

	<b>Exploitative</b>	<b>Unaware</b>	<b>Aware</b>	<b>Accommodating</b>	<b>Transformative</b>
<b>Where the power is held</b>	By the project manager and their team. It may also be held by the funders of the project and / or those who implement the project.		Power and decision making is largely held by the project team. Engagement with people from under-represented communities is planned and delivered by the team.	Some power is shared outside the project team, usually during participatory activities. However, the power to make key decisions sometimes sits outside of the participatory working sessions.	Power is shared across all stages, from planning, designing, decision making and evaluation. All decisions are made in partnership between under-represented CSO's stakeholders and the project team.
<b>Approaches</b>	<b>Professional as expert:</b> Professionals identify and develop their idea. Many times, project designers work only from their frame of reference and superficial desk research. Those intended to benefit are typically only involved near the end of the design process and for validation.		<b>Person-centred:</b> Power and decision making is largely held by the project team. Engagement with people from under-represented communities is planned and delivered by the team.	<b>Participatory approaches:</b> Some power is shared outside of the project team, usually during participatory activities. <b>Co-design:</b> Power is shared, and many (but not all) decisions are made by co-designers. The project team provides quality inputs to support the co-designers to make key decisions.	<b>Co-production:</b> Power is shared across all stages, from planning, designing, delivery and evaluation. All decisions are made in partnership between under-represented communities and INGO's
<b>Suitability</b>	These approaches do not uphold localisation and accountability to crisis affected communities' principals. They maintain power with a person or group of people who often who are not a part of the under-represented group or community who is intended to benefit. These approaches are harmful when project managers or other team members are distant from those who they are trying to benefit, and do not recognise the difference. They are problematic when there is a need or expectation for the under-represented people affected by an issue or challenge to play a greater role than passive recipients of development.		Good when there is time to prepare people for their participation, and a desire to experiment and follow through the participatory engagement.  Avoid when there is insufficient time and resources. Participation doesn't work well when squashed into a short time frame.	Great to build buy-in, stronger solutions, capability, and new relationships. Avoid when co-designers are likely to be over-ridden by traditional governance. When there is insufficient time to build capacity and fairly pay co-designers if a facilitator doesn't understand co-design, this is not the time to learn.	Works well when capacity has been built for under-represented individuals and CSO's, and for aid professionals to share their power. Avoid when there is a lack of capacity amongst professionals and under-represented CSO's to partner in this way, and a lack of capacity to facilitate in this way.

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