



International Association for Community
Development
(IACD)

STRATEGIC PLAN 2011-2015

Sustainable Community Development for Global Justice

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Introduction

IACD is a non-profit, non-governmental organization serving a global network of members active in the field of community development. Members in more than 70 countries include practitioners, educators, researchers, policy analysts and organizations that are committed to sustainable community development and social justice. IACD is a truly international and democratic organization with seven regions of the globe represented by the membership and on the Board of Directors.

The preparation of Strategic Plan 2011 – 2015 took place over several months in late 2010 to early 2011. An assessment was done of the accomplishments between 2007 and 2011. A broad, web-based membership survey was conducted of the membership and supporters. Interviews were also conducted with available Board Members.

Significant progress has been made over the last four years. Through the commitment and hard work of the Board, Staff and Members, the voice for community development and social justice is now louder and stronger in consultations with the United Nations and in addresses to national and international conferences. Regional networks have been developed in Sierra Leone and Australia. A number of useful conferences, workshops, and research projects were successfully completed over the last four years. These have included major international conferences in Hong Kong (2007), Nova Scotia (2008), Brisbane (2009) and New Orleans (2010). The conferences provided useful training and networking opportunities for community development practitioners.

Several key publications were completed, such as 'Appreciating Assets' in partnership with the Carnegie UK Trust. The Global Village Residency Project was successfully completed and an Exchange Program to India is planned for October 2011. A series of case studies focused on asset-based approaches to community development were successfully completed. Productive partnerships were built around asset-base programs and agencies across Europe and with the Indigo Network, the Levi Strauss Foundation and the European Microfinance Network. Other partnerships have been fruitful with the Community Development Journal, the Community Development Society and the International Council on Social Welfare. In addition, the IACD website is now a world-class source of news, information, literature reviews, case studies and events on community development.

Much of this work could not have been undertaken without the generous support of our funders, members and supporters. We would particularly like to thank the Carnegie UK Trust, Commonwealth Foundation, Esmée Fairbairn, and Levi Strauss Foundations for their support over the last four years.

For a more detailed assessment of the accomplishments of 2007-2011 please see the separate document, *"How did we do? Reflecting on our Achievements in the 2007-2011 Strategic Plan"*.

The purpose of this Strategic Plan 2011 – 2015 is to provide the IACD Board of Directors, staff, members, prospective funders and other interested parties with a forward agenda that contains longer term strategic direction for the organisation and planned levels of short to medium term activities.

The Plan assumes a sustainable level of secretariat funding consistent with achieving the organisation's objectives. All other funding will go toward growing stronger, regional networks and projects. Our financial priority will be to support regional events, projects and membership activities, consistent with the values, methods and goals of community development.

IACD is well placed to build on past successes over the next four years. It has maintained and strengthened its position as the major, international NGO promoting the values and the practice of community development. All seven of IACD's seven global regions are active and virtually all have contributed at least one major event or activity to the global programme in the past.

The Strategic Plan 2011 – 2015 was approved by the IACD Board meeting on July 9, 2011 in Lisboa, Portugal and is the fourth Strategic Plan published since 1999.

The **IACD Strategic Priorities** for the next four years and key actions are presented in detail starting on page 9 and summarized below:

- 1.0 Promote community development as a key method for addressing challenges, opportunities and priority issues in rural and urban areas locally, regionally and internationally.**
- 2.0 Facilitate quality practice exchange, education, training, research and publications in support of practitioners, educators, researchers, policy analysts, activists and other community workers and organizers.**
- 3.0 Engage practitioners, educators, researchers, policy analysts, activists and other community workers and organisers at country and regional levels and thereby promote their community-based planning and development work.**
- 4.0 Ensure the short, medium and longer term sustainability of IACD.**

Member Views

A Member Survey and Board Member Interviews were conducted in April and May 2011. The main message received from those surveyed was to keep up the good work and stay the course with some re-focusing and re-alignment of priorities. Members re-confirmed the IACD Vision, Mission, Principles and Strategic Priorities, offering some minor but important improvements. Most saw clear and concrete benefits of membership and overall were satisfied with what IACD is doing. Some wanted to see more events and activities at the regional and country level. Others felt that it was very important for IACD to target its activities more in alignment with its resource levels. Following are some other highlights:

Main Reasons for Being a Member of IACD

1. **Networking** with other community development professionals to share stories, experiences and best practices from around the globe.
2. **Professional development** to learn more about community development practice, education, research and policy.
3. **Advocacy** to provide a strong voice for community development at the global level.

