

#ShiftThePower Synthesis Paper
Global Fund for Community Foundations
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1. Introduction

Over the past two years, several consultations have taken place under the #ShiftThePower banner. In total, more than 200 people have contributed. One emerging outcome from these consultations is an ongoing articulation and mobilisation of the 'demand side' of systems change. This short exercise synthesises key insights from these consultations.

2. Objectives of the synthesis

This synthesis exercise has three objectives:

1. To distil key messages from previous consultations
2. Highlight emergent practises that are already happening, and
3. Identify potential areas for further joint exploration, action and influencing.

Overall approach & process: The purpose of a synthesis exercise is to ensure that the voices of those who have participated in the consultation are elevated and not diluted, in keeping with overall principles of research equity. I propose the following process to conduct this exercise:

- Step 1: Initial review of all materials.
- Step 2: Design of clustering 'framework' and initial high-level cluster of points on a [Miro](#) board, followed by a check in conversation for feedback and further guidance.
- Step 3: Second round of clustering to produce high-level messages
- Step 4: Draft short report presenting the clusters and outlining avenues for future exploration.

Sources:

Inputs for the synthesis have been drawn from:

- June 2020 [consultation inputs](#)
- [Miro board](#) from 2021 Treehouse and #ShiftThePower
- November 2021 [consultation inputs](#)
- November 2021 [consultation video](#)
- Shifting Power [mapping](#)

3. Overall framing

This synthesis summarises key insights from the 'demand side' of the system, garnered through a series of consultations with community philanthropy and other Southern civil society actors.

Community philanthropy as a strategy to shift power:

- I. **The demand side:** community philanthropy / #ShiftThePower is increasingly embraced by southern civil society within larger efforts to re-imagine aid and re-think civil society

resourcing. Here, community philanthropy is adopted and takes root as practice within a broader cross-section of southern civil society as a strategy for mobilizing alternative forms of finance, strengthening local capacities, building trust, enhancing resilience and increasing local ownership. By building a local support / donor base, civil society will increase its legitimacy and rootedness in the communities it serves.

- II. **The supply side:** International development actors embrace community philanthropy as a strategy that can enhance multiple types of development outcomes, increase aid effectiveness by getting resources to the grassroots, and, by investing in long-term local systems, institutions and resources, can form part of funders' exit strategies.
- III. **Where supply and demand sides meet:** New ways of working, partnerships, practices are innovated and negotiated that leverage actors and assets on both the supply and the demand side of the international aid system, that blend resources, result in new kinds of partnerships, systems of measurements that reflect the realities and needs of both the emergent and designed side of the system.

4. Synthesis findings

What IS #ShiftThePower?

Consultation participants provided clear definitions on what #ShiftThePower is and what it is not. Below are a selection of the responses:

#ShiftThePower is	#ShiftThePower is not
<ul style="list-style-type: none"> ● Giving voice and agency to the people usually not listened to ● A movement to do development aid and philanthropy differently than it has been done so far ● About putting human dignity front and centre of development and philanthropic practice ● Recognizing the real power of the community and its own institutions ● A healing relationship where respect is mutual. ● About looking at ourselves and seeing what changes we can make (our practices, behaviours, etc.)...can't ask of others what we won't do ourselves. ● Saying no to funding that doesn't restore power, or #ShiftThePower or that goes against long-term values. ● Recognizing all that indigenous communities have to offer - plenty of natural generosity to build on, they have understanding and knowledge of the local environment...this is their power. ● Letting grassroots groups state their own needs clearly rather than imposing outside views. ● Trust and understanding what communities are really about. ● Community led ● Inclusive * 	<ul style="list-style-type: none"> ● Just shifting the money ● An idea only shaped by donors and INGOs ● Just about international development, it works for national/local dynamic too ● Taking power from others ● Giving a lot of money and hoping for the best ● Inflexibility ● Spouting jargon ● Being subservient to the terms we have been told to use in our speech, proposals, etc. ● The same old systems perpetuating themselves ● A project ● Going into a community with your package to deliver ● Pretend to speak for communities you don't belong to ● Undermining local knowledge and wisdom ● A convenient place for inauthentic organisations to pretend to #STP ● Replicating the systems we don't like all that much anyways

<ul style="list-style-type: none"> ● A movement to co-create a more equal, sustainable and participatory world ● A reminder that power dynamics are always there - and must not be overlooked ● Courage to challenge status quo (practices and behavior) both within our organisations as well as external players ● Giving power to people to make decisions on their own ● Changing the rules of development as we know it ● Changing mindsets ● Giving other people a voice to challenge the status quo 	
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What is the overarching vision for Shift the Power?

