

STRATEGIC PATHWAYS

2030



Three decades of commitment

Introduction

Strategic Pathways 2030 is built on the assumption that our planet demands urgent action on safeguarding ecosystems and stabilising the global climate, and that Live & Learn can contribute to creating a more sustainable world.

This requires focussed, localised, collaborative and courageous programming in which the four strategic reflections below are key:

1

Greater program impact through growth of the Network and a tighter program focus, with emphasis on building on Live & Learn strengths.

2

Greater commitment to transformation of the Live & Learn Network through localisation and collaboration.

3

Programming for scale, e.g. emphasising Knowledge and Learning and allowing other organisations to use Live & Learn's resources and approaches for the purpose of impact.

4

Organisational development including support for these major changes (culture, structure, compliance, local governance, management).

Live & Learn remains committed to directly disrupt the drivers of dangerous climate change, environmental degradation, violence against women, uncontrolled waste generation, food insecurity and lack of access to safe water and sanitation, through a focus on transformational ways of working.

Strategic Pathways 2030 is a strength-based document with a focus on impact, trust and competency. It guides the journey rather than defines the destination, acknowledging complexity and diversity in a constantly changing world.

We believe

We believe in the right of all communities to determine and achieve their own goals through locally owned and led economic, cultural, environmental and social development.

Our vision

Our vision is that, through interdependence, all communities have the knowledge and resources to create a **sustainable and equitable world free from poverty**.

To do so, the Live & Learn network exists to support communities to achieve their economic, environmental, cultural and social development goals through the following inter-related **ways of working**:

Who we are:

- Interdependent network committed to collective and localised action
- Courageous advocates for change at sector and community level

How we work:

- Local agency and transformational change
- A practice leader for climate resilience and nature-based solutions
- Accountability and commitment to transparency

Who we are

Interdependent network

Live & Learn Environmental Education (Live & Learn) is an inclusive and dynamic network of interdependent, local non-government organisations (NGOs) in the Pacific, South-East Asia and the Indian Ocean, working with governments, institutions and corporate and supporter partners.

Equitable and sustainable development derives energy and effectiveness *only* from partnerships and cooperative relationships. Each Live & Learn affiliate has an in-country network of NGOs and government and funding partners. The local community operates with a network of internal and external actors. The effectiveness of Live & Learn's work depends on the strength and inclusiveness of the partnerships, networks and alliances it is able to develop. In this way, Live & Learn is a community-centred network that is interdependent.

Working as a relationship-based network, Live & Learn has a whole-of-society approach that engages and facilitates the engagement of many partners with communities, including multilateral agencies; national, regional and local governments; businesses; academic institutions and other NGOs.



Each part of the interdependent network has various roles:

L&L network governance

- setting purpose, values, strategic direction
- input into and living out purpose, values and ways of working
- strengthening accountability through network Good Practice Guidelines

Local L&L affiliates

- engaging multi-sector stakeholders and building relationships and trust
- country priority setting
- community planning and program management
- resource raising and accountability to funders
- accountability to board, network partners, governments, other partners, communities
- awareness, research and advocacy

Local communities

- partnership and participation
- community leadership
- program and project planning, management and accountability
- awareness, research and advocacy

Governments & funders

- partnership and participation
- policy settings and development
- resource allocation
- systems and expertise

L&L Network Support Office

- The Melbourne office is designated as the Network Support Office to support organisational development, resource acquisition and accountability to funders, governance, compliance and risk management
- awareness, research and advocacy
- strengthen links between learning and impact
- articulate drivers of change through knowledge and learning products

COURAGEOUS ADVOCATES FOR CHANGE



Live & Learn is a purposeful, passionate and courageous advocate to the international development sector and governments for achieving the best possible outcomes for communities. This means working with funding partners on the planning, process and timeframes of programs to ensure they can deliver long-term sustainable change for local communities.

With an openness to new ideas, changing circumstances and evidence-based practice, Live & Learn acknowledges that development is evolving, requiring the network, and funders, to be agile with program design and delivery. This includes responding to emergencies in the region.

