



*Communities are primary drivers of CHANGE. Invest in Communities*

## **STRATEGIC PLAN 2023/24-2027/28**



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## LIST OF ACRONYMS

|       |   |
|-------|---|
| CSOs  | Civil Society Organizations                           |
| FGM   | Female Genital Mutilation                             |
| INGOs | International Non-Governmental Organizations          |
| MCLD  | Movement for Community-Led Development- Global        |
| MCLED | Movement for Community-Led Development-Uganda Chapter |
| CLD   | Community-Led Development                             |
| CLI   | Community-Led Initiatives                             |
| NGOs  | Non-Governmental Organizations                        |
| PDM   | Parish Development Model                              |
| SDGs  | Sustainable Development Goals                         |
| THP   | The Hunger Project                                    |

## FOREWORD

Dear Supporters and Champions of Community-Led Development,

The Movement for Community-Led Development, Uganda has launched a Strategic Plan for 2023/24-2027/28, aiming to cultivate resilient communities through community-led approaches for sustainable development.

MCLED believes that communities are the driving force behind their own development. To achieve lasting change, the strategic plan emphasizes empowering communities to take charge of their destinies and build sustainable future through four strategic goals.

Goal 1 focuses on strengthening the capacity of communities and institutions to effectively lead their development processes. MCLED aims to provide targeted capacity-building initiatives, equipping individuals and organizations with knowledge, skills, and resources for sustainable change. Resource mobilization is also a priority to support these efforts.

Goal 2 highlights the importance of networking and partnership development. MCLED aims to facilitate mutual learning and knowledge exchange among communities, organizations, and stakeholders through the creation of networks and partnerships. By fostering collaborations and offering membership services, the organization aims to amplify the impact of community-led approaches and mobilize resources collectively.

Goal 3 underscores the significance of research, documentation, and knowledge management. MCLED plans to invest in rigorous research initiatives to generate evidence on the effectiveness of community-led approaches. By capturing and disseminating valuable insights, best practices, and lessons learned, the organization aims to foster continuous improvement and innovation in community-led development.

Goal 4 centers on advocacy and lobbying to integrate community-led development into development interventions. MCLED is committed to evidence-based advocacy, influencing policy frameworks, and ensuring community voices are heard at all levels. By advocating for the recognition and integration of community-led development, MCLED seeks to create an enabling environment for sustainable and inclusive development.

MCLED invites stakeholders, partners, and supporters who share their vision to join them on this transformative journey. Through collaboration, MCLED believes empowered and resilient communities can shape their sustainable futures. The organization expresses gratitude to dedicated partners and supporters who have contributed to the development of the strategic plan. Their unwavering commitment and collaboration are invaluable, and MCLED looks forward to continuing the journey together.

In summary, MCLED's Strategic Plan focuses on cultivating resilient communities through community-led approaches. MCLED invites stakeholders to join their efforts in creating a world where communities are empowered, resilient, and actively shaping their sustainable futures.

Ochatre Nixon  
Steering Committee Chairperson.

## Message from the Country Coordinator

Dear Partners and Friends,

The Movement for Community-Led Development respects the inherent dignity of our people. It is from this context that we collaboratively create ways to curb all forms of vulnerabilities and dehumanizing poverty to ensure that there are strong, resilient communities.

As a membership organization, the number of member CSOs has surpassed 100. Over 95% are Community Based Organizations with minimal facilities to uphold their needs and those of the communities in which the CBOs function. MCLD is obligated to support the member CSOs to attain improved capacity, efficiency, effectiveness, inclusivity and responsiveness to the needs, realities, and livelihoods of those communities they serve. This Strategic Plan has started to refocus our work on institutional development for not only the association but also the member organizations. Beyond operational and programmatic thematic areas, MCLD will focus to empower communities and member CSOs in Community-Led Development practices to ensure adaptation. At some point our interventions will entail building capacity of government ministries, departments and agencies as well as the private sector because they are key influencers in changing the knowledge spectrum of our communities. As a norm, MCLD work is inclusive, we embrace all categories of people from all walks of life because we believe each one of us has something to offer.

This co-created strategic plan requires us to strengthen our institutional capabilities, accelerate efforts in cascading CLD approaches; intensify our networking and partnership potential; strengthen the research, documentation, knowledge management to facilitate the advocacy efforts.

The plan represents the views, interests and needs of the Movement for Community-Led Development Uganda Chapter member organizations and together, we shall accomplish what we have visualized. I thank all the member who participated in the process from beginning to finalization of the Strategic Plan.

Mbakulo Joanna  
Country Coordinator

## EXECUTIVE SUMMARY

The Movement for Community-Led Development Uganda has developed a comprehensive 5-year strategic plan to foster resilient communities and sustainable development. MCLED, currently consisting of 106 members, is dedicated to promoting community-led approaches and ensuring equal access to basic public services. The strategic plan identifies key organizational strengths such as strong leadership, a well-established network of members, and a deep understanding of community needs. It also recognizes weaknesses such as inadequate funding and limited knowledge about community-led development principles among stakeholders.

The strategic plan recognizes the global and regional context, emphasizing the need for community support. It aligns with the paradigm shift towards stronger community and indigenous organizations capable of addressing local needs and demanding quality development services. In Uganda, the plan aligns with the Government programs such as Parish Development Model (PDM) and Vision 2040, recognizing the role of CBOs in achieving development objectives.

The situational analysis reveals the limited networking among CBOs and their struggle to access financial resources. To address this, the strategic plan aims to strengthen the capacity of CBOs, foster partnerships, promote research and knowledge sharing, and advocate for the integration of community-led approaches. It outlines milestones and activities for each objective, such as capacity assessments, capacity-building programs, stakeholder mapping, advocacy campaigns, and the establishment of a knowledge-sharing platform.

The plan is guided by the strategy map that communities have the inherent capacity to drive their own development when equipped with skills, knowledge, and tools. It highlights the importance of collaboration, evidence-based decision-making, and advocacy in achieving sustainable and inclusive development outcomes. The plan identifies key assumptions, including the potential of communities, the effectiveness of community-led approaches, and the value of networking and partnerships.

Monitoring, Evaluation, Adaptation, and Learning (MEAL) are central to MCLED's work. The organization aims to continuously improve its practice by critically questioning its work, collaborating with other entities, and actively learning from other networks and organizations. Monitoring and evaluation will be trifocal, serving accountability, management, and learning purposes. The evaluation will take a longer-term, bird's eye view, using process evaluations, mid-term evaluations, and end-of-term evaluations to assess implementation trajectory, outcomes, and their contextual relevance.

The results matrix provides a summary of expected outcomes, indicators, and means of verification for each strategic objective. For empowering communities, the indicators include the number of stakeholders equipped with enhanced knowledge and evidence of improved access to basic services, livelihoods, social cohesion, and resource distribution. The indicators for fostering connections and collaborations focus on partnerships, knowledge-sharing activities, and collective impact. For research and knowledge sharing, indicators measure the use of evidence-based practices, engagement in knowledge exchange, and establishment of collaborative initiatives. The indicators for advocating community-led development track

stakeholder adoption of community-led approaches, resource allocation, implementation of initiatives, and contribution to specific Sustainable Development Goals.

