through involving NGOs covering different SDGs, involving corporates that can help their employees more thoroughly and governments to understand community needs better
5. Poverty Stoplight has expanded the methodology to more than 50 countries using a franchise construction and share best practices

#### Best practices

- Both initiatives have focused on helping households assess themselves and brought in partners to deepen the impact (e.g., provide the households with support where required).
- Poverty Stoplight works with local organisations to set up a multi-dimensional poverty assessment. The indicators and definitions for poverty are unique everywhere
- The Greenlight Movement has developed a practical implementation plan for social innovators who want to start a stoplight initiative in their community

#### Relevance for other levers

##### Facilitate

- Social entrepreneurs work together to provide the households with the assistance they require based on the self-assessment.
- The data from the surveys allows individual organisations to determine where they can make an impact and where they need to bring in additional partners.

##### Advocate

- The Greenlight Movement has a partnership relation with a single foundation that provides the financial funds until The Greenlight Movement can operate without external funds.
- Local governments have shown interest in the data collected by Poverty Policy to inform policy making.

# Case example: Slum Dwellers International (SDI)



## Short description

Slum Dwellers International (SDI) is a network of community-based organisations of the urban poor in 32 countries. In each country, affiliate organisations come together at the community, city and national level to form federations of the urban poor.

## Country

Global south



**“To have serious impact all strategies must demonstrate to the women in communities that they work for them otherwise they just walk away.”**

## Phase

Up and running

## Collaborators

SDI has 32 country affiliates in the network. There are also 4 sister networks.

## Other partners involved

SDI works with the different levels of government in each of the affiliate countries. Funding comes from foundations and multi-laterals.

## Relevance for problem statement

- ✓ Collectively facilitating community-driven development
- ✓ Collectively advocating community-driven development
- ✓ Has been / can be scaled to other geographies

## SDGs



## Impact

- 1 The India affiliate has built 6837 housing unit, upgraded 2815 homes and constructed 819 toilet blocks
- 2 SDI has detailed data profiles of 7712 slums across 224 cities
- 3 Out of the 32 country affiliates, 12 affiliates have achieved nationwide coverage



**“You have to be in this process as if it's a marathon and not as if it's a 100-meter dash.”**

Source: Interviews with involved social innovators and initiative website

# Case example:

## Slum Dwellers International (SDI)

The logo for Slum Dwellers International (SDI) consists of the lowercase letters "sdi." in a white, sans-serif font, centered within a grey circular background.

### How SDI has scaled community-driven development across geographies through collaboration

#### Description

1. SDI is a network of community-based organizations in 32 countries across Africa, Asia and Latin America.
2. In each country, affiliate organisations come together at the community, city and national level to form federations of the urban poor.
3. These federations share specific methodologies on women participation, data and evidence collection and presentation and demonstrate solutions pilot projects. This demonstrates what development assistance the federation can contribute and what municipalities and others can contribute.
4. Within the slum neighborhoods, groups of women are driving progress and share their learnings with groups across geographies.
5. SDI collects these learnings and has built a knowledge centre with data and knowledge documents.

#### Best practices

- SDI has built a data base with information about all the affiliated slum neighborhoods, when aggregated this is a much more powerful advocacy tool than data from just one neighborhood
- SDI has not only scaled geographically, but also deepened their commitment in affiliated countries by engaging youth and expanding the scope from poverty to climate change initiatives
- Rather than imposing a methodology on a national chapter, SDI offers their methodology and tools as 'food-for-thought' for the chapter to use when designing their own initiatives
- SDI facilitates consortiums of peers with similar problems (e.g., local government, businesses, social entrepreneurs) across regions

#### Relevance for other levers

##### Facilitate

- SDI makes beneficiaries a driver of change. It does pilots where the community designs the change programme themselves. This way change sustains after the NGO leaves as the community knows they have the power to change.

##### Advocate

- SDI stimulates the community to collect household data about themselves, which can be aggregated to the region or country and used for advocacy.
- SDI aims to create the basis of negotiations where the community negotiates themselves, without the social innovators as an intermediary.

# Case Example:

## Teach For All

### Short Description

- Teach For All is a network of independent locally-led partners in more than 60 countries that recruits and coaches talent to teach in high-need communities to ensure all children can fulfill their potential.
- Teach For All network partners are training and developing more than 15,500 teachers, who collectively reach over one million students.

### How the organisation scales community-driven development through collaboration

- Provides collaborative early-stage support to aspiring partners who want to adapt the Teach For All approach:
  - Regional staff members help to contextualise the network approach and develop a roll-out plan
  - Supporting divisions assist with expertise and insights around teacher recruitment, organisational development, and fundraising
- Enables sharing of insights and resources across the global network via an online learning portal
- Accelerates connectivity among peers and facilitates opportunities for collaboration and scaling via networking events
- Helps local partners to develop collective leadership through in person and online learning experiences

### Best practices

- Teach For All applies a set of shared core values and methodologies to guide partners working together across the globe.
- Connects different local leaders where one has more experience than another to enable peer learning.
- Network partners' local ownership allows them to shape an overarching approach rooted in their own context (e.g., recruiting local leaders, partnering with schools and communities).
- Involves other public and private partners to form an outside-in perspective on a particular local case.

“The COVID-19 pandemic reaffirmed that we should put local leaders at the centre.”

“We take a locally rooted, globally informed approach and work to connect local leaders and communities across borders to amplify learning and accelerate impact.”

