



WELL GROUNDED

Strategic Plan 2024-2027

Update and extension of 2021-2025 Strategic Plan





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Foreword

It is with great pride and optimism that I present the revised strategic plan for Well Grounded. Since our inception, our mission has been clear: to support African CSOs to become stronger in order to deliver lasting impact for forests and communities. This strategic plan reaffirms our commitment to this purpose and our core values, setting out a renewed vision for the future.



Our journey has been both challenging and rewarding. We have witnessed firsthand the incredible resilience and ingenuity of communities in the Congo Basin when they are given the tools and support to manage their own resources. These experiences have strengthened our belief that real change must be community-led to be truly effective.

In this revised strategic plan, we have integrated the lessons learned from our past efforts with innovative approaches to address the evolving challenges faced by civil society organisations and the communities they engage with. We have outlined how we plan to enhance our impact, foster greater collaboration, and ensure that our initiatives are sustainable and scalable.

Key to our strategy is deepening our relationships with both local civil society and international stakeholders. By working together, we can amplify our collective efforts and create lasting change. We are committed to fostering a participatory, locally-led approach where the voices of those most

affected by environmental and socio-economic challenges are at the forefront of decision-making.

I would like to extend my heartfelt gratitude to our dedicated team, partners, and supporters who have been instrumental in our progress so far. Your unwavering support and belief in our mission has been the driving force behind our successes. As we embark on this next phase, we are excited by our shared vision for a more collaborative and inclusive civil society, better able to advocate for social and environmental justice and responding to communities' own aspirations to determine their own futures.

Thank you for your continued commitment and partnership.

With gratitude and determination,

A handwritten signature in black ink that reads "C Long". The signature is fluid and cursive, with the first name "Cath" and the last name "Long" clearly visible.

CATH LONG • FOUNDER, WELL GROUNDED

Executive summary

The forests of the Congo Basin cover an area of more than 4 million km² and act as the planet's second lung, counterpart to the Amazon rainforests. They are vital to supporting people, nature, and the planet. The natural resources of the Congo Basin provide subsistence and commercial activities for the nearly 80 million people including Indigenous and local communities who call it home.

Well Grounded works to empower civil society organisations and leaders delivering community-led natural resource management and environmental justice in the Congo Basin region. Our vision is for a credible, collaborative, inclusive and effective African Civil Society capable of advocating for social and environmental justice while empowering communities to determine their own future.

Well Grounded, a registered non-profit in both the UK and Cameroon, was founded in 2010 in direct response to the challenges faced by local organisations and their leaders. Well Grounded provides organisations and leaders with the tools and support they need to realise their objectives and vision, and make a positive change for communities and forest ecosystems.

Over the last decade and a half we have worked with more than 60 CSOs, many of which have emerged as leading national or regional environmental organisations, and attribute their clear sense of purpose, identity and confidence to the processes facilitated by Well Grounded.



Following a mid-term review of the current strategic plan, which involved consultation with a range of key stakeholders and partners, Well Grounded has refreshed and clarified our intended outcomes and how they will be achieved. We believe our strategic plan is highly relevant to the context, needs and opportunities

in the Congo Basin, while the mid-term refinements to our theory of change and strategic outcomes provide greater focus around Well Grounded's core contributions. For these reasons, we have extended the period for this strategic plan to 2027, to enable us to maximise our results.

Well Grounded will achieve this by focussing on the following

- Expansion of our organisational development work with CSOs and networks. We will support CSOs to gain greater clarity in strategic reflection and implementation, embracing approaches that put communities in the driving seat of their own development.
- Scale up of our leadership programme, focussing on women and Indigenous people. We will equip them with the skills and confidence to strengthen and deliver impact, and support them to lead their organisations and communities effectively while challenging damaging social and political norms.
- Growth of the pool of committed, competent and experienced local practitioners in the Congo Basin, capable of facilitating change processes, being locally deployable and able to contribute to the process of self determination with CSOs and the communities they serve.



By the end of 2027, there will be an increase across the region in

- the number of effective CSOs - responding to the social, economic and environmental needs of their communities. Well Grounded's engagements with CSOs will be based on equitable partnership principles, both between Well Grounded and the CSO itself as well as between the CSO and the communities they engage with.
- the number of confident CSO leaders - Well Grounded places particular emphasis on Indigenous and women leaders, ensuring they are more visible and supported in both defining and delivering development priorities for the communities they serve.
- the number of trained organisation development practitioners - with toolkits in French for facilitating CSO development.

SUMMARY OF STRATEGIC GROWTH GOALS

Civil Society Organisations (CSOs) accompanied each year



from 20 to **40**

Organisation development practitioners (ODPs) trained (total)



from 20 to **60**

Civil Society Organisation leaders supported (total)



from 20 to **160**

Equitable partnerships facilitated (between CSO partners and international actors)



from 6 to **15**

Who we are

The idea behind Well Grounded came from the experience of our two founding members, Cath Long and Lola Leal, who had both been working for over a decade with civil society organisations focussing on community rights and the sustainable management of natural resources in tropical countries. Although they both met many inspirational and dynamic individuals and groups doing extraordinary work, they realised that these same people and groups kept encountering barriers stopping them from having the impact they hoped for.

In 2010, Well Grounded was established with the aim of supporting African CSOs to overcome the barriers they were encountering. Recognising civil society's key role to play as a complement and a counterweight to government and the private sector, Well

Grounded works with CSOs so that they are able to realise their objectives and vision thereby delivering meaningful change for community rights and natural resource governance in their home countries and the wider world.



Well Grounded works with CSOs to help them deliver meaningful change for community rights and natural resource governance

Why are we here

The Congo Basin is home to Earth's second largest rainforest and Africa's second-longest river: the Congo. It supports the livelihoods of 80 million people, including many Indigenous forest peoples, and is a critical priority in the global fight against climate catastrophe. However, all too often this ecosystem and its resources are not managed in a way that benefits local communities or that ensures that they will be available to future generations. The situation is becoming more critical as international demand for resources increases the pressure on these natural habitats.

