



CIVICUS Integrated Results Framework (IRF)

November 2022

Note: CIVICUS will be aligning to and testing the IRF over 2022-2023 with the opportunity to amend and update in December 2023.

Contents

- 1. Introduction.....2
- 2. Purpose of the Integrated Results Framework2
- 3. Measuring our contribution to change Strategic Plan 2022-20272
 - 3.1 Overview of the key features of Strategic Plan 2022-20272
 - 3.2 Strategic long-term outcomes – Our contribution to change.....3
 - 3.3 Evidencing and tracking our contribution to change.....5
 - 3.4 Institutional Resilience and Impact6
 - 3.5 Our measurement approach7
- 4. Implementation.....9
 - 4.1 CIVICUS supporting organisational processes9
 - 4.2 CIVICUS internal MEL System 10
 - 4.3 Strategic Reporting Framework..... 10
- 5. Towards a Solidarity-based Alliance..... 11
 - 5.1 Membership engagement framework..... 11
 - 5.2 Iterating our engagement framework based on our strategic shifts 12
 - 5.3 Current membership baseline..... 13
- Annexure 14

1. Introduction

Inspired by CIVICUS revised Strategic Plan 2022-2027, our accompanying integrated results framework (IRF) raises our ambition of understanding and articulating our contribution to systemic change and shifts our focus to better help us ultimately measure our success based on how all aspects of our work enable publics and policy makers to trust and reinforce civil society's work and impact.

This framework provides an opportunity to not only hold ourselves accountable to our stakeholders in a meaningful way, but also helps us to tell our collective narrative of change for external outreach and engagement, becoming an important tool to communicate what we are doing and why we are doing it.

2. Purpose of the Integrated Results Framework

The purpose of this framework is to help CIVICUS work towards achieving our Strategic Plan whilst navigating the changing context. The IRF should help us understand and learn, based on evidence and feedback from our stakeholders, how to make the most significant difference in the next five years.

We continue to ground our impact and accountability work in two schools of monitoring and evaluation (M&E) thought – **developmental evaluation theory and dynamic accountability**. These approaches and similar methods help CIVICUS to understand our work within a context where change is not linear and civic space (and its actors) are dynamic. We also continue to explore and invest in methods that allow for a greater ability to capture the nature and process of transformative change, methods that help us capture lessons from failures to use constructively and approaches that align to our values, for example methods that are non-extractive, value indigenous and local knowledge networks etc.

Our approach to M&E is **orientated towards a culture of learning and accountability**. The results framework aims to support the organisation and broader alliance to share and mainstream concepts and practices on collaborative learning and accountability. The tools and approaches that support the implementation of this framework aim to strengthen evidence-informed decision making, ongoing program iteration and the evaluative thinking as practice for both or internal and external stakeholders.

The Integrated Results framework also makes an intentional shift towards the **documentation and sharing of institutional and alliance-wide narratives** rather than project or cluster specific outcomes. This framework brings together the alliance strategic ambition, program quality and the collection of evidence to better understand **how and when** transformative change happens. This positions CIVICUS to meaningfully engage with external stakeholders on approaches and their effectiveness (*or what we are doing and why we are doing it*).

3. Measuring our contribution to change Strategic Plan 2022-2027

3.1 Overview of the key features of Strategic Plan 2022-2027

In March 2022, the CIVICUS Board unanimously confirmed the adoption of a refreshed strategy that outlines CIVICUS' strategic course for the period from July 2022 to June 2027. The refreshed plan is expected to strengthen

the contribution we make by allowing us to focus more actively on contemporary challenges for civic and democratic space and engage more effectively with opportunities to strengthen and amplify civil society interventions and outcomes. Key features of the refreshed strategy include:

One overarching goal: We now have a single goal statement, i.e., to strengthen civil society and civic action for expanded civic and democratic space. The goal reflects our emphasis on actions that are not just defending but also improving civic and democratic freedoms - through a combination of influencing, organising and solidarity interventions.

