



ANNUAL PLAN 2019-2020

CIVICUS Secretariat Summary Narrative

September 2019

1. Introduction/ Overview of planning process

For 2019-2020, our annual planning took place in three phases* between March and May 2019:

Phase 1: Collective priority setting - Secretariat colleagues engaged in an all-organisation process of informing and sharpening collective priorities which would guide detailed annual planning. This collective mapping process provided direction for SLT to further refine and synthesise our cross-organisational priorities in relation to budget boundaries. These goal priorities also helped to strengthen the integration between cluster plans and, together with cross-cluster targets, helped us choose activities that will best improve progress against our strategy. *Planning Outputs: Cross-organisational priorities*

Phase 2: Cluster planning and budgeting - This included articulating annual activities and cluster level indicators and targets that align with our strategic priorities as well as developing our cluster level budgets, which were consolidated into the annual Secretariat budget for the year. *Planning Outputs: Impact reflections*

Phase 3: Review and iteration - All cluster plans and budgets were reviewed across goals, clusters and programs with finance reviewing budgets. SLT communicated with clusters and all staff on budget changes, request for modifications, and any other developments in plans during this consolidation. *Planning Outputs: Consolidated excel plans and annual budget*

The planning priorities and cluster plans have been used to inform this summary of CIVICUS' organisational plan for 2019-2020.

2. Goal priorities for next year

Our Strategic Plan for 2017-22 identifies three key goals against which we will work to strengthen citizen action and civil society. These are: (1) Defending civic freedoms and democratic values (2) Strengthening the power of people to organise, mobilise and take action (3) Empowering a more accountable, effective and innovative civil society. A fourth goal, i.e. Becoming a 'fit-for-purpose' organisation, was added as an internal priority for the work of the Secretariat in this period.

In 2019, we are midway through the current strategic period. This is an opportune time to take stock of where we are against the outcomes we want to achieve by 2022, and what alignments or reinforcements are needed to ensure momentum and address challenges that may be holding us back or changes in context that we need to accommodate as we plan our future course of action. In this context, we have identified five 'cross-organisational' themes or priorities aimed at strengthening the shared foundation and combined impact of our work. These priorities are reflected across the Goal-specific sections of this document and include:

- Putting member engagement at the heart of our work, which includes building and launching peer learning and exchange mechanisms
- Building systems and skills to expand resource mobilisation and fundraising capabilities to sustain our vision, strategy and programmes
- Reinvigorating and resourcing our People function with a focus on strategic objectives, professional development, culture, succession and accountability
- Developing IT infrastructure and ensuring an orientation towards digital/data management and security which results in the increased uptake of new technology, agile working models and fit-for-purpose metrics across areas of our work
- Building a learning organisation by intentionally strengthening our organisation-wide collaboration and change management capabilities

3. What we expect to achieve in 2019-2020 per Goal (Our Performance Story)

Goal 1: Defending civic freedoms and democratic values

In 2019-2020 we want to focus greater attention and action on the state of civic freedoms and democratic values globally. We plan to do this through better data curation and by **unpacking thematic, regional and national trends in reports** and other modes of communication drawing from the CIVICUS Monitor. We will deepen the evidence base for the Monitor through high quality updates, by supporting primary research and by setting up a data centre. We will also highlight emerging trends such as the role and impact of anti-rights groups, on which we plan to publish a thematic report in the second half of 2019. We will continue our work to position the State of Civil Society Report as the definitive analysis of the health and conditions for civil society. Our 2020 report will include actionable recommendations for civil society actors to push for impactful action. Our research on civil society conditions will be informed by strategic outreach and consultations with members and key stakeholders. We will consciously connect our research and advocacy endeavours.

We will seek to respond to threats against civil society and democratic values **by initiating and supporting people-powered movements for change**. We will create and convene spaces for interaction and innovation -- both physical and digital -- between individuals, organisations and communities, which can address divisions, break down silos, and change perceptions of civil society through our work in campaigns and coalitions such as Vuka and Action for Sustainable Development. We will seek to enable greater civil society participation, including those of excluded groups in decision making through a combination of focus on standard setting, implementation of existing policies and working with other civil society actors to enable new forms of participation and inclusivity. We will initiate speedy responses to emerging threats through **focused solidarity and emergency crisis resourcing**.

