

MCIC STRATEGIC PLAN 2018 – 2023

VISION: A Just World

MISSION: MCIC supports, connects and amplifies the work of our members and partners. We directly engage and collaborate with Manitobans for global sustainability.

Support connections and capacity development in members and partners for greater impact.

Provide valued resources for members and other partners

Contribute to local, provincial, and national networks

Generate and share good practices and lessons learned

Support international cooperation through funding.

Retain provincial and federal government support for international development projects

Distribute funds to international projects that are aligned with our development principles

Diversify funding sources for international cooperation, when possible

Engage the public to be active global citizens.

Facilitate youth and educator engagement in active global citizenship

Engage Manitobans in fair trade learning and action

Facilitate global citizenship learning events for Manitobans

Collaborate with other organizations for public engagement

Enhance the profile and amplify the work of MCIC and its members and partners

Maintain and strengthen organizational wellness.

Maintain diverse, engaged, and effective board and committees

Maintain diverse and engaged staff team in a positive and supportive workplace

Maintain effective and efficient operational processes

Navigate organizational change and individual learning



ISTANBUL PRINCIPLES: MCIC'S DEVELOPMENT PRINCIPLES

(Appendix 1)

- 1.** Respect and promote human rights and justice
- 2.** Embody gender equality and equity while promoting women and girls' rights
- 3.** Focus on people's empowerment, democratic ownership and participation
- 4.** Promote environmental sustainability
- 5.** Practice transparency and accountability
- 6.** Pursue equitable partnerships and solidarity
- 7.** Create and share knowledge and commit to mutual learning
- 8.** Commit to realizing positive sustainable change

INTRODUCTION

MCIC is planning for the future with a clear assessment of its current internal and external environment, and recognizes that it is well positioned to build on its strengths while addressing opportunities in current and emerging trends. MCIC will be both focused and flexible, and in this way will move towards its vision and mission.

As part of its planning process, MCIC consulted with various stakeholders. Members were provided opportunity for input through a survey and a group discussion, fair trade and educational partners participated in a focus group, and staff and board members engaged in group consultations. Their input significantly informed the strategic plan and will guide the operational decision-making.

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MCIC TODAY

As viewed by its members, stakeholders, board and staff

MCIC has many strengths to nourish and build upon, including its people, relationships, approach, public image, and contributions to a just world.

The staff members are competent, dedicated, and approachable, with a range of experience and perspectives, and a wealth of knowledge. The board is diverse in its composition and actively engaged in organizational governance, through the board as a whole and its committees. The members are diverse, passionate about the work in their organizations, and engaged with MCIC as board members, committee members, funding applicants, and participants in networking and learning activities.

MCIC staff and members have a broad range of positive relationships, with diverse individuals and groups, locally, regionally, and nationally.

Stakeholders laud MCIC staff for their approach, noted as creative, positive, and innovative. Members and other partners appreciate the focus on building partnerships and

networks, meeting others where they are, and being willing to have challenging, meaningful conversations. MCIC embeds the Sustainable Development Goals (SDGs) and the Istanbul Principles in their work and brings a balanced, non-partisan perspective.

MCIC is well respected and trusted, as partners and as a source of good information and analysis. Members value their membership and MCIC is seen as a national leader in fair trade.

The contributions are many, varied, and significant. Members and partners appreciate the way MCIC brings together people in many sectors and provide an avenue for meaningful participation towards sustainability. They value the strengthened capacity members experience, the funding application supports, and the funding distribution. MCIC has facilitated youth and educator education in international issues and sustainability strategies as well as fair trade development in towns, businesses, schools, campuses, and faith based organizations.



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RELEVANT TRENDS

As identified by our stakeholders

MCIC exists to help create a just world for all. The current increased awareness of global interconnectivity brings attention to inequities and to ways poverty and other issues can be effectively addressed. There also are many drivers for international cooperation MCIC can tap into, as well as an emerging trend for people and organizations to want to take concrete action on global issues.

The federal government is highlighting the ways issues and development approaches are related to each other, and are making these connections clear in their trade negotiations and other activities. There is increased funding for international development activities.

The move to protectionism in some quarters is bringing to the surface others who see global / local connections and interdependencies, and who talk about “our world”. We are seeing increased global mobility – some of it chosen, and much of it due to oppressive and dangerous conditions.

In Canada, we have increased attention on indigenous issues and the recommendations of the Truth and Reconciliation Commission. Correspondingly, more people are aware of global indigenous issues, and the United Nations Declaration of Indigenous Peoples. Other policies and frameworks such as Feminist International Assistance Policy (FIAP) support

international human rights issues.

Citizenship, including global citizenship, is a core concept in the Manitoba educational curriculum, and social justice action activities are mandatory. Also, young adults are connected to social issues and oriented towards engagement.

The values involved in corporate social responsibility are being embedded in an increasing number of organizations. This and an expanding sense of the global relevance of business decisions are driving increased interest in what have been non-traditional partnerships between community-based and private sector organizations.

The ever-changing world of social media provides opportunity for creative ways to engage the public, and particularly the youth.

MCIC members and diverse partners express great interest in learning about the philosophy, process, results, and lessons learned through various international development projects and fair trade activities.

As our world continues to change, there is an ongoing need for continuing dialogue to make meaning of our circumstances; the journey for clarity and collaboration involves navigating strong beliefs and conflict, something MCIC staff are skilled with.



APPENDIX 1

MCIC's Development Principles

MCIC has adopted a set of principles as a framework for approaching development work. These are based on the Istanbul Principles, which were developed and agreed to by Civil Society Organizations (CSOs) from all over the world. The three pillars of sustainable development (social, economic and environmental) are also an integral part of our development practice. We believe none of these areas can work in isolation from one another and each must be considered and integrated into the work of active CSOs in the Global South.