To implement the strategic plan, MCLED will undertake a robust resource mobilization agenda, seeking financial, physical, human, and social resources. Strategies include building strategic partnerships, working with volunteers and interns, and mobilizing membership fees and contributions.

In conclusion, MCLED's Strategic Plan aims to empower communities, foster collaboration, promote research and knowledge sharing, and advocate for community-led development. The plan aligns with global and national policies and addresses the challenges faced by CBOs. It emphasizes the importance of monitoring, evaluation, adaptation, and learning, as well as resource mobilization strategies. MCLED is committed to ongoing learning and collaboration to achieve sustainable and inclusive community development.

## INTRODUCTION

### About the Movement for Community-Led Development

The Movement for Community-led Development is a non-government organization created to localize the 2030 Sustainable Development Goals (SDGs). Member organizations work with communities to set and achieve community priorities, and advocate for policies and budgets necessary for sustainable change. The Movement was launched at the 2015 Sustainable Development Summit that launched the SDGs. MCLD comprises 1600+ Community-based organizations and 70+ INGOs organized in 17 National Associations worldwide, mostly in Africa. MCLD secretariat has been provided by THP, consisting of a mix of full and part-time staff based in Kenya, Uganda, Benin, Mexico, Malawi and Washington, DC.

In July 2018, Uganda launched the Movement for Community-Led Development. It is a network of pro-community-led development organizations including, local non-profits, international non-governmental organizations, individuals, academia, and others. Majority of whom are CBOs located across Uganda's five regions and working on diverse development themes. MCLED is one of the National Associations that make up the worldwide MCLD. As a Movement, we believe that every human being has a fundamental right to have a say in decisions that affect their lives, as well as equal and affordable access to basic public services that allow them to reach their full potential.

### Strategic plan development process

The strategic plan has been developed through a participatory process with consultation meetings held in June 2023. Through these consultative meetings, MCLED evaluated our past years of work and captured the good practices and reflected on missing gaps. Key strategic focus areas were proposed and have been the foundation informing this Strategic Plan. Further to this, wisdom was sought from the original authors of the community-led development ideology to understand the *raison d'être* of MCLD. Additional consultations were made with key partners in the sector that have moved with MCLD since inception.

### SWOR Analysis

By conducting a SWOR analysis, MCLED identifies its strengths and weaknesses, explores opportunities for growth, addresses potential threats and ultimately enhances its effectiveness and community impact.

| Strengths   | Opportunities  |
|---|--|
| <ul style="list-style-type: none"><li>• Strong leadership/governance</li><li>• Legal entity (fully registered)</li><li>• A strong network of members</li><li>• Internal expertise</li><li>• Wide geographic representation</li><li>• Strong public image &amp; brand (identity)</li></ul> | <ul style="list-style-type: none"><li>• Government programming (i.e., PDM, agenda Localization)</li><li>• Supportive government policies &amp; programs on community-led approaches to development (e.g. PDM, Emyoga, vision 2040)</li><li>• Shifting of donor agenda to CLD</li><li>• CLD membership growth</li></ul> |



| <ul style="list-style-type: none"> <li>• Knowledge of community needs based on deep-rooted community presence.</li> <li>• Legal address (known)</li> <li>• Key organization policies available</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Potential/willingness of communities to champion CLD approaches</li> <li>• Technology &amp; Research</li> </ul>   |
|---|--|
| Weaknesses  | Risks  |
| <ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• Still growing/young entity</li> <li>• Limited physical interaction among member CSOs</li> <li>• Limited knowledge about CLD principles by the membership.</li> </ul> | <ul style="list-style-type: none"> <li>• Shrinking civic space/NGO space</li> <li>• Shrinking donor funding for non-profits</li> <li>• Climate change (environment)</li> <li>• Ideological shift of CLD approaches</li> <li>• Apathy in communities over unsustainable development drives</li> <li>• Managing community expectations</li> <li>• Economic instability/ Inflation</li> </ul> |

### Notable Achievements during the past year

- **Legal registration:** MCLED is a legal entity as required by the law of Uganda
- **Membership Growth:** Steadily growing membership, currently at 106 CBOs that constitute the MCLED Uganda association
- **Partnership development:** Funding partnership from the Dutch Ministry of Foreign Affairs, The Hunger Project and World Vision USA.
- **Partnership through consortium:** MCLED is collaborating with ACF, World Vision, Save the Children, CEGAA, The Hunger Project, FRA, CIDI and Nutrition Society of Uganda to implement the Right2Grow project.
- **CSO capacity Development:** Training member CSOs in programmatic and operational thematic areas as identified by the members, e.g. MEAL, fundraising, Advocacy, etc.
- **Using audiences such as Rotary fellowships to raise awareness** about CLD approaches and relevance for adaptation
- **Identity creation:** MCLED identity spans national territory into the global realm having participated in global and regional development summits, e.g., the 2021 & 2023 RKSM events by USAID/IDEAL, the UN Food systems summit, and many other online conferences and learning spaces.

## VISION AND MISSION STATEMENTS

### Vision

Resilient communities for sustainable development

### Mission

To enable adaptation of community-led approaches for effective, efficient, inclusive and sustainable development through capacity building, mutual learning and evidence-based advocacy and documentation.

### Core Values

- Integrity: Upholding moral and ethical principles with honesty and consistency.
- People-centered: Prioritizing the well-being and satisfaction of those being served
- Teamwork: Collaborating and cooperating to achieve common goals.
- Community-led: Inclusive actions in response to community decisions
- Transparency: Openness, honesty, and accountability in actions and communication.
- Accountability: Taking responsibility for actions and outcomes.

### Comparative advantage

- **Cost effectiveness:** MCLED ensures efficiency in its program implementation. Besides community-led development being 'low cost, high impact' in nature, there is a deliberate effort made to ensure inputs are fully utilized to generate desired outputs.
- **Nurturing relationships:** MCLED enjoys good relations with the membership particularly the CBOs and enthusiastic individuals. These relationships have supported growth of the organization with members giving their time voluntarily to raise awareness of CLD through different forums such as schools, gatherings of religious leaders, and Rotary clubs.