Consultation participants also outlined a **vision for the future of Shift The Power**. Here are a few excerpts:

- ★ “Agency is key to our vision of the future where people are truly seen and heard. A future where people’s agency is the primary source of all change and development. Nothing is imposed. Nothing is top down. People are the drivers of their own development, solvers of their own problems and visionaries of their own future and funders and development agents have processes that support this agency and are able to harness and leverage it. Agency is key to building resilient communities. A number of community based organisations, community foundations, activists and social movements are modeling these processes around the world. Their practices are what should be the future of development and aid.”
- ★ “Horizontal relationships in development and change processes where communities, CSOs, NGOs, INGOs, donors are all part of an equitable eco system. Where power is shared and everyone brings something to the table. A vision where donors instead of putting out call for proposals put out a proposal and wait for take up from communities. The agency lies with communities and NGOs - INGOs and donors bring their own unique contribution but money is not the determining factor or the lever of change (because it is not anyway).”
- ★ “A future where local communities are confident about their own agency and reject western development models and stress on doing things their own way. This questioning of the legitimacy of western development models is already in play and we should learn from those, nurture those and build the future where this is the norm.”

INTERNAL: How might a #ShiftThePower “platform” / “community” help support your organization in its work? What elements would be most helpful?

Consultation participants outlined several clear ways in which the platform/ community could support their work. These have been clustered according to several meta-categories, outlined below. These are presented with no specific hierarchy in mind.

Cluster	Examples
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<p>Community building, engagement & learning forums (on and offline)</p>	<ul style="list-style-type: none"> ● Engagement forum where we can bounce and share ideas not only of what is working but also what is not working as we implement our programmes. ● Working together as a community of practice to talk, share, learn from each other and get our voice heard. ● Platform for more collaboration and partnerships, especially bringing unlikely parties into the discussion. <p>Practical step: Set up meetings with other organizations just starting out in their community philanthropy journeys in Africa.</p>
<p>Creating a shared narrative & language</p>	<ul style="list-style-type: none"> ● Can offer a common narrative, language and messaging which we can all start using when negotiating with donors. ● An emerging narrative that helps to weave all this together. ● Making #ShiftThePower more recognized and understood (without jargon). Moving away from being an invisible field. <p>Practical step: Help us build a coherent narrative and communicate our learning in ways that are more creative, that speak to both the left and the right brain, that are rigorous but also appeal to the emotional sides of us....like art and visual representations of the work.</p>
<p>Connecting with each other - allies & unlikely allies</p>	<ul style="list-style-type: none"> ● Being able to communicate directly to practitioners / allies in other parts of the world. ● Having people beyond my office to reach out to. ● Increase networking and exchange of experience toward support communities and disadvantaged people. ● A place where we can all play the roles we are good at, and identify new partnerships to share our skills/talents. Globally playing to our skills and sharing assets. Movement generosity! <p>Practical step: Identify regions/ countries and/or thematic areas of development work that are still isolated or on the margins of the emergent system and help connect and nourish them.</p>
<p>Movement building, collective advocacy & influencing</p>	<ul style="list-style-type: none"> ● A focal point for advocacy efforts. ● Distribute/ networked megaphone to influence different players in the development chain. ● Gives us a platform to speak about #ShiftThePower more widely...it is currently a conversation being had amongst allies. ● Society based mobilisation strategies and systems. ● How can we use #shiftThePower as a larger global campaign which we can link our different advocacy projects to? <p>Practical step: Important that we can use #shiftThePower as a sort of umbrella campaign that centralizes everyone's efforts</p>