Considerations for IRF: One overarching goal allows us to be more consistent in what and how we measure progress. This will also help us to consolidate a more focused impact narrative, supported by validated outcomes, that demonstrates CIVICUS collective contribution to achieving one goal.

Addressing the combined impact of civic space restrictions and structural forms of discrimination: An explicit focus on working with and for groups affected by the combined impact of civic space restrictions and structural forms of discrimination is also integrated across the revised strategy. This implies a greater emphasis on solidarity and alliance building across all levels of our work, including within the membership, and the stronger representation of issues of civic and democratic freedoms from a social justice lens.

Considerations for IRF: One of the three measurement components will be focused on understanding how effectively we are working with these key constituents in restricted contexts. Having these groups explicitly prioritised in the Strategic Plan also helps us to focus our analysis and engagement framework to improve our understanding of how best to work with and be led by these groups in our initiatives.

Articulating our contributions to long-term, systemic change: A clearer articulation of our contributions to long-term, systemic change is captured in four outcome statements that connect and consolidate the impact of our work across all levels. Our core objectives will be the basis for a comprehensive framework to measure results and communicate lessons from our progress more effectively.

Considerations for IRF: The Strategic Plan articulates our four interconnected long-term outcomes with supporting outcomes, this is the basis upon which the IRF is structured. The IRF unpacks evidence of change in two categories – emerging change and systemic change - and how these are connected to the realisation of our long-term outcomes.

3.2 Strategic long-term outcomes – Our contribution to change

As stated in the Strategic Plan, we see our long-term outcomes¹ as necessary conditions to achieving our goal. These outcomes, found in the table below, are interrelated and interconnected. Our Theory of Change and the IRF recognises that the logical relationships between these are non-linear, complex, and often context dependent.

¹ We will use our first year of implementation of the IRF to evaluate and refine sub-outcomes, including more detailed definitions, to improve clarity and consistency of application.

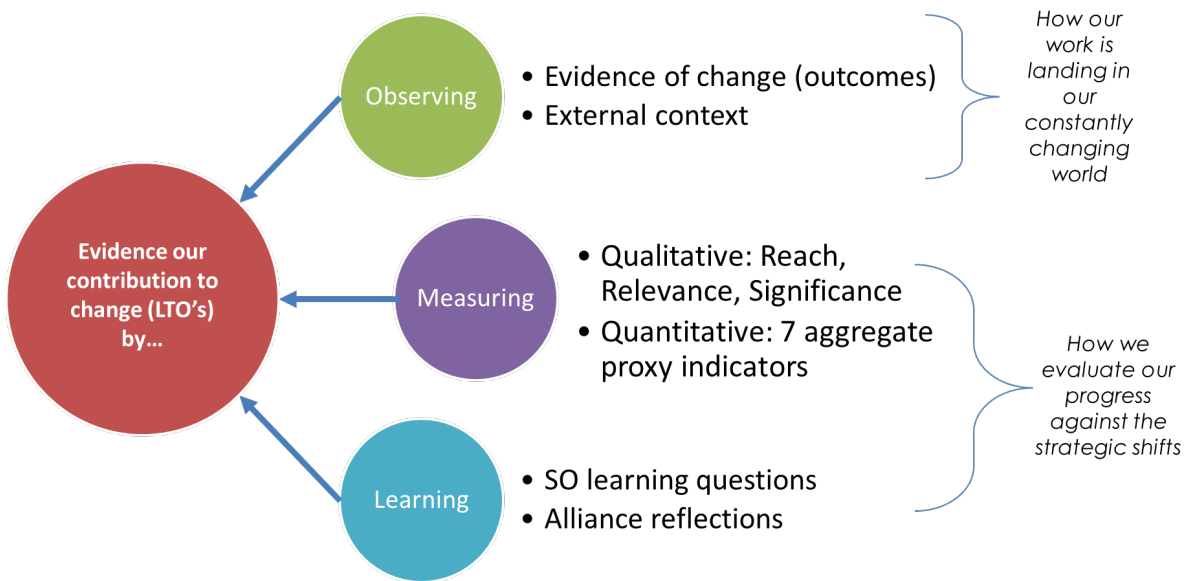
Table 1: Long term outcomes as stated in the Strategic Plan

