

From Programs to Platforms

Practical Steps to
Recenter User
Experience
&
Radically
Decentralize Power

In a phrase or short sentence, how would you describe the role of a non-profit program?



<https://www.menti.com/alv8rjop8dx4>

Lessons from La Cuchilla



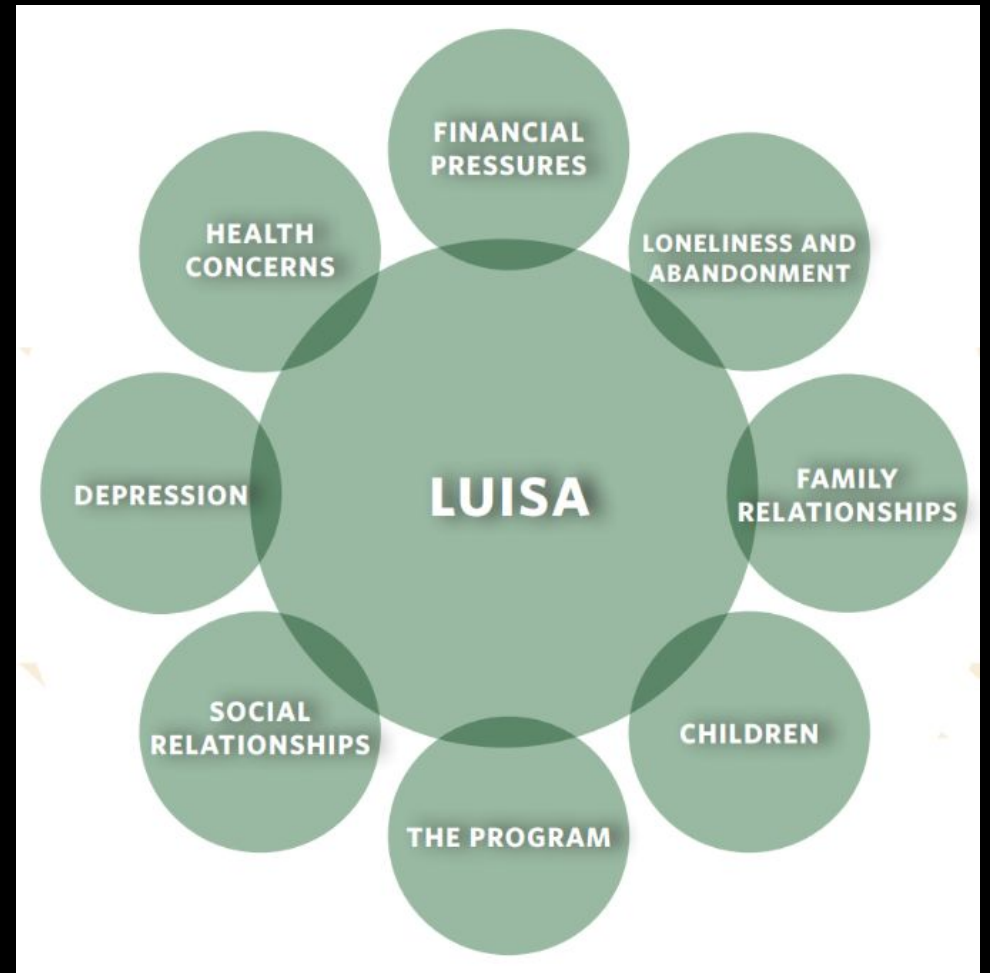
Lessons from La Cuchilla



How I saw the world



How Luisa saw the world



Symptoms of a macro program view

Generalized needs

Theory of change = search for common denominators

Generalized solutions

Frustration with clients when participation is low

From buses to Uber

Buses	Uber
Provider-control	User-control
Fixed routes & destinations	User's destination
“One size fits many”	Individually tailored
System changes are infrequent & slow	System changes are incremental & frequent



