This upcoming year, CIVICUS’ planning centres on moving towards the culmination of our 2017-2022 Strategic Plan, while starting to pave the way for our next strategy. We’re focusing on implementing key actions and lessons from our Mid-Term Strategy Review, as well as increasing alignment to 3 selected thematic focus areas - Resourcing CS grassroots, Positive Narratives, and Protest - whilst acknowledging the impact of the Covid-19 pandemic on ourselves, our partners and our programmes.

ORGANISATIONAL PRIORITIES FOR 2020–2021:

1. ACTING ON THE OUTCOMES OF OUR MID-TERM STRATEGY REVIEW:
   - Reviewing our Theory of Change
   - Strengthening our understanding of people-powered movements
   - Making our operations fit-for-purpose

2. STRENGTHENING CIVIL SOCIETY RESILIENCE IN THE CONTEXT OF THE COVID-19 PANDEMIC:
   - Improving data and digital capabilities
   - Advancing civil society resourcing reforms
   - Emphasising the role and relevance of civil society in building back stronger

3. NEW STRATEGY DEVELOPMENT PROCESS:
   - Developing and adopting a process plan for the development of our new strategy beyond 2022
   - Creating oversight and coordination processes to ensure key stakeholders are actively engaged
   - Launching the new Strategy Development Process in 2021

CONTINUED ON PG2
### GOAL 1

1. To shape and articulate **COMPELLING CIVIL SOCIETY NARRATIVES** to help inform our advocacy and campaigning efforts emphasising the power of civic action.
2. To review our **INFLUENCE APPROACH AND TACTICS** and to identify key trends.
3. To share **OWNERSHIP OF RESEARCH AND DATA** for strategic advocacy and campaigning.
4. To increase work to **DEFEND DIGITAL RIGHTS AND CIVIC FREEDOMS**

#### KEY MOMENTS & INITIATIVES*

- CHARM-Africa Consortium
- Civic Space Initiative
- CIVICUS Monitor – People Power Under Attack Report
- Crisis Response Fund
- #StandAsMyWitness campaign
- State of the Civil Society Report
- Vuka! Coalition for Civic Action
- 36th and 37th Universal Periodic Review sessions (UN Human Rights Council)

### GOAL 2

1. To **FACILITATE STRONG CONNECTIONS** among traditional and new forms of civil society, focused on sustaining people powered change.
2. To test and share models and approaches to better support **YOUTH-LED, GRASSROOTS NETWORKS** to be effective, resilient and sustainable.
3. To test more **DIVERSE AND CREATIVE FORMATS** relevant to the changing way people communicate across contexts, and to develop a new media strategy that **AMPLIFIES LOCAL VOICES**.
4. To conduct an **IDENTITY ANALYSIS SURVEY** and source lessons on organisational configurations in an era of people power.

#### KEY MOMENTS & INITIATIVES*

- Campaign to strengthen grassroots resourcing
- Global Accountability Week
- Global Learning Exchange on Legitimacy, Transparency, and Accountability
- International Civil Society Week activities, e.g. Artivism webinar
- Launch of the second cohort of the Youth Action Lab
- New media strategy
GOAL 3

1. To strengthen our ACCOUNTABILITY TOWARDS DIVERSE STAKEHOLDERS and provide support to members on their own primary constituency accountability
2. To further DEVELOP THE INNOVATION FOR CHANGE (I4C) approach by innovating, piloting and scaling impactful solutions across the alliance
3. To pilot different approaches that ADDRESS RESOURCING CHALLENGES of civil society actors
4. To EMBED DIVERSITY AND INCLUSION into our interventions and scale up our work with ‘DIGNA’ across wider programmes
5. To FACILITATE A CULTURE OF EXPERIMENTATION AND LEARNING across the Secretariat and Alliance

GOAL 4

1. To continue to implement OPERATIONAL SYSTEMS, PROCESS AND POLICY IMPROVEMENTS
2. To create an ENABLING WORKING ENVIRONMENT FOR STAFF, POST COVID-19
3. To create SAFER AND SMARTER DIGITAL INFRASTRUCTURE for the organisation, that allows us to enhance our mission in a Covid-19 context
4. To learn from and IMPROVE OUR SUB-GRANTING PROCESSES to better address civil society resourcing challenges

- Capacity Development Care Pack
- Civil society resourcing pilots
- Cross-organisational learning initiative
- DIGNA 1-year anniversary celebration
- Diversity & Inclusion Diagnostic Tool
- Innovation for Change
- Resilient Roots 2.0

- Launch of new strategy development process, incl. scoping paper on organisational identity
- Operational improvements and staff capacity development on the following:
  a. Embedded Intacct financial system
  b. Continued implementation of the HR Audit related workplan
  c. Continued implementation of the data and digital strategy
- Sub-granting project as a learning initiative
- Transitioning our way of working (people, facilities, meetings, IT etc.) post Covid-19

*Note – these will be further refined and updated throughout the year*