Civil Connections Community Foundation (CCCF)

Organizational Strategy 2020 – 2023

Ask yourself everyday:
"What have I done in the lives of others that touches and changes their lives for the better, especially those marginalized?"

Quote by USA Vice President elect Kamala Harris, 2020

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Prelude:

Responding to known gaps:
We are privileged and excited to start this journey of evolving our founding concept paper into our first three-year strategy 2020 to 2023.

We are excited because the past years have proven to us that Civil Connections Community Foundation's (CCCF) ambitions are extremely relevant for the current development dispensation, where we get acknowledgement from our followers that they are happy to be seen, reached, and engaged at the local level they are. And of course, we are excited because our baby CCCF is growing.

We are privileged because we have simply been overwhelmed by the number of people following and liking our work both on social media, as well as on phone calls with our partners in the global south. And we are also privileged to develop this strategy amid one of the most disruptive pandemics the world has seen in many decades – COVID19. Our thoughts, tools, methods, ideas, and ambitions have been given right indeed. When the world woke up to COVID19 and into a lockdown, it was the local communities that overnight became hosts to majority of the populations that otherwise commonly thrive in cities and major towns. Without the mainstream jobs and loss of daily income, many people retreat to their villages – their rural homes because here, there is access to food, fruits, low rent & low or no bills etc.

The downside as seen as COVID19 reached these peripheries, is that there were no mechanisms for supporting people. There simply lacks supportive health, social welfare, and other forms of social and technical infrastructure. But if these spaces are homes to over 70% and in some places 90% of national populations, why are we giving them low or no attention from a global development aid point of view? Why are we consistently leaving these rural peripheries to the mercy of national plans, while we invest greatly in urban programs and urban startup ecosystems?

Sure, we have made extraordinary gains in developing our world in recent decades as identified in reports on the Millennium Development Goals (MDGs)and reviews of the progress of the Sustainability Development Goals (SDGs), but this is both slow and sporadic – mainly shy of rural spaces (UN, 2019).

Luckily, we are living in a time where it is easier than ever to mobilize, reach out, multiply, and motivate development, including in the commonly unreached rural spaces. The world and its population are more ready for working together globally than before, and we have recognized common agendas for this to happen – here mainly the SDGs framework. And as you dive into the following pages you will encounter that the SDGs form our thematic targets, across our strategic objective for 2020 to 2023.

We call upon you to join us as we embark on this journey as we strive energize, resource, capacitate, motivate, and connect development workers at the grassroots to reach their goals more effectively, and deliver a better world for all 'tomorrow'.

Welcome to our strategy.
Andrew J. Bende,
Board Chairperson

1. About Civil Connections Community Foundation (CCCF):

CCCF is an international non – government organization based in Copenhagen – Denmark. The aim of CCCF is to increase value and achievement in international development initiatives at local grassroots communities, by building bridges to and for commonly unreached local grassroots development actors especially in the rural areas, to be central in defining how this takes place. We do this through developing partnerships, outfitting these with exposure, capacity, motivation, and mentorship for long-term sustainability.

With a base of members and supporters across the globe, we have strong will and commitment to identifying local development actors – especially those rarely found on the mainstream development radar, and facilitating, motivating, and mentoring them to keep believing in their work, as well as amplifying their contribution to global development.

To this end, we actively work with engaging all types of actors on the necessity and benefits of strategically focussing on local rural grassroots as a domain of high presence of inequalities. And of course, it is here over 70%, and in some regions up to over 85% of the global population – commonly the poorest and most vulnerable have their livelihoods (UN, 2018). Indeed, targeting local grassroots, especially rural ones, is a decisive focus to bring the most vulnerable, yet commonly unseen and in some cases unreached communities on board the international development agenda.

Our methodology of:
Carefully identifying impact actors in these settings and creating awareness about their value in their local communities, as well as walking a capacity, motivation, mentoring and joint growth journey, means that, we in each community of contact sustainably strengthen their capacity to engage with their local development needs and challenges based on local knowledge. This contributes to local resilience and motivation to keep going on.

1.1. Vision and Mission:
Our vision is a world where local grassroots development actors (NGOs, CBOs, associations, groups, social enterprises, etc.) have adequate capacities, sustainable approaches, tools, methods, and sustained dedication to achieve their development objectives in facilitating community development.

Our mission is to support local grassroots development actors (with special attention to rural) to achieve their aims in facilitating community development for a fair and sustainable world. This is done through: amplifying their work to the world, facilitating sustainable growth of their capacity, resource mobilization and funding, and long-term motivation and mentoring.

1.2. Our Theory of Change:
"At CCCF we believe that if global development is to be more effective in eliminating the greatest of community development impediments, as many strategies rightly aspire, it is of central importance to deliberately focus enough attention to the places

where majority of the world's population lives and where the world's most profound development challenges press most.

