

The alliance is now half-way through its [2017-2022 Strategic Plan](#). To get a sense of whether we're on track to achieve our goals, we commissioned a semi-independent review to identify what's going right and what needs to change. Full report available [here](#).

TELL US WHAT YOU THINK ABOUT WHAT WE'VE LEARNED SO FAR:

CIVICUS GROWING RAPIDLY:

- 1 Alliance doubled in size, rapid growth in staff and income
- 2 Leadership transition (Secretary General & Board Chair)

5 INTERDEPENDENT PRIORITIES GOING FORWARDS:



KEY RECOMMENDATIONS:



- Update the model/theory of change to reflect how the world has changed & put structures and processes in place to strengthen future approaches
- Do less better; limit the number of projects with their own identities and ring-fenced funding
- Better incorporate new stakeholders (like independent movements) and find meaningful intersections between new and existing alliance members
- Continue to strengthen the institution by building staff capacity and decision-making processes, especially at mid and senior management levels
- Develop one consolidated plan for operational improvements
- Take action to maintain a strong line of sight between members, staff, and Board

NEXT STEPS:

Action Plan and Management Response in January 2020, integration of actions into annual planning for 2020-2021, and consultations for Strategic Plan after 2022 in early 2021

BACKGROUND AND SOURCES:

26 internal and external documents; 20 key conversations; Strategy & Action Workshop with 100 staff, board & members; online feedback open for 200 voting members during CIVICUS AGM


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THE WORLD IS CHANGING:

Attacks on civic space are as severe as ever, but qualitatively different 



Protecting and defending civic freedom is increasingly taking place online

Protest movements are increasingly happening independent of civil society organisations 

CHARTING PROGRESS: GENERAL FINDINGS



So far, the Secretariat has been effective in achieving many of the goals set out in the 2017-2022 Strategic Plan

There is work ahead to ensure staff, members, partners, and the alliance share a common vision, and are focused on working together to realise it

There are many high-quality projects being led by committed staff, yet the operational systems and decision-making structures needed to support the rapid growth are not yet fully in place

CIVICUS Secretariat is working to reconcile its original goals with changing realities on the ground and recalibrating, with members and the broader alliance, to adapt the ways it drives change

Progress differs across the 4 Strategic Goals - good results in defending civic freedoms and mobilising people power, with more work and investment needed in empowering a more accountable, effective and innovative civil society and building a fit-for-purpose organisation