

The Movement for Community-led Development in formation National
Association-Rwanda (MCLD-Rwanda)
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Membership Policy

10 June 2025

ABOUT THE MOVEMENT FOR COMMUNITY- LED DEVELOPMENT- RWANDA; MCLD-RWANDA (CURRENTLY IN FORMATION)

The Movement for Community-Led Development (MCLD) is a global network of civil society organizations committed to enabling communities to lead and drive their own development. The movement prioritizes grassroots approaches to advancing the Sustainable Development Goals (SDGs), with a strong focus on strengthening community capacity and fostering local ownership of development processes. MCLD develops and delivers tailored training curricula aimed at transforming the perspectives and practices of development stakeholders, including governments, institutions, and communities.

CLD is a Human Right. Every human being has the inalienable right to participate in governance and own its development at all levels. For most of those living in hunger and poverty, this means governance within walking distance. Those in power must view people as “active citizens,” not beneficiaries.

The Movement for Community-Led Development Rwanda National Association (MCLD-Rwanda), currently in formation, is affiliated with the global Movement for Community-Led Development (MCLD). In Rwanda, it operates as a membership-based network comprising Non-Governmental Organizations (NGOs), private sector entities, Faith-Based Organizations (FBOs), and individuals dedicated to promoting and advancing Community-Led Development (CLD). This national network coordinates all initiatives in policy advocacy, capacity building, and promote integration of community-led development (CLD) approaches in all development programs, strategies and projects for its member organizations and other stakeholders including public institutions across the whole country. Currently, the network includes 13-member organizations and is committed to expanding its membership through a more inclusive and gender-responsive approach

In order to realize its vision, MCLD-Rwanda has the following objectives,

- Voice & Agency for Women, Youth, Marginalized Groups
 - Advocate for adequate Community Finance: 20%+
 - Good Local Governance
 - Quality Public Services
 - Community resilience
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1.Purpose of the Policy

The purpose of this Membership Policy is to establish clear and transparent guidelines for the admission, participation and engagement, rights, responsibilities, and management of members, thereby promoting effective governance, accountability, inclusiveness, and active engagement in advancing the MCLD- Rwanda's mission.

2.Membership description

The MCLD Rwanda is a recognized National Network of the Movement for Community-led Development (MCLD) at global level. Therefore, the Network and all its members should adhere to all values, norms, policies, and structures as set by MCLD management at global level, and maintain their status in good standing.

The MCLD-Rwanda membership has three categories of members, namely:

- ✓ Founding members;
- ✓ Adherents members;
- ✓ Honorary members.

Founding members are composed of National Non-Governmental Organizations (NGOs) including Community Based Organizations (CBOs) actively involved in advancing Community-Led Development (CLD) in Rwanda and signed these statutes through their legal representatives.

Adherent members are from National Non-Governmental Organizations including Community Based Organizations (CBOs) who, after endorsing MCLD-Rwanda statutes, internal bylaws and other organizational governance and accountability frameworks in place, are approved by General Assembly as members through their legal representatives.

Founder members and adherent members are the effective members of the Network. They are committed to actively participate in all activities of the movement. They attend the meetings of the General Assembly with the right to vote and have to give a contribution decided by the General Assembly.

Honorary members are Non-Governmental Organizations (NGOs) including Community Based Organizations (CBOs), Private Businesses, Faith Based Organizations (FBOs), Public institutions, individuals and other entities committed to advancing Community-Led Development (CLD) in Rwanda and invested with that power by the MCLD-Rwanda General Assembly as a gratitude for financial contributions, in-kind support, or other voluntary assistance that significantly contributes to the achievement of MCLD-Rwanda's objectives.

Membership shall remain open to entities and individuals whose objectives are aligned with those of the MCLD- Rwanda, which demonstrate commitment to Community-Led Development, comply with the MCLD- Rwanda's governing instruments, and meet any membership requirements established by the General Assembly or the Board of Directors

3. Organizations which should not be included in MCLD-Rwanda' membership:

- Those involved in any criminal enterprise;
- Those involved in violence or advocating violence;
- Organizations controlled by a political party;
- Those against MCLD goals and values;
- Private sector organizations involved in businesses that cause environmental or social harm (extractive industries, producers of alcoholic beverages, tobacco products or firearms).