Source: Interviews with involved social innovators and initiative website

# Case Example:

## Barefoot College International

### Short Description

- Barefoot College International equips rural women and girls across the Global South with the skills and knowledge to be a catalyst for change dedicated to sustainable development - one village at a time.
- Connects rural communities to solar, water, education, professions and advocacy to help communities and individuals take control of their lives and the wellbeing of their communities.

### How the organisation scales community-driven development through collaboration

- Connects with community-based partners in different locations to then jointly evaluate the set of actions to be implemented (currently working with partners in nearly 100 countries)
- Adapts the teaching materials and tools to the different local languages and contexts (e.g., using alternative communicative skills including sign language within a diverse language cohort to ensure all opinions are heard)

### Best practices

- Barefoot College International has developed a compendium to build movement and collectively implement a programme.
- Practices and formal processes are codified by Barefoot College International enabling them to collaborate at speed and to scale.
- Has worked with funders that understand the importance of long-term engagements and systemic approaches which has enabled them to scale to nearly 100 countries.

“The idea of the collective can conflict with the idea of a founder as the single point of knowledge.”

# Case Example: The Share Trust

## Short Description

The Share Trust helps amplify community driven solutions and strengthen community resilience globally by supporting collaborative models such as Self Help Groups (SHGs)<sup>1</sup>.

“Allow social entrepreneurs to continue to thrive but see them as part of a network collaborating together as opposed to competing with each other.”

## How the organisation scales community-driven development through collaboration

- Shifts power, process and funding to local stakeholders through the Local Coalition Accelerator (LCA), an initiative between the Share Trust and Warande Advisory Centre that aims to support coalitions of local and national organisations (LNOs) who have community engagement strategies grounded in community groups. These include as SHGs, to lead on the design and delivery of large-scale programming by providing an intensive three-year package of financial and technical support.
- Bridges diverse stakeholders including Global South leaders, bilaterals, private philanthropy, UN agencies and INGOs through a multi-stakeholder platform that engages in practical problem solving around changing donor processes to be more equipped to accompany and complement community driven initiatives.
- Digitises community feedback through the digital platform Relay, which was developed in collaboration with Refunite for LCA Uganda coalition.

“When you work together you change focus of control, so instead of thinking about the things that are done to you, you have the power to change things externally.”

## Best practices

- The LCA model is built on the principles of local ownership, delivering holistic services, and advocating for sustainable long-term financing for LNOs who represent the bedrock of community development.
- Partners with local actors who keep their own brand and identity.
- Leans into existing initiatives and networks before facilitating new structures.
- Provides financial and technical support with a clear exit strategy, transitioning from an intermediary role to a contracted one should the coalition continue to need technical support after three years.
- Amplifies holistic approaches that centre intentionally layered group-based interventions to increase participant social capacities (e.g., social networks, aspirations and confidence), key elements in increasing resilience.

1. Voluntary groups, typically comprised of 15-20 people who meet every week to save, start small business activities, and create change both for themselves and their communities

Source: Interviews with involved social innovators and initiative website

# Case Example: WeRobotics

## Short Description

- WeRobotics co-creates and facilitates an inclusive network of independent, locally-led and demand-driven knowledge hubs to build on existing expertise in drones, data, robotics and AI: the Flying Labs network.

## How the organisation scales community-driven development through collaboration

- Expands the space for locally-led practice by adopting and adapting its Inclusive Networks Model at scale to collectively expand the power of proximate leaders and local organisations. This model enabled WeRobotics to transfer 42% of its funding to local organisations in 2021, while the industry average for was less than 4%.
- Seeks to accelerate locally-led progress towards SDGs through scaling the Flying Labs Network. Additionally, takes concrete steps to enable the Flying Labs Network to become independently enabled.
- Strives to reduce their own Power Footprint<sup>1</sup> while partnering with proximate leaders.

## Best practices

- Successful Flying Labs are demand-driven rather than actively recruited; the very few Flying Labs that we sought to recruit top-down never got off the ground
- WeRobotics encourages Flying Labs and their hosting organizations to co-brand relevant projects. This prevents the risk of overshadowing the local hosting organization while at the same time proximate leaders can benefit from the advantages of the global network

” Advocacy is central to everything we are doing.”

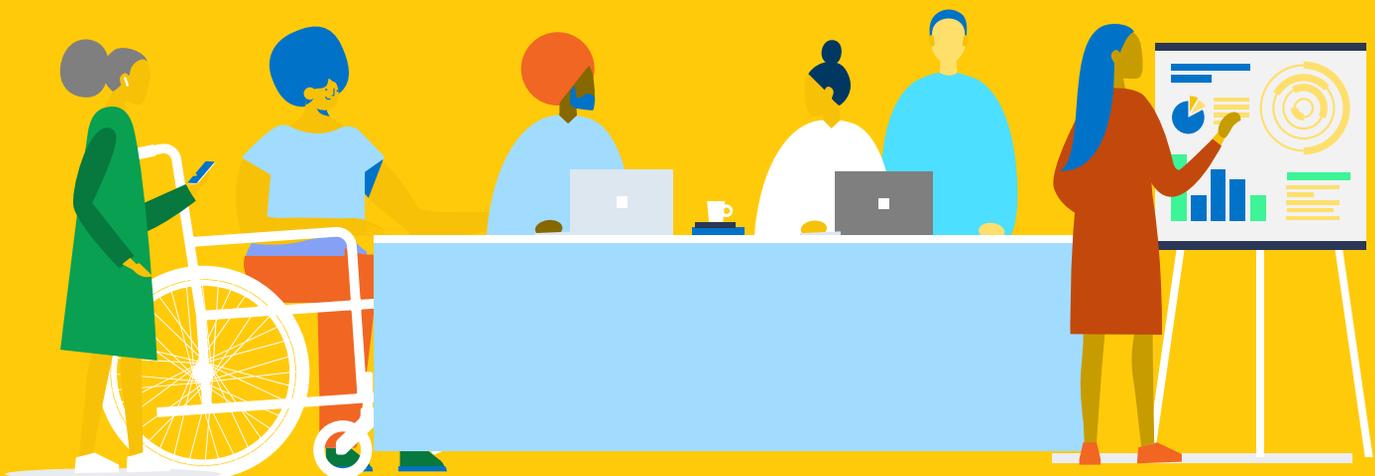
“We believe shifting the power is not enough, we have the best chance of systems change if we, as organisations in the Global North, proactively reduce our power footprint.”