MCIC believes that sustainable development implies positive change. We encourage our members and partners to move beyond a “charity model” of helping to meet only basic needs to a justice model that incorporates a rights-based approach, respectful partnership and long-term sustainable solutions. MCIC seeks to support projects that follow these guiding principles and will not fund projects that do not seek to change causes and models of oppression.

All members and partners must address MCIC's guiding principles in any applications to the Manitoba Government Matching Grant Program (MGMGP).

Please note that the italicized portions below represent the wording of the Istanbul Principles, while the regular text is additional notes that distill and clarify MCIC's own development philosophy.

1. Respect and promote human rights and justice

CSOs are effective as development actors when they... develop and implement strategies, activities and practices that promote individual and collective human rights, including the right to development with dignity, decent work, social justice and equity for all people.

MCIC works from a rights-based approach that includes rights for all, with particular consideration of inclusion of persons with disabilities. MCIC, in relation to its support for the overseas project activities of its member agencies, understands that disability can lead to exclusion from social and economic opportunities. All proposals to the MGMGP must respond to the questions that address inclusion of people with disabilities.

2. Embody gender equality and equity while promoting women and girls' rights

CSOs are effective as development actors when they... promote and practice development cooperation embodying gender equity, reflecting women's concerns and experience, while supporting women's efforts to realize their individual and collective rights, participating as fully empowered actors in the development process.

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MCIC's Development Principles Cont.

MCIC supports proposals that involve women as planners and managers, ensure they have access to education, training and resources, and ensure their participation in the democratic political process. MCIC will not support projects that perpetuate current models of gender oppression.

3. Focus on people's empowerment, democratic ownership and participation

CSOs are effective as development actors when they... support the empowerment and inclusive participation of people to expand their democratic ownership over policies and development initiatives that affect their lives, with an emphasis on the poor and marginalized.

We view popular participation in decision-making and planning in all communities as a cornerstone of development. Therefore, it is important to have a memorandum of understanding (MOU) signed between member agencies and their local partners in the Global South for specific project. Even if there is no formal MOU signed, a clear understanding (written in the proposal) between the member agency and its local partner about their roles, responsibilities and level of involvement in the process of planning, monitoring

and evaluation of the project. Proposals must also identify how and to what extent community members are involved in planning, implementation, evaluation and follow-up to proposed projects.

MCIC supports initiatives that strengthen the ability of policy makers, either in the Global South or in Canada, to improve social or economic conditions or further human rights.

4. Promote environmental sustainability

CSOs are effective as development actors when they...develop and implement priorities and approaches that promote environmental sustainability for present and future generations, including urgent responses to climate crisis, with specific attention to the socio-economic, cultural and indigenous conditions for ecological integrity and justice.

MCIC values the wise use of natural resources including the protection and management of the air, water and soil. MCIC also recognizes that environmental sustainability is not isolated from other development principles of social and economic sustainability, and that through environmental stewardship we can foster justice and equality, help to alleviate poverty and preserve cultural integrity.

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MCIC's Development Principles Cont.

5. Practice transparency and accountability

CSOs are effective as development actors when they... demonstrate a sustained organizational commitment to transparency, multiple accountability, and integrity in their internal operations.

We expect that our partners in Canada abide by ethical and legal rules, follow Canada Revenue Agency guidelines and provide proper monitoring and reporting information to all involved parties. MCIC also considers the same standards of accountability (being honest and truthful in our applications and reporting) throughout our own organization as we expect from our members and partners.

6. Pursue equitable partnerships and solidarity

CSOs are effective as development actors when they... commit to transparent relationships with CSOs and other development actors, freely and as equals, based on shared development goals and values, mutual respect, trust, organizational autonomy, long-term accompaniment, solidarity and global citizenship.

MCIC supports partnership between member organizations and southern CSOs, local governments (municipal/regional/national) and local/Southern private

sector partners. MCIC expects partnerships that promote local control and self-reliance. In all cases, Canadian organizations should have demonstrated links to their local partners and the social groups they represent.

7. Create and share knowledge and commit to mutual learning

CSOs are effective as development actors when they...enhance the ways they learn from their experience, from other CSOs and development actors, integrating evidence from development practice and results, including the knowledge and wisdom of local and indigenous communities, strengthening innovation and their vision for the future they would like to see.

MCIC is responsible for fostering communication and partnership amongst its members. We commit to sharing appropriate information in a transparent and helpful way in order to work within the community towards development effectiveness. We strive to create safe spaces for organizations to share their successes and challenges. We recognize development is a process that includes on-going learning and growing, often learning as much from our mistakes as from our successes.

MCIC members are encouraged to create and execute a plan that allows them to share the lessons learned from their overseas project work within their constituency.

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MCIC's Development Principles Cont.

The work of public engagement leads to better understanding by our supporters of global concerns and global solutions. When we commit to sharing the knowledge and learning we gain from our overseas experience with Canadians we are all contributing to creating a more sustainable model of development.

8. Commit to realizing positive sustainable change

CSOs are effective as development actors when they... collaborate to realize sustainable outcomes and impacts of their development actions, focusing on results and conditions for lasting change for people, with special emphasis on poor and marginalized populations, ensuring an enduring legacy for present and future generations.

MCIC welcomes project applicants who are undertaking practical, positive action through programs that support sustainable development in the Global South. Within the area of economic improvement, we have traditionally supported projects which use a model of gaining self-reliance and financial sustainability through revenue generating activities such as micro-enterprise development, co-operative development, entrepreneurship and other forms of financial participation by the project community.

While MCIC understands that in the delivery of some projects CSOs must respond to immediate need, overall we favour a long-term approach to development which supports sustainable solutions that results in positive social, environmental and economic change in our world.

