

# **LOCAL WORKS TOOLBOX**

## **ABOUT LOCAL WORKS**

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### **WHAT IS IT?**

Local Works is the Agency's flagship locally led development program. Local Works aims to advance [locally led development](#) in countries around the world, while also strengthening USAID's ability to support local actors in achieving self-reliance by testing approaches, learning from what we do, and sharing our experiences.

With five-year discretionary funds, Local Works provides Missions more time and greater freedom to pursue locally led programming and innovative ways of working. Local Works provides USAID Missions with resources, tools, and opportunities to try new development approaches that are more flexible, locally responsive, and locally sustainable.

Local Works bases its approach on the understanding that there are local assets, commitment, and capacity for development everywhere we work. Using a variety of approaches, such as systems analysis, listening, convening, and facilitating, USAID can help local actors address their own development challenges. With USAID in the role of catalyst and supporter, local leadership forms the basis of partnerships that entail mutual respect, a common vision, shared contribution, and joint accountability that guides action toward shared objectives.

### **WHAT IS THE LOCAL WORKS THEORY OF CHANGE?**

Local Works is based on a global theory of change:

#### **If:**

- USAID Missions have the **knowledge, skills, tools, resources, flexibility, and vision** to ensure that assistance empowers local actors to set priorities, draw upon local assets and capacity, mobilize local resources, and lead the **development process**,  
  
and,
- USAID and local development actors **work in partnership to leverage and mobilize existing local resources for development** - inclusive of financial resources, people, knowledge, and networks - **in ways that empower and enhance local leadership** of the development process,

#### **Then:**

- Local development actors will set priorities and mobilize the resources and actions needed to address them, strengthening **local ownership and self-reliance** so that positive systemic changes and the development outcomes will be **sustained** over time.

Local Works Missions should consider this global Theory of Change when designing their Local Works approaches and developing program-level Theories of Change. Learn about how the Local Works DC team [monitors, evaluates, and learns](#) from this global Theory of Change.

## WHAT ARE LEARNING PRIORITIES FOR LOCAL WORKS?

To advance the practice of locally led development, Local Works participating Missions contribute to learning that addresses key challenges and opportunities we face as an Agency in supporting locally led development. As part of its Research and Learning Agenda for Locally Led Development, the Local Works DC team facilitates knowledge capture, exchange, and learning among Missions that participate in Local Works and the wider Agency.

The following is not an exhaustive or definitive list, and we expect it to grow and change in response to Mission and Agency priorities for learning:

**Acquisition and assistance**, which includes a broad set of issues ranging from reducing management burden (for USAID and local awardees) to mechanisms that might be more responsive to changing needs. A focus on this area might include developing, testing, and learning from procurement processes and mechanisms that expand the range and quality of our local partnerships, including modular/iterative contracting, windows of opportunity, fixed amount awards, pay-for-results models, simplified grants, public-private partnerships, and other approaches that are both creative and meet compliance requirements.

**Feedback mechanisms** that improve the flow of information among local constituents, partners, and USAID to improve program effectiveness and to strengthen accountability to local constituents for achieving and sustaining results.

**Systems- and network-based analytical approaches**, which may allow us to better understand the complex environments we operate in and the role USAID plays (or should play) in those systems.

**Participatory decision-making**, which includes locally led priority-setting, collaborative design, and other means of shifting control to local actors and ensuring inclusive local leadership.

**Mobilizing local resources**, which includes community philanthropy; partnerships that leverage resources from the local private sector, faith-based organizations, government, civil society, and academia; and other sources of local skills and finances to replace those of international donors.

**Strengthening local networks**, which may include supporting the work of local organizations, networks of local organizations, market facilitation, and other demand-driven approaches to connecting local needs with local resources.

**Local ownership approaches to design, monitoring, evaluation, and learning** that prioritize local definitions of success and enable USAID to monitor how and to what extent an investment attains local ownership of development solutions, the development process, and the sustainability of results achieved.

**Flexibility in Mission operations**, which could include anything from experimenting with adaptive management techniques to exploring novel approaches to Mission organization, procedures, and incentives to better support locally-defined efforts.

**Supporting strategic transitions**, which includes strengthening the role of local institutions and actors to sustain outcomes with an eye toward ending the need for foreign assistance.

#### I WANT TO:

- [Find Local Works general overview resources](#)
- [Learn more about locally led development](#)
- [See what other Local Works Missions are doing](#)

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#### Find Local Works general overview resources:

- [Local Works Website](#) - public Local Works program website. Includes an overview of the program and examples from participating Missions.
  - Watch the [Local Works Video](#)
- [2021 Local Works Guidance](#) - guidance from the 2021 Local Works annual Mission competition including key programmatic and application requirements.
- [2021 Local Works FAQs](#) - list of frequently asked questions about the Local Works legislation, funding, and eligible entities.
- [Local Works Fact Sheet](#) - high level overview of Local Works, including key program details, examples, and outcomes.
- [Local Works Overview Slide Deck](#) - overview of locally led development and the Local Works program. Mission POCs may use this deck to introduce and socialize Local Works with their colleagues.
- [What's Different about Local Works? Slide Deck](#) - provides clear Mission examples that explain how the Local Works legislation and program create the enabling environment for USAID Missions to work differently in support of locally led development.
- [Learning Products from Local Works Global Workshop](#) - key lessons learned on advancing locally led development through Local Works from the 13 Missions that attended the Local Works Global Workshop in Manila in 2019.
  - [Local Works Global Workshop Public Takeaways Report](#)
  - [Local Works Global Workshop Internal Outcome Report](#) (Not to be shared outside of Local Works Community)

## See what other Local Works Missions are doing:

- [Interactive map of IPI/LFT program locations](#) - includes locations and overviews of all of IPI/LLDI's' locally led development programs - Local Works, and the Peace Corps Partnership programs. Click each dot to see program details.
  - [Mission Examples on Local Works Website](#) - scroll down to the bottom of the page to find information on USAID/Dominican Republic, USAID/Morocco, and USAID/Burma.
  - [Mission Update Summaries from 2019 Global Workshop](#) - summaries of Round 1-3 Local Works Mission approaches, challenges, successes, and learning from the 2019 Local Works Global Workshop in Manila. (Not to be shared outside of Local Works Community)
  - Local Works Mission Fact Sheets & Overview Materials:
    - Burma
      - [Local Works Burma Video](#)
      - [Learning Lab Page](#)
    - Dominican Republic
      - [Local Works Dominican Republic Fact Sheet](#)
      - [Local Works Dominican Republic Fact Sheet](#) (Creole)
    - Morocco
      - [Local Works Morocco - Civil Society Intermediary Support Organizations Fact Sheet](#)
      - [Locally Led Development Profile](#)
    - Vietnam
      - [Local Works Vietnam - PHAD Fact Sheet](#)
      - [Local Works Vietnam - Foundations for Social Changes Fact Sheet](#)
      - [Local Works Vietnam - Clean Air Green Cities Fact Sheet](#)
    - West Africa
      - [Local Works West Africa Bilateral Information Session Slides](#) (Not to be shared outside of Local Works Community)
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*To suggest a resource be added to this page, please contact Helen Moser (hmoser@usaid.gov).*