<p>Showcase and share practical examples & tools</p>	<ul style="list-style-type: none"> ● Practical application of STP principle to specific areas of our work - grant making with STP lens, etc. ● Shine a light on the work being done in different parts of the world. ● Showcase the work of small local organisations that are already power shifters. ● Sharing very concrete tools amongst each other (no need to reinvent everything). <p>Practical step: Annual #ShiftThePower award for the organisation with the 'best learning/movement' towards more shifted power.</p>
<p>Create online database to share information & other resources</p>	<ul style="list-style-type: none"> ● A place to post really helpful guidance about #STP. ● Share ideas and approaches to working be a resource bank for others practice, reports and funding, learn together. ● Easy to navigate, visualisation (short videos, photos), easy language, translation, short texts with a possibility to redirect further for more info. ● Aggregating the global data on the movement to present dynamics and achievements <p>Practical step: Consider creating an online show or podcast.</p>
<p>Space for testing ideas & deepening practice</p>	<ul style="list-style-type: none"> ● A place to test ideas and to share the results - whether positive or negative. ● Place to interrogate / critique practice and results. ie. "We do X differently, but why does that matter and what does it change?" ● A place for piloting, testing and experiments. What can we test out together, and then capture for wider learning? <p>Practical step: Intervention sessions where people can bring a question/dilemma/challenge and others can think along. In my experience, all participants always gain something to take out of such sessions.</p>
<p>Space to feel truly ourselves & also that helps us stand out as unique</p>	<ul style="list-style-type: none"> ● A place to be rejuvenated and to get back to your true north. ● Help to move beyond "our world is our organization" and be part of something bigger. Move beyond logos. ● A place that will make us STAND OUT...we are distinct. ● A place to find others like us.
<p>COVID 19 reflection space</p>	<ul style="list-style-type: none"> ● Space to reflect on Covid-19 pandemic - it has encouraged generosity and solidarity, but reduced self-sufficiency and changed many of our natural roles (now in disaster response mode)...what is the pandemic's legacy for us? ● What pre-COVID ways of working can be buried to create open space.
<p>Provide guidance and support to</p>	<ul style="list-style-type: none"> ● Guidance/mentoring/accompanying programs for

organisations	<p>developing processes within our particular organisation.</p> <ul style="list-style-type: none"> ● Provide support in the framing of programs aligning with Shift The Power movement. ● Building the capacities of other stakeholders on the #ShiftThePower, Involving them in planning and budgeting, identification of resources within their environments, effectively engaging the power brokers, etc. <p>Practical step: Make some kind of interactive checklist, so that interested people could understand where are they at this journey to #ShiftThePower, our strong and weak points.</p>
Create spaces for deep trust building	<ul style="list-style-type: none"> ● In order to build trust we must nurture "quality" relations with grassroots activists. this requires safe, informal,intimate spaces allowing sustained dialogues and franck conversations. Cultivating spaces to express both positive and negative feelings and where everyone is heard. Avoid group think and encourage conflicting/diverging opinions. ● As one funder told us, the balance is between trust-based giving and data/results (chicken and egg?) How do you move toward a more trust based relationship?
Engaging with government actors	<ul style="list-style-type: none"> ● Engaging with government to convince about enormous resources based in the community. ● I like the idea of engaging the Government in this process. I would also add all policy makers including people's representatives because they are a hindrance to shift the power.
Use different languages & provide resources for translation	<ul style="list-style-type: none"> ● Language accessibility. ● Don't let perfection get in the way: get bilingual/fluent people to support cross-language/ cultural dialogue. ● Engage in webinars in other languages. <p>Practical step: Funds for translating important documents or resources to share.</p>

Specific topics/thematic areas of interest for future work were:

- Vaccine inequality
- Climate change/ green issues
- Civil society sustainability - alternative financing models
- Context to our work: shrinking civic space globally
- Interplay between individual and organisational leadership
- How local and global contexts interconnect

EXTERNAL: How could a #ShiftThePower platform / community help influence others, change funding practices, donor behaviours?

Consultation participants outlined several clear ways in which the platform/ community could mobilise to influence other actors, including donors. These have been clustered according to several meta-categories, outlined below. These are presented with no specific hierarchy in mind.