## External Environment Scan for MCLED Operation

| Aspects       | Opportunities  | Threats  |
|---------------|--|--|
| Political     | <ul style="list-style-type: none"> <li>Government programs focusing on CLD</li> <li>Political Structure existence</li> <li>Political Stability</li> <li>Popularizing government programs, e.g. 'PDM', 'Emyoga' etc.</li> </ul>   | <ul style="list-style-type: none"> <li>Closing civic space</li> <li>Political interference</li> <li>Political instability</li> <li>Lack of political will &amp; support towards CLD</li> </ul>   |
| Economic      | <ul style="list-style-type: none"> <li>Availability of funders for CLD activities</li> <li>Pooling of large resources</li> <li>Sustainability</li> <li>Boost community welfare</li> <li>Boost literacy in livelihood opportunities</li> <li>Utilization of localization</li> </ul> | <ul style="list-style-type: none"> <li>High exchange rate</li> <li>High dependency ratio</li> <li>High taxes</li> <li>Unemployment</li> <li>Corruption (fraud)</li> <li>Mistrust and disintegration of communities</li> <li>Poverty</li> </ul>   |
| Social        | <ul style="list-style-type: none"> <li>Platform to mobilize community members (Citizen organizing), sharing and learning</li> <li>Social cohesion &amp; mindset change</li> <li>Existence of local knowledge of CLD</li> </ul>   | <ul style="list-style-type: none"> <li>The rigidity of some members</li> <li>Negative social norms/practices, e.g. FGM</li> <li>Cultural and religious differences</li> </ul>  |
| Technological | <ul style="list-style-type: none"> <li>Innovation</li> <li>Connecting to global space forums</li> <li>Technological adaptation</li> <li>Promotes communication</li> </ul>  | <ul style="list-style-type: none"> <li>Limited access to social media platforms, technology and the internet.</li> <li>Illiteracy</li> <li>High costs</li> <li>Poor infrastructure</li> <li>Poverty</li> <li>Poor access to advanced technology</li> <li>Insecurity, e.g. cybercrimes</li> </ul> |
| Environment   | <ul style="list-style-type: none"> <li>Climate change effects</li> <li>Global interest in environmental issues</li> <li>Existing environmental structure</li> <li>Environmental conservation</li> <li>Energy transition, e.g. renewable energy</li> </ul>                          | <ul style="list-style-type: none"> <li>Natural occurrences</li> <li>Degradation</li> <li>Natural calamities</li> <li>Overpopulation</li> </ul>   |

|       |   |  |
|-------|---|--|
| Legal | <ul style="list-style-type: none"> <li>• Favorable legal space</li> <li>• Access to legal information</li> <li>• Increased compliance</li> <li>• Human rights protection and promotion</li> </ul> | <ul style="list-style-type: none"> <li>• Ignorance of the available laws</li> <li>• Corruption and Bureaucracy</li> <li>• Decrease in the law</li> <li>• Too many legal requirements and ever-changing legal legislation</li> <li>• Political influence</li> </ul> |
|-------|---|--|

## MCLED's KEY STAKEHOLDERS



## SITUATIONAL ANALYSIS

### **The Global and Regional Context**

The Strategic Plan has been developed at a time when the world is rethinking the global development paradigm and coming to terms with a diversity of tectonic shifts in society. The world is slowly recovering from the unprecedented impact of COVID-19, a pandemic that caused society to shut down for several months. During this period, what mattered was not the global networks, but the next-door neighbor who filled the gaps to support those in need. Several changes have happened in communities. Previously private homes, are now work places using virtual means to accomplish. The post-pandemic world, therefore, means that we must prepare communities and indigenous organizations to be strong, resilient, and agile to meet the unexpected challenges. The decade of action in the final lap towards achieving the 2030 agenda will only be successful if local change agents are equipped and empowered to engage and demand quality development services.

### **National Policy Trends**

Uganda's Vision 2040 is themed: "A Transformed Uganda Society, from a Peasant to a Modern and Prosperous Country within 30 years". This is to be realized through the implementation of six successive National Development Plans. To actualize the economic transformation in Uganda, the Parish Development Model (PDM) was launched in February 2022. It is a channel through which household incomes and the quality of life of Ugandans is expected to improve through the Parish as the epicenter of wealth-creation, simply intended to take services closer to the people. The Parish will play a vital role in the coordination, monitoring, supervision, reporting and oversight of production, marketing, social services, financial and other services in their localities. This initiative signifies a return to community-led development and MCLED's Strategic Plan will refer to the PDM. The Parish is one of the lowest governance structures. It is, therefore, imperative that frontline first-respondent organizations at the grassroots level, will be critical in supporting the attainment of the outcomes of the PDM.

### **Community-Based Organizations are less networked**

Local organizations are often used as front liners, mainly by international organizations in delivering services at community level. In many ways, this has hindered the opportunity to work collaboratively about specific advocacy agendas to improve the quality of services and build strong agency. It is not just what we do that is important, but how and with whom we act and interact that brings transformation. Therefore, it is pertinent that local organizations and communities are supported to appreciate the value of working collaboratively for transformation to occur. Impact networks are complex, working not only at multiple levels but constantly evolving. This complexity demands collaborative leadership at every level. Investing in local leadership development will remain critical in fostering community transformation.

## **Financing to Community-Led Initiatives**

In Uganda and Africa at large the situation of financing CLI poses significant challenges. Community-Based Organizations (CBOs) often need more access to financial resources, which hinders their ability to implement projects and address local development needs effectively. This lack of financing restricts the scope and scale of community-led initiatives, limiting their impact and sustainability. There needs to be more reliable funding mechanisms and sustainable financial support for CBOs. Without adequate funding, CBOs struggle to mobilize resources, train community members, improve infrastructure, and undertake vital activities such as healthcare provision, education support, environmental conservation, and demand for service delivery from duty bearers. The result is a missed opportunity to tap into the potential of CLD, as these organizations are often best positioned to understand and respond to the unique challenges faced by their communities. To overcome this obstacle, governments, international organizations, and donors must prioritize and invest in sustainable funding mechanisms that empower and support community-led initiatives across Africa, allowing them to unlock their full potential in driving positive change and sustainable development. To create sustainability, intentional capacity building to strengthen local philanthropy should be prioritized. It will be imperative that the skills set to leverage generosity, local giving and philanthropy are built so that we create sustainable resourcing models at the community level.

In the next five years, MCLED will benchmark on the above context and contribute to the following priority areas:

- Strengthen the capacity of Community-Based Organizations to design and implement quality programs that respond to citizen needs.
- Build networks and partnership development for effective Resource Mobilization, Mutual Learning, Collaborations appreciating the power of collaboration and the strength of collective action for mutual learning and knowledge exchange among communities, organizations, and stakeholders.
- MCLED aspires to be a go-to knowledge hub. Invest in Research, Documentation, and Knowledge Management
- Advocate and Lobby for the Integration of Community-Led Development in development interventions.

This will be done through an ecosystem of partners, which includes community organizations, indigenous organizations, and other frontline social formations at community level. MCLED will streamline systems and processes to enhance agility, flexibility, and responsiveness to community organizations nationwide.

## STRATEGIC DIRECTION AND STRATEGIC INITIATIVES

To enable MCLED achieve its Vision and Mission, there are 4 Strategic Goals identified to guide the organization work for the next 5years.

**Strategic Goal 1:** To empower communities to drive their own sustainable development by strengthening their skills, knowledge, and resources. **If** the capacity of community-based organizations is enhanced to design quality programs with a CLD lens; then, communities will be well-informed and empowered to participate in government and non-government programmes for better development outcomes.

**Strategic Goal 2:** To facilitate meaningful connections and collaborations among CLD member organizations, enabling them to leverage shared resources, expertise, and collective action towards advancing CLI and achieving sustainable and inclusive development. If MCLED members have platforms for joint community engagement, networking and participation for shared learning on best practices and models of work; there will be growth of resilient and sustainable citizen organizations empowered to demand citizen-centered development initiatives.