With rural local communities being livelihoods for over 70% of the global population, yet at the same time listed as some of the most underdeveloped, gender-unequal, illiterate, detached from 'modernity', inaccessible, etc., our focus is to support development actors in local grassroots (especially rural) places to increase their capacity in reaching their development objectives.

We focus on facilitating local development actors as opposed to doing it ourselves because we believe that they are best fitted to identify their community challenges, and in good supportive and mutually respecting partnerships, we hope to design effective home-grown solutions to such challenges. We also believe that for these home-grown solutions to be effective, we need to support our partners to identify and work towards triggering a critical mass of people impacted in their local communities, because this gives a high chance for the start of a chain of self-sustaining waves of improvements towards leaving no one behind."

2. Organizational structure and Management:

The overall responsibility of the functioning of CCCF rests with the Executive Board, which is a policy making body composed of 5 members and 2 substitutes. The Board as a representation of all members (General Assembly), ensures that the organization's statutes remain true to the original cause, and that the organization is managed well.

The day-to-day running of the organization is however done by the Secretariat, composed of:
- An Administrative Director or Daily Leader, and
- Other staff, including volunteers, interns etc.

Notes on these below:
The Administrative Director delegates/distributes tasks to other members of the secretariat based on their passion and competencies to manage these tasks. This is done in a transparent and dialogue guided way. The secretariat is formed into working groups as follows:
- Administration (the Administrative Director, Administrative Assistant, Bookkeeper, Auditors),
- Programs Department (Comprised of all people concerned with projects and programs)
- Communication, community Mobilization, and Marketing (who work around communication strategies and aspects, marketing of CCCF and our products, and recruiting members and follower to the organization among others).

Each of these groups has a Coordinator, all the coordinators then are together with the Administrative Director/Daily Leader and Administrative Assistant formed into a:

- Secretariat based **Organizational Management Committee (OMC)** that oversees the activities of the organization and set the framework for day-to-day implementation and follow-up.
- The OMC is also responsible for internal controls, monitoring of activities and projects, reflecting on progress and evaluation, incorporating learnings into organizational planning, developing and renewing plans, financial checks, etc.

Our organization structure diagram:
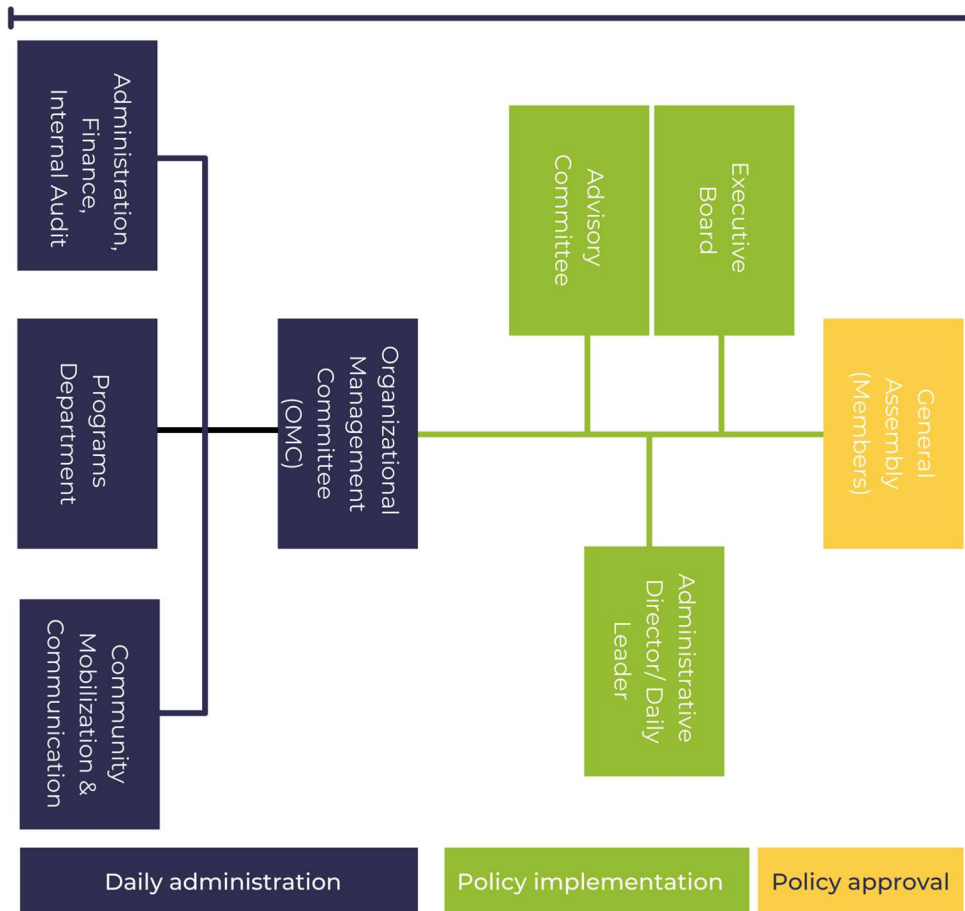
Organizing around international cooperation:
- International cooperation and related partnerships at CCCF are initiated by the strategic direction of, and in mutual interest with other like-minded organizations.
- In the first instance, when an idea for a project or activity arises, the OMC assigns the development of a concept around the idea,
- Which is then shared with the Executive Board for commentary, and once this is passed,
- Then the OMC assigns for a survey of the CCCF network for suitable partners to work with around such a project idea or activities.