Long term outcome 1: Improved ability of excluded groups to challenge oppressive power and transform policy making
<p><i>Sub-outcomes:</i></p> <ul style="list-style-type: none"> • There is increased recognition of the role of collective action by excluded groups in achieving sustained change • There is a shift of funding, support and solidarity towards groups that are most affected by the combined impact of civic and democratic space restrictions and structural forms of discrimination
Long term outcome 2: Improved public discourse that reflects greater value for civic and democratic space and social and environmental justice, and greater recognition of the relevance and sustained impact of civil society
<p><i>Sub-outcomes:</i></p> <ul style="list-style-type: none"> • Locally led public deliberations and context-relevant analyses are provided in diverse locations and languages around the world • Greater public trust is reflected through increased solidarity with the work and priorities of the CIVICUS alliance and broader civil society
Long term outcome 3: Improved accountability by decision makers to uphold the fundamental civic freedoms of association, peaceful assembly, and expression
<p><i>Sub-outcomes:</i></p> <ul style="list-style-type: none"> • More actions are taken to support and expand democratic participation in decision-making processes with a focus on citizen and civil society engagement at scale • There is evidence that institutional policies and legislation are becoming more supportive of a vibrant, autonomous civil society
Long term outcome 4: Increased and more effective civil society action moves decision makers to safeguard and expand civic and democratic space
<p><i>Sub-outcomes:</i></p> <ul style="list-style-type: none"> • All forms of civil society find more innovative and effective ways to create transnational and cross-thematic opportunities for solidarity action • Citizens and civil society leverage knowledge, research, and analysis to advance organising and influencing efforts and hold decision makers accountable at local, national, regional, and global levels • Advocacy and lobbying are done in more empowering and transformative ways to better hold public and private institutions accountable

Due to the nature of CIVICUS’ work, and the inherent value of working in collaboration with others, our ambition is not (nor would it be realistic) for us to expect to realise these outcomes and sub-outcomes in full, solely through the implementation of CIVICUS Strategic Plan. These long-term outcomes and sub outcomes provide us with areas to identify and evidence change, contextualised within the current civic space climate. The following sections outline how we will approach this.

3.3 Evidencing and tracking our contribution to change

We begin to structure our evidence and tracking per Strategic Objective and map the different evidence chains to the long-term outcomes, i.e., the CIVICUS Impact Story. The evidence chains aim to identify examples of observable change that provide a signal that our initiatives, approaches, and engagement are resulting in the desired outcomes. This is complemented by measurement (reach and relevance) data gathered through our MEL system to help us evaluate progress against our strategic shifts.



Evidence chains per SO's and Institutional Resilience KPAs (refer to Word Doc)

Figure 1: Integrated Results Framework

The core component of the CIVICUS Impact Story (*Excel*) unpacks our long-term outcomes through “evidence of change” chains (results chains) with the following key elements:

Table 2: IRF core components

Evidence of Change Element	Description	Timing
Strategic Objectives	Main buckets of work	Set in the Strategic Plan – remains as is during strategic period
Annual Initiatives	Defined in annual plan, unpacks initiatives/areas of work per strategic objectives	Can change from year to year
Short term outcomes (planned)	Defined during the development of this IRF and used as reference in our planning and reporting	Set for the first two years and revised during midterm strategy review
Evidence of emerging change (observed)	Observable changes we would expect to see given the implementation of annual initiatives	Identified through narrative reporting and consolidated on Outcomes Inventory