**Strategic Goal 3:** To facilitate the systematic collection, documentation, and dissemination of research findings, best practices, and innovative approaches among MCLD members, fostering evidence-based decision-making, continuous learning, and improved outcomes in community-led development efforts.

**Strategic Goal 4:** Advocate and Lobby for the Adoption and Integration of Community-led Development by Stakeholders in all their development interventions and programs. If MCLED advocates and lobbies development actors to adapt community-led development approaches; then inclusive, participatory, and locally driven development processes that empower communities and improve development outcomes will be fostered.

### Key Assumptions

1. Communities have the inherent capacity to drive their own development.
2. Communities can effectively visualize, commit and act upon their priority development needs when equipped with appropriate skills, information, and tools.
3. Communities can access resources and expert support necessary for sustainable development through networks and partnerships. Collaboration strengthens their collective voice and influence.
4. Evidence-based research and knowledge sharing provide valuable insights and learning opportunities for communities, leading to more informed decision-making and improved development outcomes.
5. Communities can overcome systemic barriers; can create an enabling environment for sustainable development by advocating for supportive policies and systems.

**Strategic Goal 1:** To empower communities to drive their own sustainable development by strengthening their skills, knowledge, and resources.

**Outcome:** Empowered stakeholders in Community-led Development with knowledge, skills, and resources necessary to effectively participate in and contribute to the development process, fostering sustainable and inclusive community development.

Under this strategic objective, MCLED aims to enable communities to take ownership of development initiatives, effectively mobilize resources, and implement projects that address their specific needs and aspirations. This priority area will build and galvanize local civic voices and competencies for collective action, empowerment and shared learning. In order to advance this goal, MCLED will work with willing partners in the following key milestones:

#### **Strategic Initiatives for Capacity Building/Institutional Strengthening**

|     |  | 2023/4 | 2025 | 2026 | 2027 | 2028 |
|-----|--|--------|------|------|------|------|
|     | <b>Strengthen the capacity of MCLED members</b>  |        |      |      |      |      |
| 1.1 | Undertake capacity assessments for MCLED members using the CLD tool.   | x      | x    | x    | x    | x    |
| 1.2 | Design and implement capacity-building programmes to address critical capacity gaps for members, i.e. Community Leadership, advocacy, networking and collaboration building, strategic planning, monitoring and evaluation, Diversity, Equity and Inclusion. | x      | x    | x    | x    | x    |
| 1.3 | Translate CLD tools and guidelines for institutional practice (MCLED Secretariat)  |        | x    | x    |      |      |
| 1.4 | Support members to develop requisite policies for their organizations (Resilient and sustainable organizations)  | x      | x    | x    | x    | x    |

**Strategic Goal 2:** To facilitate meaningful connections and collaborations among Community-led Development members, enabling them to leverage shared resources, expertise, and collective action towards advancing community-led initiatives and achieving sustainable and inclusive development.

**Outcome:** Strengthened Network of Collaborative Community-led Development Initiatives

MCLED will prioritize facilitating meaningful connections and collaborations among Community-led Development (CLD) members so as to establish a robust network of community-led initiatives with the capacity to leverage shared resources, knowledge, and expertise leading to greater efficiency, effectiveness, and sustainability in advancing community-led development and achieving long-term positive change. The following milestones will be prioritized;

#### **Strategic Initiatives for strengthened networking and partnership development.**



|     |   | 2023/4 | 2025 | 2026 | 2027 | 2028 |
|-----|---|--------|------|------|------|------|
|     | <b>Support building a strong movement/network among MCLED Members and beyond.</b>   |        |      |      |      |      |
| 2.1 | Mapping and Assessing Stakeholders: Conduct a comprehensive stakeholder mapping and assessment to identify relevant organizations, government agencies, community leaders, civil society groups, and other key actors who can contribute to community-led development efforts.                |        | x    |      |      |      |
| 2.2 | Building Capacity: Organize capacity-building initiatives to enhance the networking skills and knowledge of community members, organizations, and government officials involved in community-led development  |        | x    | x    | x    | x    |
| 2.3 | Advocacy and Policy Dialogue: Identify joint advocacy issues among movement members for collective campaigning and mobilize to maximize the impact  | x      | x    | x    | x    | x    |
| 2.4 | Celebrating Achievements: Recognize and celebrate the achievements of networking and partnership development efforts. Showcase success stories, share impact data, and acknowledge the contributions of individuals and organizations involved in community-led development.                  | x      | x    | x    | x    | x    |
| 2.5 | Scaling Up and Replication: Identify successful community-led development models and explore opportunities for scaling up and replication in other communities or regions. This may involve establishing partnerships with organizations that can support the expansion of proven approaches. |        | x    |      | x    |      |

**Strategic Goal 3:** To facilitate the systematic collection, documentation, and dissemination of research findings, best practices, and innovative approaches among MCLD members, fostering evidence-based decision-making, continuous learning, and improved outcomes in community-led development efforts.

**Outcome:** An empowered and informed network of stakeholders that actively engages in evidence-based decision-making, fosters continuous learning, and achieves improved outcomes in community-led development efforts.

Under this strategic objective, we shall strive to build a robust knowledge management system within the Movement for community-led development. Emphasis shall be on the importance of gathering and sharing research findings, best practices, and innovative approaches to enable stakeholders to make informed decisions, promote ongoing learning, and enhance the effectiveness of community-led development initiatives. Key milestones will include;

## Strategic Initiatives Research, Documentation and Knowledge Sharing

|     |   | 2023/4 | 2025 | 2026 | 2027 | 2028 |
|-----|---|--------|------|------|------|------|
|     | <b>Support initiatives to enhance research, documentation and knowledge sharing among MCLED Members and beyond.</b>   |        |      |      |      |      |
| 3.1 | Establish a Community-led Development Research and Documentation Center: Create a centralized hub dedicated to collecting, organizing, and storing research findings, best practices, and innovative approaches in community-led development.   |        | x    | x    | x    | X    |
| 3.2 | Support Research Capacity Building: Provide training, workshops, and resources to enhance the research skills and capabilities of individuals and organizations involved in community-led development. This could include courses on research methodology, data analysis, and evidence-based decision-making. | x      | x    | x    | x    | x    |
| 3.3 | Develop an Online Knowledge-Sharing Platform: Create a user-friendly online platform where community-led development practitioners and researchers can share their findings, best practices, case studies, and lessons learned.   |        | x    | x    |      |      |
| 3.4 | Organize Annual Conferences and Symposia: Host regular conferences, symposia, or knowledge-sharing events focused on community-led development.   |        | x    | x    | x    | X    |
| 3.5 | Foster Networks and Communities of Practice: Facilitate the formation of networks and communities of practice within the Community-led Development movement.  | x      | x    | x    | x    | x    |
| 3.6 | Engage with Local Communities: Promote community participation and engagement in research and documentation efforts.  | x      | x    | x    | x    | x    |

**Strategic Goal 4:** Advocate and Lobby for the Adoption and Integration of Community-led Development by Stakeholders in all their development interventions and programs.