- When a suitable partner is identified, the OMC develops Terms of Cooperation with the partner stipulating how the partnership shall be run, responsibilities in the partnership, resource issues in the partnership, copyrights, etc.
- Once the two or more come to an agreement the Administrative Director and Executive Board Chairperson then go ahead to sign the Partnership agreement and work begins.
- Such cooperation and contracts are then placed within the eco-system of internal strategic management described above, though with the conscience that our partners are treated with respect and equal rights within this cooperation.

3. Motivation for starting CCCF – our assumptions:

Civil Connections Community Foundation's work is grounded in several assumptions, that also function as our guiding principles, that are major drivers and influencers of how: communities develop, how agency in local communities grows, gets sustained, and contributes to development, and how different actors and the communities they act in interact to facilitate each other's growth. Some of these assumptions are presented below.

3.1. Local communities need to be in the driving seat.
Our first assumption/guiding principle agrees with and is motivated by the long research and work of the center for developmental practice (CDRA, 2017) on how communities change in a changing world[1], that for social change to take place and therefore for us to trigger relevant sustainable community development, we need to involve and build together the thinking of all those involved in the process of developing the communities in focus. These come in different forms – as individuals, as small groups, as community groups, organizations, social movements, and donors. We see the relevance of all these actors unifying their knowledge, experiences, assumptions, ideas, and strategies, for purposes of understanding each other, and co-defining strategies on how they can contribute to developing communities of their interest. The reverse or absence of this too commonly ends in deeply dysfunctional and unmatching development interventions. A good process of facilitating all stakeholders to think together and co-create together helps us to fully understand what is really happening in the local communities in question, and how we can best support them on their way up.

Indeed, CCCF – acting at the lowest local levels of communities, and mobilizing these, equipping these with capacity, and facilitating equal partnerships with other actors that interact with, we believe we can sustainably contribute to an informed, mutually depended on community development engagement and positive results from this.

3.2. Homegrown solutions are a more sustainable path.
Our other assumption/principle is informed by the long work, development dynamics and growth journeys of several small community-based organizations and movements

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[1] Theories of change in a changing world, CDRA, 2017

that our founding directors have been part of and or supported, and that have culminated into formidable local community empowerment agents and spaces that have withstood the test of time and changes. One such little community-based idea is the one of "Own Efforts" otherwise termed "The Own Efforts Concept" developed by a rural community organization in Eastern Uganda in Mayuge district, that has for many years been tested to only grow in strength in mobilizing associated communities, long after the founding organization stopped active engagement.

The idea of own efforts started by a local NGO called Rural-Urban Initiative to Support Own Efforts, started off with no resources apart from for community volunteers (students and community enthusiasts), that went around rural communities in Mayuge district in eastern Uganda and mobilized people, and empowered them to realizing that "every human being no matter the resource endowment or journey in life, embodies a set of natural talent or skills, or abilities that are needed in their local community. And that once put in amalgamation with all other community members it contributes to the common good and development of the community. As the story goes, across the 10 years of active community engagement through the "Own Efforts Concept", six (6) Community Based Associations, eight (8) youth community groups, fourteen (14) out of schools' soccer teams, and seven (7) school clubs remain active and doing a great work mobilizing and empowering members and peers, 9 years on.

This concept also befits from the arguments of some of the most impactful social theorists including the lifelong writings and work of for example Paulo Freire (2005), who reinforces in his - Letters to people that work for empowerment (letters to those who dare teach), that "there is no such a thing as development from outside without development and seeing of the need for such from the inside". A supporting question here then is; if we work to develop communities, what is the position of such communities in this development agenda? And how far are they in charge of this process, or at least informative of such a process? So, our motivation is to put local communities at the center of the discourse and continuous reflective process of charting ways to better their conditions, but this must be based on "The Own Efforts too", as a major ingredient towards putting them in the driving seat of their own development and ownership of these processes.

3.3. If over 70% of the world population is rural, then rural is where the most solutions and support should be targeted.