Cluster	Examples
Speak truth to power (especially to funders) & get political	<ul style="list-style-type: none"> ● Frankly pointing at the weaknesses of the current system. We need to be bold! ● Call funders on their blindness!!! ● Feature a “street of shame” in bad practices. ● Channel frustration / anger with the system in solidarity with others. ● The shift the power platform should influence donors to come out of both top to bottom dictation and bottom up planning but have the openness and trust to leave the community to dream and work for itself and support it to realize the dream.
Walk the talk by shifting power ourselves, including in G South	<ul style="list-style-type: none"> ● Deepening our practice - challenging ourselves to think about our power - not just demand others to do the same. ● Transforming the sector means transforming ourselves (our values, how we do our work, our operations, our governance, etc). ● STP platform, as a deep listening space, robust constituency and agency of how resources can be shared and distributed. Also a space we pay attention... with intent,,,to the dynamics of power relationships that will enhance inclusion. ● We need to continue questioning our own practices in the Global South too. Many of us have become so comfortable and complacent, because we live it. We need to openly talk about levels of complacency amongst ourselves.
Innovative ways of engaging a wide audience	<ul style="list-style-type: none"> ● Engage others in a different type of formats and innovative social practices - based on a different type of power relations. ● More substantial platforms (beyond social media) through which we can engage a wider audience. ● More discussion with with the organisations sitting on the other side of the table, peer organisations.
Share information & generate evidence about Shift the Power	<ul style="list-style-type: none"> ● Prepare and distribute info materials. ● Social media and our websites with information about the platform. ● Evidence that this is the right way to work and the most effective way. ● Megaphone for showcasing our work - it can be done. ● Evidence: defining success in the words of grassroots activists themselves, measured using ways they feel would best embody outcomes. <p>Practical step: Can we produce a substantial report or a book that captures all the learning and explains</p>

	everything that is wrong about development aid and philanthropy and shares examples of an alternative way of doing it using examples from #ShiftThePower?
Joint grantmaking & streamlined fundraising	<ul style="list-style-type: none"> • Joint grantmaking. • We could start putting #ShiftThePower in our proposals and narratives to donors. • Can we dream of a time when there is a platform where there are request for collaboration - where funding agencies come to that? Start with the work / the collaboration / the ideas - not the money!
People sign the manifesto and signpost #ShiftThePower	<ul style="list-style-type: none"> • Share the manifesto and ask people to sign up to an approach to working. <p>Practical steps:</p> <ul style="list-style-type: none"> • Having "power of the month" on the platform to elaborate and communicate values from the manifesto. • To design a logo of the movement so that participants could use it on their websites or materials, thus increasing national visibility of the movement.
Collective advocacy & messaging	<ul style="list-style-type: none"> • Build our power & our voice collectively. • Advocacy - engaging in conversations with large donors. • Join together the disparate efforts in one place to create a unified voice. • Help us find allies who have influence on the dominant system who can hold those spaces for us where the emergent side is illuminated.
Provide examples of different models	<ul style="list-style-type: none"> • Look to other models -like Giving Tuesday? • Share examples (role models).
Use Covid-19 as an entry point for action & activities	<ul style="list-style-type: none"> • Using moment of disruption of Covid-19 to push what we've always been pushing for. • Organising in the time of COVID19 audio-visual case-studies.
Engage with academic institutions	<ul style="list-style-type: none"> • Engage with the academic institutions mostly with students from development course. • Engage with higher education institutions/ science shops to involve both faculty and students in the process (both to raise visibility, as well as to increase capacity through the uni's resources).

Looking forward: What practices are we already seeing on the ground that are part of a new vision?

Consultation participants outlined existing practices that we already see on the ground. These have been clustered according to several meta-categories, outlined below. These are presented with no specific hierarchy in mind.

Cluster	Examples
Grassroots leadership & local/ civil society networks are growing	<ul style="list-style-type: none"> ● Grassroot leadership is growing. ● Networks from specific local areas are organizing themselves. ● A network with various other civil society groups has been formed.
Communities taking ownership, responsibility and exercising agency	<ul style="list-style-type: none"> ● Communities that are contributing their own resources to solve their problems. ● Looking more at home grown solutions. ● More agency to local communities exist to decide their future development pathways. ● Communities taking control of how stakeholders engage with them. ● Community members willingness to contribute money, resources towards a good cause. ● People are owning the processes (involved at every stage of every initiative) and also the results of their work. ● Resilience of communities: leading change in their own lives. There are a lot of resources out there that need to be recognized.
Increased sense of inclusivity and listening to feedback	<ul style="list-style-type: none"> ● Openness to inclusion around diversity, inclusion, ethnicity, etc. ● Intergenerational dialogue on different issues. ● Loop - citizen feedback, in many languages, including voicemails.
Use of new technologies to support communication	<ul style="list-style-type: none"> ● New technology is bridging the divides across the world. ● Embracing technology and innovative and communications in the COVID reality. ● Different way of working post-COVID e.g. democratisation of development due to virtual ways of working. ● New IT solutions became part of work on grassroots level even in small, rural communities.
Greater championing of the 'local' in the Global South	<ul style="list-style-type: none"> ● Championing the local grassroots organisations - devolution and decentralising. ● A changing mindshift about local resource mobilisation. ● Trust in the local communities. ● Renaissance of African philanthropy and CS.
Presence of non-traditional actors	<ul style="list-style-type: none"> ● The presence of non traditional actors like private sector with a “conscience”to strengthen and support social value in a genuine manner. ● Many more organizations supporting local mobilization (including corporate foundations).
Changes in grantmaking or donor practices	<ul style="list-style-type: none"> ● Others learning how to make grants with transparency, how to manage and administer grants. ● Harmonisation of assessments. ● Policy restrictions in grant availability not an