We will work with those most affected by injustice to have their voices heard and presence felt at the centre of international decision making and at the United Nations, African and Inter-American regional institutions. Our aim is to secure **tangible commitments on civic space and democratic values** that will result in change at the local and national levels. We will work to ensure that civil society participation and civic space are referenced in documents and resolutions of multilateral institutions. We will enable a wider range of civil society actors to represent their concerns in multilateral institutions and will continue to lobby decision makers to ensure more space for civil society in the international arena.

Goal 1 Achievements 2018-2019

- Steady growth in number of unique viewers on the CIVICUS Monitor (32,421 unique views in 2017; 46,320 in 2018; and 27,186 views by mid-July 2019) and great newsletter open rates
- High quality research and cutting-edge analysis including in 2019 State of Civil Society report, 2018 People Power Under Attack report and Democracy for all report
- Joint advocacy actions including through the VUKA network contributed to the release of journalists and human rights defenders in Ethiopia, Nigeria and Zambia. Support provided to a civil society in the Maldives contributed to successful campaigns and advocacy initiatives that contributed to democratic transition in the country.
- As a direct result of advocacy through the Civic Space Initiative and the Geneva office, the UN Human Rights Committee, an expert body of jurists will be focusing their next General Comment (legal opinion on the International Covenant on Civil and Political Rights) on the right to peaceful assembly.

- The New York office has sought to democratise civil society access to the UN Security Council through calls for inputs from our membership for countries assuming presidency of the Council. 18 CIVICUS members received answers to their questions from the rotating presidents of the UN Security Council on countries including Burundi, Saudi Arabia, Sudan and Zimbabwe.

| Strategic Objectives | Activities (<i>1 example per Objective, link to org-wide priority underlined</i>) | Annual Targets | DevResults figures (<i>01 July 2018 - 30 March 2019</i>) | Intended Outcomes (<i>as stated in our Strategic Plan</i>) |
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| <p>1.1. To research, analyse and curate global trends on civic freedoms and democratic values to substantively influence key stakeholders.</p> | <p>Produce Universal Periodic Review (UPR) Submissions (<i>Cross-cluster</i>)</p> <p>Produce advocacy materials ie policy briefs, research papers, op-eds, articles that identify gaps and provide action-oriented recommendations (<i>Advocacy & Campaigns Cluster</i>)</p> <p>Publish high quality, daily civic space updates (<i>CS Research Cluster</i>)</p> | <ul style="list-style-type: none"> • 12 UPR submissions made in a year • 20 recommendations accepted by states under review • 2 briefs, thematic research products published in a quarter and disseminated to key stakeholders • Updates published: 650; unique visits: 45.000, external uses: 25 | <ul style="list-style-type: none"> • 13 UPR submissions made • 20 UN submissions (statements - non-UPR) • 37 of policy/legislative changes linked to advocacy / research product • 105 people contributing to SOCS • 324 updates published (Q1-Q2 only); 37266 unique visits; 30 external uses | <ul style="list-style-type: none"> • More people living in societies where civic space is open and fewer people living in societies where civic space is closed. • Increased recognition of the importance of civic freedoms across the world, including in national parliaments and intergovernmental institutions. • More and better-quality participation by people in democratic and governance processes at all levels. • Improved legal and regulatory environments for civil society in more countries |
| <p>1.2. To engage decision makers and institutions at national, regional and international levels with a view to protecting and expanding civic freedoms and democratic values.</p> | <p>Organise briefings for UN decision makers, including member states, UN officials and civil society organisations about findings from the State of Civil Society Report, the CIVICUS Monitor and UN2020 proposals. (<i>New York Office</i>)</p> | <ul style="list-style-type: none"> • 12 civil society organisations and states briefed through direct meetings and participation in event panels and retreats • 3 informative events organised by the NY office for stakeholders/ members around HLPF, UNGA and CSW sessions | <ul style="list-style-type: none"> • 89 UN Security Council Briefings questions submitted by CIVICUS Members • 17 UN Security Council Briefings questions being answered • 31 UN meetings/engagements | |