Rurality provides a fertile breeding ground for huge resource disparities, leaving rural places far behind urban spaces on the development/growth journey (The Spindle, 2018). This is a true picture of what the international development terrain also looks like (UN, 2018). Indeed, due to limited access, limited infrastructure, and fewer volunteers or practitioners willing to dig deep into rural communities, especially very poor ones, rural areas remain hugely cut away from new approaches in development support, including new innovations in for example, resource mobilization, technology, health measures, etc.

In their paper 'The role of NGOs', Gomes and Manna (2012) mention several aspects that facilitate the smooth functioning of NGOs, which when compared between rural and urban places, the scholars confirm that 'local based NGOs are not functioning properly due to deficiency of several resources including – the availability of human resources, funds, infrastructural support, expertise in different areas, leadership skills

etc., which result into stumbling blocks in their performance in the area of rural development, while regional, and international based NGOs are well off in terms of their resources'.

3.4. The idea of "leaving no one behind" means being aware of who is left behind and who leaves them behind!

The term "leaving no one behind" has come to major prominence in the past few years, thanks to the popularising of the UN Global Agenda 2030. For us, however, "leaving no one behind" is all round cultivated in our approach regarding developing communities and their amalgam of similarities and differences. It is difficult to talk of societies without inequalities of resources, gender disparities, differences in access to power, etc. And indeed, these are the factors that make it possible for some segments of communities to improve their livelihoods while others deteriorate, which is a historical shame. For example, the fact that "poor people are (often) excluded from development and are often invisible, also for decision makers and managers of projects and programs" (The Spindle, 2018), in a policy framework of where we aim towards ending poverty by 2030, exemplifies the limitations of blanket strategies that fail to build on local awareness and knowledge on where the most vulnerable live, and how best they can be engaged in charting their improvement path.

In our approach, awareness of these differences must be at the center of community engagements, and therefore a central aspect for the communities we work with to find solutions to. It is no wonder that we chose a rural or an underserved inclination in defining where we work because we know this is where the most differences (gaps) that need to be closed are.

3.5. We need a genuine critical mass.

Another assumption/principle is informed by the social dynamics "Theory of Critical Mass"[2], that for us to trigger change in a social context like we have in the incidence of local community development work, there needs to be a sufficient number of adopters of an innovation or practice or call it an idea, so that the rate of adoption or practice becomes self-sustaining and creates further growth by itself. But for critical mass to be relevant in sustaining its further growth in the perspective of community development, we need to support these communities, their agency, and agents, in believing and persisting with the understanding that community development is a good thing, that there are other people that want to support this. So, our assumption is that if we are good enough at finding and supporting social actors – especially in places where they are not commonly seen and supported, we will, in the long run, be able to create the belief in more active agency towards facilitating local community development and sustained local support to such.

4. Actionizing our Theory of Change – Our strategic objectives:

Based on the assumptions and the emergent Theory of Change presented above, CCCF has for the next five years of its work delineated four (4) supportive strategic objectives here below.

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[2] Krauth Brian, "Notes for a History of Critical Mass Model", 2011

1. Identify and make known/visible local community initiatives from the different locations we work in, that would otherwise find it difficult to gain such visibility to global stakeholders.
   To aid the achievement of this strategic objectives we will take the following actions:
   - Develop a database of known well-meaning local development facilitators and publish their profiles as well as the development initiatives, so it easier for interested stakeholders to find them.
   - Facilitate matchmaking and contact-making between and among potential collaborations with the identified local initiatives as a way of tagging their work to support mechanisms and partnerships that could amplify this.
   - Implement other focussed information activities that will further aid the publicization of commonly unseen causes and good practices of local development facilitators, including:
     o Publication of timely newsletters where local unpublicized good practices and their proponents are announced and detailed written about.
     o Run a blog dedicated to stories and reflections from local actors as a channel through which they can input ideas to the global development discourse.
     o Implement timely public conferences, seminars, and workshops as platforms for local actors to showcase their work & interaction with other actors.
     o Intentionally represent these local good practices in spaces they have difficulty to access and talk about their existence and achievements in their local communities.

2. Facilitate the strengthening of capacities of the identified local actors to be able to sustain as well as multiply their good achievements in their local communities as well as to the global level.
   This strategic objective will be achieved through the following actions:
   - Identify realistic needs for capacity strengthening for the identified local partners and develop plans for delivering on closing these.
   - Develop and run strategic training in line with the capacity requirements of the local partners as a way of contributing to their capacity development.
   - Facilitate possibilities for other forms of capacity gaps closing through for example sharing of experiences and best practices with like-minded actors.
   - Implement matchmaking between the local partners and experienced practitioners and volunteers both locally and globally, as a way of closing human resources needs commonly lacking in local rural community contexts.
   - Run mentoring and motivation programs for partners where need is identified.