In this context, civil society organisations have a key role to play in mobilising communities and influencing government practices and policies in order to create positive and sustainable change in forest governance. However, many committed and innovative

CSOs struggle to implement their vision due to an array of internal and external challenges that often result in the organisation lacking the breathing space or support to set out their own strategies and work on their own organisational development and strengthening.



The Congo Basin supports the livelihoods of 80 million people, including many Indigenous forest peoples. Our work has a key role to play in creating positive and sustainable change in its governance

Our ways of working

● Power analysis

We ensure all our work includes a questioning of systemic challenges linked to inequality, thereby supporting an understanding of power dynamics and their impact on environmental and social justice.

● Tailor-made support

We believe that each organisation is unique and requires a unique response to its particular situation. We therefore tailor our support to the organisation's unique and particular needs.



● CSO ownership

We believe that the CSOs we work with should take ownership of their organisation's development process, playing a key role in the transformation they seek. We will not do what organisations can do by and for themselves. We will act as “talking partners”, mentors or coaches supporting them in taking the lead in the transformation process, respecting the autonomy of each organisation to make the decisions on where and how they want to move forward.

● Focused on strengths

We believe that we excel by amplifying strengths, never by only fixing weaknesses, therefore our focus will be on supporting strengths and opportunities — magnifying “what is best” and allowing us to imagine “what is next”.

● Committed to change

Structure and processes will change if people's behaviour and mindsets have changed. While supporting CSOs to improve their strategies, systems and processes, we will create a space to question and transform the organisational culture and practice. We will guide our client through a transformative journey.

Our vision

A credible, collaborative, inclusive and effective African civil society capable of advocating for social and environmental justice while empowering communities to determine their own future.

Our mission

We support African organisations to become stronger, so they deliver lasting impact for forests and communities.



Our values

Our values guide how we work at Well Grounded, whether that be internally or with others. Our key values are as follows:



Respect

Our relationships are centred around listening to and valuing the other person. We believe that mutual respect in our relationships means being treated with equity, while being transparent and accountable.



Sovereignty

Each individual and organisation is seen as an independent actor in their own right. They hold both the power and the responsibility for their actions and own development.



Inclusion

Each person is unique and has a value that should be recognised and a voice that should be heard. We will provide equitable access to opportunities and resources for people and groups who might otherwise be excluded or marginalized. We will ensure people we work with have a say in decisions that affect them.



Adaptation

Making and acknowledging mistakes, as well as celebrating successes, is part of the learning process. We believe in the importance of creating opportunities for continuous learning and in obtaining new knowledge at both the individual and collective levels.



Who we work with

We believe strong civil society organisations (CSOs) and networks of CSOs are critical actors in delivering lasting impact for forests and communities in the Congo Basin. We focus our strategies on supporting organisations as a whole, as well as on supporting established and emerging leaders, with a particular emphasis on representation and empowerment of traditionally marginalised or under-represented groups.

Throughout our work, we seek to link our activities to ensure a holistic approach. For Well Grounded this means working with CSO or Community Based Organisation (CBO) leaders and simultaneously engaging with their wider organisations and networks, or vice-versa.

● Organisations

We identify high-potential civil society organisations or networks working to support or enable community-based governance of forests in the Congo Basin region. These organisations operate at a range of levels, from directly working with communities to advocating for equitable policy, and we may engage with organisations at different stages of their development journey, from early-stage emerging organisations, to more mature organisations seeking to adapt to changing circumstances, or deepen or scale their impact. We specifically seek out and engage women-led and Indigenous-led organisations.



● Leaders

Our leadership development programmes target a range of leaders within civil society organisations responding to the criteria above:



Senior leaders and founders (all genders)



Emerging women leaders, including founders of early-stage organisations, and those at middle-tier management levels of larger organisations



Indigenous leaders, including leaders of CSOs and CBOs

Key Achievements

in Well Grounded's first decade

In its first ten years, Well Grounded has achieved the following:

CSOs with a clear identity and clear strategy

We supported 50 civil society organisations in the Congo Basin through one-to-one processes to define their identity and to clarify their strategic focus and purpose, providing a foundation on which they can build to advocate, and influence their broader environment.



Credible and collaborative forest-monitoring CSOs in the Congo Basin

We supported the establishment of independent forest monitoring CSOs in 4 countries of the Congo Basin (DRC, Cameroon, Republic of Congo and CAR); helping each of them to define their identity, strategy and approach to independent monitoring, as well as facilitating collaboration with other CSOs.



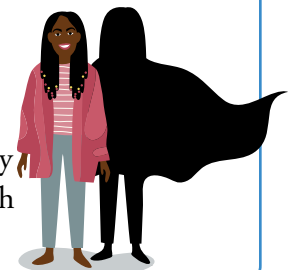
A more participatory and inclusive culture within CSOs

We supported a gradual shift in CSO organisational culture from a more centralised approach to a more participatory one with a sense of accountability to the communities served.



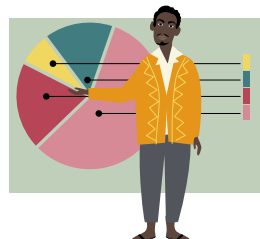
CSO confidence

We supported the transformation of how CSOs relate to the outside world. They are now more confident in their potential and continue to strive and grow, engaging constructively in mutual collaborations with other CSOs.



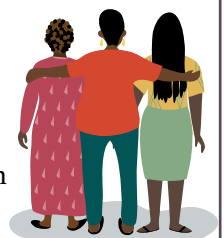
Purposeful leaders

We provided space for civil society actors to develop not only technical skills but also a strong sense of self-awareness, clear purpose and core values, enabling them to leverage individual and collective strength to accomplish shared goals.



Organisation Development (OD) on the radar


We supported an increase in OD offer and demand, with more and more international organisations prioritising OD in their work with national CSOs.