1. The power footprint is the amount of authority, control and influence that an organization is able to exert as a result of that organisation’s history and current activities – as defined by WeRobotics.

Source: Interviews with involved social innovators and initiative website.

# Tools and resources

The different resources in this section have been shared by the social innovators that we have interviewed



# Principles for lever 1: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

## Application

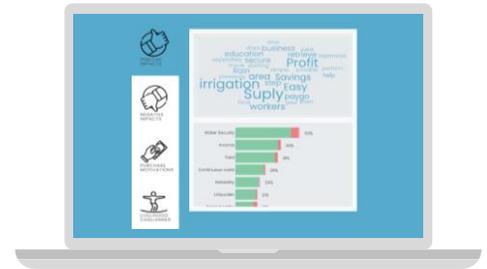
Rural Senses data platform

**Identify the needs of the community in an unbiased manner**

Applies a language processing algorithm to filter out the most important parts of the conversation

### Source

[Rural Senses](#)



Data Walks Tool

**Get partners engaged in conversations**

Provides an interactive way to share and interpret findings with different stakeholders

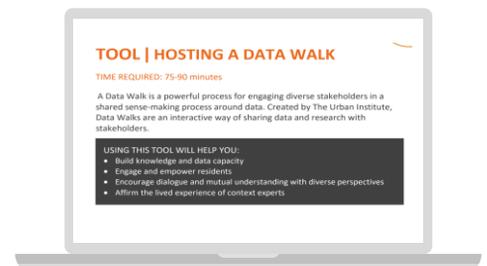
### Source

[Urban Institute](#) (full version)



### Source

[Tamarack Institute](#) (summary)



# Principles for lever 1: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

Community asset mapping

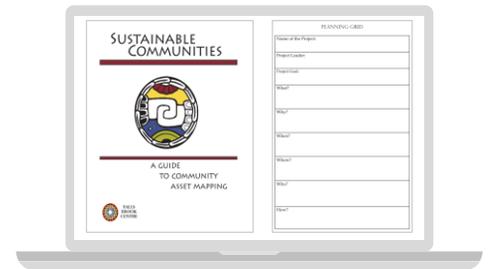
## Application

### Facilitate Community Asset Mapping

Helps to kick-off and determine communities' needs by mapping its existing assets

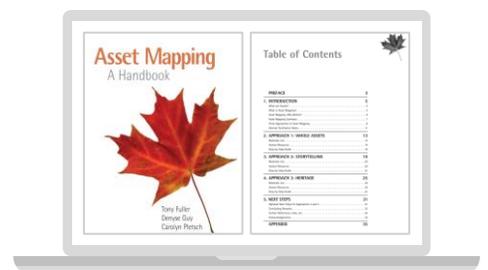
### Source

[Falls Brook Center](#) (guide)



### Source

[The Government of Canada](#) (handbook)



# Principles for lever 1: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

## Application

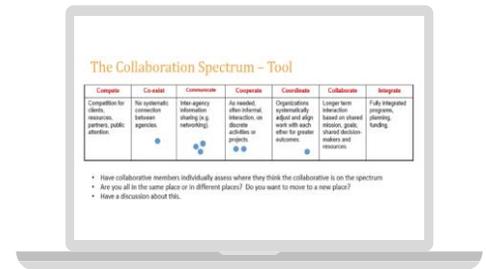
Collaboration spectrum tool

### Define and improve collaboration

Assesses status-quo and helps to determine areas of improvement for more efficient collaboration

### Source

[Tamarack Institute](#)



DIY Toolkit

### Structure workplan

Features 30 practical social innovation tools on how to structure ideas that can deliver better results

### Source

[Nesta and Rockefeller Foundation](#)



Designing virtual communities

### Connect virtually

Helps to build a connection across diverse teams in virtual environments

### Source

[Tamarack Institute](#)



# Principles for lever 1: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

Community-Led Approach to Community Change

## Application

Overview of community-led approaches to community change



### Source

[Tamarack Institute](#)

Community Tool Box

### Kickstart the collaboration

16 toolkits to help to get a quick start on key activities in community work



### Source

[University of Kansas](#)

Phases of community-led development

### Work in a way beneficiary for the community

Analytic framework to empower communities



### Source

[MCLD](#)

# Principles for lever 1: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

## Application

Digital platform

### Digitise Community Feedback

Digitally connects community representatives with networks of NGOs through Android, SMS or a call centre

### Source

[Relay](#) by [REFUNITE](#)



Cards on System Thinking

Fosters problem solving using flip cards

### Source

[Thinking Tools Studio](#)



# Principles for lever 2: Social innovators collaborating to facilitate community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