3. Support in resource mobilization and joint fundraising as a way of closing resource needs that commonly hinder longer-term survival and sustained expansion of good meaning local initiatives.
   - Identify resource needs and fundraise within our glocal networks
   - Identify opportunities for grants and support local partners in tendering proposals for such grants
   - Develop joint funding proposals with local partners to support their work
   - Stand as trustees for our partners where funders or other support mechanisms pose requirements that our local partners have difficulty to achieve.
   - Seek funding and run programs that facilitate the achievement of our mission.
   - Join networks/partnerships that will sustainably contribute to our mission.

4. Implement a development stories and knowledge hub/journal, aimed at building further awareness around aspects of the ecosystem of local community initiatives.
   - Form a committee/steering group of development interested practitioners and academics that will guide the further development of this component
   - Establish publishing rights or licence with free channels e.g. Creative Commons
   - Put into process mechanisms for gaining quality and honest publications, ascertaining these, and publishing them.
   - Create a public database of our publications and think through ways to popularize this.
   - Look into possibilities of engaging enthusiastic students to publish with us, and or creative partnerships with universities and other knowledge hubs.

The above four strategic objectives are embedded in a partnership process model illustrated in the figure below:
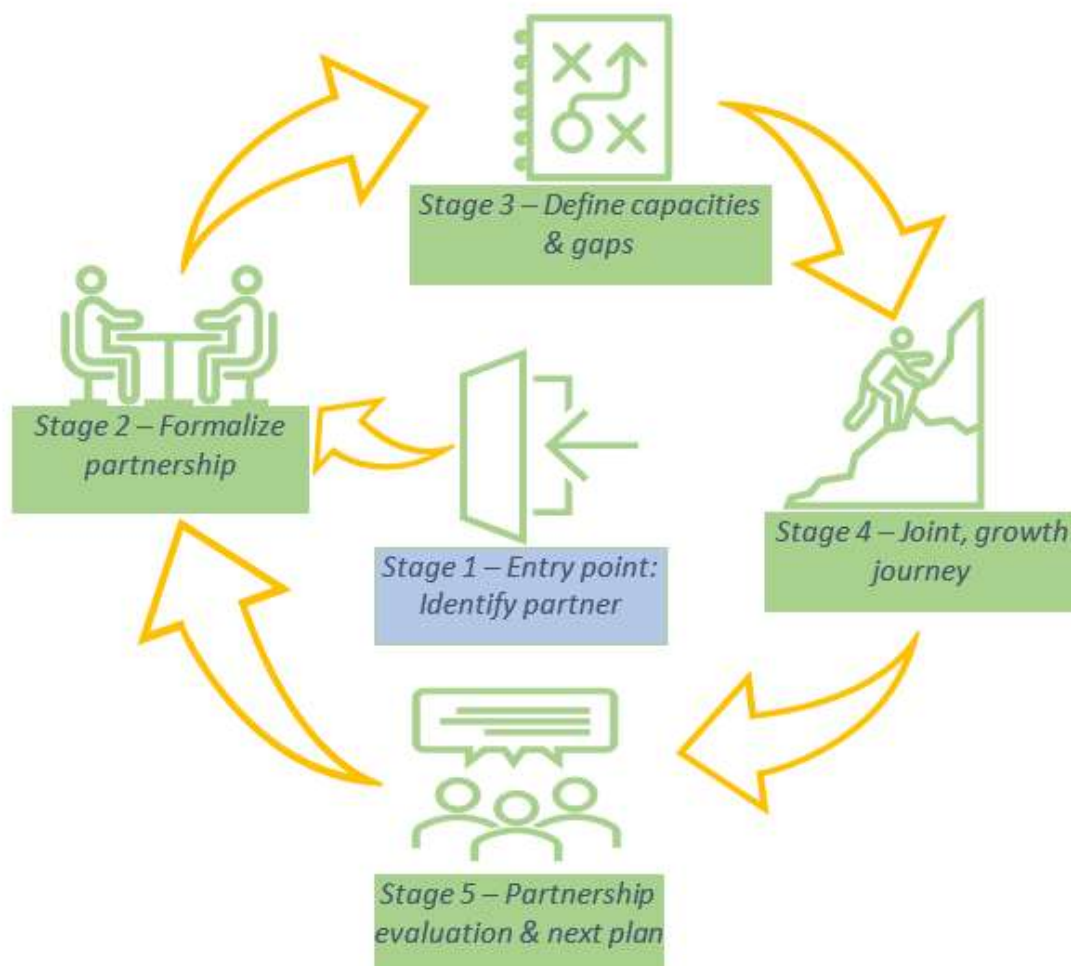
4.1. Strategic targets 2020 – 2023:

To reach the above strategic objectives we will set an actionable concentration around a few specific steps every three years. Below (on the next page) are our targets got the period 2020 to 2023:

CCCF strategic direction – 2020 to 2023

Objectives	Key targets	The smaller milestones	Specific tasks/activities to be carried out	Target outputs/timeline
1.Identify and publicize/amplify local community initiatives and actors that would otherwise find it difficult to gain such visibility to global stakeholders	1.1. Identify and develop a database of known well-meaning local development facilitators and publish their profiles as well as the development initiatives, so it easier for interested stakeholders to find them	1.1.1. Identifying the well-meaning local development actors	i. Develop mechanisms for identifying these actors & profiles including the following: a. Guidelines for selection (ethical standards, scouting process, review/approving process & committee, relevant checks & balances)	- Identification and enrolling mechanism in place by the end of October 2020.
		1.1.2. Selecting, enrolling, and communicating to the selected local development actors about our decision	ii. In addition to the above (i), we will put in place: a. Processes for communication to the selected actor about our decision b. Follow-up on enrolling or mentoring to increase chances of selection	- At least Five (5) actors selected by the end of December 2020 - At least five addition actors are selected per year following
		1.1.3. Developing a database that makes it easier for the actors to be documented and found by other networks	i. Identify appropriate platform/technology ii. Develop an automatized way that partners can input/complete their information themselves - self input forms (consider ethical, security, GDPR etc.). iii. Communicate clearly that being in the database does not mean automatic funding	- Appropriate platform identified, authorized and ready to use by end of December 2020 - A standard & clear contract stipulating terms in place by December 2020
	1.2. Facilitate matchmaking between identified actors and other interestees to widen their resource bases	1.2.1. Implement public conferences, seminars, and workshops as platforms for these local actors to show their work 1.2.2. Intentionally represent these local good practices in spaces they have difficulty to access	i. Develop guidelines for implementing these activities and communicate to all. E.g. Objectives, values, processes, modalities ii. Resources needed for these put in place. E.g. through other projects, fundraising, partnerships etc. iii. Guidelines for representing CCCF & partners at different events agreed on iv. Ways to represent partner interests or send partners themselves agreed upon	- Guidelines developed and communicated by end of December 2020 - We implement at least 1 event before end of Dec 2020, and at least 4 events per year - CCCF takes part in at least 2 supportive events per year - Process for partners inputting in these events in place
	1.3. Implement other focused information activities that will aid causes & good practices at grassroots	1.3.1. Publication of timely newsletters about grassroots good practices and their proponents.	i. Modalities (timing, guidelines, manpower, technology, etc.) for a quarterly newsletter of the activities of CCCF and partners put in place.	- A quarterly newsletter in running and sent to all members and followers through SoMe channels. The first will be December 2020
	1.4. Common to all the above	- Ensure that we have the needed skills and human capacity to start any of the above before we start it at all. This could through project employments, partnerships, professional volunteers, or short-term activity contracts		

2. Facilitate strengthening of capacities (knowledge, skills, structures, or resources) of the identified local actors to be able to sustain and multiply their achievements locally and globally	2.1. Identify realistic needs for capacity strengthening among identified partners and develop plans for closing these gaps	2.1.1. Developing a framework for capacity assessment and needs identification	i. Modalities for achieving the analysis framework are in place e.g. expertise, committee, supportive budgets, administrative systems, checks & balances, quality assurance etc.	- Identify and facilitate capacity strengthening of at least 5 partners per year starting with 2021 (the number could be higher where resources allow).
	2.2. Develop and run strategic trainings in line with capacity requirements of the local partners as a way of contributing to their capacity development.	2.2.1. Put in place modalities for matching capacity needs vs. the resources we have within our networks and at CCCF 2.2.2. Creating tailored trainings based on the needs 2.2.3. Identifying other actors that could help us fill this gap and borrowing inspiration from them or working directly with them.	i. Infrastructure for matching between needs and resources in place including appropriate - expertise, committee, supportive budgets, administrative systems, checks & balances, quality assurance ii. A list of other mapped actors that could help us close these gaps is compiled so it is easy to implement the matchmaking iii. At least 5 easy to tailor courses/trainings around common components (organizational development, project management, monitoring, evaluation and learning, fundraising, etc.	- Partners attest to the relevance of the capacity built within a 1-year period - Frameworks in 2.1.1 and 2.2.1 are developed by end of December 2020 (seek inspiration from CISU) - The list of mapped out actors is implemented by December 2020 and continually updated - Trainings developed and ready by the end of December 2020 (again seek inspiration from other actors – e.g. CISU)
	2.3. Explore & facilitate other ways of closing capacity gaps, for example through sharing of experiences and best practices with and among likeminded actors	2.3.3. Develop modalities and frameworks for among others a. Mentoring, nurturing, joint administration support (shared office, office hubs, co-working spaces)	i. Modalities for achieving these in place e.g. expertise, committee, supportive budgets, administrative systems, checks & balances ii. Mobilize other actors, go into networks and partnerships that are supportive of this ambition	- Framework for achieving this in place by end of December 2020 - A list of mapped out actors supportive of this is implemented by December 2020 and continually updated