	<p>hindrance of innovative and skilful ideas.</p> <ul style="list-style-type: none"> ● Regular dialogue as partners not as beneficiaries to understand our realities. ● Less politically acceptable for donors and Northern orgs to work in 'traditional' old power ways
Changes in interpersonal relationships	<p>Positive:</p> <ul style="list-style-type: none"> ● "Work to sustain life", not "work is life". Time to connect with others. ● Accepting to be vulnerable. <p>Less positive:</p> <ul style="list-style-type: none"> ● Shift from personal relationships to work focused dialogues. ● Economically affected – scrambling to open businesses. Re-establish businesses.
Increased awareness and some action to tackle the climate crisis	<ul style="list-style-type: none"> ● NGOs/INGOs no longer travel as in the past, all the funds spent on plane tickets can be diverted to do meaningful work on the ground; this will reduce the carbon footprint of the NGO community. ● Awareness of the global climate crisis. Realization of dependency on the whole world. Renewed commitment to impact our planet with our actions.

Specific organisation practices

Consultation participants also signposted specific initiatives or practices, as outlined below.

- [Kisima African Giving Platform](#)

The platform promotes good giving stories from across Africa and seeks to demonstrate that Africans in their collective always give towards the public good. The platform also mobilises resources that can be deployed to any cause. Kisima is an initiative of the Centre on African Philanthropy & Social Investment (CAPSI), Wits Business School and the Open Society Initiative for Southern Africa.

- [Giving for Change](#)

The Giving for Change, a new partnership with the Dutch Ministry of Foreign Affairs, programme will promote local giving as a strategy for achieving community-led development by increasing local ownership, buy-in and rights claiming and by challenging the notion that development is something that is "done to" communities by external actors. Giving for Change is led by a consortium of four organizations: the African Philanthropy Network, the Global Fund for Community Foundations, and two Change the Game Academy partners: the Kenya Community Development Foundation and Wilde Ganzen Foundation. The five-year, 24 million Euro programme, will be implemented in Brazil, Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Palestine and Uganda.

- [EPIC Africa](#): Pan-African civil society platform

EPIC-Africa seeks to enhance philanthropic impact by filling critical data and capacity gaps in the philanthropic market infrastructure in Africa. It helps to propel African civil society organizations to higher standards of performance, accountability, and transparency while inspiring greater local

legitimacy and support.

- [CivFund](#)

CivFund is one of the ways through which CivSource Africa implements its strategy. The CivFund is a non-profit entity registered as a company limited by guarantee with no share capital based in Uganda. The goal of the CivFund is to strengthen civil society through flexible, responsive, and accessible funding, to ignite conversations, dreams, opportunities, and change for effective civic engagement in Africa. Operating as a 'fund of funds', the CivFund holds and manages several social justice funds concurrently under two core interventions: grantmaking and stewardship of resources for philanthropy through special initiatives, collaboratives, and fiscal hosting facilities.

- [CIVICUS Solidarity Fund](#)

A central tenet of membership in the CIVICUS alliance is belonging to a global movement that stands in solidarity. In this spirit, the alliance launched the CIVICUS Solidarity Fund (CSF), a member-led and member-resourced granting mechanism. The fund is accessible to CIVICUS members that normally struggle to access resources and support due to restrictions in the space where they operate, their organising characteristics (unregistered, recently established organisations, etc) or simply who they are and what they challenge: small CSOs (formal and non-formal), individual activists, movements - particularly from historically oppressed and marginalised groups - and early-stage social advocates and social entrepreneurs that are contributing to transformational impact in the communities served.