Key milestones in this strategic period

Since this strategic plan was adopted in 2021, Well Grounded has achieved the following major milestones, laying firm foundations for achieving our strategic goals in this period:

- We have provided organisation development support to an average of 25 civil society organisations per year across the Congo Basin region.
- We have launched three new leadership programmes, focusing on specific groups of leaders (cohorts of c. 20 leaders per programme every 1-2 years), and delivered a training programme for 20 organisation development practitioners.
- We have reinforced our presence and capacity in the Congo Basin region through the recruitment of ‘country focal point’ roles and a regional strategic lead, as well as reopening a regional office in Yaoundé, Cameroon.
- We have improved our financial sustainability through diversifying our funding streams and substantially increasing our annual income.

A wide, calm river stretches across the middle of the page. In the distance, a small wooden boat with three people is on the water. In the foreground, on the right bank, two people are visible; one is standing and carrying a large yellow water container on their head, while the other is crouching near the water. The background shows a line of trees and vegetation under a clear sky.

Well Grounded will continue to focus its work on CSOs involved in natural resource governance and will support a systematic analysis and questioning of current development models

The moment we are in

We are in a critical moment for society and the planet. From the urgent need to address climate change to the imperative of fostering social equity and environmental stewardship, as a society we find ourselves at a crossroads where collective action and bold leadership are essential.

In the Congo Basin the interplay between sustainable development and climate change is felt keenly, and there are key opportunities to grasp at the local, regional and international level to demonstrate that empowerment of key actors can create lasting impacts. Well Grounded's strategic choices have therefore been influenced by this wider context.

Dynamic Civil Society

A vibrant and resilient civil society is essential for holding governments and private sector organisations accountable, promoting democratic governance, and driving social change. However, civil society organisations (CSOs) face increasing threats and restrictions in many parts of the Congo Basin, including shrinking civic space, censorship, and harassment. Well Grounded recognises the critical role of civil society in advancing environmental justice and sustainability and stands united with like-minded partners in our commitment to building a stronger, more resilient civil society that can effectively address the challenges of our time.

Indigenous Peoples' Rights

The Indigenous Peoples (IP) of the Congo Basin are vital stewards of the region's forests and biodiversity, possessing traditional knowledge and practices that are invaluable for environmental conservation and sustainable development. There has been widespread and systematic violations of their rights, and many have been forced to abandon their traditional way of life and culture and are living in extreme poverty. Despite these barriers, a growing movement of IP leaders in the Congo Basin, is organising their communities into networks, as well as mobilising allies and partners to build Indigenous power and guide their own destinies. International recognition of the role of Indigenous People and local communities in biodiversity conservation and climate efforts has been cemented in the Kunming-Montreal Global Biodiversity Framework, and funding commitments such as the COP26 \$1.7 billion pledge.

Women in Leadership

Women are disproportionately more affected by climate change, inequality, violent conflict and poverty. Gender equality and women's empowerment are fundamental principles for achieving sustainable development and social justice. Women continue to face systemic barriers to leadership and decision-making roles, confirmed by Well Grounded research into the role of women in civil society in the Congo Basin. Yet we are seeing an emerging movement of dynamic women leaders, and the emergence of early-career leaders poised to play a bigger role in natural resource governance and shifting the mindset of their peers and collaborators.



Forest policy reform

The forests of the Congo Basin play a crucial role in mitigating climate change, conserving biodiversity, and supporting the livelihoods of millions of people. However a lack of secure land tenure for forest peoples, and a policy environment that favours inequitable economic development, has left forests extremely vulnerable to destruction for industrial-scale activities such as logging and agribusiness. Across the Congo Basin however, there are positive movements towards policy reform that enshrines the rights of local people, and dynamic CSOs that are steadfastly advocating for this change.

A digital era

In the aftermath of the Covid 19 pandemic, many CSOs and other development actors have adapted their strategies to accelerate the use of digital technologies. It has enabled people to access new knowledge and work opportunities from anywhere in the world. A digital approach is well suited to the vast distances and accessibility challenges at play in the Congo Basin, however this acceleration has also led to challenges and discrimination – especially for those in rural areas, particularly women and Indigenous people. We believe that opportunities are to be found in building hybrid approaches, and deploying tools that are widely available and used by our stakeholder communities.

The moment we are in demands bold, collective action and unwavering commitment to building a more just, sustainable, and equitable world. Well Grounded is poised to rise to this challenge in the Congo Basin, guided by our values of respect, inclusion, sovereignty and adaptation. Together with our partners, we aim to create a future where people and nature thrive in harmony, leaving a legacy of hope and resilience for generations to come.