## Application

Manual developed by the Community-Government Collaboration on Policy

Policy monitoring process

### Source

[Caledon Institute](#)



Framework and design elements for planning and assessing your policy change efforts

Tool to evaluates progress in policy change

### Source

[Tamarack Institute](#)



# Principles for lever 3: Social innovators collaborating to scale community-driven development

## Lever

### Facilitate

Social innovators collaborating to facilitate community-driven development

### Advocate

Collective advocacy by social innovators for community-driven development towards stakeholders

### Scale

Scaling community-driven development across geographies through collaboration

## Tool

## Application

Scaling and Evaluation tool

### Contextualise social innovation

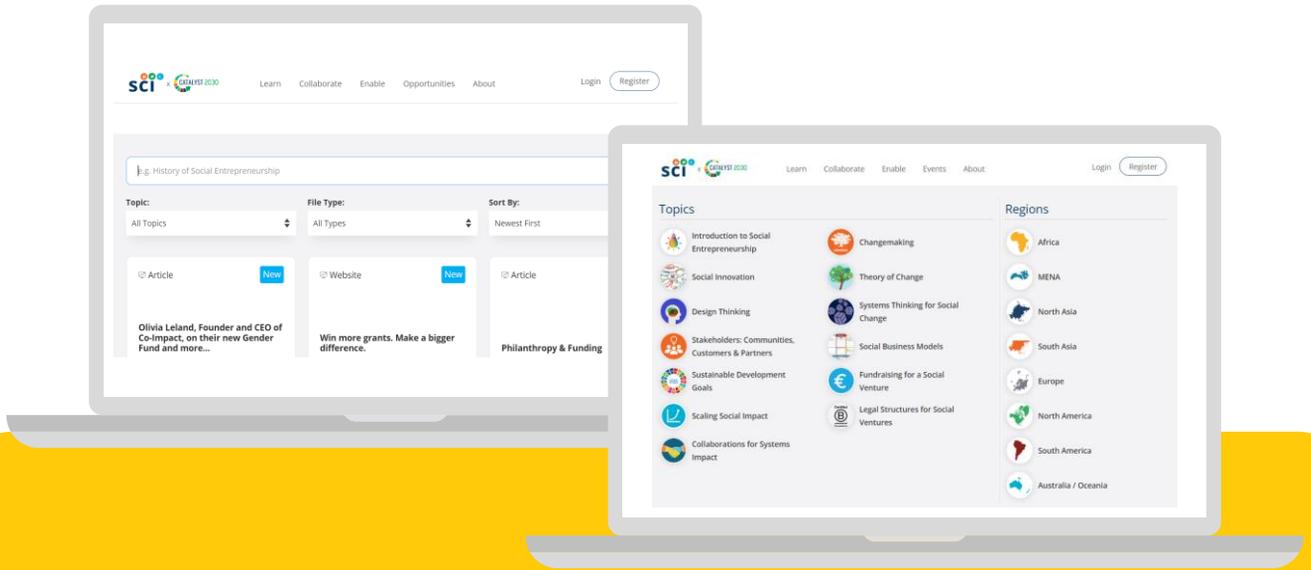
A framework with five dimensions on scaling

### Source

[Tamarack Institute](#)



# Social Change Innovators



Systems Change Innovators is a knowledge base with useful research, video materials, presentations, exercises and many other resources across 13 topics on systems thinking and social change for social innovators