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| <p>1.3. To provide requisite support and solidarity to civil society stakeholders experiencing impediments in their work through restrictions on civic freedoms and undermining of democratic values.</p> | <p>Conduct in country research visits (<i>CS Research cluster</i>)</p> <p>Bridge the gap between various civil society sectors in addressing civic space restrictions (<i>Geneva Office</i>)</p> | <ul style="list-style-type: none"> • 10 country visits • 3 joint initiatives with various civil society groups (ie humanitarian) | <ul style="list-style-type: none"> • 26 grants resulting in actions or responses from decision-makers or stakeholders • 19 crisis response grants provided | |
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Goal 2: Strengthening the power of people to organise, mobilise and take action

In 2019-20, we will diversify and strengthen CIVICUS' membership and wider network through strategic, cross-organisational and capacity building engagement, and develop the infrastructure needed to support this, including the development and **launch of a member-to-member platform** that will enable more dynamic exchanges across the Alliance. A specific objective in this regard will be to co-create a platform to strengthen youth civic engagement with a collective of youth organisations. The **youth civic engagement platform** is expected to result in increased opportunities for connections, peer-learning, collaboration and resourcing. We will also dedicate energies to propose how we can better connect with the work of people-powered movements and campaigns and aim to identify practical opportunities to provide support to new and unconventional forms of participation and organising, including connecting disparate sources and forces of citizen action.

This year, we will also finalise and implement a **CIVICUS-wide communications strategy**, that centres on communication for impact. We will strengthen internal (staff) and external (alliance) communications capacity, and develop diverse, creative, multi-media relevant to people, contexts, and newer ways in which people communicate; and in doing so we will leverage the **collective power of the alliance and sector to respond** to civic space violations and promote fundamental freedoms.

We will continue to support and build multi-stakeholder partnerships that contribute to resourcing and creating a more enabling environment for a resilient and diverse civil society. In this year, our efforts will focus on furthering the #shiftthepower convenings, while also advancing our work on **resourcing future generations of activists and organisations** such as through models of direct and democratic resourcing.

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| <p>Goal 2 Achievements 2018-2019</p> <ul style="list-style-type: none"> • Membership: Launch of new membership policy/messaging, which resulted in (1) significant membership growth (doubling membership from June 2018 to June 2019!), especially among target audiences (youth, grassroots activists, etc.) and (2) realisation of CIVICUS Solidarity Fund, a participatory support mechanism governed by a Member Advisory Group • Convening: ICSW 2019, which was developed through a participatory co-creation process and contributed to our strategic plan by helping organised civil society connect with less formal activists on the frontlines of change • Networks: Important sub-networks like AGNA and Youth WG have never been stronger, which can be attributed to governance structures that ensure programme relevance and constituency accountability |
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- Resourcing: Secured more than \$4 million in grant money which supported the initiation of two co-design processes aimed at getting more and more relevant resources to youth and grassroots activists