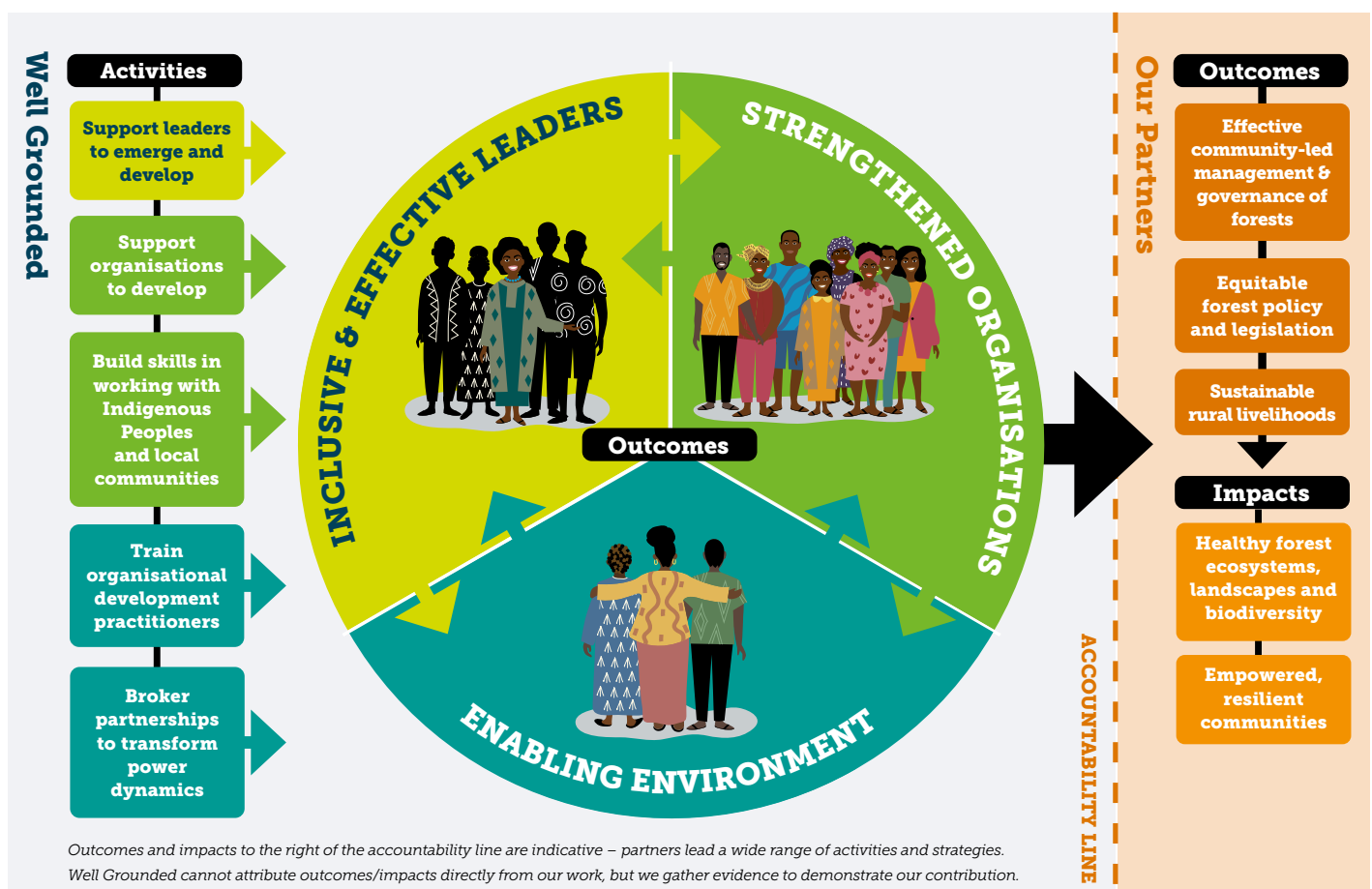
Our Theory of Change

We believe that stronger organisations will deliver lasting impacts for forests and people.

Our Theory of Change illustrates how Well Grounded's core activities, which focus on leaders, organisations and their wider environment, deliver mutually reinforcing outcomes, resulting in stronger and more capable organisations. The organisations we support deploy a wide range of strategies responding to their context and constituencies, and a connecting thread across them is that they deliver sustainable management practices to protect the forests of the Congo Basin, via community-based forest governance, policy, and/or sustainable livelihoods. While

Well Grounded does not directly control the outcomes on this side of our Theory of Change, our hypothesis is that by supporting the emergence of strong organisations, we contribute to their positive impact on forest ecosystems, biodiversity and people.

Throughout our work we aim to gather evidence of change across this Theory of Change. We use an Outcome Mapping methodology as part of our Monitoring, Evaluation, Accountability and Learning system to track behaviour change against Well Grounded's core outcomes.