**Outcome:** Increased adoption and integration of community-led development approaches by stakeholders, including donors, INGOs, private sector entities, and governmental organizations, leading to enhanced sustainable and inclusive development outcomes at local, national, and international levels.

**Key milestones for effective advocacy for the integration of CLD in development interventions**

|  |   | 2023/4 | 2025 | 2026 | 2027 | 2028 |
|--|---|--------|------|------|------|------|
|  | <b>Support joint advocacy initiatives among MCLED Members</b> |        |      |      |      |      |

|     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 4.1 | Raise Awareness and Understanding: Increase awareness and understanding among stakeholders, including donors, international non-governmental organizations (INGOs), private sector entities, and policymakers, about the benefits and effectiveness of community-led development approaches.   | x | x | x | x | x |
| 4.2 | Develop Evidence-based Messaging: Create compelling and evidence-based messages that highlight the value and impact of community-led development. Use case studies, success stories, and data-driven evidence to demonstrate the effectiveness of these approaches in achieving sustainable and inclusive development outcomes.  | x | x | x | x | x |
| 4.3 | Build Strategic Partnerships: Forge partnerships and alliances with like-minded organizations, networks, and influential individuals who support community-led development principles. Collaborate on joint advocacy campaigns, share resources, and leverage collective influence to amplify the message and reach a broader audience.  | x | x | x | x | x |
| 4.4 | Engage in Policy Dialogue: Actively engage in policy dialogues at local, national, and international levels to advocate for the adoption and integration of community-led development.   | x | x | x | x | x |
| 4.5 | Partnership Development: Foster partnerships and collaborations with donors, INGOs, private sector entities, and governmental organizations to leverage resources and support for community-led development initiatives. Explore innovative funding mechanisms, co-financing models, and partnerships that align with the principles and objectives of community-led approaches. | x | x | x | x | x |
| 4.6 | Policy Influence: Work closely with policymakers and influential stakeholders to inform policy decisions and create an enabling environment for community-led development. Provide evidence, recommendations, and technical support to shape policies and ensure that they reflect the principles and priorities of community-led approaches.                                    | x | x | x | x | x |

## MONITORING, EVALUATION, ADAPTATION AND LEARNING

MCLD is a learning-oriented organization that collaborates actively with other entities to enrich its work and contribute to knowledge gathering. Learning is central to MCLD work. MCLED will intentionally cultivate a culture of critical reflection and adaptation in the work. Why and how? How do we know? How can we make it better?

We will monitor and evaluate because we want to improve our practice. Open-mindedness shall be the guiding principle. Monitoring at MCLED will be trifocal – for accountability, management, and learning. Through the accountability and management focus of MCLED’s monitoring, the administrative and organizational systems will be maintained. The learning processes, will enable the analysis on how our efforts contribute to desired outcomes. Through monitoring, we shall track and describe the program components of our work over which we do have control and assess if we are on the right track, at the right level of quality to realize what is envisioned.

Evaluation of the Strategic Plan will take a longer-term, bird's eye view. We shall define a limited number of hypotheses stemming from our program areas using process evaluations, mid-term evaluations, and end-of-term evaluations. In these evaluations, shall be the trajectory of implementation (what happened), outcomes observed (results), and elucidate why the outcomes are (or are not) observed by situating the results in the context in which they occur. A robust annual MEL plan will accompany the Strategic Plan.

## RESULTS MATRIX

| Strategic Goal   | Strategic Outcome   | Outcome Indicators   |
|--|---|--|
| To empower communities to drive their own sustainable development by strengthening their skills, knowledge, and resources.   | Empowered stakeholders in Community-led Development with the knowledge, skills, and resources necessary to effectively participate in and contribute to the development process, fostering sustainable and inclusive community development. | <ul style="list-style-type: none"> <li>The number of stakeholders equipped with enhanced knowledge, skills, and resources through training programs, capacity-building initiatives, and access to relevant tools and resources.</li> <li>Evidence of increased access to basic services, improved livelihoods, enhanced social cohesion, and equitable resource distribution.</li> <li>The number of stakeholders equipped with enhanced knowledge, skills, and resources through training programs, capacity-building initiatives, and access to relevant tools and resources.</li> </ul> |
| To facilitate meaningful connections and collaborations among CLD members, enabling them to leverage shared resources, expertise, and collective action towards advancing community-led initiatives and achieving sustainable and inclusive development. | Strengthened Network of Collaborative Community-led Development Initiatives   | <ul style="list-style-type: none"> <li>A number of new partnerships and collaborations have been established between community-led development initiatives, community-based organizations, NGOs, governmental organizations, and other stakeholders.</li> <li>Frequency and quality of knowledge-sharing activities among the network members, such as regular meetings, workshops, webinars, and exchange programs.</li> </ul>  |

|   |  |  |
|---|--|--|
|   |  | <ul style="list-style-type: none"> <li>• Level of the collective impact achieved by the network in addressing community development challenges.</li> </ul>   |
| To facilitate the systematic collection, documentation, and dissemination of research findings, best practices, and innovative approaches among members of the Community-led Development movement, fostering evidence-based decision-making, continuous learning, and improved outcomes in community-led development efforts. | An empowered and informed network of stakeholders that actively engages in evidence-based decision-making fosters continuous learning and achieves improved outcomes in community-led development efforts.   | <ul style="list-style-type: none"> <li>• Percentage increase in the use of evidence-based practices and research findings by network stakeholders in their decision-making processes related to community-led development initiatives.</li> <li>• Frequency and quality of knowledge exchange activities within the network, such as workshops, conferences, webinars, and peer-to-peer learning opportunities.</li> <li>• Percentage of network stakeholders actively participating in network activities, contributing their expertise, experiences, and perspectives to the collective efforts of the network.</li> <li>• A number of collaborative initiatives, partnerships, and joint projects were established between network stakeholders, indicating the network's ability to foster collaboration and leverage collective resources for community-led development.</li> <li>• Level of the skills, knowledge, and resources gained by network stakeholders through capacity-building programs, training sessions, and peer mentoring.</li> <li>• Evidence of the network's knowledge management systems and practices, including the organization, documentation, and dissemination of research findings, best practices, and lessons learned.</li> </ul> |
| Advocate and Lobby for the Adoption and Integration of Community-led Development by Stakeholders in all their interventions and programs.   | Increased adoption and integration of community-led development approaches by stakeholders, including donors, INGOs, private sector entities, and governmental organizations, leading to enhanced sustainable and inclusive development outcomes at local, national, and international levels. | <ul style="list-style-type: none"> <li>• Percentage of stakeholders, including donors, INGOs, private sector entities, and governmental organizations, that have incorporated community-led development principles and approaches into their policies, strategies, and guidelines.</li> <li>• Growth in the allocation of financial resources and support by stakeholders towards community-led development initiatives.</li> <li>• The number of community-led development initiatives implemented or supported by stakeholders at local, national, or international levels.</li> <li>• Percentage contribution of community-led development initiatives supported by stakeholders towards achieving specific Sustainable Development Goals.</li> </ul>   |