| Strategic Objectives | Activities (1 example per Objective, link to org-wide priority <u>underlined</u>) | Annual Targets | DevResults figures (01 July 2018 - 30 March 2019) | Intended Outcomes (as stated in our Strategic Plan) |
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| 2.1. To connect and work in solidarity with a diversity of change-seeking individuals, organisations and movements on inequality, insecurity and climate change. | Facilitate collaborations and engagement between members through the <u>development and launch of member-to-member platform</u> , thematically-focused working groups, learning exchanges and other communications channels (<i>Membership and Networks Cluster</i>) | <ul style="list-style-type: none"> • 20 members connected with new partners • 200 active participants on member-to-member platform (NEW) • 3 peer learning, 6 staff exchanges, 6 thematic meetings, 1 global exchange | <ul style="list-style-type: none"> • 2 peer learnings • 6 staff exchanges • 5 thematic meetings (4 are national dialogues) • 1 global exchange | <ul style="list-style-type: none"> • More CIVICUS members reporting involvement in new and impactful initiatives made up of a diverse range of civil society actors that result in direct action to drive change for a more just, inclusive and sustainable world. |
| 2.2 To support people and their organisations to participate in and influence global forums, and monitor progress and hold governments to account on their global commitments on human rights, development and the environment. | <u>Include members' voices</u> at the UN Human Rights Council and its Mechanisms (UN GVA), at the African Commission, the AU and the Inter-American Commission (<i>Advocacy & Campaigns Cluster</i>) | <ul style="list-style-type: none"> • 6 members/HRDS supported in intersectional activity • 20 members/HRDs to consult with SRs • 30 joint statements for members | <ul style="list-style-type: none"> • 40 members/HRDS supported in intersectional activity • 50 members/HRDs to consult with SRs • 30 joint statements for members | <ul style="list-style-type: none"> • More CIVICUS members leading multi-stakeholder initiatives. |
| 2.3. To build multi-stakeholder partnerships that contribute to resourcing and creating a more enabling environment for a resilient and diverse civil society. | Support the various #shiftthepower groups/conversations by connecting them with relevant CS groups, funders and conversations and by sharing knowledge/good practice; Facilitate conversations on <u>resourcing the next generation of activists and grassroots</u> using | <ul style="list-style-type: none"> • 4 sessions • 2 platform posts per month • 10% increase in membership • 20 participants per webinar (3 webinars per year) | <ul style="list-style-type: none"> • 6 sessions (3 of them as part of externally organised events) • Average of 2.66 platform posts per month • 4% increase in membership • 200 participants in 1 webinar | <ul style="list-style-type: none"> • More civil society actors receiving support for training, collaboration and travel that strengthens their ability to build coalitions and catalyse change. • More meaningful opportunities for citizens and civil society, particularly grassroots movements, to |

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| | virtual group on direct and democratic resourcing (<i>CS Resourcing</i>) | | | come together to participate in and influence global governance institutions and processes. |
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Goal 3: Empowering a more accountable, innovative and effective civil society

In 2019/20, Goal 3 will focus on learning from the previous two years’ and building on its three core competencies: innovation, effectiveness and accountability.

We will continue to promote innovation as a tool to strengthen civil society based on the evidence of shared knowledge and practices, through collaboration and partnerships. More specifically, we will identify, test and scale alternative resource offerings, including the expansion of a sharing economy platform for human-resources from Latin America to Sub-Saharan Africa and the incubation of prototypes like the grassroots innovation lab. We will provide Innovation 4 Change regional hubs with technical support, while also transitioning power from the Helper Hub to the regions and Global Governance Circle, and pursuing an aggressive self-sustainability plan for the network. We will engage in new institutional partnerships that offer diverse perspectives and insights, leading to new approaches and solutions (e.g. Acumen). Finally, we will introduce innovative programme design and implementation tools that reflect our values and principles, and package and distribute these beyond secretariat (e.g. participatory programme design toolkit, NPS resource kit, developmental evaluation framework, etc.).

This year we will undertake a variety of activities to improve the sustainability, security and effectiveness of civil society action, particularly in repressed and closed civic spaces. For example, we will develop and test organisational development modules on civil society resilience, with the idea at least one tool will be packaged and disseminated to the alliance. We will focus our data capacity development on strengthening civil society campaigns through improved data collection, analysis and usage; 150-plus organisations will receive support to use surveys as part of SPEAK! campaign events, while 50 SPEAK! champions will help to expand the opportunity to learn and practice new data skills to others. We will also support member strengthening through 6 regional training opportunities (one per region) that respond to specific needs and priorities identified through the regional capacity needs assessments and constituency feedback surveys carried out with CIVICUS members.

In terms of enhancing CIVICUS and sector-wide accountability, we will launch a call for participants in a Diversity and Inclusion programme that will support alliance members to undertake diversity and inclusion audits and receive support (financial and otherwise) to implement recommendations. We will also scale our primary constituency accountability capacity strengthening support, with a focus on smaller, less formal civil society groups in the global south and other non-traditional actors like social movements. This will enhance our understanding of the relationships between constituency-accountability and CSO resilience to civic space threats and allow us to strengthen CIVICUS’ primary constituency accountability to its members.