**66,000+**

Page views

**900+**

Resources available

**18,000+**

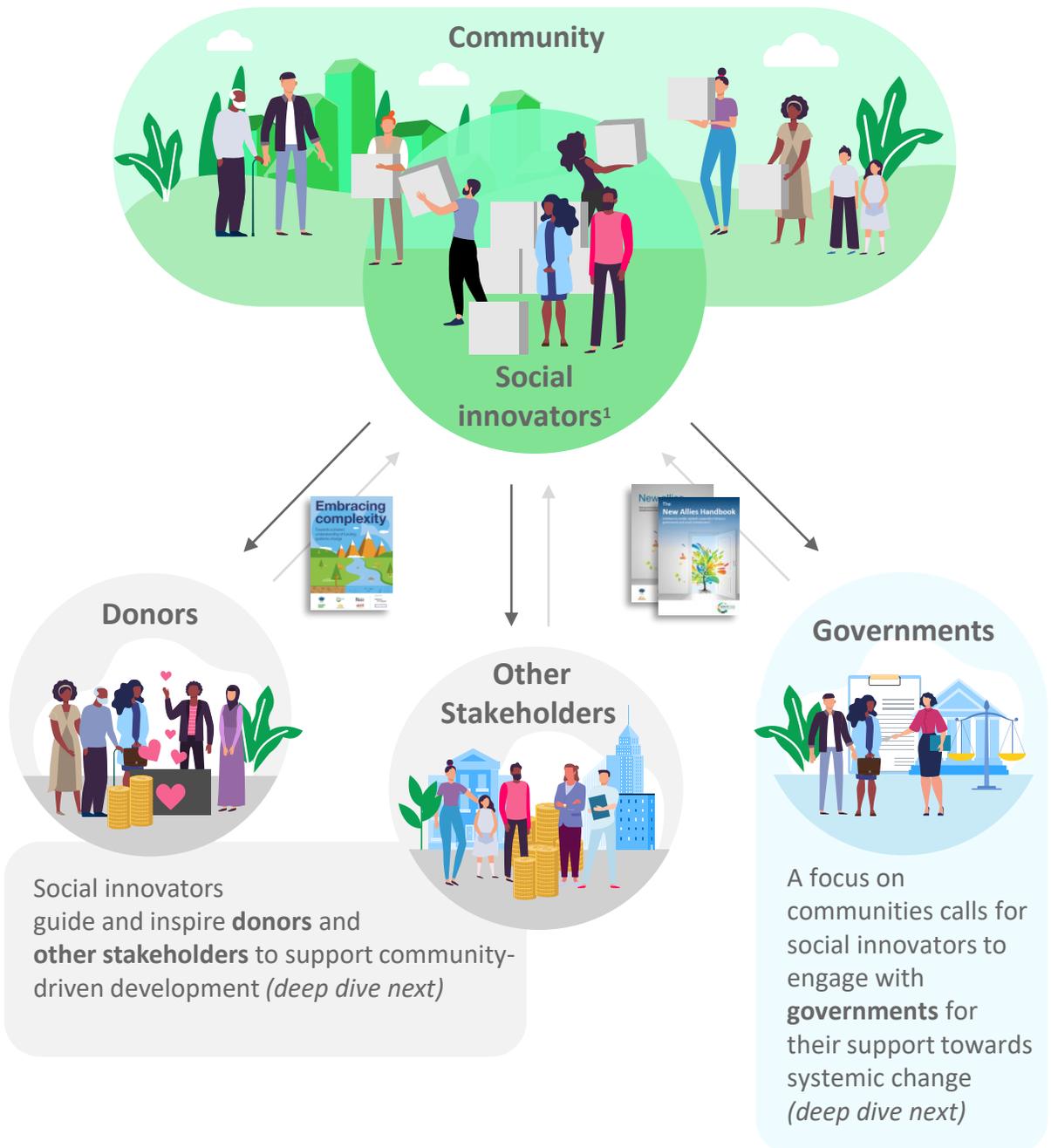
People accessed

# Chapter 3

How social innovators can inspire the different stakeholders within ecosystems to support community-led development



# Social innovators play an integral role in connecting, engaging and collaborating with the stakeholders within interconnected ecosystems



1. Social entrepreneurs and NGOs
2. Corporates, academics, INGOs, intergovernmental organisations, etc.

# Social innovators guide and inspire donors and bilaterals / multilaterals towards community-driven development

## How can donors support community-led development?

- Funding initiatives and projects
- Engage in multi-year partnership as change in community-led development often happens over the long run
  - Provide funding which allows for more flexibility for changes and circumstances to ensure needs and priorities of community are always leading

- Enabling social innovators
- Invest in social entrepreneurship and innovation
  - Fund networks of social innovators

- Investing in social entrepreneurship
- Provide technical support and expertise
  - Create opportunities to support social innovators in capacity and skills building
  - Connect social innovators with relevant actors in your network

## How can social innovators inspire and guide donors to do this?

Involve the donor from the start of the initiative or project, in the form of a board member or through an advisory role. This will help a donor understand the how community change happens and will make the need of the community more apparent to the donor. Additionally, provide the donor with intermediate milestones and a gate process to evaluate progress to ensure sustainable, lasting change

***Barefoot College International** has worked with multiple funders that have understood importance of long-term engagement and systemic approaches. This includes a more than decade-long partnership with the Government of India.*

*As part of the Vibrant Communities initiative, the J.W. McConnell Family Foundation entered a long-term partnership with the **Tamarack Institute**. In that context, the foundation was part of the advisory group to help shape strategy and learn how community change happens.*

- Write a business plan outlining what you require to grow as an organisation and/or transform your methodologies and approaches.
- *A small project-focused grant from Apple has grown into a partnership providing unrestricted funds to build the organisational capacity that **Barefoot College International** needed to transition its work to a fully systemic approach.*
- Join networks which catalyse collaboration across sectors and unleash collective potential for global systems change .
- ***Catalyst 2030** received funding from multiple donors to build a network of social innovators to develop an enabling environment.*

Enter a peer-like relationship with the donor by not only using a donor's financial resources but also their expertise and network.