## STRATEGY IMPLEMENTATION PLAN

| Action   | Task   | Resources                            | Communication and Monitoring                | Risks  | Contingency Plans   | Timeline | Roles and Responsibilities     |
|--|--|--------------------------------------|---|--|---|----------|--------------------------------|
| <b>Goal 1: Capacity Building/ Institutional Development</b>  |  |                                      |   |  |   |          |                                |
| 1. Build the capacity of MCLD Institution to effectively and efficiently deliver its mandate                                       | Conduct trainings on CLD principles and approaches | Training materials, trainers, venue  | Monthly progress reports, quarterly reviews | Lack of funding, lack of qualified trainers                | Identify alternative funding sources and partner with other organizations to provide training.                          | 2023/24  | MCLED staff, trainers          |
| 2. Build the capacity of MCLED members to integrate CLD approaches and principles in their intervention for resilient communities. | Organize peer learning sessions.                   | Facilitators, venue                  | Monthly progress reports, quarterly reviews | Lack of interest from community members, lack of resources | Partner with other organizations to provide training, provide financial incentives for community members to participate | Year 2   | MCLED staff, community members |
| 3. To ensure the sustainable operation and programmatic functioning of MCLED   | Develop a knowledge management system              | Software, hardware, data entry staff | Monthly progress reports, quarterly reviews | Lack of funding, lack of technical expertise               | Identify alternative funding sources and partner with other organizations to develop the knowledge                      |          | MCLED staff                    |

|   |   |  |   |   |  |  |   |
|---|---|--|---|---|--|--|---|
|   |   |  |   |   | management system.   |  |   |
| <b>Goal 2: Networking and Partnership Development (Membership Servicing)- Resource mobilization, Mutual Learning, Collaboration</b> |   |  |   |   |  |  |   |
| 1. Create space for MCLED members to network, co-create, learn and find opportunities for mutual collaboration.                     | Hold networking events for both MCLED and none members      | The venue, food, drinks, marketing materials | Monthly progress reports, quarterly reviews | Lack of interest from community members, lack of funding                          | Partner with other organizations to host networking events and provide financial incentives for community members to participate   |  | MCLED staff, community members                    |
| 2. Create an inclusive environment for collective participation in strengthening/deepening CLD.                                     | Form partnerships with development partners, private sector | Partnership agreements, marketing materials  | Monthly progress reports, quarterly reviews | Lack of interest from development partners or the private sector, lack of funding | Identify alternative development partners or private sector partners, and provide financial incentives for development partners or the private sector to partner with MCLED. |  | MCLED staff, development partners, private sector |
| 3. To build a resource base for members to leverage in scaling up their capacities and programs                                     | Conduct trainings on networking and collaborations          | Training materials, trainers, venue          | Monthly progress reports, quarterly reviews | Lack of funding, lack of qualified trainers                                       | Identify alternative funding sources and partner with other organizations  |  | MCLED staff, trainers                             |

|   |  |   |   |  |  |  |                                |
|---|--|---|---|--|--|--|--------------------------------|
|   |  |   |   |  | to provide training.   |  |                                |
| <b>Goal 3: Research, Documentation and Knowledge Management- Learning</b>   |  |   |   |  |  |  |                                |
| 1. To generate evidence and new models of work with CLD lens that will inspire a shift towards a bottom-up development trajectory | Conduct research studies                         | Research materials, researchers, data entry staff | Monthly progress reports, quarterly reviews | Lack of funding, lack of qualified researchers             | Identify alternative funding sources and partner with other organizations to conduct research.                                     |  | MCLED staff, researchers       |
| 2. Advocacy and Lobbying- Development partners, Government, Private sector and Academia   | Document success stories- visual and none visual | Software, hardware, data entry staff              | Monthly progress reports, quarterly reviews | Lack of interest from community members, lack of resources | Partner with other organizations to document success stories and provide financial incentives for community members to participate |  | MCLED staff, community members |
| 3. Have a repository of knowledge pieces on CLD   | Develop a knowledge management system            | Software, hardware, data entry staff              | Monthly progress reports, quarterly reviews | Lack of funding, lack of technical expertise               | Identify alternative funding sources and partner with other organizations to develop the knowledge management system.              |  | MCLED staff                    |