Goal 3 Achievements 2018-2019

- Stronger positioning on Impact, Innovation and Accountability in the alliance and wider sector, including through initiatives such as Failing Forward and I4C Hubs
- Shared ownership of cross-cutting themes around diversity & inclusion, accountability, data-driven decision making, and collaboration by embedding these in project design and delivery
- Diversification of stakeholders engaged (e.g. social entrepreneurs, technologists, artists, etc.) and means of engagement (e.g. Civic Stage podcasts, co-creation workshops, campaign labs, etc.) through Innovation for Change
- Resources secured for a Diversity and Inclusion Officer and work stream to ensure a civil-society led response to “safeguarding” issues and declining public trust in the sector
- Robust methodologies developed for testing CSOs’ Primary Constituency Accountability (PCA) and their resilience to civic space-related threats, while enhancing resources and support to 14 national CSOs in different contexts to build effective, long-term PCA mechanisms, as well as CIVICUS’ own PCA mechanisms
- After piloting within the Innovation workstream, Workplace was launched organisation-wide, which increased knowledge sharing and improved transparency, cross-organisational collaboration and employee engagement.

| Strategic Objectives | Activities (1 example per Objective, link to org-wide priority underlined) | Annual Targets | DevResults figures (01 July 2018 - 30 March 2019) | Intended Outcomes (as stated in our Strategic Plan) |
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| <p>3.1. To overhaul and introduce alliance and sector-wide capacity building products that are digitally accessible, engaging and packaged for scaled use.</p> | <p>Support SPEAK! participants to use <u>data to improve campaigns</u>, through the use of our three surveys and analysis guide for participants to collect, evaluate and determine how best to use the data to reach their campaign objectives. (Capacity Development Cluster)</p> <p>Provide <u>primary constituent accountability support for members</u> by creating and testing a capacity development resource or programme, which can be adapted for different org types/contexts. (Data 4 Action)</p> <p>Pilot 6 member organisations in different regions to undergo a D&I audit (Diversity & Inclusion)</p> | <ul style="list-style-type: none"> • 100 SPEAK! event partners supported to use data • At least 10 members and other partners using the new PCA guide/toolkit per quarter • 75% of PCA guide/toolkit users scoring 8 or more for its usefulness • 10 action items implemented, as a result of | <ul style="list-style-type: none"> • 156 SPEAK! 2018 event partners • 15 CapDev resources created / introduced • 2 D&I best practices shared externally • Primary Constituent Accountability NPS score for 38 (Resilient Roots) (NPS ranges from -100 to 100) | <ul style="list-style-type: none"> • More civil society actors testing new tools and approaches that could transform the ways that they work, including the use of citizen-generated data and constituency feedback loops. • Southern, smaller and informal civil society formations having better access to resources that support their resilience. • Increased number of effective national civil society platforms across the globe. • More CIVICUS members having designed and implemented appropriate diversity and inclusion policies and practices. • Greater levels of public trust in civil society. |

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| | | the D&I audit, within the organisations | |
| 3.2. To model and test distributed civil society organisational models to improve the sustainability, security and effectiveness of civil society action, particularly in repressed and closed civic spaces. | <p>Support I4C in ensuring that <u>all hubs are owned and led by regional civil society</u>, and to support the Governance Circle as a global mechanism for making collective strategic decisions. (<i>I4C Cluster</i>)</p> <p>Develop and test organisational development modules on CS resilience (<i>Capacity Development Cluster</i>)</p> | <ul style="list-style-type: none"> • # decisions taken on Loomio • # governance working groups • # regional governance meetings • At least 1 tool designed and tested | <ul style="list-style-type: none"> • 8 I4C governance meetings held • Average of 9 governance members in attendance per meeting • Average of 9 decisions taken per meeting |
| 3.3. To introduce new metrics for measuring civil society performance that are grounded in people-generated evidence and prioritise accountability to the people that civil society serves. | <p>Pilot, test and support innovative forms monitoring, evaluation into the CIVICUS alliance (e.g. based on the new DE Framework) and <u>generate/communicate learnings and lessons widely throughout alliance</u>. (<i>Impact & Accountability Cluster</i>)</p> | <ul style="list-style-type: none"> • 75% alignment of M&E to DE framework in new projects • 20 outcomes harvested in at least 3 key projects | <ul style="list-style-type: none"> • 15 CIVICUS projects received M&E support • 6 outcomes harvested in 2018-2019 • 7 CIVICUS projects/teams using the NPS score |

