



# The Movement for Community-led Development US 2024 Strategic Plan

## Executive Summary

In its first year in the new organizational structure, MCLD Global intends to strengthen its capacity in as many Majority World countries as possible to impact the policies and practices of community-led development, standing in solidarity with all like-minded organizations and networks. This requires strong allyship from MCLD US to ensure access, visibility, support and voice for our sister Majority World National Associations.

## Vision

Our vision is for every community in the world to have the resources, skills, knowledge autonomy and equitable partnerships to achieve their own goals and visions.

## Mission

To ShiftThePower so that low-income communities successfully achieve their own visions and goals.

## The Current Situation

- MCLD is a growing, global Majority World-led network of national associations committed to the principles, policies and practices of community-led development.
- Globally, community-leaders are continuing to step forward to assert their rights and power, and to work collectively to unleash the power and potential of their communities.
- More and more Majority World national governments, their regional intergovernmental bodies and their Minority World Development Partners have publicly committed to support this shift in power.
- The UN itself has recognized that 65% of SDG targets can ONLY be met at the community level.
- Despite these trends and pronouncements, all actors face tremendous bureaucratic hurdles within the prevailing neocolonial structures and entrenched interests.

- Amidst the current strife and hurdles, MCLD is getting global recognition as a thought leader for sectoral transformation. MCLD US is uniquely positioned to transform policies and practices among minority world institutions and international networks and organizations, including its own members.
- MCLD US is well placed to channel its influence alongside those of its members to ensure access, visibility and voice for Majority World actors and networks, including its own sister national associations.

## Our Goals for 2024

- 1. Influence Policies for systemic transformation:** Identify and seize every opportunity to accelerate the dismantling of hegemonic power structures (e.g. the Majority World sign-on letter initiative) and promote the devolution of resources and capacities to the community level.
- 2. Strengthen the Practice of CLD:** Utilize our tools and experience to improve the ability of bilateral and multilateral agencies, funders, international NGOs and networks to work in effective and equitable partnerships with Majority World civil society and communities.
- 3. Facilitate Access and Support for National Associations:** Facilitate access, visibility, nutritious funding, connections and support for current and emerging MCLD associations in the Majority World to strengthen their ability to fund and implement transformative collective action and make their voices heard nationally and globally.
- 4. Support the Transformation of MCLD:** Actively contribute to the Global Secretariat and support the implementation of the new MCLD global governance structure to ensure the transformation of MCLD from a movement to a values-based movement organization. Raise adequate resources to support this transformation.
- 5. Expand MCLD US Membership:** Encourage more INGOs and INGO networks to adopt the principles of CLD and join MCLD US to scale the shift in practice.
- 6. Strengthen Solidarity:** Actively support the decolonising and “shift-the-power” activities of like-minded organizations and networks, and dismantle the prevailing “competition mindset” imposed by the current colonial system.

## Our Plan of Action

- 1. Influencing Policies**
  - a. Continue to engage with USAID, other bilateral agencies and foundations to ensure the transformation of their ways of thinking, being and doing.
  - b. Work with convenor networks (eg: InterAction, Bond) and civil society in the Majority World and Minority World to continue to create spaces for Majority World actors to shape policies.

- c. Track, engage in and amplify Majority World voices in all global forums relevant to advancing the goals of CLD such as the UN Summit for the Future.
- 2. Strengthening the Practice of CLD**
- a. Increase the number of trained trainers on the Participatory CLD Assessment tool and MCLD's certificate training.
  - b. Support the collaborative development of toolkits and guidance notes to strengthen the practice of CLD by adopting a learning by doing approach.
  - c. Support the thought leadership of MCLD in transforming systems through articles, blogs, books and by speaking at key fora.
  - d. Participate in working groups to generate evidence and learning on the practice of CLD.
  - e. Work with sister National Associations to facilitate training and workshops on CLD, community-led monitoring and evaluation, participation and associated aspects for various stakeholders, including MCLD members.
  - f. Continue to strengthen the practice of mutual capacity strengthening within MCLD by supporting spaces like the (un)learning labs, leadership calls.
- 3. Being Allies for Majority World National Associations**
- a. Support sister National Associations to access funding and resources as they register in their own countries and develop strategies and policies.
  - b. Facilitate the visibility of Majority World National Associations and their members through the MCLD newsletter, social media, speaking opportunities and participation in key global events and advocacy opportunities.
- 4. Supporting MCLD Global**
- a. Support the MCLD Secretariat in organizing the Global Assembly and putting in place processes for the implementation of the new MCLD governance structure.
  - b. Support the Secretariat in providing shared services based on the aspirations and needs of the National Associations.
  - c. Raise funds and resources to support the functioning of MCLD US and MCLD Global
  - d. Support the success of initiatives and priorities of the Youth Task Force
- 5. Strengthening MCLD US**
- a. Set up policies and processes to ensure transparency, accountability and good governance within MCLD US.
  - a. Fill the capacity gaps in MCLD US through critical hires. Currently MCLD US has a very small team to realize the big goals we have set for ourselves.
  - b. Set up a collaborative process for strategic planning for 2025 and beyond for MCLD US.

- c. Actively engage more INGO and INGO networks to join MCLD US and ensure member engagement through appropriate working groups, connection points and listening sessions.

**6. Increasing Solidarity**

- a. Stand in solidarity with Majority World groups on key issues that challenge hegemonic power structures, patriarchy and structural racism.
- b. Build relationships with networks in each country and translocally, for unified advocacy on key issues.
- c. Align with the MCLD US Board and the Global Assembly on a policy for issuing and/or signing on to advocacy statements on behalf of MCLD US.

**Measuring and Reflecting On Our Progress**

Measurement of progress on systems transformation and a shift in mindsets of funders, organizations and governments can only happen through a process of observation and reflection. MCLD will engage in a process of critical reflection with its team, Board members, member organizations and key stakeholders in the first quarter of 2025 to gauge its progress on the strategic plan for 2024.

We will triangulate the rich learning emerging from this reflection with data on the more tangible aspects, like events, number of publications etc.

For 2024, the team will track the following indicators and use them as a baseline to set targets for the strategic plan for 2025-28. Quarterly report-outs on these indicators will be shared at Board meetings.

	<b>Goal</b>	<b>Signs of Success</b>
1.	Influence Policies for systemic transformation	#Invitations to speak at key fora #Invitations to facilitate input on policies #Mentions in key publications and spaces #Co-organizing events with key players
2.	Strengthen the Practice of CLD	#Training, workshops, mutual capacity strengthening spaces organized (+ qualitative feedback) #Usage/adoption of tools (+ qualitative feedback) # Articles and thought leadership pieces published #Trained trainers on the CLD Assessment Tool
3.	Facilitate Access and Support for National Associations	#Microgrants and funding opportunities for NAs & Members #NA and NA members participation in key events #Articles on/by and recognition for NAs

4.	Support the Transformation of MCLD	Successful organization of the Global Assembly (qualitative feedback) Funds raised for MCLD US
5.	Expand MCLD US Membership	Strategic planning completed collaboratively (qualitative feedback) #50 MCLD US members in good standing Systems and Policies in place
6.	Strengthen Solidarity	#Solidarity partnerships and activities

## Strategy beyond 2024

After the collaborative development of a strategic plan for 2025-2028 through the Global Assembly, MCLD US will begin the process of co-creating its own four year strategic plan for 2025 and beyond. Thereafter, MCLD US will engage in a process of annual reflection on its strategic plan with the team and the Board, aligning the timeline with the process of annual reflection at the Global Assembly.