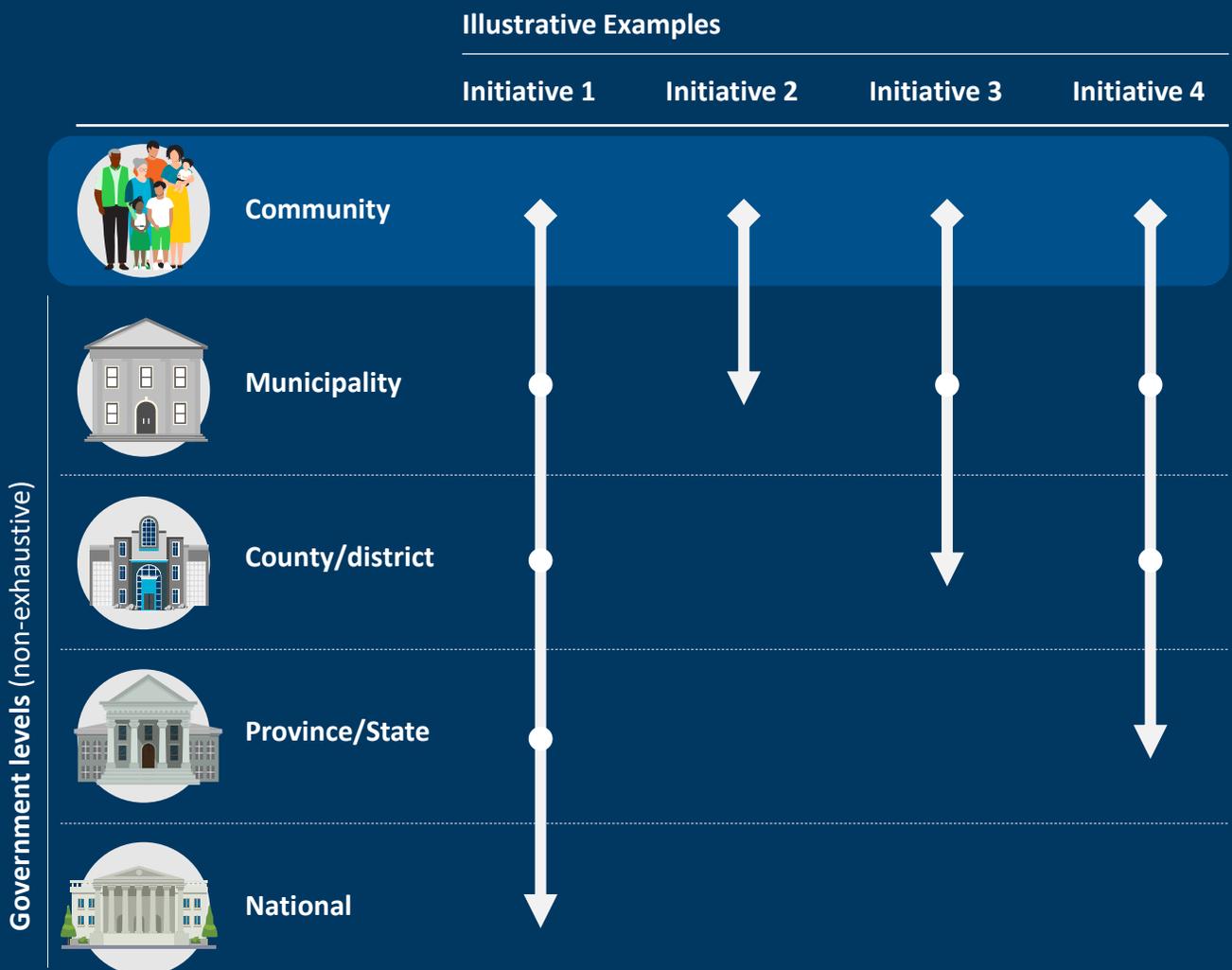
***The Greenlight Movement** is funded by a single foundation that also supplies a board member and provides advice on financial topics. The latter is possible to the investor origin of the foundation.*

*A large tech company provided **Simbiose Social** with engineering support to build their NGO marketplace.*

# A focus on communities calls for social innovators to engage with governments

**Government involvement and support** (e.g., information, facilitation, resources, regulations) is essential, especially for community-driven initiatives to become sustainable.

The **appropriate government levels and departments** (e.g., education, health) often are involved in order to achieve systemic change, where the levels are context- and country-specific.



# Catalyst 2030 as a supportive partner network

## What is Catalyst 2030?

Catalyst 2030 is a global movement of social entrepreneurs and social innovators from all sectors who share the common goal of creating innovative, people-centric approaches to progress the Sustainable Development Goals. To date, Catalyst 2030 has been driven by collaborative systems change approaches that mobilise and empower a diverse group of stakeholders to collectively address root causes and imagine a future that achieves large-scale systemic change.

Catalyst 2030 is **member-driven**, non-hierarchically structured and promotes collaboration across sectors and geographies. It helps to build and maintain the movement of social change innovators by helping members to connect and support each other on driving social impact as well as personal and professional wellbeing.

Additionally, Catalyst 2030 **engages collaboratively with key stakeholders to support a culture shift towards equity** while valuing systems, community and collaboration.

## How is Catalyst 2030 structured?

Catalyst 2030 vision and mission is embodied in the non-hierarchical and strongly collaborative structure. Its members form the core of Catalyst 2030 and are organised in a **General Assembly** that once a month meets on Zoom.