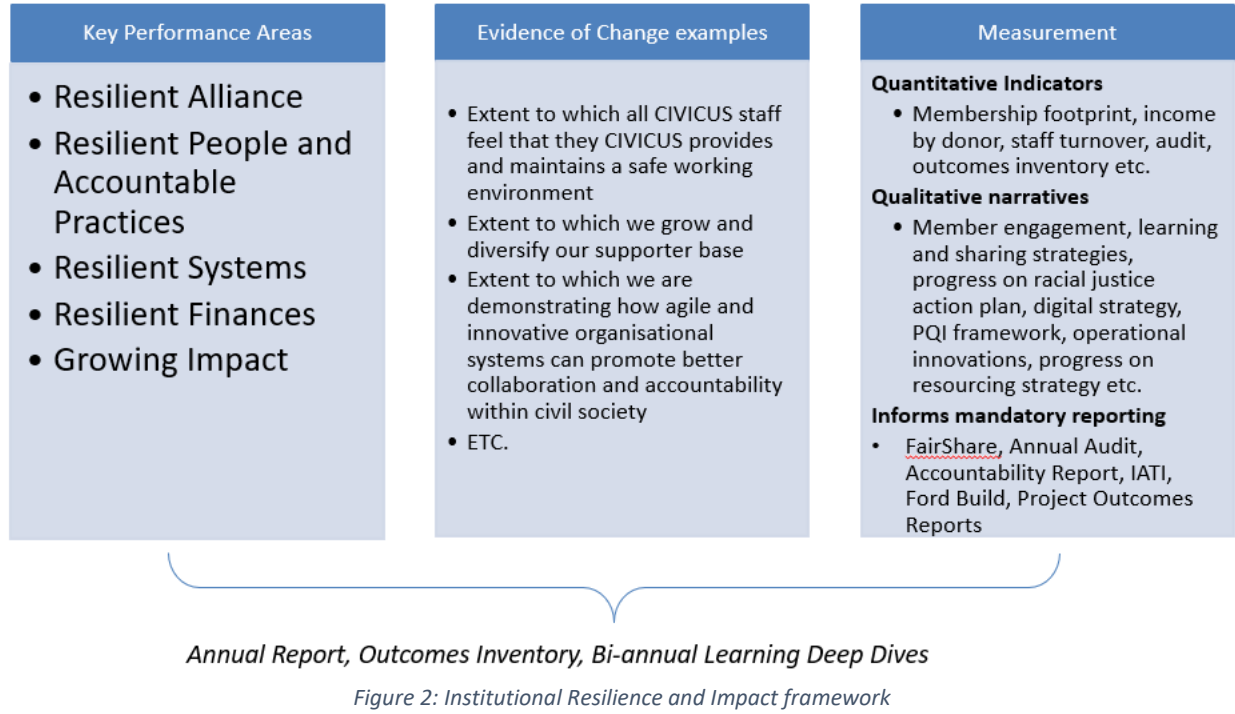
Evidence of systemic change (observed)	Observable changes that we would like to see signalling progress against long term outcomes	Identified through narrative reporting and consolidated on Outcomes Inventory
Measurement (reach, relevance, significance)	Qualitative and quantitative indicators to help us understand our contribution to change	Captured through in-house MEL system quarterly, supported by bi-annual narrative analysis and reflection
Proxy indicators	Ten proxy outcomes indicators for change and influence	Aggregated year on year for annual reporting and other mandatory reporting
Long term outcome and sub-outcomes (planned)	Overarching outcomes for the Strategic Plan	Set in the Strategic Plan – remains as is during strategic period
Critical Learning Questions	Drives areas of programmatic investigation	Set for the first two years and revised during midterm strategy review

The above structure, alongside continuous analysis, and reflection, we hope will help us shift focus away from capturing and reporting on quantitative output data and anecdotal outcomes and move towards a deeper understanding of our collective contribution to systemic change (specifically our four long-term outcomes in section 3.2 above) and create a more alliance-wide narrative of our impact.

3.4 Institutional Resilience and Impact

As was envisaged, the IRF also outlines the role of institutional resilience (formerly known as Goal 4 in previous Strategic period) and its contribution to enabling CIVICUS achieve its Strategic Objectives. The Institutional Resilience key performance indicators (KPIs) have been structured according to five key performance areas (KPAs) inspired by the Ford Build resilience framework and positions us well for more streamlined reporting.