Goal 4: Building a fit-for-purpose organisation

We continue to invest in strengthening our support functions which would ensure that the organisation and its systems are agile and fit for purpose. This investment in systems, processes and human resources would allow the Finance and Operations function respond quickly and effectively to the needs of our staff, membership and other stakeholders. The recruitment of additional capacity and the roll out of a number of new/updated systems and processes are scheduled for the 2019-20 financial year. Prioritised systems and processes for 2019-2020 are the new financial accounting system, the roll out of an online travel system and the revision of our procurement and sub-granting processes.

The clusters in Goal 4 have decided to focus on the activities outlined in their plans in the 2019-20 year as these are the foundations that need to be in place as the organisation works achieving the overall Goal 4 objectives. Once the staff with the required skills and experiences have been recruited and the right infrastructure in place, the emphasis would then move to staff training and fine tuning of systems.

Goal 4 Achievements 2018-2019

- Move towards the implementation of a new financial system including a well-functioning and more flexible sub-granting system
- Staff training and development systems initiated alongside a comprehensive legal review of operational policies against SA and international standards
- Update and roll out of the CIVICUS procurement policy with regular refresher for all staff
- The organisation's Accountability Framework finalised in May 2018 (and updated in November 2018) which helps us meet accountability commitments, and enables organisational learning
- HR Audit completed with work plan for implementation in 2019-2020
- Organisational-wide and very collaboratively priority setting and annual planning process for 2019-2020 (March-May 2019)

| Strategic Objectives | Activities (1 example per Objective, link to org-wide priority underlined) | Annual Targets | DevResults figures (01 July 2018 - 30 March 2019) | Intended Outcomes (as stated in our Strategic Plan) |
|---|--|--|--|--|
| <p>4.1. To upgrade and mainstream organisational systems and practices that promote seamless and integrated operations, which in turn strengthen the organisational culture grounded in collaborative accountability, progressive cohesion, and high-performance based talent retention.</p> | <p>Implement the <u>new Financial System</u> - Intacct on time, within budget and with all staff adequately trained. (<i>Finance & Ops Cluster</i>)</p> <p>Implement a <u>standardisation of salary structure, job grading and benefits</u> (<i>Human Resources</i>)</p> <p>Implement <u>data and cybersecurity recom mendations</u> as per the audit and work with the Data security group on tasks that will help us achieve the implementation based on those recommendations (<i>Information Technology</i>)</p> | <ul style="list-style-type: none"> • System successfully launched by end of Q1 • 100% staff trained by the end of Q2 • NPS>30 for systems training • # of contracts updated as a result of salary and benefits benchmarking • 100% of non-TDS contracts providing evidence of tax compliance • 100% clusters using CIVICUS recommended cloud services for data storage) • 100% staff trained on Data Security • 100% of CIVICUS devices and business applications secured | <ul style="list-style-type: none"> • 17+ CIVICUS donors in 2017-2018 • 118 subgrants distributed • 3% gender pay ratio (down from 7%) • 78% staff under 30 • 71% staff female | <ul style="list-style-type: none"> • CIVICUS is considered a credible, trustworthy and accountable organisation by all our stakeholders • Increased ability of CIVICUS to be evidence-based and data-driven to allow for adaptive management and execution of our programmes • Increased understanding of CIVICUS unique value to members and the sector by understanding the needs of stakeholders and impact of our approaches and theory of change in different contexts |