Members Identified the Most Important Factors that will Influence Community Development over the Next Four Years

1. **Economic and Financial**
 - a. poverty
 - b. global economic crisis
 - c. fiscal restraint
 - d. decreased funding to NGOs
2. **Environmental**
 - a. climate change
 - b. natural and man-made disasters
 - c. food security
3. **Political**
 - a. rise of democratic movements
 - b. instability
 - c. poor governance
4. **Growth of Community-based Planning and Development**
 - a. increase in local, grass-roots initiatives
 - b. increased community empowerment
5. **Growth in Networking, Collaboration and Partnerships**
at the local, regional and global levels.

Members Identified Priorities for the Next Four Years

Members told us to keep doing what we are doing well and to build on our strengths. For example:

- Strengthen IACD's role as an international organization outside of the United Kingdom.
- Continue and expand publications, involving more members.
- Prepare more case study research and use them for training.
- Continue to advocate for community development and speak with one voice on behalf of small NGOs and community-based organizations.
- Engage more regional organizations in partnerships and collaborative initiatives on their priorities.

IACD Vision

Sustainable community development for global justice

IACD Mission

IACD is a recognised international network for:

- Promoting sustainable community development practice, education, research and policy analysis;
- Advocacy for community development values, principles and approaches in international forums;
- Facilitating links amongst community development practitioners, associations, educators and policy makers; and
- Championing community empowerment and the creation of an effective voice at the global level in support of community-based planning and development.

IACD Guiding Principles for Community Development¹

1. **Local Leadership:** The community plays the leadership role in its own development.
2. **Government Supporting Role:** Government actively facilitates and supports community development through the provision of information, expertise, guidance, and other resources, as appropriate.
3. **Collaborative Approach:** Community development builds on co-operation, co-ordination and collaboration between communities, government and the private sector.
4. **Sustainable Balance:** Community development builds on a balanced approach that addresses and integrates economic, social, environmental and cultural considerations.
5. **Respect for Local Values:** Community values are understood and respected.
6. **Diversity, Equality & Social Inclusion:** All community members, regardless of gender, age, ability, race, culture, language, sexual orientation, or social and economic status are empowered and engaged in the community development process and are able to access its social and economic benefits.
7. **Transparency and Accountability:** Community development encourages transparency, accountability, participation and evidence-based decision-making.
8. **Partnerships and Shared Interests:** Community development engages the necessary partners in the community and from government.
9. **Common Vision:** Community members work together to define a common vision for the future.
10. **Focus on Community Assets:** Community development is built on existing community capacity and assets.
11. **Volunteerism:** Community development values, respects, nurtures and encourages volunteerism.

¹ Based on principles developed and adopted by the Provincial Government of Nova Scotia, Canada

Strategic Priorities 2011 – 2015

The strategic priorities for the next four years are:

- 1.0 Promote community development as a key method for addressing challenges, opportunities and priority issues in rural and urban areas locally, regionally and internationally.
- 2.0 Facilitate quality practice exchange, education, training, research and publications in support of practitioners, educators, researchers, policy analysts, activists and other community workers and organisers.
- 3.0 Engage practitioners, educators, researchers, policy analysts, activists and other community workers and organisers at country and regional levels and thereby promote their work in community-based planning and development.
- 4.0 Ensure the short, medium and longer term sustainability of IACD.

Key Actions to Address Strategic Priorities

1.0 Promote community development as a key method for addressing challenges and opportunities in rural and urban areas locally, regionally and internationally. Priority issues include sustainable peace, poverty, inequality, discrimination, exclusion, food security, asset building, democratic movements, climate change, natural and man-made disasters.

1.1 Advocacy, representation, and submissions to international donor and development organisations, international bodies, governments, NGOs and the business sector.