our journey

From a
program for
250,000 families

To
250,000
programs



our journey

Real empowerment

Real decision-making

Real money



our journey

Reweaving community



our journey

Self-directed paths out of poverty



our journey

Taking it
to the
next level



our journey

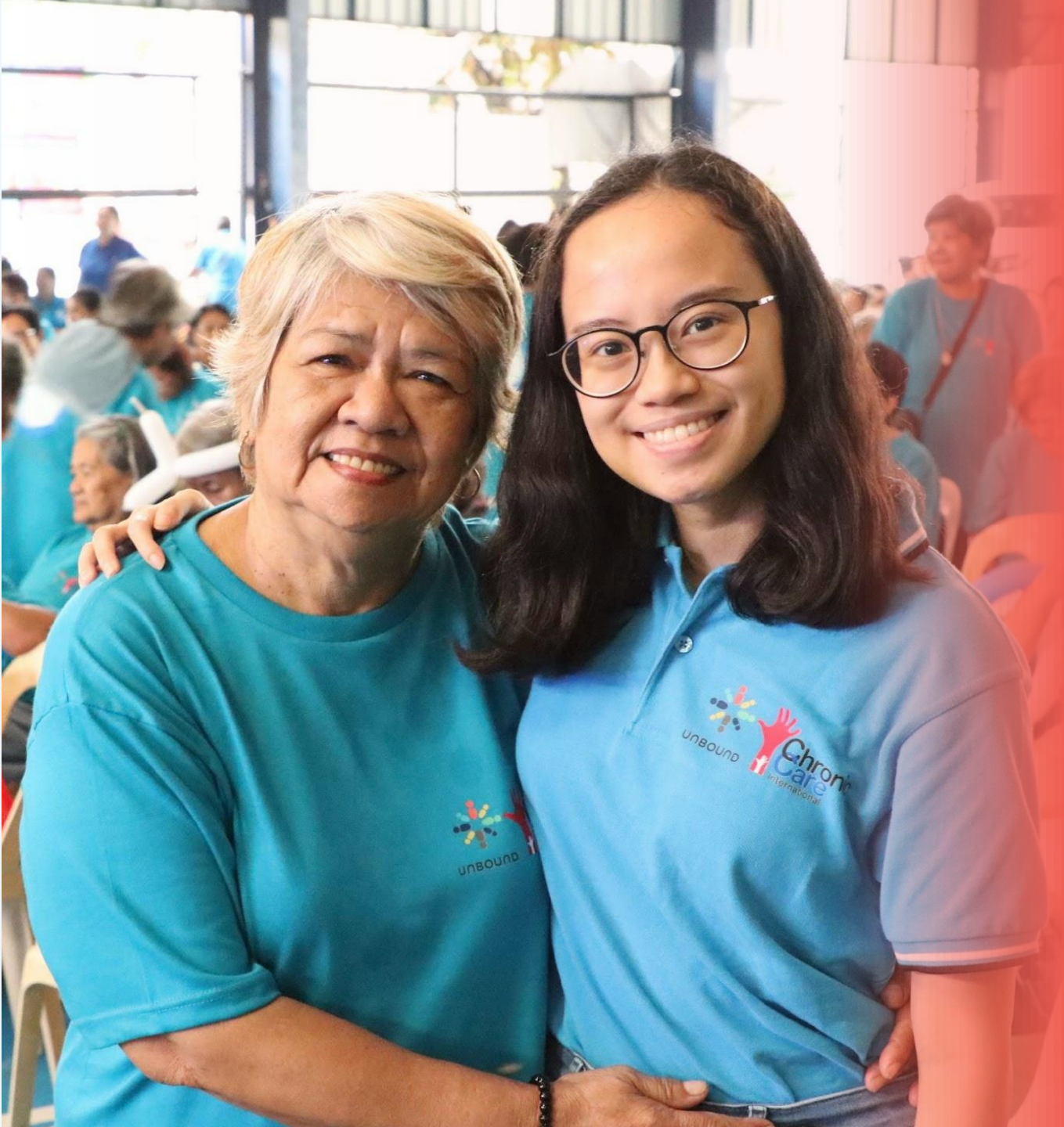
Our task is
to release power
until we feel
vulnerable

then release
more power



challenges

Decentering
programs can
feel like
decentering
staff





challenges

Regularly cultivating
empathy requires
resources with no
immediate
outcomes

challenges

Reimagining accountability



challenges

Rethinking reporting & evaluation





challenges

There are
always
power
dynamics

lessons learned

Choose
the right
challenges



lessons learned

Start
where you
are

and
stretch



Advise
decisions



Participate
in
decisions



Make
decisions



Control
organizational
resources

Spectrum of empowerment

lessons learned

Build trust
through
non-program
time together



lessons learned

Be the change
you want
to see



lessons learned

Use
design
thinking



lessons learned

Institutionalize empowerment





Comments?

Questions?



Comments?

Questions?