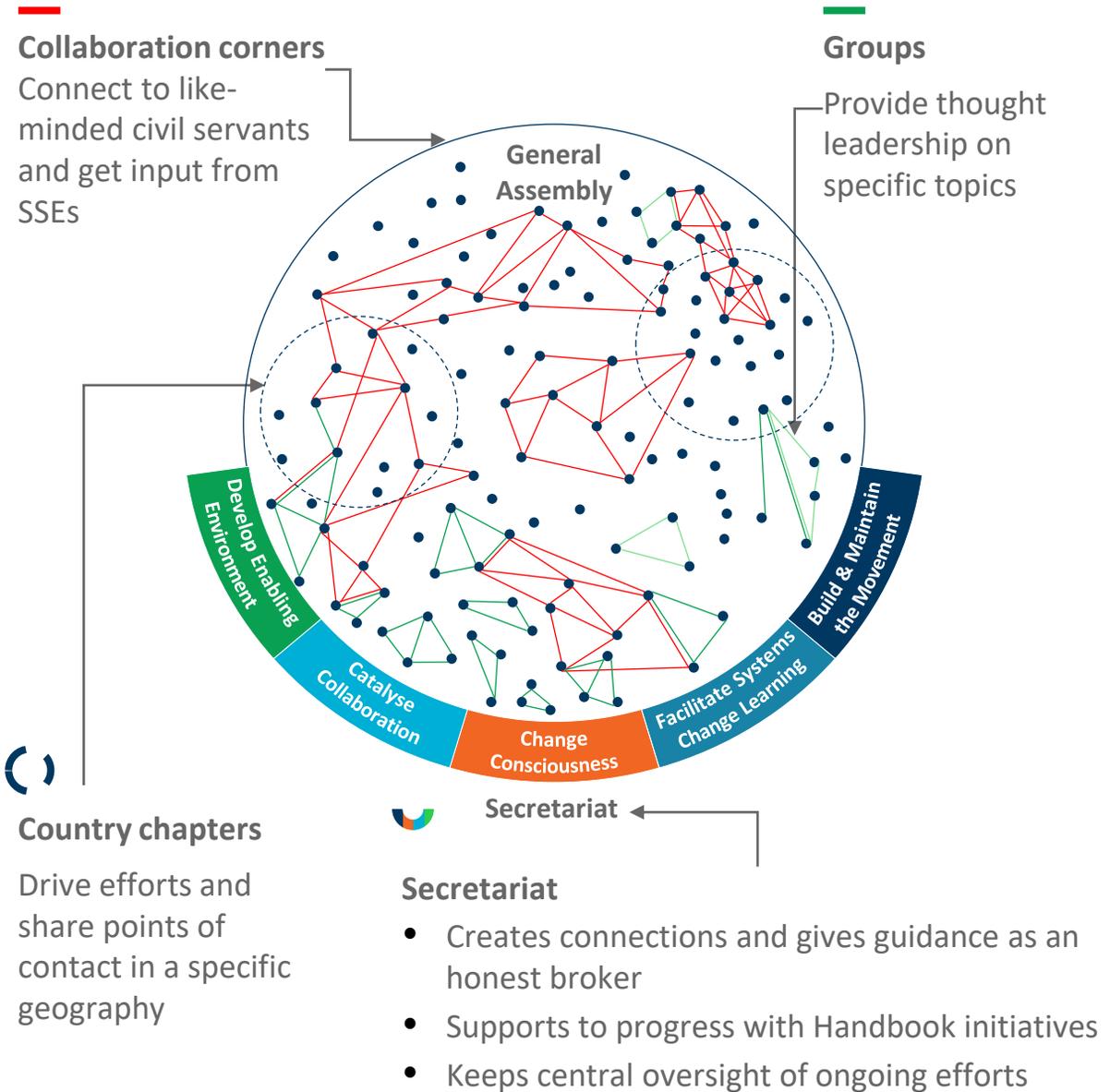
**Collaboration Corners** allow like-minded civil servants and SSEs to connect. While **Task Forces** and **Working Groups** take on different themes, utilising collaborative system change methods to move towards achieving SDGs. **Country Chapters** are member groups that take on the responsibility for (a part of) the Catalyst2030 mission in a specific country or region.

Catalyst 2030 is supported by a **Secretariat**, housed at the One Family Foundation, which creates connections, offers guidance as an honest broker and keeps central oversight of ongoing efforts.



# Connecting with Catalyst 2030

Catalyst 2030’s distributed structure, allows members and stakeholders to easily connect, support each other and to collaboratively drive system social change.



For more information reach out to Catalyst 2030  
[info@catalyst2030.net](mailto:info@catalyst2030.net)

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## Key contributors to the report

Kavita Anand, Gaby Arenas, Anand Arkalgud, Daisy Bartlett, Yau Ben-Or, Laura Bergh, Andy Bryant, Courtenay Cabot, Jamie Drummond, Meagan Fallone, Luis Fernando, Gary Forster, Fredrik Galtung, Ann Hendrix-Jenkins, Alan Hudson, Shaheen Kassim-Lakha, Shiv Kumar, Autumn Lerner, Innocent Magambi, Raphael Mayer, Patrick Meier, Anna Molero, Siphon Mwanza, Kennedy Odede, Sheela Patel, Kuhan Pathy, Cynthia Rayner, Gary Shearer, Aparna Suresh, Liz Weaver

## Facilitation partner

### McKinsey & Company

Koen Vermeltoort  
Anne Hürxkens  
Quint Houwink  
Anastasija Zvanija

## Working team

### Catalyst 2030

Jeroo Billimoria  
Bram Van Eijk  
Susana Ramirez

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# Annex - Other examples of community-led development initiatives

# Case example:

## ASAFE

ASAFE

### **Brief Description**

Asafe identifies the problems faced by less privileged communities and provides innovative solutions. One example of this has been the microfinance scheme to help 6000 urban women improve their business financing.

### **Examples of collaborating with other social innovators**

Asafe collaborates through exchange programmes and networking. For example, they partnered with the Homeless World Cup to l'Ain street football for homeless in Cameroon and the best players were chosen to participate at the Homeless World Cup editions of Copenhagen, Cape Town and Melbourne.

It has also partnered with the Barefoot College of Tilonia, India whereby five rural women were trained in solar energy system installation and maintenance in India. These women are currently electrifying their villages with solar power.

Asafe partnered with CISCO to set up a Gender Academy where young girls obtained training in IT and computer networking.

### **Examples of working with innovators to advocate approach**

Asafe has been working primarily through the Schwab Foundation for Social Entrepreneurship for advocacy and getting further training for staff members.

### **Examples of scaling to other geographies**

ASAFE 's microfinancing programme has been replicated in the Democratic Republic of Congo and Congo Brazzaville by partner organisations.

# Case example:

## Home Storytellers



---

### **Brief Description**

Home Storytellers brings stories of refugee self-reliance and women's empowerment to film. These films are used by organisations to help advance their missions.