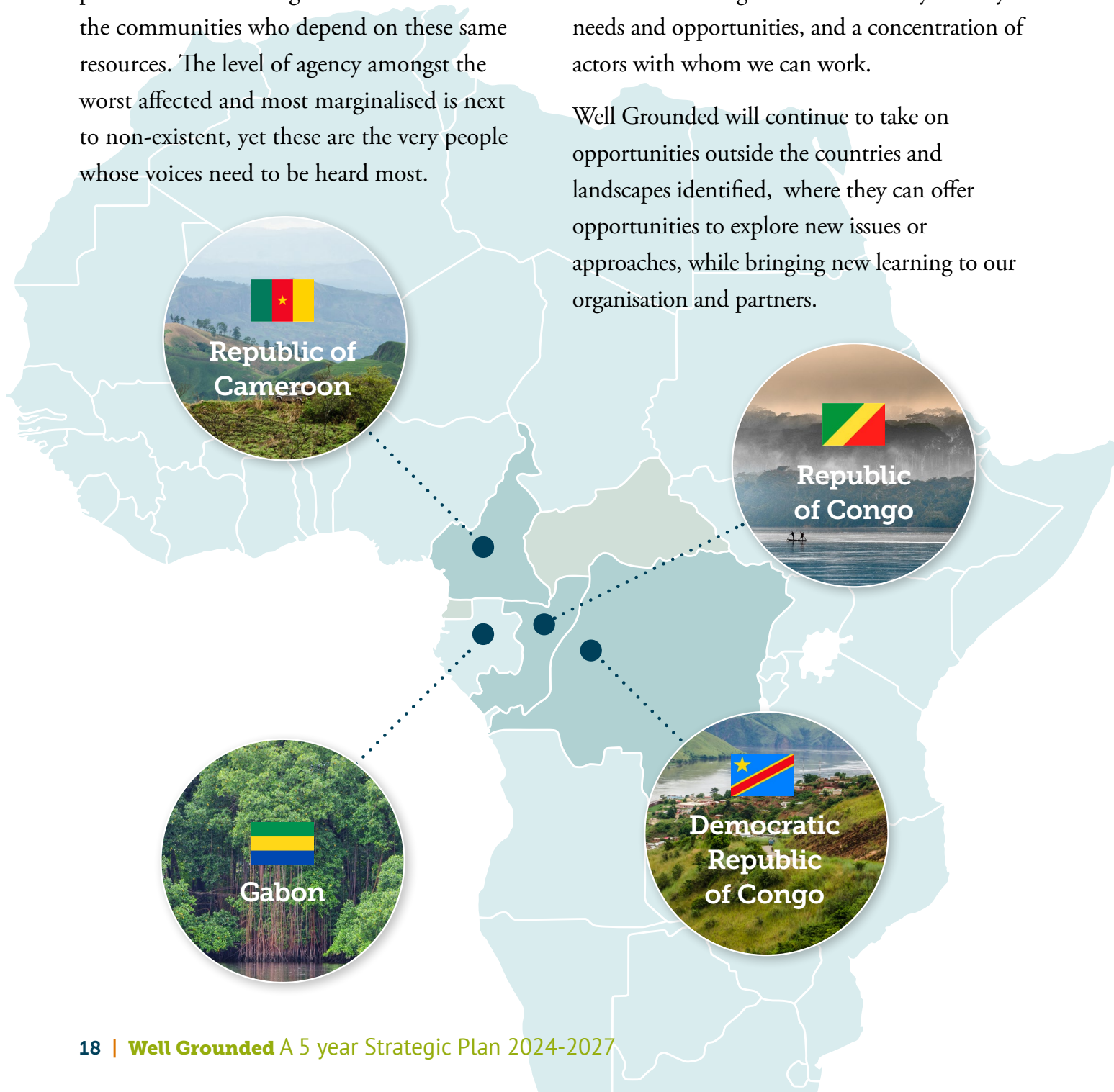
Geographical scope

Well Grounded works in Africa, with a strategic focus on four Congo Basin countries:

The Congo Basin is one of the richest regions in natural resources while being significantly poorer in terms of social and environmental justice. The vision for natural resource exploitation is very short-term with little of the profits derived filtering down to the level of the communities who depend on these same resources. The level of agency amongst the worst affected and most marginalised is next to non-existent, yet these are the very people whose voices need to be heard most.

In this strategic plan, we have identified the countries where we have the greatest potential to deliver impact in this period. Within each country, we have identified priority landscapes that have emerged as priorities for our strategy due to the convergence of community forestry needs and opportunities, and a concentration of actors with whom we can work.

Well Grounded will continue to take on opportunities outside the countries and landscapes identified, where they can offer opportunities to explore new issues or approaches, while bringing new learning to our organisation and partners.



Strategic outcomes

Well Grounded has identified three high level strategic outcomes aligned with our theory of change. These outcomes are mutually reinforcing and interconnected, and we aim to work in an integrated way across all three areas, to maximise synergies and impact.

Guided by an outcome mapping methodology, we frame our outcomes around the behaviour changes or actions we would like to see from the people or actors we work with. For each outcome we have identified our priority activities, and goals to achieve within this strategic period.

These strategic outcomes reflect our commitment to empowering civil society organisations and enhancing collective impact through inclusive and participatory approaches.

An aerial photograph of a lush tropical landscape. A dark river winds through a dense forest of tall trees. In the foreground, there is a large, flat, green area that appears to be a wetland or a cleared field. Three circular callouts are overlaid on the bottom of the image, each containing a number and a description of a strategic outcome.