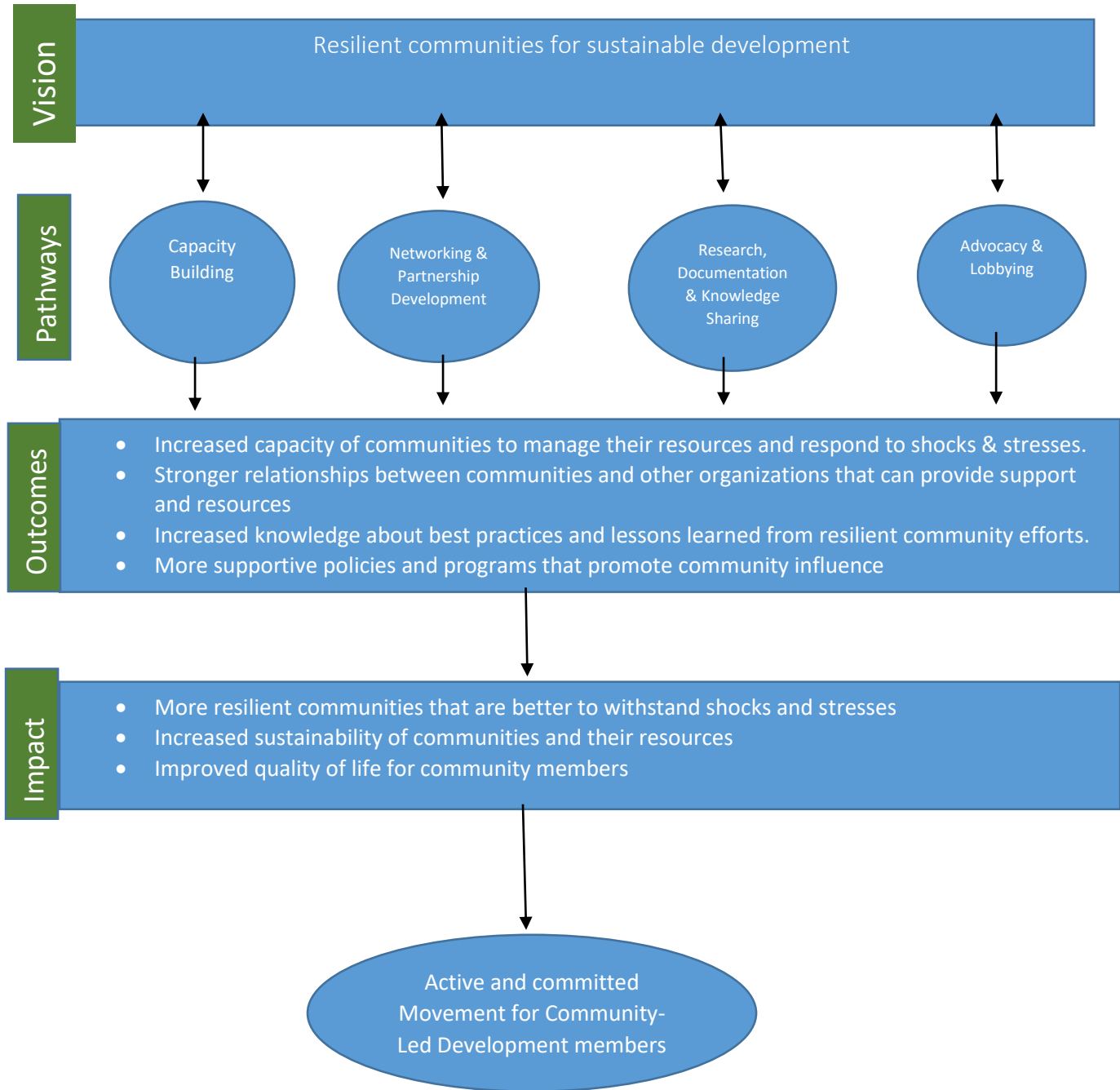


## PEERFORMANCE MEASURES

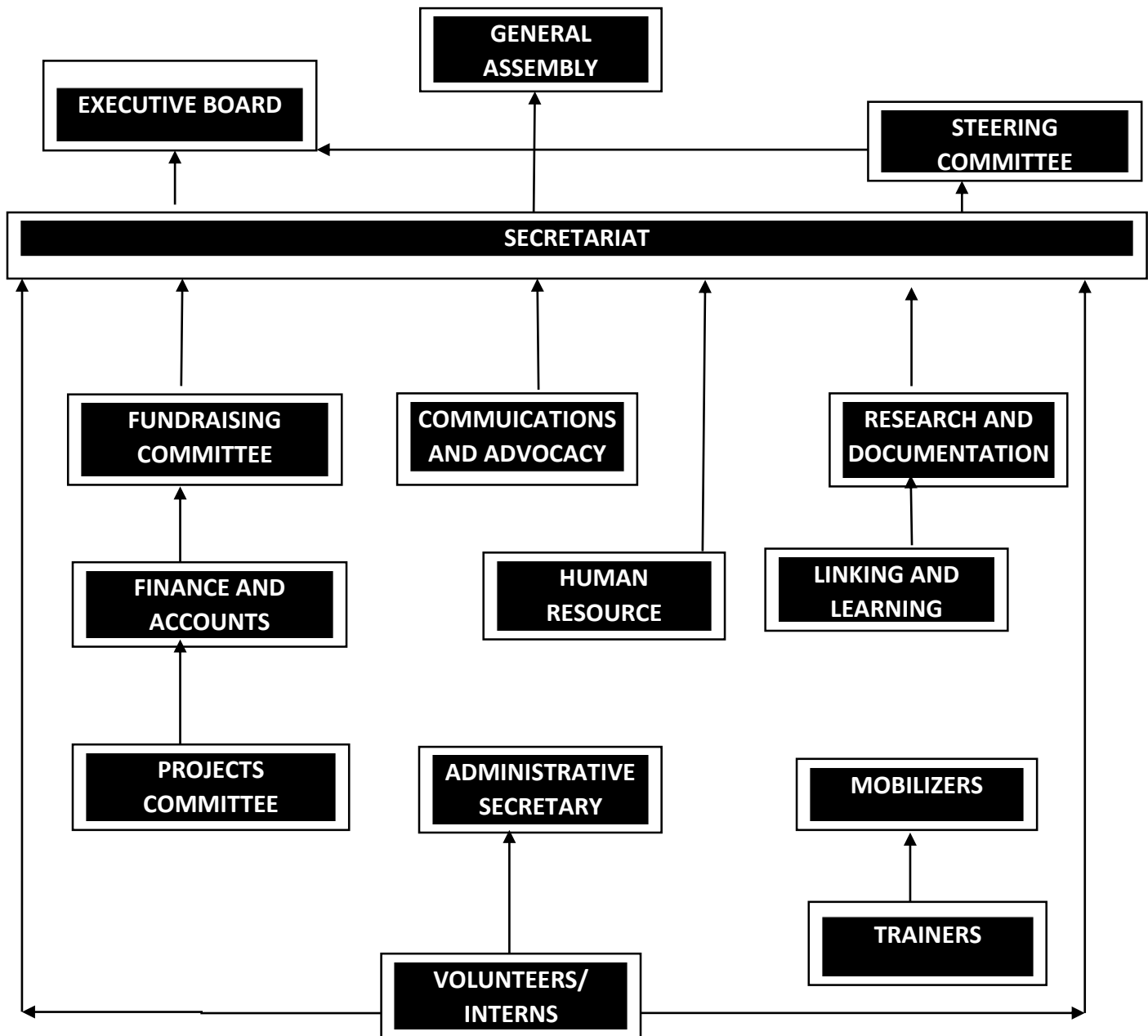
| Goal  | Strategic Objectives  | Performance Indicators  | Targets  | Frequency  | Method of Measurement                  | Method of Reporting         |
|---|---|---|--|------------|--|-----------------------------|
| <b>Goal 1: Capacity Building/ Institutional Development- Resource Mobilization</b>  | To build the capacity of MCLED Institution to effectively and efficiently deliver its mandate                                     | - Number of staff members trained                             | Increase staff training by 20% compared to the previous year           | Annually   | Training records and attendance sheets | Annual report               |
|   | To build the capacity of MCLED members to integrate CLD approaches and principles in their intervention for resilient communities | - Number of members trained in CLD approaches                 | Train 50% of MCLED members in CLD approaches within the next two years | Biannually | Training records and attendance sheets | Progress reports            |
|   | To ensure the sustainable operation and programmatic functioning of MCLED.  | - Financial sustainability ratio (e.g., revenue vs. expenses) | Maintain a financial sustainability ratio of at least 1:1              | Quarterly  | Financial statements                   | Quarterly financial reports |
| <b>Goal 2: Networking and Partnership Development (Membership Servicing)- Resource mobilization, Mutual Learning, Collaboration</b> | Create space for MCLED members to network, co-create, learn, and find opportunities for mutual collaboration.                     | - Number of networking events organized                       | Organize at least four networking events per year                      | Annually   | Event attendance records               | Event reports               |
|   | Create an inclusive environment for collective participation in strengthening/ deepening CLD.                                     | - Membership growth rate                                      | Achieve a 10% increase in MCLED membership within each year            | Annually   | Membership records                     | Annual report               |

|   |   |  |   |                                     |                                   |                     |
|---|---|--|---|-------------------------------------|-----------------------------------|---------------------|
|   | To build a resource base for members to leverage in scaling up their capacities and programs  | - Number of partnerships established   | Establish partnerships with five new development partners and two private sector organizations within the next three years. | Triennially                         | Partnership agreements            | Partnership reports |
| <b>Goal 3: Research, Documentation, and Knowledge Management-Learning</b>                           | To generate evidence and new models of work with CLD lens that will inspire a shift towards a bottom-up development trajectory              | - Number of research studies conducted   | Conduct a minimum of three research studies per year  | Annually                            | Research reports and publications | Research reports    |
|   | - Repository of knowledge pieces on CLD   | Establish a knowledge repository with a minimum of 50 resources on CLD within the next 5 years | Biannually  | Knowledge management system records | Progress reports                  |                     |
| <b>Goal 4: Advocacy and Lobbying-Development partners, Government, Private sector, and Academia</b> | To advocate for the integration of MCLD by all stakeholders i.e., Government, INGOs, NGOs, CBOs and Donors in their development programming | - Number of advocacy campaigns conducted   | Conduct at least two advocacy campaigns per year  | Regularly throughout the year.      | Campaign records and outcomes     | Advocacy reports    |

