Figure 1: An alternate ecosystem for global development and humanitarianism

I. Defining the ecosystem

State and Civil Society Entities
(SCSEs) are a more accurate
description of the world of civic action
that exist in the
development/humanitarian sectors. It
is a more inclusive term than
non-government, as it includes more
informal resistance and advocacy
movements that are now defining the
direction of civic space in different
countries. It also directly represents
the affected communities instead of
those who may be externally
representing the cause.

SCSE Country 1 **SCSE Country 2** SCSE Country 3 SCSE Country 4 National SCSEs (A) specialising Community SCSEs (A) working in National SCSEs (A) working in Provincial SCSEs (A) working in providing humanitarian assistance grassroots advocacy (B) to produce skill building (B) implementation in development (B) implementation (C) funded by knowledge (C) funded by (B/C) funded by Multilateral and (C) with community ScSEs (A) philanthropy and national philanthropy (international) (D) National government (D) funded by private sector government (D) (national/international) (D) Cross-country partnerships in knowledge exchange, temporary human resource and expertise, technical expertise.

II. Creating a Framework
A Cooperation Framework
or mechanism should be
developed in terms of how
entities in different
countries working on
similar issues can come
together to form coalitions
or regional groups.

III. Defining the scope There are no "international" entities in this ecosystem because every entity is national by virtue of where it is based and is also "international" for another country. This removes the North/South convention of only referring to organisations based in the North, as "international".

VI. Risks (some could also be benefits)

- Donor and government funding conditionalities and modalities remain.
- Multiple levels of collaboration among organisations and funder: could cause greater complexity in financial
- Such a structure may mean that multilaterals may not want to directly fund community organisations if there is no non-national intermediary for country (i.e. INGO in current terms).

Coverage
National
Provincial
community

- Service delivery
- Advocacy/activism
- Think tank/research
- Humnaliarian assistance
- Skill building/training
- Charity
- For-profit consulting

Country regulatory and accountability environment

- Service delivery
- Mattheway (Functions - Implementation - Knowledge provision and production - Monitoring and evaluation - Relief assistance

Country regulatory and accountability environment

Multiple combinations of A, B, C and D, working within and across countries, or all entities at all levels. Do away with the need for complex systems employed by INGOs and donors. Encourage growth within each country and create a level playing field.

VII. Intended outcomes

- Wider pool/options of funding available.
- No direct control of North over South.
- Focus on knowledge exchange rather than leading projects.
- No distinction between "international" and "local".
- No compulsion to seek funds only from Northern donors.
- Priorities are not designed by donors.
- Each country works to stregthen needs in only their own country. Cross-country collaborations will be be based on the need to build on and learn from experiences in other countries.
- Everything is national, associated with an individual country. Everything is imagined and designed in-country. Everyone else supports it in some way.

IV. Operating Environment

- SCSEs are not classified as international or local. They are simply in-country organisations based in their country of origin, e.g in Country A.
- Country offices of INGOs do not exist, e.g. Oxfam, SCF etc have one main location in one country and work in collaboration with existing country of origin entities across the world
- External staff does not exist in these SCSEs. They are run and managed by national staff only.
- There is no SCSEs "intermediary". Funding goes directly from source to recipient. If at all, if the funding comes from outside the country, the national government can be the intermediary (see risks).
- Funders have pools of money for specific sectors, e.g. gender, humanitarianism, education, climate, health etc. and sub-sectors within this, but no technical ToRs. That comes from the SCSEs looking for the funds. They design the ToRs to fit the donors ethical objectives to address a cause.
- Sectors, causes and functions will overlap.
- -Regional collectives will bring together SCSEs from each region to develop regional knowledge.

V. Benefits (that could also be risks)

- -Funding and implementing intermediaries based outside countries are removed (INGOs in current parlance).
- Country offices do not exist.
- Management is purely national. Accountability is to national staff, beneficiaries and governments.
- No expat staff in charge or HQ to report to (except in financial accountability).
- Can strengthen relationships between national governments and their own civil society - force them to work together and hold each other to account.