---

### **Examples of collaborating with other social innovators**

Home Storytellers partnered with The Big Heart Foundation and We Love Reading to document, in a feature documentary film, the amazing story of one of We Love Reading's Ambassadors. The film, *The Neighborhood Storyteller* is being used by organisations to inspire grassroots social entrepreneurship.

---

### **Examples of working with innovators to advocate approach**

*The Neighborhood Storyteller* documentary is an effective advocacy tool. It creates an emotional engagement with donors, business, foundations, governments to support grassroots social entrepreneurship programmes.

---

### **Examples of scaling to other geographies**

No specific geography, working with social innovators globally.

# Case example:

## Dara Institute



### **Brief Description**

The Dara Institute is a nonprofit that works to improve and maintain the wellbeing of families who live below the poverty line by fostering the economic and social self-sustainability. The organisation's pioneering methodology was founded in Brazil in 1991 by Dr Vera Cordeiro. Dara Institute has no government nor religious affiliation.

### **Examples of collaborating with other social innovators**

By sharing the Family Action Plan Methodology, it is recognised by The Greenlight Movement as the pioneer of this client-centred methodology. Since its founding 31 years ago, the Dara Institute has inspired hundreds of organisations on four continents.

### **Examples of working with innovators to advocate approach**

Dara's methodology became public policy in Belo Horizonte, Brazil. It is currently working as advisor with the Federal Government to improve public policy regarding the Social Assistance Methodology across the country.

### **Examples of scaling to other geographies**

Through the Family Action Plan (FAP) Dara has helped to restore the dignity of more than 85,000 socially vulnerable people in Brazil, and indirectly, over one million people on four continents. More than 23 Dara-inspired organisations have been set up in Brazil and, in 2009, the Family Action Plan became public policy in Belo Horizonte.

In 2020, the Dara Institute moved forward with the expansion of new partnerships for the use of its social technology – the FAP, projecting and networking knowledge about its methodology into other territories to promote both structural and effective changes in the multidimensional fight against poverty. The PAF expansion strategy hinges on innovation, digitalisation and the dissemination of knowledge, forming a broad movement to combat poverty both nationally and internationally.



# Case example: Vitamin Angels

|   |  |
|---|--|
| <b>Brief Description</b>  | Vitamin Angels builds nutritional equity across 60+ countries by providing life-saving micronutrients and evidence-based maternal and child nutrition interventions to hard-to-reach populations.  |
| <b>Examples of collaborating with other social innovators</b>   | Vitamin Angels works with more than 2500 community-based organisations, hundreds of social entrepreneurs, faith-based organisations, hospitals and health centres in far-flung areas. Over the last couple of years, Vitamin Angels in Haiti has been able to build a solid network of over 70 programme partners including grassroots organisations, international organisations and the Haitian Ministry of Health and Population supporting them with technical and material resources to deliver the services in an effective way. The programme in Haiti is unique as it uses innovative approaches to connect nutrition services to the pregnant women and children under-five living in hard-to-reach communities. It does this despite all the travel restrictions due to insecurity being experienced in Haiti. This has involved many partners, including the Ministry of Health, WFP, Johns Hopkins and many community-based organisations. |
| <b>Examples of working with innovators to advocate approach</b> | Nutrition for under-five children and pregnant and lactating women is a sizeable state programme in many countries. Vitamin Angels offers support to that population - and hence a solid ally to the government in discharging their public duties, as well as for donors who would want to fill a gap in essential nutritional services. In the examples above in Haiti, partners have been able to provide access to evidence-based nutrition interventions and sustain the impact by ensuring uptake and systemic change on ground.   |
| <b>Examples of scaling to other geographies</b>                 | Started in the US 25 years ago, its theory of change has continued to be 'partner-based', reaching the most underserved through people and organisations closest to them. Today, Vitamin Angels micronutrient grant programme even reaches the toughest terrain of Ladakh or Nagaland in India through its partners.   |

# Case example:

## Udyama



### **Brief Description**

More than two decades together with the community, UDYAMA facilitates an enabling environment for resilient development in Odisha, India. Measurable and substantial evidence-based initiatives have been reflected by engaging partner with NGOs and multiple stakeholders which has resulted in knowledge gained on resilience and adaptation processes. Learning-linking-leveraging resources to livelihoods diversification are the core areas that have been scaled and replicated in urban, coastal, rural and tribal hinterlands.

### **Examples of collaborating with other social innovators**

UDYAMA has worked extensively with communities having strong exposure in implementation, operation and adaptive action research, dry land and coastal ecosystems, watersheds with varied cross-cultural settings. In these areas benefits can be visible, measurable and evidence-based for resilient livelihoods. UDYAMA plans to do more with cross-sector integration and ecosystem-based services, breaking the barriers beyond boundaries, integrating farm and non-farm activities and food forests.

### **Examples of working with innovators to advocate approach**

UDYAMA engages directly with the community and NGOs. It provides learning on livelihoods resilience by blending with traditional and improved technology transformation with well-articulated development communication towards micro-macro development perspectives. UDYAMA has a proven track record towards development initiatives, particularly resource conservation and mobilisation working with various networks and stakeholders. Since there has good synergy to begin in working with government, corporates and multilaterals, it has worked together with more than 45 partner NGOs to end water poverty. UDYAMA has partnered with multiple organisations, institutes corporate and governments including Tata Trust in Mumbai for more than half a decade. It works towards wellbeing improvements on ANRM along with gravity flow irrigation, minimising adverse impact of distress migration, skill-building at source and destination.