- 1.1.1 Attend at least one United Nations or International Labour Organization level meeting annually.
- 1.1.2 Respond to at least two international community development consultations annually.
- 1.1.3 Deliver keynote papers to at least four regional and international events per year.
- 1.1.4 Publish both consultations and keynote papers on the IACD website.
- 1.1.5 Where appropriate, include a rural and urban perspective in all submissions and advocacy to donor and policy agencies.

1.2 Build and maintain strong regional networks that promote community development and globally on common concerns related to one or more of the priority issues.

- 1.2.1 Create formal links with at least one key community development network in each of the IACD global regions.
- 1.2.2 Encourage national community development organizations to join IACD, to create a strong lobby and knowledge pool.

1.3 Bring people together to foster and explore regional and global collaboration around priority issues.

- 1.3.1 Facilitate face-to-face networking.
- 1.3.2 Effectively use new technology, such as social media, to foster collaboration.
- 1.3.3 Organise a range of regional and international gatherings and networking opportunities focused on learning from practitioners in the Global South.

2.0 Facilitate quality practice exchange, education, training, research and publications in support of practitioners, educators, researchers, policy analysts, activists and other community workers and organisers.

2.1 Create opportunities for community development practitioners to participate in exchanges.

- 2.1.1 Hold a conference or alternate activity each year in collaboration with regional partners.
- 2.1.2 Publish proceedings and other summaries from IACD events and activities on the IACD website and in other fora such as the Community Development Journal.
- 2.1.3 Work with partners to promote and/or deliver at least one regional event per year in each of our IACD regions.
- 2.1.4 Explore and share models of developing and delivering accessible regional learning possibilities.

2.2 Promote collaborative research and publication opportunities amongst IACD regions.

- 2.2.1 Prepare and publish case studies and best practice guides focused on one or more priority issues.
- 2.2.2 Develop and initiate an international community development research project.
- 2.2.3 Produce at least one piece of community development research annually and publish it on the IACD website and, if appropriate, in other fora. Research and publications may be commissioned or developed in response to requests from Board members or membership.

3.0 Engage practitioners, educators, researchers, policy analysts, activists and other community workers and organisers at country and regional levels and thereby promote their work in community-based planning and development.

3.1 Research alternative models of international governance and agree on the appropriate way forward for IACD structure.

3.2 Create clear routes for new partnerships and maintain existing partnerships with international organizations, institutions and networks.

3.3 Create informal links with organizations in IACD's regions.

3.3.1 Create "Associate Director" positions to assist Regional Directors and to provide opportunities for more Members to be active at the Board level.

3.4 Support IACD Directors to create regional networks in their area where there are none.

4.0 Ensure the short, medium and longer term sustainability of IACD.

4.1 Secure adequate short, medium and long term operational funding and diversify IACD income streams.

4.1.1 Prepare a one-year resource mobilization plan each year for all activities, events and business generation.

4.1.2 Stabilize staffing and secretariat base.

4.1.3 Identify additional funding in all regions to ensure that we can continue the work of the organization.

4.1.4 Strive to ensure that in project funding applications, where possible and appropriate, adequate levels of funds are allocated to core functioning.

4.2 Expand membership base and service offer.

4.2.1 Prepare a member recruitment and member service delivery action plan to increase membership, to include:

4.2.1.1 Review membership categories.

4.2.1.2 Improvement of services for members only.

4.2.1.3 Engagement of more youth and under-represented Indigenous People.

4.2.1.4 Where possible, multi-lingual website pages and publications.

4.2.1.5 Increasing the organisation's active membership base through regional programmes of events, member meetings, network meetings and social media.

4.2.1.6 Developing the administrative infrastructure to support the membership.

Conclusion

The International Association for Community Development is the only global network of community development practitioners, activists, educators, researchers and policy analysts working toward social justice through sustainable community development methods, tools and processes. IACD has made substantial progress with concrete results over the past four years built on a solid foundation extending back 59 years.

We are well positioned with this Strategic Plan to move forward working together to address the challenges and exciting opportunities that lie ahead. We will continue to provide a strong voice for community development at the international and regional levels and to serve and support our members and the broader community of practice in the years ahead.

For more information or to contact IACD, please see our website www.iacdglobal.org .