



THE BIG QUESTIONS

THE FOLLOWING ARE REPRESENTATIVE OF RECURRING QUESTIONS THAT WERE RAISED AT THE CIVICUS MEMBERS SPECIAL ANNUAL GENERAL MEETING AND ARE NOT INCLUSIVE OF ALL MEMBER QUERIES.

Strategy Questions

CIVICUS members participated in a Special Annual General Meeting on 15th February 2022, where the draft amended Strategic Plan 2022-2027 was presented by the CIVICUS Board who shared the ambition and strategic direction for the alliance for the coming years.

WHAT WAS THE STRATEGY DEVELOPMENT PROCESS?

CIVICUS first engaged in strategy scoping activities, which included: the identification of key challenges based on a ten-year trends analysis; a design-thinking workshop carried out with the staff and board; and a **scenario planning exercise** that drew on foresight analysis provided by members. Based on the synthesis of this work, the Board decided to amend the current strategy for 2022-2027. The Secretariat worked with Board advisors on strategy amendments, as well as technical experts on the results chains that underpin the Theory of Change. This work was consolidated to produce a Zero draft of the CIVICUS Strategic Plan 2022-2027 which was shared for feedback with Board, staff, members, and other key stakeholders. The final version of the refreshed Strategic Plan will be approved by the Board and published on the CIVICUS website in April 2022.



WHO HAS THE MANDATE TO DETERMINE CHANGES IN STRATEGIC DIRECTION?

The Board of Directors, who is elected by and representative of CIVICUS members, is ultimately responsible for determining the strategy for the alliance. As outlined in the **CIVICUS Membership Policy**, it is the responsibility of Voting Members to engage in Board-led strategic priorities consultations and contribute to the strategic direction of the alliance.

HOW DOES THE STRATEGY REFLECT CONTEXT-SPECIFIC CONSIDERATIONS?

The updated strategy focuses on enabling those who are most affected by restrictions on civil society to use available evidence and analyses on civic and democratic space in support of their work and priorities. In doing this, we envisage opportunities for local communities and communicators to play a lead role in adapting and applying the analyses we curate to generate public and political support for civil society's work in their specific contexts.

HOW WILL LOCAL MEMBERS PARTICIPATE IN THE IMPLEMENTATION OF THE STRATEGY?



We aim to better connect struggles for social, economic, and environmental justice from the local to the global levels. Each of the objectives outlined in the updated strategy will therefore need to ensure opportunities for the direct participation of groups who are on the frontlines of social transformation struggles. Our existing civic space research and advocacy efforts, for instance, draw heavily on evidence and analyses from local organisations and networks. Our work on civil society innovations and support systems is similarly informed by approaches that are co-designed and coordinated by a wide range of members and allies. Through the updated strategy, we will increase our focus on our ability to support and amplify the actions of citizen movements and new forms of civil society that are seeking change. Our platforms will accordingly aim to amplify voices of diverse civil society in more compelling ways and enable greater space for local civil society actors to directly represent their issues.

WHO WILL CIVICUS WORK WITH DURING THE NEXT STRATEGIC PERIOD?

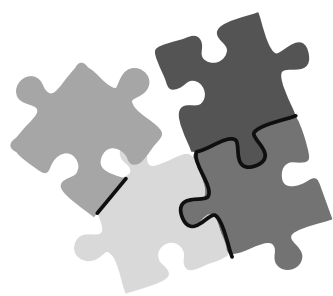
While we aim to represent civil society in all its diversity, our actions and networks will include a special emphasis on the following groups and individuals. As an alliance, we will work to create meaningful partnerships with:

- Individuals and groups most affected by civic and democratic space restrictions
- Traditionally excluded communities and their networks
- Smaller, less formal groups on the frontlines of social transformation
- Protest and social movements, including online platforms
- Journalists, media, and media development organisations
- Youth activists and other evolving forms of people power
- Public and private institutions that contribute to expanding civic and democratic space

Engagement Questions

CIVICUS is a solidarity-based alliance and the value-add to members is the collective knowledge and power the alliance represents, which can be leveraged to enhance our individual influence and effectiveness.

HOW CAN I CONNECT WITH OTHER MEMBERS, THE SECRETARIAT AND THE CIVICUS BOARD?



Members can connect with the secretariat through the membership team email address:

membership@civicus.org

We can introduce you to projects and programmes at CIVICUS relevant to your work. The easiest way for members to connect with each other is through CIVICUS Online, a growing community of members. Contact membership for details on how to join. There are also several meetings and events across the year for members to connect, including Membership Engagement Month, which will take place from November to December 2022 in its inaugural year. This is a space where members can not only connect to the secretariat and other members, but also engage with the CIVICUS Board of Directors and CIVICUS' updated strategy.

HOW CAN I GET INVOLVED IN PROGRAMMES, ADVOCACY AND CAMPAIGNS, AND ACCESS CAPACITY BUILDING OPPORTUNITIES?

CIVICUS shares a wide variety of opportunities in its biweekly newsletter [e-CIVICUS](#) and regular member mailers. They include things like how to get involved in an advocacy campaign, or an invitation to join a capacity development training. Sometimes these opportunities are in the form of open calls for applications, and space is limited.

Opportunities and information are also posted on the CIVICUS Online community, where members and other stakeholders can network and share learnings around specific topics and themes.



HOW CAN I ACCESS FUNDING & RESOURCES?

CIVICUS is not a grant-making organisation. We have limited funding available through the [CIVICUS Solidarity Fund](#) and [Crisis Response Fund](#).

Members can however refer to the [Donor Finder](#) on CIVICUS' website for a curated list of donors who support activist groups and movements, or join the CIVICUS Online community resourcing group, where funding opportunities from other organisations are posted on a regular basis. There is also a vast compendium of knowledge and resources on the CIVICUS website – our [toolkits section](#) is a good place to start. The CIVICUS Online member community is also an excellent resource, connecting you to other civil society stakeholders and members for knowledge sharing and learning.

HOW CAN I PARTICIPATE IN FACE-TO-FACE MEETINGS, INCLUDING THE AGM?

Opportunities to participate in face-to-face meetings are made available alongside a variety of CIVICUS initiatives and communicated through member mailers and on the CIVICUS Online community platform.

CIVICUS unfortunately does not have the funding available to support all members to attend all events. Instead, the CIVICUS member Annual General Meeting (AGM) is a hybrid virtual and in-person event (contingent on COVID-related travel and meeting restrictions).

CONNECT WITH US

 info@civicus.org

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