1

**Strengthened
CSOs**

2

**Inclusive &
Effective Leaders**

3

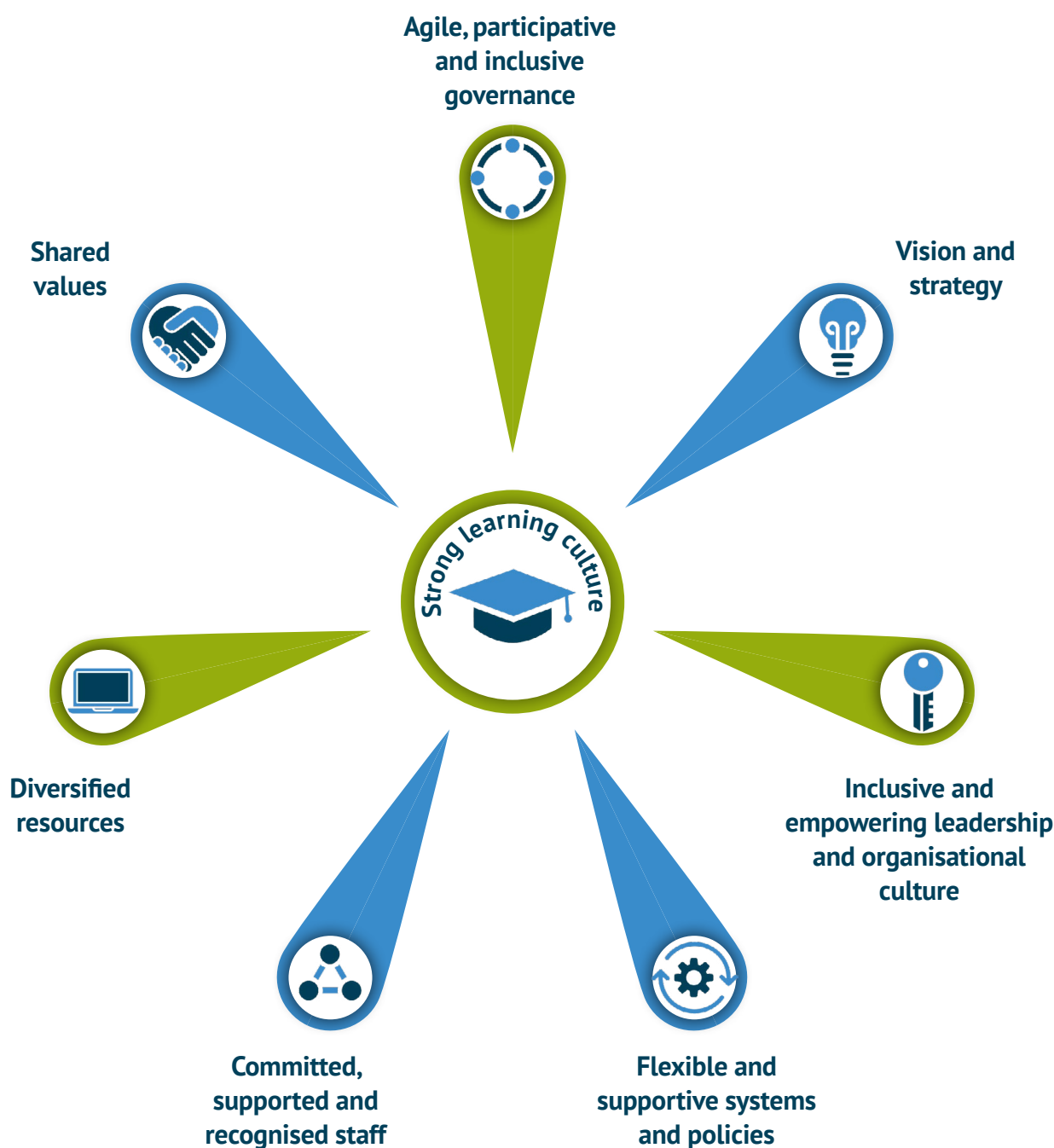
**Enabling
Environment**

OUTCOME 1

Strengthened CSOs

CSOs, including networks, are autonomous, strategic and guided by their values, enabling them to deliver stronger results for communities and forests.

Well Grounded expects a strong and conscious commitment from CSOs to engage in an organisation development process over 1-3 years. We look for organisations to support that have a strong awareness of the positive change they seek to effect, and a track record that demonstrates their potential to deliver meaningful impact. Our support focuses on the eight themes (benchmarks for a healthy organisation) outlined below, and results in a deep shift within the organisation towards a greater sense of purpose, ownership and autonomy.



OUTCOME 1 *(continued)*

ACTIVITIES

Well Grounded's accompaniment focuses on needs identified by the organisation themselves based on a diagnostic process we facilitate. Our support tends to focus on the following activities:

- **Vision & Strategy development**
- **Resources Diversification**
- **Supported Staff**
- **Inclusive Organisational Governance**
- **Partnership Development**
- **Working with Communities**
- **Leadership Development**

Where a partner identifies development priorities that we do not cover, we will help organisations find further specialist partners that can provide this support.

Supporting CSO to work with communities via a community rights and assets based approach

We have developed a learning programme aimed at supporting CSOs and teams within larger organisations, conduct effective engagement with Indigenous People and local communities. By focusing on assets rather than needs, the approach seeks to build a community's sense of empowerment and resilience.

2027 GOALS



Growth

Develop our portfolio of partner organisations in each of our priority countries, growing the number of supported organisations from 20 to 40 each year, while committing long term support (more than 1 year) to at least half of these organisations.

Engage with all CSOs included in leadership development programmes, supporting them to initiate their organisational development journey.



Learning

Learn how to best connect our leadership development programmes and our engagement with CSOs on their organisation development to find synergies and maximise the impact of both interventions.



