



# The Movement for Community-led Development

## 2024 Global Strategic Plan

### Executive Summary

In 2024, our first year in our new global organizational structure, we intend to strengthen our 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.

### 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

- We are a growing, global Majority World-led network of national associations committed to the principles, policies and practices of community-led development.
- Despite centuries of marginalization, community-leaders are continuing to step forward to assert their rights and power, and work collectively to unleash the power and potential of their communities.
- After decades of ignoring the power of 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.

## Our Goals for 2024

1. **Governance Structure:** Fully implement our new MCLD governance model, including establishing a Global Assembly for aligning our intentions and democratically addressing any concerns at the Global Level
2. **Regional:** Ensure that we have a sound basic framework to facilitate MCLD in all Majority World Regions, including understanding the appropriate strategies vis-a-vis the harmonization of policies that enable CLD in our regional and subregional governmental bodies. This includes:
  - a. Facilitating subregional mutual learning and support among our associations in Africa
  - b. Formalizing networks and coordination in Asia and in Latin America and the Caribbean.
3. **National associations:** Facilitate current and emerging national MCLD associations to set their own strategic plans for how they wish to organize their memberships, strengthen their ability to fund and implement transformative collective action and make their voices heard nationally and globally.
4. **Inclusive leadership:** Expand the opportunities for leadership by women, youth, people with disabilities and marginalized groups throughout all levels of MCLD
5. **Strengthen the Practice of CLD:** Utilize our tools and experience to improve the ability of our local government systems and grassroots civil society to work in effective and equitable partnerships to achieve the SDGs.
6. **Influence Policies for systemic transformation:** Identify and seize every opportunity to accelerate the dismantling of hegemonic power structures and promote the devolution of resources and capacities to the community level.
7. **Increase 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 Collective Global Activities to Achieve These Goals

1. Globally:
  - a. Collectively design and implement the first meetings of our Global Assembly, including launching them into a co-creation process for a strategic plan for 2025 onwards.
  - b. Expand the global secretariat to maximize our ability to facilitate the implementation of goals and policies set by the Global Assembly in all regions and support the requests of National Associations.
  - c. Support National Associations to set up their own governance structures aligned with the aspirations of their members.
  - d. Facilitate collaborative learning and mutual capacity strengthening for all existing and emerging national associations.
  - e. 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.

- f. Organize campaigns and provide thought leadership on key issues including locally-led development and decolonization alongside community-led development.
- 2. Regional**
- a. Fill capacity gaps for facilitating MCLD in Asia, Latin America/Caribbean.
  - b. Support regional MCLD calls, meetings and exchange visits
  - c. Launch a project to assess the state of play in regional harmonization of devolution policies and find ways to make our voice heard in regional consultations.
- 3. National Associations**
- a. Secure legal registration wherever it is desired by member organizations
  - b. Establish policies and procedures that mobilize and steward local and international funding for national association programs.
- 4. Inclusive Leadership**
- a. Support the success of initiatives and priorities of the Youth Task Force
  - b. Identify more of our best spokespeople, and amplify their voices in those advocacy opportunities and international advocacy days focused on inclusive development.
- 5. Strengthen the Practice of CLD**
- a. Distill and disseminate the learnings from the 2023 School for CLD, and ensure its ongoing implementation.
  - b. Increase the number of trained trainers on the Participatory CLD Assessment tool and MCLD's certificate training.
- 6. Influence Policies**
- a. Increase the involvement of our board members and advisors in different national associations in nurturing relationships with policy makers
  - b. Increase the circulation of our newsletter to 10,000 practitioners and policy makers, including at least 100 associated with each national association through a strategy of national associations guest editing editions.
  - c. Ensure we have a system for maintaining relationships with all key ministries and other stakeholders in each national association
  - d. Continue to engage with key bilateral and multilateral players, funders and international convenors to ensure a transformation of their ways of thinking, being and doing.
- 7. Increasing Solidarity**
- a. Stand in solidarity with Majority World groups on key issues that address 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 Global Assembly on a policy for issuing and/or signing on to advocacy statements on behalf of MCLD globally or nationally.

## Measuring and Reflecting On Our Progress

- The Secretariat will devise simple metrics and targets to track and globally share our progress on these activities.
- We will align with the Global Assembly on the timing for a process of annual reflection and updating of our strategic plan.