4. Policy guiding values

- **Diversity and Inclusion:** The Network shall promote diversity in membership composition, ensuring representation across gender, geography, age, and thematic focus areas. Special attention shall be given to ensuring participation and engagement of women, youth, persons with disabilities, and historically marginalized groups.
 - **Non-Discrimination:** All membership processes shall be free from discrimination on any grounds, including gender, ethnicity, religion, disability, geographic location, age or socio-economic status.
 - **Gender Equality and Responsiveness:** The policy shall actively promote equal participation and engagement of women and men in membership, leadership, and decision-making processes, and address structural barriers that limit women's participation and engagement.
 - **Equity and Fairness:** All applicants shall be treated fairly and evaluated using transparent, objective, and consistent criteria, ensuring equal opportunity for all eligible entities.
 - **Transparency:** Membership criteria, procedures, fees, and decision-making processes shall be clearly documented, publicly available, and consistently applied.
 - **Accessibility:** Membership processes shall be simple, user-friendly, and accessible, including provision of support for organizations with limited resources, literacy, or digital access.
 - **Accountability:** Membership decisions and management processes shall be accountable to members and governed by clear procedures, oversight mechanisms, and grievance/appeals systems.
 - **Safeguarding and Respect:** All membership interactions shall uphold dignity, respect, and safeguarding standards, ensuring a safe and inclusive environment for all members.
 - **Empowerment:** The policy shall strengthen the capacity of member organizations, particularly women-led and marginalized groups, to effectively participate and contribute to the Network's mission.
 - **Continuous Improvement:** The membership policy shall be regularly reviewed and updated to reflect lessons learned, emerging needs, and evolving standards on inclusion and gender equality.
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5.MCLD-Rwanda Membership Criteria

- Be legally recognized under the laws of the republic of Rwanda at local, national or international scale;
- Demonstrate commitment to the MCLD-Rwanda's vision, mission, and objectives, particularly in promoting Community-Led Development (CLD) in Rwanda;
- Operate in a manner consistent with the MCLD-Rwanda's values and principles;
- Have a track record of relevant activities or programs that contribute to community development and social impact;
- Agree to comply with the MCLD-Rwanda's constitution, policies, decisions, and code of conduct;
- Submit a completed membership application form together with any required supporting documents;
- Pay the applicable annual membership fee of USD 250 in accordance with the Network's membership requirements and approved fee structure;
- Maintain good standing by adhering to legal, ethical, and professional standards.

6.Rights of Members

Members have the right to:

- Participate and engage in meetings, forums, and activities of the Network;
- Vote and be elected to leadership positions for the effective members;
- Access Network's information, resources, and services;
- Contribute to policy development and strategic planning of the Network;
- Receive capacity-building and networking opportunities;

7.Responsibilities of Members

Members shall:

- Uphold the Network's mission, values, principles, and policies;
 - Participate actively in Network activities;
 - Share relevant information and experiences with the Network's members and stakeholders using legitimate channels;
 - Comply with reporting and communication requirements to the Network's relevant governance structures;
 - Pay membership fees;
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- Promote ethical conduct and accountability;

8. Membership application and admission Procedures

- Submission of an application form;
- Submission of the letter requesting membership;
- Submission of the required supporting documents including legal personalty proof, notified statutes and its annexes, one-year activity report, one-year action plan, motivation letter which include your expectations and contributions to the movement;
- Review process;
- Provisional approval by the Board of directors;
- Final approval by the General Assembly;
- Notification of decision.

9. Policy Compliance and Application

This Membership Policy shall be binding on all members and shall be implemented in a fair, consistent, and transparent manner to foster meaningful participation, active engagement, accountability, and collective action in support of the Network's vision, mission, and strategic objectives.

• Mechanisms for Membership Policy Implementation

To ensure effective, consistent, and transparent implementation of this Membership Policy, the MCLD-Rwanda leadership shall establish appropriate governance, monitoring, and accountability mechanisms. These mechanisms will promote compliance, strengthen member engagement, and uphold the principles and standards of the MCLD-Rwanda through the following implementation measures.

• Clear Roles and Responsibilities

The Board of Directors, Secretariat, Auditing committee, Conflict resolution committee and other designated governance structures shall be responsible for implementing, monitoring, and enforcing the provisions of this policy in accordance with the network's governing documents.

• Orientation and Awareness

All current and prospective members shall be provided with access to the Membership Policy and receive appropriate orientation on their rights, responsibilities, and obligations to ensure full understanding and compliance.

- **Membership Records Management**

The National Secretariat shall maintain accurate and up-to-date membership records, including applications, approvals, renewals, participation and engagement records, and any disciplinary actions, where applicable.

- **Regular Monitoring and Compliance Reviews**

The MCLD-Rwanda leadership shall periodically assess member compliance with the policy, including engagement in movement's activities, adherence to the Code of Conduct, and fulfilment of membership obligations.

- **Reporting and Accountability**

Members shall be encouraged to provide relevant information and updates as required by the Network. The Secretariat shall prepare periodic reports on membership status, compliance, and engagement for review by the appropriate governance structures.

- **Grievance and Appeals Mechanisms**

The Network shall maintain fair and transparent procedures to handling membership related complaints, disputes, disciplinary matters, and appeals to ensure due process and accountability.

- **Corrective Measures**

Where non-compliance is identified, the movement shall apply appropriate corrective actions in accordance with this policy, including guidance, warnings, suspension, or termination of membership, as applicable.

- **Periodic Review of the Policy**

Every three years, this Membership Policy shall be reviewed to ensure its continued relevance, effectiveness, and alignment with the Network's mission, strategic priorities, and evolving legal and institutional requirements.

- **Effective Date of the Policy**

This Membership Policy shall become effective on the date of its formal approval and adoption by the authorized governing body of the MCLD-Rwanda.

Approved by the MCLD-Rwanda Board of Directors on 10/ June/ 2025