Innovation

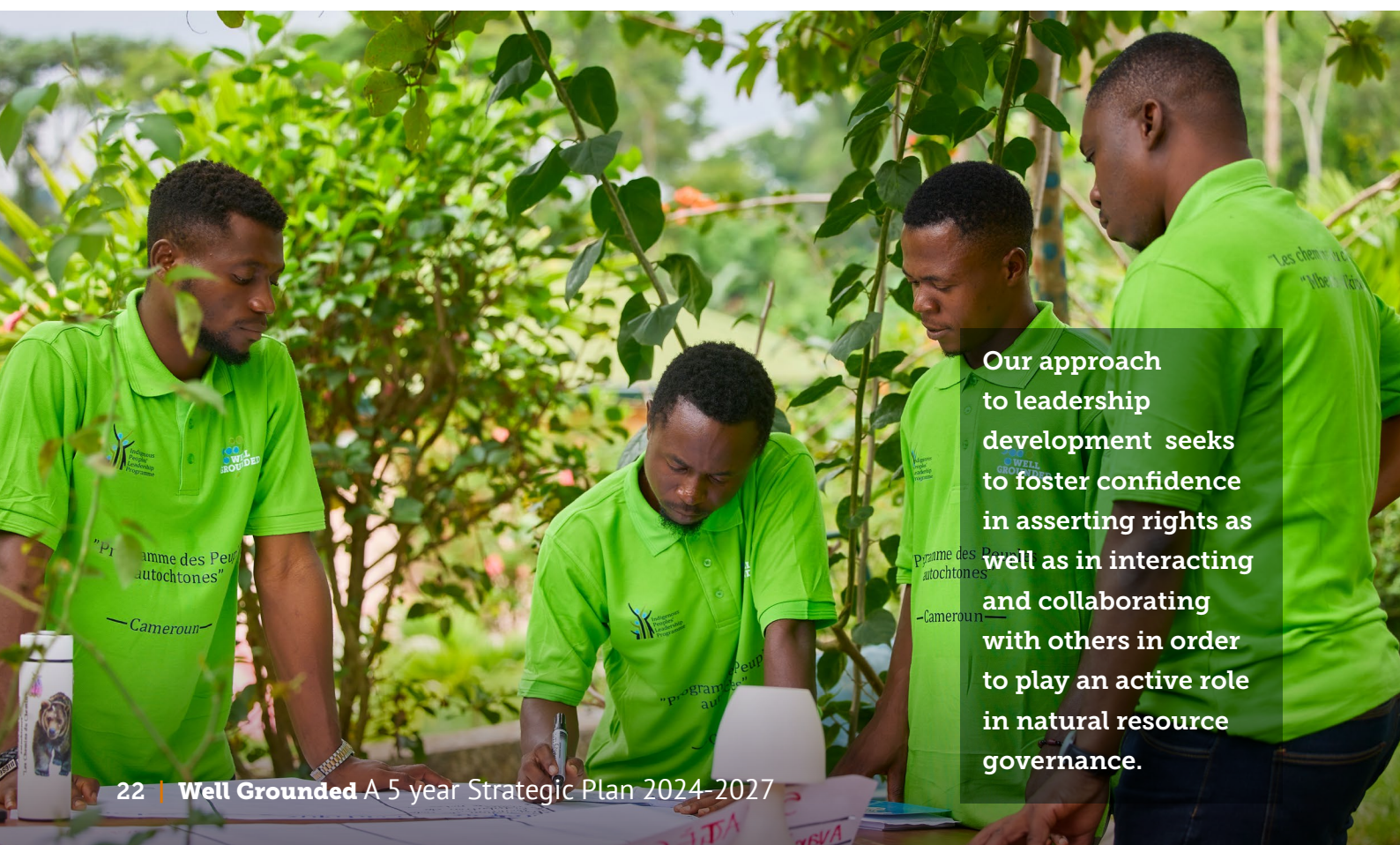
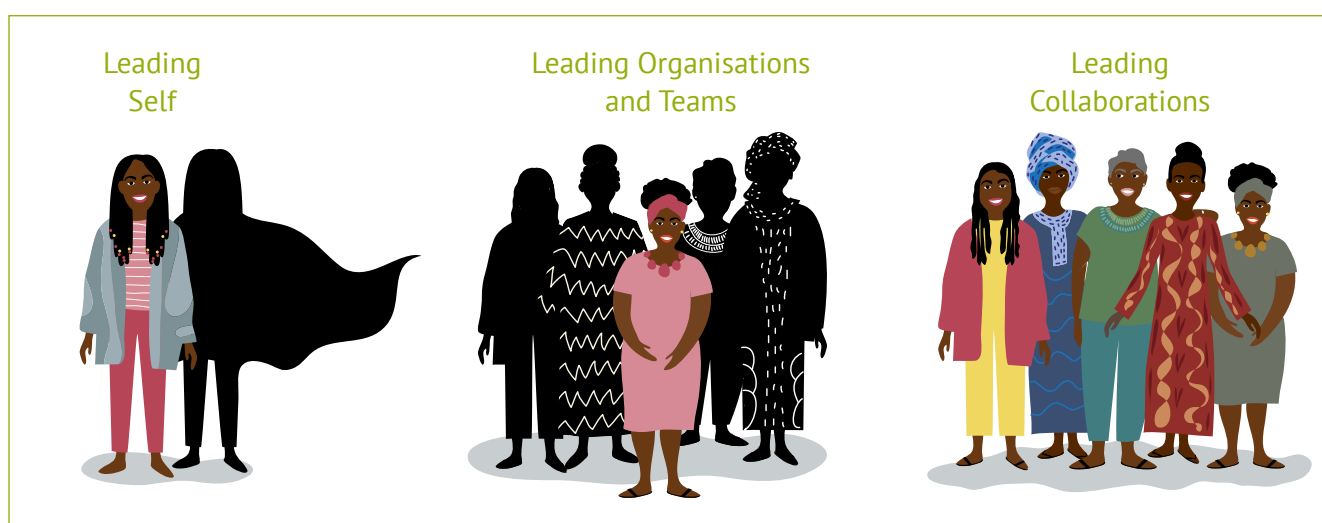
Integrate training and support on asset based community approaches with organisation development to increase effectiveness of partner CSO's community-based interventions.

OUTCOME 2

Inclusive & Effective Leaders

CSO leaders, including those from under-represented backgrounds, confidently assert their rights, are capable of fostering inclusion and of leading their organisation or communities, and play an active role in natural resource governance.

Our approach to leadership development seeks to foster a profound new awareness of oneself as a leader, and how we interact with others. Our leadership programmes therefore take participants through three intersecting levels of focus: Leading Self, Leading Organisations or Communities, and Leading Collaboration.



Our approach to leadership development seeks to foster confidence in asserting rights as well as in interacting and collaborating with others in order to play an active role in natural resource governance.

OUTCOME 2 *(continued)*

ACTIVITIES

We focus on three specific groups of leaders, recognising their strategic roles in forest governance and the need for tailored approaches adapted to assets and historical marginalisation.



Women leaders:

Our ecofeminist leadership programme “Les Éclaireuses” supports the development of leadership skills of women leaders, including emerging leaders, while challenging damaging social and political norms.



Indigenous leaders:

Our Indigenous Peoples leadership programmes empowers and equips leaders of IP or IP-allied CSOs to deliver a leadership programme that builds power at the grassroots level, through a facilitator development approach focusing on IP community leaders.



Senior leaders:

The Canopy Leadership Programme, delivered in partnership with our peer Maliasili, engages the senior leaders of prominent national and regional organisations supporting community forestry initiatives or policy across the Congo Basin region. The programme seeks to support these leaders’ own journeys, and equip them to strengthen their organisations and deliver impact.



2027 GOALS



Growth

Expand our leadership programmes across our 4 priority countries, maintaining the engagement of alumni, aiming to work with 160 CSO and community leaders.



Learning

Enhance our knowledge and skills by actively engaging with and learning from peer organisations also implementing leadership development programmes.



Innovation

Capture learning from IP programme co-creation process, and maintain this approach as we expand the programme across priority countries and landscapes.

OUTCOME 3

Enabling Environment

Capacity for the facilitation of organisation development processes is increased in the Congo Basin region by working with two sets of actors:

- **a range of locally-based practitioners operating in the civil society space will gain specialist facilitation skills to support organisation development processes with CSOs and community based organisations**
- **international organisations will forge long-term equitable partnerships with national CSOs, enabling them to prioritise their organisation development**

Organisation development processes rely on skilled facilitators, dedicated time, and financial investment. Major limiting factors for organisation development for CSOs in the Congo Basin have been the scarcity of skilled local facilitators with relevant contextual knowledge and languages, alongside the restrictive partnership and funding models of many international actors that focus on delivering specific interventions rather than investing in the organisation.