- [Grassroots Solidarity Revolution](#)

The Grassroots Solidarity Revolution sprang from hours of meaningful connections and conversations by five grassroots activists known as the Grassroots Changemakers and the global alliance for civil society, CIVICUS. We have been working tirelessly together since January 2021, co-creating a grassroots-led campaign that prioritises grassroots needs, visions, voices and ideas to engage donors, allies and other key actors in shifting more and better resources to grassroots activism.

- [Zambian Governance Foundation](#)

ZGF is establishing a Corporate sector-CSO-diaspora platform.

Mapping against the #ShiftThePower Manifesto for Change

If we want to create a genuine alternative to existing ways of deciding and doing, we need to:

1. **Embrace a vision of a “good society”** built around core values of equality, democracy and sustainability and a set of organizing principles based on global solidarity and distributed leadership.

Clusters that relate to this point are: Creating space to feel truly ourselves, which also makes #ShiftThePower stand out, connecting with each other (allies and unlikely allies), and engaging with government actors.

2. **Cast off the restrictive framework of “international development,”** which is defined by money and power and which creates artificial barriers between communities and movements in the global north and south.

Clusters that relate to this point are: Create spaces for deep trust building, and speak truth to power (especially to funders).

3. **Move away from a system that is preoccupied with quick “solutions,”** and is premised on and organized around the transfer of funds. Change how we approach, and seek to measure, the notion of success.

Clusters that relate to this point are: Space for testing ideas and deepening practice, and share information and generate evidence about #ShiftThePower.

4. **Creatively find ways to unlock the inherent power of communities** in determining their own development course – however they define it – and let the language of “beneficiaries” and “recipients be a thing of the past.

Clusters that relate to this point are: Community building, engagement and learning forums (on and offline), and grassroots leadership and local/ civil society networks are growing.

5. **Move away from “building capacity” as defined by external actors** and requirements, towards community organizing and movement building, where “capacity” equates to relevance, rootedness and constituency.

Clusters that relate to this point are: Provide guidance and support to organisations, movement building, collective advocacy and influencing, and communities taking ownership, responsibility and exercising agency.

6. **Ensure that external funding recognizes, respects and builds on local resources** and assets, rather than over looks, undermines or displaces.

Clusters that relate to this point are: Greater championing of the ‘local’ in the Global South, and grassroots leadership and local/civil society networks are growing.

7. **Expand our horizons beyond money as the central driver of change,** and place greater value on other kinds of infinite non-financial assets and resources (knowledge, trust, networks etc)

Clusters that relate to this point are: Showcase and share practical examples and tools, and joint grantmaking and streamlined fundraising.

8. **Change the language we use** so that it enables new ways of working and thinking, rather than constrains them. And challenge the dominance of English.

Clusters that relate to this point are: Create a shared narrative and language, and use different languages and provide resources for translation.

9. **Change ourselves.** We need both humility and boldness, and to be ready to challenge our own power and to listen to and work with others.

Clusters that relate to this point are: Walk the talk by shifting power ourselves, including in the Global South, and people sign the manifesto and signpost #ShiftThePower.

Mapping against Pando's 12 Collaboration Areas

1. **Shifting the Power:** Who do you go to when you want to learn more about the shift the power movement and other efforts to shift power?

Clusters that relate to this point are: Sharing information and generate evidence about #ShiftThePower and walk the talk by shifting power ourselves, including in the Global South.

2. **Localization/Local Ownership:** Who do you go to for ideas about returning control over resources and strategic decision making to local actors, including community members, CSOs, and local public institutions?

Clusters that relate to this point are: Grassroots leadership and local/civil society networks are growing and communities taking ownership, responsibility and exercising agency.

3. **Systems Change:** Who do you go to for insights, frameworks, or new practices that support systems thinking and systems strengthening?

Clusters that relate to this point are: People sign the manifesto and signpost #ShiftThePower and collective advocacy and messaging.

4. **Community Philanthropy:** Who do you go to for insights, frameworks, or new practices that advance our understanding of community philanthropy practice and strategies?

Clusters that relate to this point are: Greater championing of the 'local' in the Global South.

5. **Self-Care and Solidarity:** Who do you go to for inspiration, personal support, and renewed energy in the face of persistent resistance to change (social inclusion and equity, aid reform, workplace resistance, burn out and value drift)?

Clusters that relate to this point are: Changes in interpersonal relationships, including more time to connect with others.

6. **Positive Narratives:** Who do you go to for advice about changing the narrative about how low-income communities and southern civil society organizations are perceived and portrayed? This could also be for advice about alternative ways of understanding and portraying stories of transformative change.