For each KPA we also have articulated the evidence of change statements that we want to see. In terms of measurement, we are using mandatory and statutory reporting requirements for our quantitative metrics (for example, Fair Share Indicators, Audit, Membership Footprint etc.) and will complement this with bi-annual qualitative narratives/progress updates on the various institutional frameworks and strategies that we are implementing (e.g., Racial Justice Action Plan, Learning and Development framework, Programme Quality and Innovation framework, Digital strategy etc.).



The full Organisational Resilience Framework can be found in Annex A.

3.5 Our measurement approach

We will be iterating our measurement approach, based on feedback from teams on most valuable data collected along with data required for mandatory reporting requirements. Rather than focusing on creating a set master list of indicators, we will be working with teams to use existing datasets to understand and measure progress in relation to:

- **Reach:** Are our initiatives, programmes, resourcing reaching the target groups articulated in our strategy? This will help us understand our accessibility, awareness with target groups.
- **Relevance/Influence:** If our interventions are reaching our target groups, do our target groups find our interventions relevant/valuable in achieving their own or collective goals. Is our work both reaching decision makers and influencing agendas? *Evidence on relevance will be drawn directly from our stakeholders, members, and partners.*
- **Significance:** If we our interventions are reaching our target groups and our target groups find the interventions relevant – are we seeing this translate into some sort of measurable change.

Table 3: Example data sources for our measurement categories

Reach – target groups, influential decision makers, new partners, critics	Relevance/Influence – extent to which target groups use CIVICUS outputs	Significance - measurable changes on actions, behaviours, relationships, policies, practices
Social media metrics	Net Promoter Score	Outcome stories
Stakeholder mappings	Survey Feedback	Secondary data
Audience mappings	Mentions and Citations	Monitor Ratings
Participant mappings	Ad hoc referrals/feedback	Project evaluations and Outcome Reports
Member footprint	Member Engagement Framework	CIVICUS Impact Story

Contextualising our outcomes and achievements with external landscape: To some extent understand our reach and relevance should give us insights into the significance of the changes that we observe. In other words, our assumption is that if we are reaching our target groups with relevant initiatives, these should be resulting in significant changes. However, it is important to acknowledge the wider context within which we work – the political, economic, social climate at local, national, and international level will influence the significance of a change, despite good reach and relevance. To improve our ability to understand our outcomes within the wider civic space system, it will be important to **connect our outcomes reflections with our external research on civic space**, monitor ratings etc. to further understand *why* we are observing certain changes.

Aggregated indicators:

We will prioritise few indicators for aggregation year on year, specifically where we have reliable automated datasets and/or specific reporting requirements. To being with we will likely focus on proxy indicators to help us understand our breadth of work as well as the alliance’s influence, these could include:

<p>Example Proxy change indicators</p> <ul style="list-style-type: none"> > Law, policy, agreement changes > Decisions influenced > Spaces created for and by civil society 	<p>Example Proxy influence indicators</p> <ul style="list-style-type: none"> > Sustained advocacy and campaigns > Publications > Media outlet mentions > Membership footprint > Partnership and networks coverage
--	--

EXAMPLE 1: Evidence Change for Strategic Objective 1

This is an example of the chain elements mentioned in the previous slide. We have a full Excel that goes into further detail for each Strategic Objective and their alignment to our long-term outcomes and sub-outcomes articulated in our Strategic Plan.