Well Grounded believes that by working to develop facilitation skills and capacity in the Congo Basin region, while brokering long-term partnerships that enable and support organisation development, we can contribute to enabling the emergence of a strong civil society and the transformation of inequitable power dynamics.

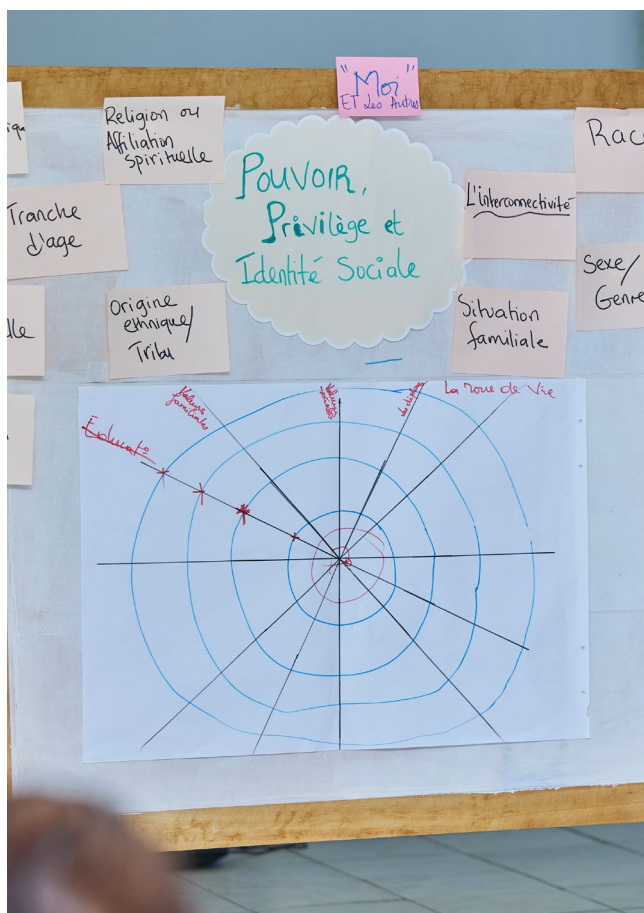


Well Grounded is working to address the scarcity of skilled local facilitators – a limiting factor for organisation development

OUTCOME 3 (continued)

ACTIVITIES

- Train locally based organisation development practitioners
- Champion the importance of organisation development & leadership support
- Facilitate the development of equitable partnerships



2027 GOALS



Growth

Train 20 new organisation development practitioners (ODPs)

in the region, and continue to support the existing pool of 20 ODPs graduated from our training programme with further skills development opportunities through training and on-the-job learning.

Support the development of 15 partnerships per year between international actors and Well Grounded partner CSOs following established equitable partnership principles, and including support for OD.



Innovation

Work with Indigenous communities to develop and adapt facilitation training materials to IP contexts.



Learning

Create an open source online toolkit in French for training of OD facilitators.

Document and share learning and resources on equitable partnerships and the value of OD and leadership development support.

Implementation priorities

This strategic plan gives Well Grounded a clear and exciting path over the coming years towards advancing our goals and mission with increasing breadth and depth, at a time where our work is becoming increasingly vital and impactful. Following a period of significant change in our team and programmes, we now need to further strengthen our own operations, systems, people and resources to enable us to better support our partners.





Investing In People

Well Grounded has developed from a small team based in an office in Cameroon, to a larger dispersed and hybrid team based across the Congo Basin, East Africa, and Europe.

Our ambitious revised strategy means that we need to continue to grow our team with well qualified, experienced and effective people who can deliver our work in line with our values, approach and culture. However, there remains an ongoing challenge to identify, recruit and retain strong team members in the region who can deliver the high quality, tailored support that our clients need.

We will continue to build strong team dynamics and further invest in strengthening our people and reward frameworks to ensure we are providing a supportive and motivating environment for our high-performing team.



Financial Sustainability

The increasing focus of the international community on the Congo Basin provides more opportunities for us to develop the depth and breadth of our programmes and activities, but also ongoing challenges to secure the diverse, longer term, and sustainable funding that Well Grounded and our partners need.

We have in recent years been on a journey of scaling up our team and programmes, to better take advantage of these opportunities. Likewise, our funding and support has also been increasing, and we continue to forecast a period of steady growth ahead for the rest of this strategic period.

To ensure that this period of growth is sustainable, we will deepen and expand our relationships and networks with key funders, in order to raise the profile of our approach and impact, to seek diversified, multi-year sources of funding for our activities, and to work with our partners to support them to do the same.





Shared Governance

Well Grounded is committed to a model of decision making based on 'shared governance' principles and self-leadership. We believe this model is well adapted to our mission of empowering our partners, and are aware that it also requires a high level of connection and mutual understanding as a team.

In alignment with our values, principles and needs, we have already deepened our understanding of non-hierarchical governance, by sharing experiences with peer organisations on the same journey.

We will now update our structures, practices and processes in a sustainable manner, to build stronger team relationships, to empower our people to make decisions more efficiently and effectively, and to model positive power dynamics both internally and with the partners we work with.



Learning Culture

Well Grounded is committed to building a strong organisational culture of learning, where learning is central to the organisation's development and operations. We have designed monitoring, evaluation, accountability and learning systems for our leadership and organisation development programmes, but we now need to consistently implement these systems in practice.

We will implement clear mechanisms for individual and organisational learning, ensuring a continued practice of regular and timely debriefing and learning both during and after our activities. We will also create inter-organisational learning spaces with our networks of peers and partners.



Engaging Communication

Well Grounded works in a context with well informed, knowledgeable and experienced funders, partners and peers, who understand the opportunities, challenges, and impact of our focus and approach.

We therefore need to communicate to our audiences with high-quality, insightful and significant messages, to build our profile and to share our unique positioning in the sector in which we work.

We will further develop our communications resources to share key messages about our work in a regular and consistent manner with a wide range of stakeholders.



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