Clusters that relate to this point are: Creating a shared narrative and language.

7. **Evidence for Change:** Who do you go to for evidence, case studies, metrics, and research that make a compelling case for shifting the power to local actors?

Clusters that relate to this point are: Provide examples of different models.

8. **Diversity, Equity, and Inclusion:** Who do you go to for insights, strategies, and inspiration to promote more diversity, equity, and social inclusion in our field?

Clusters that relate to this point are: Increased sense of inclusivity and listening to feedback.

9. **Funding Practices to Shift Power:** Who do you go to in order to learn about funding practices that foster community-led development and put local actors in control of resources?

Clusters that relate to this point are: Joint grantmaking and streamlined fundraising, and changes in grantmaking or donor practices.

10. **Reimagining INGOs:** Who do you go to for advancing efforts aimed at shifting contractors, funders, and INGOs towards facilitative, brokering, and convening roles (as opposed to a “do and deliver” mindset)?

Clusters that relate to this point are: Speak truth to power (especially to funders) and get political, and presence of non-traditional actors.

11. **Reimagining Southern Civil Society:** Who do you go to for insights and arguments around changing mindsets, practices, and blue-prints of southern civil society so that it can become less donor-serving and more rooted in and relevant to the communities it serves?

Clusters that relate to this point are: Country specific practices related to Mozambique, Brazil, India, Ghana and Cote d'Ivoire.

12. **Strategies to Counter Shrinking Civic Space:** Who do you go to for insights, frameworks, or new practices to counter the systemic pressure from government on free and open civil society?

Clusters that relate to this point are: Engaging with government actors, and country specific practices in India.

5. Avenues for further exploration

The consultations have uncovered strong demand for support from the #ShiftThePower platform/community, and for using this platform/community to influence others, including donors.

The key messages and demands centre around:

- Creating a **shared narrative and language** that can be adopted by a wide range of stakeholders to bring the vision to life.
- Fostering, nurturing and strengthening the **evidence base for emergent practice** that is shaped by the logic of communities and their assets and needs rather than flows of funding (i.e. strengthening the demand side).
- Strengthening the **logic, incentives and ingredients for movement-building** (and strengthening broader eco-systems, rather than just organizations).
- Engaging in **bold experimentation** among **unusual and unlikely allies and partners** that represent both demand and supply side.
- Conducting **collective advocacy and influencing** to shift the existing, dominant system.
- Creating and sharing **practical resources** that can be adopted by organizations seeking to #ShiftThePower, as well as providing active **guidance and support**.

In summary, there is strong appetite for the #ShiftThePower platform/ community to play an active role in the areas outlined above in order to capitalise on existing momentum and generate new entry-points or windows of opportunity. While the **what** is clear, the **who**, **how** and **when** are yet to be determined.

Questions for further reflection:

- The clearest message about #ShiftThePower is that it should be about communities themselves setting agendas and determining their own destinies - with that in mind, who should be involved in setting the agenda for the 'demand side'? How will this be 'governed' (for instance in a decentralised, movement-oriented way) and what accountability mechanisms already exist or should be put in place?
- How can the #ShiftThePower movement continue to grow in an organic way, but still bear in mind principles around diversity, equity and inclusion? What lessons can be learned from similar movements about how to strike this balance?
- Which people and organizations have the appetite and energy to take forward some of the specific asks and suggestions that emerged from the consultations?
- How will any specific work (for instance creating new resources on the #ShiftThePower platform) be resourced, using both existing assets/capacities and new sources of funding?
- Bearing in mind principles around movement generosity, how can #ShiftThePower continue to reach out to and partner with other like-minded people and groups?

To be truly equitable and co-created, the #ShiftThePower movement must pay careful attention to who is involved in this decision-making process, ensuring that power over any future agenda is shared and distributed (as per the questions outlined above).

Recommendation: A potential next step would be to convene a working group of stakeholders from the demand side of #ShiftThePower, including/especially those who participated in some of the original consultations, to review the Miro clustering, make any changes and edits, and use the final clustered categories to outline potential concrete actions. This could then be used to inform another round of consultations on which of these actions should be prioritised, in addition to identifying people and organisations to take them forward. On the latter, the mapping of 'ask' against the 12 Pando collaboration areas can be used as a starting point for identifying relevant parties/stakeholders.