3. Support in resource mobilization and joint fundraising as a way of closing resource needs that commonly hinder longer-term survival and sustained expansion of good meaning local initiatives.
    3.1. Developing projects and proposals for funding within CISU, DANIDA and other international funders
    3.2. Cooperation with other actors for partnerships, networks, voluntarism, expert knowledge etc. (Crossing Borders, Promentum, SDG-WORLD, Oikos, Black in Business, Women of my Tribe, Sunshine Denmark etc.)
    3.3. Developing platforms for exchange of knowledge and meeting supportive networks/active partnerships (SDG-WORLD) – starting in 2021
4. Run a research and knowledge development hub – starting in 2021.
    4.1. Run a blog dedicated to grassroots stories and reflections.
    4.2. Run a podcast about our work and issues at and with our grassroots partners.
    4.3. Run a journal og grassroots development (the best blogs are published as articles)

Our work over the next five years, starting with the strategic targets above will be informed by themes of the Sustainable Development Goals/Agenda 2030. And specifically fall under 6 goals namely, SDG 1, SDG 2, SDG 3, SDG 4, SDG 5 and SDG 17. The focus targets for 2020 – 2023 presented below:

4.2.   Thematic Areas:

A snapshot of how we match our strategic objectives to the SDGs:

Focus	Targets	Connecting Actions	CCCF Strategic Objectives
1 NO POVERTY	1.1 1.2 1.a 1.b	• Internally work and live a sustainably • Establish partnerships and projects that target SDGs 1 – 5 & 17 • Mobilizing and bringing in funding to local communities around these • Resource mobilize through memberships, sponsors, partners, etc • Engage in policy analysis, follow up, advocacy in support of the SDGs • Strengthen capacities of partners and local actors around the related SDGs • Engage in and mobilize diaspora groups to remit to their home countries • Join, start, and facilitate supportive partnerships • Advocate for policies that make it easier for remittances to contribute to development in recipient countries • Follow up and advocate for better utilization of international aid and foreign investments	1. Identify and publicize/amplify local community initiatives and actors that would otherwise find it difficult to gain such visibility to global stakeholders
2 ZERO HUNGER	2.1 2.4		2. Facilitate strengthening of capacities (knowledge, skills, structures, or resources) of the identified local actors to be able to sustain and multiply their achievements
3 GOOD HEALTH AND WELL-BEING	3.3 3.4		3. Support in resource mobilization as a way of closing resource needs that commonly hinder longer-term survival and sustained expansion of good meaning local initiatives.
4 QUALITY EDUCATION	4.2 4.6 4.7 4.c		4. Implement development stories and knowledge hub, aimed at building further awareness around aspects of the ecosystem of local community initiatives.
5 GENDER EQUALITY	5.1 5.5 5.6 5.b&C		
17 PARTNERSHIPS FOR THE GOALS	17.3, 17.5 17.7, 17.9 17.17 17.18		

Detailed CCCF SDG priorities 2020 - 2023:

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
1. End poverty in all its forms everywhere	1.1. By 2030, eradicate extreme poverty for all people everywhere, measured as people living under $1.90/day.	1.1.1. The proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	**Overall strategic entry points:** i. Partnerships ii. Projects iii. Capacity building iv. Policy advocacy v. Resource mobilization
	1.2. By 2030, half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national defines	1.2.1. Proportion of population living below the poverty line. 1.2.2. Proportion of men, women and children of all ages living in poverty in all its dimensions according to national defines	**Strategic actions:** - Establish partnerships and develop/join Projects and partnerships that target ending poverty at the grassroots level
	1.a. Ensure significant mobilization of resources from a variety of sources, in order to provide adequate and predictable means for developing countries, in particular LDCs, to implement programmes and policies to end poverty in all its dimensions	1.a.1. The proportion of domestically generated resources allocated by the government directly to poverty reduction programmes. 1.a.2. Proportion of total government spending on essential services (education, health & social protection). 1.a.3. Sum of total grants & non-debt-creating inflows allocated to poverty reduction programmes as a proportion of GDP.	- Establish partnerships and develop/join Projects and partnerships that target ending poverty at the grassroots level as a way of bringing in funding to the communities/countries of work - Mobilize funding and other resources both locally and globally through projects, memberships, sponsors, partnerships, network - Pilot models that support the above
	1.b. Create sound policy frameworks at the national, regional, and international levels, based on pro-poor and gender sensitive development strategies, to support accelerated investment in poverty eradication actions		- Engage in policy analysis, follow up, advocacy in support of reaching the above targets and all the SDGs in general - Strengthen capacities of partners and local actors to carry out these

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2.1. By 2030, end hunger and ensure access by all people, in particular the poor & those in vulnerable situations, including infants, to safe, nutritious, & sufficient food	2.1.1. The prevalence of undernourishment. 2.1.2. The Prevalence of food insecurity (FIES)	- Same strategies as in SDG 1 above
	2.4. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity & production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding & other disasters	2.4.1. The proportion of agricultural area under productive and sustainable agriculture.	