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| <p>4.2. To integrate programme and operational design, execution, and evaluation underpinned by strategic priorities, allowing for real-time risk mitigation and resource maximisation geared toward programme excellence.</p> | <p>Test <u>new resourcing models</u> thereby supporting hubs in their financial sustainability journeys and assist in fundraising for the I4C network regionally and globally. <i>(I4C Cluster)</i></p> | <ul style="list-style-type: none"> • 2 speaking/presenting engagements per region (1 regional, 1 global) | <ul style="list-style-type: none"> • 1,409 I4C platform posts published in 2018-2019 • 56 internal collaborations across CIVICUS clusters | <ul style="list-style-type: none"> • Greater levels of integration of our systems and processes across programmes and operations, supported by a collaborative and principle-based organisational culture |
| <p>4.3. To align data (operational and programming) streams, performance and strategic indicators based on an organisational results framework, which focuses on principles of failing forward and generative management, data-driven decision making, as well as a critical learning agenda that is shared with the broader sector.</p> | <p>Implement CIVICUS' Accountability Framework and <u>use critical learning questions to measure progress against strategy</u>, supported by relevant organisational priority setting, planning and reflection processes. <i>(Impact & Accountability Cluster)</i></p> | <ul style="list-style-type: none"> • Completed and published mid-term strategy review • # of external stakeholders engaged in our mid-term strategy review • 75% of recommendations implemented based on evaluation | <ul style="list-style-type: none"> • 11 progress reports / updates sent to staff • 13 impact reflection workshops held to assess progress against year 1 of our strategy | |

4. Calendar of Key Moments for the year

| Quarter 1: July-Sept | Quarter 2: Oct-Dec | Quarter 3: Jan-Mar | Quarter 4: Apr-June |
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| <ul style="list-style-type: none"> • Human Rights Council - July • AU Summit - July • High Level Political Forum - July • Atlantic Convening - July • Ford/Carnegie Civic Space Meeting - Aug • UNGA activities (SPEAK!, Goalkeepers @ UNGA, A4SD Week of Action, Climate Summit & Mobilisations) • SOCS: Thematic Report - Sept • <i>New board begins - July</i> | <ul style="list-style-type: none"> • I4C Inter Regional Retreat - Oct • Escazu Signatories Meeting - Oct • CSO Development Effectiveness - Nov • 16 Days of Activism - Nov • Global Accountability Week - Oct • COP25 - Nov • <i>Board, AGM and staff retreat - Nov</i> • <i>Midterm Strategy Review workshop - Nov</i> | <ul style="list-style-type: none"> • AU Summit - Jan • SOCS Year in Review - Feb • Annual Link & Learn of Dutch MFA D&D Program - Feb • Commission on the Status of Women - Mar • First Meeting of the Signatories of Escazu Agreement - Mar | <ul style="list-style-type: none"> • Internet Freedom Festival - Apr • EFC Conference "Foundations and the new normal – How to innovate philanthropy?" - May |

Note: Points in italics are internal

5. Holding ourselves accountable to our plans

As mentioned above, annual planned activities, indicators and budgets will be uploaded onto DevResults for quarterly monitoring throughout 2019-2020. In addition to ongoing cluster and project level monitoring of plans, our bi-annual impact reflections (i.e. learning discussions) will be used to collectively reflect on our progress after six months and then again at the end of the year to inform the development of our annual report, accountability report, donor reports etc. These monitoring and reflection processes are summarised in our [accountability framework](#). Ongoing reflections on our critical learning questions will also be taking place through our mid-term strategy review (August - November) and will be shared accordingly as we implement our revised reporting guidelines.

ENDS.

HEADQUARTERS

25 Owl Street, 6th Floor
Johannesburg,
South Africa,
2092
Tel: +27 (0)11 833 5959
Fax: +27 (0)11 833 7997

UN HUB: NEW YORK

205 East 42nd Street,
17th Floor
New York, New York
United States
10017

UN HUB: GENEVA

11 Avenue de la Paix
Geneva
Switzerland
CH-1202
Tel: +41 (0)22 733 3435