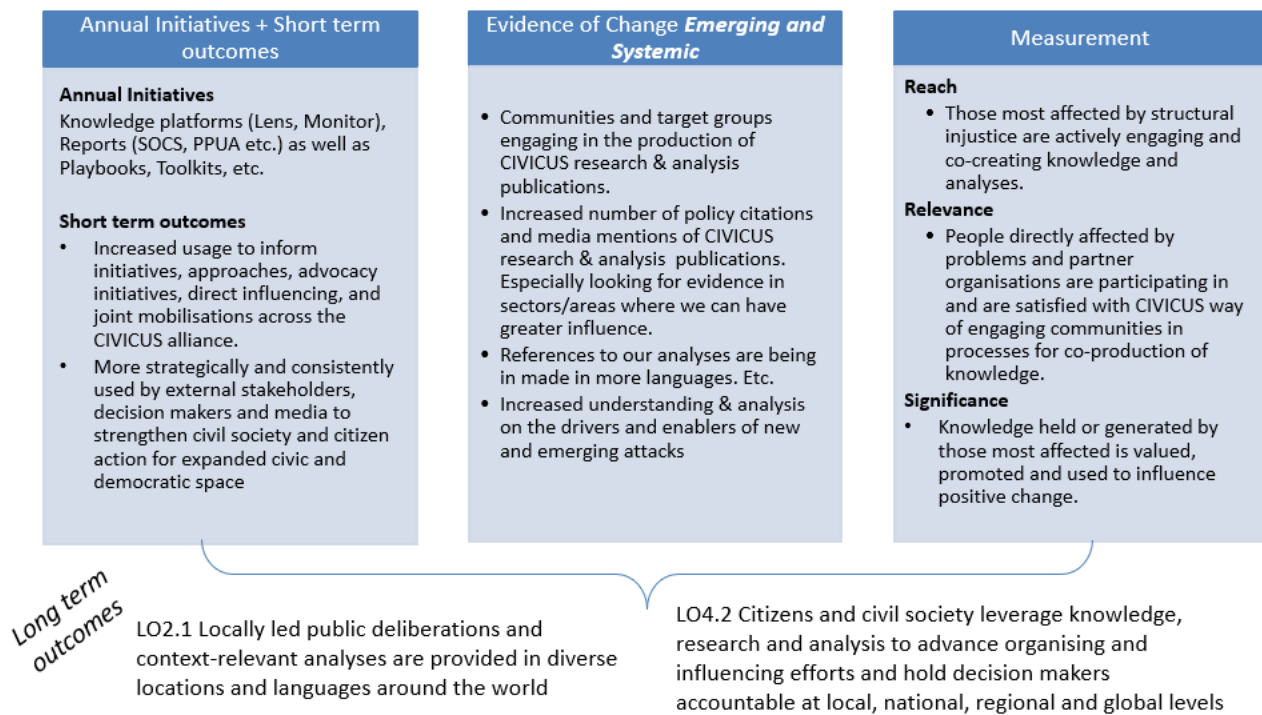


Figure 3: Example evidence chain for SO 1

Examples for Strategic Objectives 2 – 5 can be found in Annex B.

4. Implementation

4.1 CIVICUS supporting organisational processes

The Integrated Results Framework will be operationalised through our **existing** organisational planning, reflection, learning and reporting processes, which we will be iterating through this transition.

Table 4: IRF supporting processes

Organisational Process	Description	Timing
Collective annual planning	Key initiatives, short term outcomes per strategic objective	March-April (ExCo approval of narrative plan in April)
Team level planning and budgeting	Transitional of strategic objectives into team level plans and budgets	April-May (OpsCo approval of budgets in June)
Annual Reporting	Primary accountability document and additive impact story to share and engage Board, Members and Donors re our Strategic Plan’s contribution to change	Sept-Oct (AGM adoption in November)

Monitoring using CIVICUS MEL system	Update and continue to capture team level monitoring on Smartsheet MEL system on an ongoing basis	Ongoing – minor adjustments annually as required
Ongoing outcomes identification and validation	Outcomes identified/observed are captured, verified, and added to our Outcomes Inventory for utilisation in reporting, influencing other and engagements	Ongoing – feeding into the Outcomes Inventory
Bi-annual narrative reporting	Team/initiative level reflection on progress, changes observed, target groups engaged, learnings	February (as input into planning) August (as input into annual reporting)
Cross-organisational reflection	Using existing forums such as staff meetings and People & Org Forum, host cross organisational reflections on evidence and learnings as key inputs into annual planning (decisions on resource allocation) and reporting	February (as input into planning) August (as input into annual reporting)