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
3. Ensure healthy lives and promote well-being for all at all ages	3.3. By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases.	3.3.1. The number of new HIV infections per 1,000 uninfected population. 3.3.2. Tuberculosis per 100,000 population. 3.3.3. Malaria incidence per 1,000 population. 3.3.4. Hepatitis B incidence per 100,000 population. 3.3.5. number of people requiring interventions against neglected tropical diseases.	- Same strategies as in SDG 1 above
	3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	3.4.1. The mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory disease. 3.4.2. Suicide mortality rate.	

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
4. Ensure inclusive and quality education for all and promote lifelong learning	4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education.	4.2.1. The proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex. 4.2.2. The participation rate in organized learning (one year before the official primary entry age), by sex.	- Same strategies as in SDG 1 above
	4.6. By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.	4.6.1. The proportion of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex.	
	4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and contribution to development	4.7.1. The extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment.	
	4c. By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.	4.c.1. The proportion of teachers in (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) required for teaching at the relevant level	

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
5. Achieve gender equality and empower all women and girls	5.1. End all forms of discrimination against all women and girls everywhere.	5.1.1. Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex.	- Same strategies as in SDG 1 above
	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, & public life.	5.5.1. The proportion of seats held by women in (a) national parliaments and (b) local governments. 5.5.2. The proportion of women in managerial positions.	
	5.6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action	5.6.1. The proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use, and reproductive health care. 5.6.2. The Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information, and education.	
	5b. Enhance the use of enabling technology, in particular information and communications technology, to the empowerment of women.	5.b.1. The proportion of individuals who own a mobile telephone, by sex.	
	5c. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	5.c.1. Proportion of countries with systems to track and make public allocations for gender equality & women's empowerment.	

Focus SDG	Focus target	Specific indicators	CCCF strategic focus/entry
17. Revitalize the global partnership for sustainable development	17.3. Mobilize additional financial resources for developing countries from multiple sources.	17.3.1. Foreign direct investment (FDI), official development assistance and South-South cooperation as a proportion of total domestic budget. 17.3.2. The volume of remittances (in United States dollars) as a proportion of total GDP.	- Engage in and mobilize diaspora groups to remit to their home countries through organized projects and programs - Advocate for policy that make it easier for remittances to contribute to development in recipient countries - Follow up and advocate for better utilization of international aid and foreign direct investments - Establish partnerships and develop/join Projects and partnerships that target ending poverty at the grassroots level as a way of bringing in funding to the communities/countries of work - Mobilize funding and other resources both locally and globally through projects, memberships, sponsors, partnerships, network - Pilot models that support the above - Engage in policy analysis, follow up, advocacy in support of reaching the above targets and all the SDGs in general - Strengthen capacities of partners and local actors to carry out these
	17.5. Adopt and implement investment promotion regimes for least developed countries.	17.5.1 The number of countries that adopt and implement investment promotion regimes for LDCs.	
	17.7. Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.	17.7.1. The total amount of approved funding for developing countries to promote the development, transfer, dissemination, and diffusion of environmentally sound technologies.	
	17.9. Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.	17.9.1. The dollar value of financial and technical assistance committed to developing countries.	
	17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	17.17.1. The amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.	
	17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.	17.18.1. The proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics. 17.18.2. The number of countries that have national statistical legislation that complies with the Fundamental Principles of Official Statistics.	

Conclusion:

This journey has just begun, and we will need every single support and resource to get it through to the next level. Our ambition will remain to contribute to a stronger civil society movement that has sustained capacities and motivation to make the world a better place.

And you can play a major part in this, so we call for your action by doing all or one of the following to support us.
1. Join us as a member - https://civilconnections.org/become-a-member/
2. Follow and support our work.
    a. Follow us and learn more about us through our website: https://civilconnections.org/
    b. Follow us on Facebook: https://www.facebook.com/civilconnections/
    c. Follow us on LinkedIn: https://www.linkedin.com/company/53395685/

3. Talk to your network about us, we will need more people to know about us.
4. Start an initiative yourself, there is never enough initiatives to lift the world to a better place. The more hands we have the better if it is all coordinated.

Thank you.

In support of the UN SDGs.