Live & Learn recognises that the greatest change can come from influencing national and local policies, systems and resource allocation to benefit local communities, such as providing essential infrastructure and energy, upholding gender equality and minority rights, and fighting corruption and climate change. To do so, Live & Learn is apolitical and propositional, and sees every local affiliate NGO and community affiliate as a leader who can advocate for change, with its support of internal and external evidence and resources.

Throughout the network, Live & Learn has a culture of ambition, boldness, equality, openness, trust, humility, vulnerability and being able to challenge each other, especially between the Network Office and local affiliate NGOs, enabling the best approaches for change. Across the network, including local communities, Live & Learn is a safe place to be wrong and fail, as the way to learn and grow, both personally and professionally.

How we work

Building clarity

In the context of Strategic Pathways 2030, building clarity refers to building a deeper understanding across the Live & Learn network on what is required for transformational change, and then how to develop the tools and capabilities to enable it.

Over the past 30 years, Live & Learn has played a key role in educating and raising the awareness of funders and policy makers of the context and reality of communities in the South Pacific and South-East Asia. At the same time, the Live & Learn network works with local communities and their stakeholders, including governments, to clarify their strengths, needs, resources and goals, and where the community's existing knowledge and systems are used to solve development challenges. Taking a strength-based approach is a fundamental and strategic pillar in our work. We recognise the vital importance of Indigenous knowledge systems for resilient, thriving communities.

Localisation

Since its inception, Live & Learn has used a localised approach, building an interdependent network with local offices establishing themselves as registered local NGOs. Live & Learn offices support each other in different ways as needed, and are continually active in identifying and advocating for ways to support the local network office, and locally owned and led community development. Live & Learn focuses on the following values to enable agency and increase localisation:

Learning and impact

Achieving sustainable change is deeply embedded in Live & Learn's culture, and good development takes time. One of the most challenging aspects of our work is allowing time for change against the urgency of addressing issues such as climate change, violence against women and environmental degradation. Not getting the balance right can lead to transactional development and dependency, as opposed to empowerment and change. This is costly. Understanding and acknowledging the links between learning and impact reduces time needed to scale successful approaches. Knowledge and learning remains the connective force across the Live & Learn network.

Vertical linkages and alignments between community-based approaches (and priorities) and sub-national/national strategies, capacity and policies is critical. Building these linkages and alignments around learning requires careful framing of the development discourse around inclusion, resilience, economic growth and equality. It requires institutionalising sustainability practice across government systems, local institutions and existing community structures, as opposed to creating imposed and parallel systems.

Generating and disseminating 'what works' knowledge from our programs is a fundamental ethos of Live & Learn. With a culture of openness and accessibility, and working in partnership across sectors, Live & Learn evaluates its programs at the community level and reports both the outcomes and learning, to build on its knowledge base, strengthen its programs and demonstrate the efficacy of its work.

Ambitious program design

Live & Learn strives to have ambitions that are proportional to the development challenges the world is facing. Aligned with these ambitions, the Live & Learn Network advocates for arrangements with its partners that have multi-year funding, longer-term outcomes, proportional administrative requirements and contractual obligations, and sharing of information and resources.





PRACTICE LEADER:

climate resilience and nature-based solutions

All life on earth, and life-supporting ecosystems, are part of a complex web of life. Humans are dependent on the rest of the natural world for our very existence. Live & Learn commits to being an earth-centred organisation that considers humans as part of a natural world, where plants and animals are equal members of an interconnected community of life that is self-sustaining and respected.

With decades of experience in community development, environmental education and management, Live & Learn understands the inexorable link between poverty and the environment. Communities in poverty have little option but to take the natural resources around them for gain just to survive, a situation that has only been exacerbated by the loss of income during the COVID pandemic.

Live & Learn was founded with the fundamental belief that environmental education is a nature-based solution for both ending poverty and creating environmental sustainability. Live & Learn strives to be a practice leader in climate resilience and nature-based solutions.

Nature-based solutions are defined as 'actions to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits.' (IUCN)

Accountability

Live & Learn acknowledges the need for multi-directional accountability between communities, country affiliates, the network offices, governments, funders and other partners, as the basis for trusting relationships and effective collaboration.

