

75. **Locally-Led Action (LLA)**

POLICY OWNER: Directors of AMF-Cufa

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Leaders of civil society organisations in developing countries have been calling on Australian NGOs and elsewhere to support local-led development through progressive principles of “localisation” which include transference of: power, priority setting, decision-making and ownership including leading engagement of local civil society in donor, and funding arrangements as outlined through the Charter for Change: <https://charter4change.org/>.

Locally led development and the process of localisation are a powerful means of achieving improved development impact and build capability in partner countries. It empowers local leadership to implement priorities, deliver essential services, and functions, which in turn improves sovereign state capability, legitimacy, economic growth and resilience.

AMF-Cufa is committed to systematically strengthening locally led development across our operations and development programs, in line with [DFAT's Guidance Note on Locally Led Development](#).

At the operational level, AMF-Cufa is a relatively small international NGO with the majority of staff based overseas (currently 5 in Cambodia and 7 in PNG/Bougainville 12 in total relative to 4 staff based in Australia). This staffing model supports AMF-Cufa's decision-making grounded in local context and proximity to program implementation.

AMF-Cufa has proactively implemented ACFID's recent AGM Resolution (Resolution 1-2022: Decolonisation, Anti-Racism and Locally Led Action), addressing the general under-representation of peoples from developing countries sitting on the governance bodies of Australian INGOs. In June 2023, Robert Aisi, who is based in PNG, joined AMF-Cufa's Board as our inaugural overseas-based Director.

At the program level, AMF-Cufa directly delivers all program activities and does not outsource or subcontract implementation. This approach provides greater scope and flexibility to embed our locally-led action (LLA) principles and values. Local staff are actively involved in the program management system across the entire program cycle, from design through implementation, monitoring, evaluation and learning (MEL).

Consistent with Australia's international development priorities to advance peaceful, stable and prosperous communities, AMF-Cufa is committed to working with local partners to strengthen effectiveness, accountability and resilience. This is underpinned by our MoUs/EoLs in place with national government partners, including the respective Cambodian

Most of AMF-Cufa's current activity falls within Category B, reflecting our investment of time and effort in systematic consultation with local actors to inform our approaches, priorities and decision-making. While the level of in-country engagement varies in Cambodia and PNG, we are actively developing pathways to shift over time into Category C. The shift will become a more prominent feature of program design, planning and implementation practices in line with our Program Management Policy, as we continue to lay the groundwork. In the context of the FY25-26 ANCP ADPlan development process, AMF-Cufa commits to leveraging the respective ACFID templates on Action Identification and Action Prioritisation, reviewing annual performance and reflecting on future design. This will be reinforced through our robust monitoring, evaluation and learning (MEL) framework, which actively embraces six-month 'reflect and refocus' workshops with team members and stakeholders.