## STRATEGY MAP



## ORGANISATION STRUCTURE



## RESOURCE MOBILISATION PLAN

MCLED plans to undertake a robust resource mobilization agenda.

|     |  | Amount<br>required<br>UShs | Potential sources of funding                  | Action required to raise the<br>resources          | Timeframe |
|-----|--|----------------------------|---|--|-----------|
| SI  | <b>Strategic Objective 1:</b> To empower communities to drive their own sustainable development by strengthening their skills, knowledge, and resources.   |                            |   |  |           |
| 1.1 | Undertake capacity assessments for MCLED members using the CLD tool.   | 80,000,000                 | foundations, corporates, volunteers           | Proposal/Concept writing, Donor meetings           | 60 months |
| 1.2 | Design and implement capacity-building programs to address critical capacity gaps for members,   | 62,000,000                 | foundations, corporates, individuals          | Proposal/Concept writing, Donor meetings           | 60 months |
| 1.3 | Translate CLD tools and guidelines for institutional practice  | 38,000,000                 | corporates, foundations, bilateral donors     | Meetings, Proposal/Concept writings                | 24 months |
| 1.4 | Support member CBOs to develop requisite policies for their organizations  | 65,000,000                 | Bi-lateral donors, foundations                | Proposal/Concept writing, Donor meetings           | 60months  |
| S2  | <b>Strategic Objective 2:</b> To facilitate meaningful connections and collaborations among CLD members, enabling them to leverage shared resources, expertise, and collective action towards advancing CLI and achieving sustainable and inclusive development. |                            |   |  |           |
| 2.1 | Map and assess stakeholders who can extensively and effectively contribute to CLD efforts.   | 28,000,000                 | Consultancies, local partnerships, volunteers | Meetings, concept development                      | 12 months |
| 2.2 | Building Capacity to enhance networking skills and knowledge in community-led development  | 144,000,000                | Bi-lateral donors, foundations, corporates    | Proposal/Concept writings, meetings, IEC materials | 60 months |

|     |  |             |  |  |           |
|-----|--|-------------|--|--|-----------|
| 2.3 | Advocacy and Policy Dialogue: Build agency for collective campaigns and mindset growth   | 462,000,000 | Bi-lateral donors, foundations, corporates                           | Meetings, Proposal/Concept writings            | 60months  |
| 2.4 | Celebrate achievements: showcase success stories, impact data, and acknowledge CLD champions   | 89,000,000  | Corporates,  | Concept and proposal development               | 60months  |
| 2.5 | Identify successful CLD models and explore opportunities for scaling up and replication  | 16,500,000  | Corporates, consultancies,   | Meetings, Concept development                  | 24months  |
| S3  | <b>Strategic Objective 3:</b> To facilitate the systematic collection, documentation, and dissemination of research findings, best practices, and innovative approaches among MCLD members, fostering evidence-based decision-making, continuous learning, and improved outcomes in community-led development efforts. |             |  |  |           |
| 3.1 | Establish a CLD Research and Documentation Center.   | 350,000,000 | Bilateral donors, multilateral, corporates                           |  | 48months  |
| 3.2 | Support research capacity building to enhance CLD research skills and capabilities   | 240,000,000 | Bilateral donors, multilateral, corporates, consultancies            | Meetings, Proposal/Concept development         | 60months  |
| 3.3 | Develop an Online Knowledge-Sharing Platform.  | 18,000,000  | Bilateral donors, multilateral, corporates                           |  | 24 months |
| 3.4 | Organize Annual Conferences and Symposia for CLD knowledge-sharing   | 320,000,000 | Bilateral donors, multilateral, corporates, consultancies            | Meetings, Proposal/Concept development         | 48months  |
| 3.5 | Nurture Networks and Communities of CLD practice.  | 15,000,000  | Consultancies  | Meetings                                       | 60months  |
| 3.6 | Engage local communities in research and documentation efforts.  | 75,000,000  | Bilateral donors, corporates, consultancies, volunteer individuals   |  | 60months  |
| S4  | <b>Strategic Objective 4:</b> Advocate and Lobby for the Adoption and Integration of Community-led Development by Stakeholders in all their development interventions and programs.  |             |  |  |           |
| 4.1 | Raise awareness and create understanding among stakeholders about the benefits   | 30,000,000  | Foundations, corporates, volunteers, bilateral donors, consultancies | Meetings, Concept development, letters, emails | 60months  |

|     |   |             |   |   |           |
|-----|---|-------------|---|---|-----------|
|     | and effectiveness of CLD approaches.  |             |   |   |           |
| 4.2 | Create compelling and evidence-based messages that highlight the value and impact of CLD.   | 45,000,000  | Foundations, corporates, volunteers, bilateral donors, consultancies                            | Meetings, Concept development             | 60months  |
| 4.3 | Build strategic partnerships and alliances to amplify the message and reach a broader audience.   | 5,000,000   | Foundations, corporates, volunteers, bilateral donors   |   | 60months  |
| 4.4 | Actively engage in policy dialogues at local, national, and international levels to advocate for the adoption and integration of CLD.                           | 600,000,000 | Foundations, corporates, volunteers, bilateral donors, consultancies, multilateral, individuals | Proposal/Concept writing, Donor meetings  | 60months  |
| 4.5 | Develop partnerships and collaborations with to leverage resources and support for CLD initiatives.   | 10,000,000  | Foundations, corporates, volunteers, bilateral donors   |   | 60 months |
| 4.6 | Policy Influence: Work closely with policymakers and influential stakeholders to inform policy decisions and create an enabling environment for CLD adaptation. | 18,000,000  | Foundations, corporates, volunteers, bilateral donors, consultancies                            | Meetings, Concept writing, Donor meetings | 60months  |

### End note

The power of community-led development practices to unite communities for development is the most promising approach to attaining desirable, authentic and long-term change. Naturally people appreciate the change they create themselves; they build, nurture and protect it because they feel responsible for it. Community voices and actions are key to achieving sustainable results therefore, it is imperative that these are prioritized to avoid 5 to 10 years work turning into ruins, 2-3years after project and program closure.

It starts with the heart. Recognize the value in each individual person. Listen to one another. Appreciate the little things being done. Add your knowledge, skills and resources.