Program accountability

Live & Learn recognises the importance of understanding and working with community ways of being – Indigenous knowledge, traditions, customs, values, structures and beliefs. It is also important to align with government laws, policy, structure and strategies. The challenges facing communities can best be addressed by building strength from within and allowing space for local communities and people to lead, localise development solutions and build vertical relationships between communities and provincial and national governments. Acknowledgement of what people already know, the strengths they have and the systems that are already in place to drive their own sustainable development is also important. We acknowledge strength in others and work from a position of this strength.

Live & Learn is committed to bringing the voices of the marginalised, including women and girls, and minorities (very poor, people with disabilities, LGBTQI+ and youth), into participation and decision-making, to ensure their engagement and empowerment in development programs.

Network organisational accountability

While ultimate accountability rests with the contract or agreement holder, accountability for compliance is a shared responsibility between all levels of the network. Live & Learn network offices are accountable to local laws concerning registration and operation of NGOs, and to network standards for compliance, accountability and commitment to transparency and ethical operation, as contained in the Live & Learn network Good Practice Guidelines. Key areas of accountability across the network include safeguarding, child protection, fraud prevention and anti-terrorism measures.



STRATEGIC ACTIONS 2030

Strategic Pathways 2030 is designed to support Live & Learn network offices to explore and develop local strategic plans suitable to local context but in line with overall pathways and organisational ethos. The users of this document are local boards and country managers and program staff members.

The following actions relate to the network, with each country office free to develop their own specific strategic plans.

STRATEGIC ACTIONS 2030

Who we are:



Interdependent network committed to collective action

- Strengthen local governance structures and the capacity of local boards to support Live & Learn's strategic plans
- Establish a Live & Learn network governance group to support a network culture that is built on localisation, collaboration, courage, trust and an unwavering commitment to supporting resilience to climate change
- Strengthen knowledge-sharing across the network, with systematic exchanges and interactions between network agencies, including online communities of practice, scheduled online meetings, and face-to-face workshops



Courageous advocates for change

- Advocate for greater local humanitarian action and greater investments in local organisations and communities
- Engage actively in sector working groups and forums advocating and influencing the development agenda, especially through strength-based approaches
- Test new 'high risk, high outcome' ideas that could become part of Live & Learn's practice

STRATEGIC ACTIONS 2030

How we work:

Local agency and transformational change

- Create space for women, young people and people with disabilities to lead our work and support a broader agenda of gender equality and inclusivity
- Continue to preference local staff employment at Live & Learn country offices, supported by short-term technical specialists as needed
- Clarify the roles and responsibilities of the Live & Learn network actors with standard operating procedures that are contextualised for each country
- Employ Live & Learn network support office staff who have experience and expertise in local contexts and cultures



A practice leader for climate resilience and nature-based solutions

- Use a nature-based solutions lens across all of our programs, including social, environmental, cultural and economic paradigms
- Develop nature-based solution program models for thematic areas
- Look at climate change through a community development lens, linking with the resilience skills needed by local communities to absorb, adapt or transform their ways of life due to the impacts of climate change
- Prioritise Indigenous knowledge and local Indigenous knowledge systems to build climate resilience and sustainable ecosystems management
- Continue to seek respectful relationships and partnerships with other stakeholders and networks for climate resilience and nature-based solutions in the Indo-Pacific region
- Contribute to and strengthen current nature-based solutions community of practice in the Indo-Pacific region
- Work with impact investors and companies on scaling nature-based solutions in the Indo-Pacific region
- Seek partnerships with impact investors and orient funding towards climate resilience, mitigation and adaptation



Accountability

Organisation accountability

- Advocate for compliance requirements that are proportional and fit for purpose
- Improve processes on safeguarding, fraud prevention and integrity across the network, by localising compliance and good practice through development of network Good Practice Guidelines that all affiliates sign on to, which then informs development of country-specific policies and procedures linked to local regulations
- Harness cloud-based systems to enable more recording and reporting at the local level, as well as the sharing of information across the network
- Build the management capability of the Live & Learn affiliates, including between affiliates

Program accountability

- Resource Live & Learn affiliates to engage in impact assessments and clarity around transformative development approaches across the network
- Strengthen monitoring and evaluation capacity across the network
- Develop and implement a community feedback mechanism for local accountability
- Resource knowledge management through monitoring and evaluation, including with academic partnerships



live &
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ENVIRONMENTAL EDUCATION