4.2 CIVICUS internal MEL System

To implement our IRF, we are in the process of revising our Monitoring, Evaluation and Learning system to drive an intentional practice of learning and accountability. The revised system seeks to enhance our ability to capture and reflect on outcomes more systematically on an ongoing basis. We are using a phased approach to build and introduce the new M&E system which leverages existing MS Office tools and introduces more widely Smartsheet and Power BI. Teams use their individual monitoring folders to capture data on an ongoing basis, submit bi-annual narrative forms where they make sense of progress, outcomes, and learnings as input into organisational reflection processes. This first year will allow us to test alignment to the IRF measurement approach and finalise our system structure for 2023 onwards.

4.3 Strategic Reporting Framework

We will focus on using our core primary annual accountability documents, i.e., the Annual Plan Narrative and the Annual Report, to communicate our plans, progress, wins and learnings across the strategic period. We will use our Outcomes Inventory to document observable changes in relation to our long-term outcomes, to curate and verify these to provide ongoing evidence for various uses such as other reporting requirements, external communications and as input into our reflection processes. Our Annual Report be more meaningfully incorporated in our Annual General Meeting to allow for improved engagement in relation to our progress and impact.

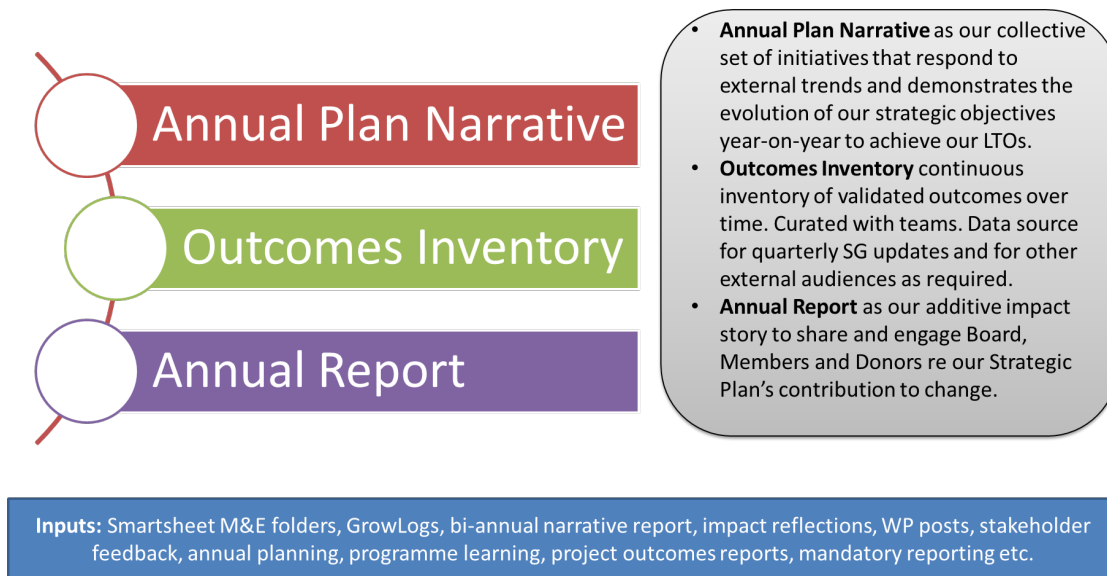


Figure 4: Reporting framework

Detailed descriptions of these three outputs and examples of visualized outcomes can be found in Annex C.

5. Towards a Solidarity-based Alliance

5.1 Membership engagement framework

The Membership Engagement Framework aims to strengthen how we recognize, support, and embed engagement as an integral part of our work. The framework seeks to provide us with a clear snapshot of how we are collectively building power around CIVICUS strategic long-term outcomes, to be able to evidence change in different local contexts where members operate.

The membership Engagement Framework exists only within the overall Strategy, which will be informed by a set of indicators that are looking both at the composition and distribution of the membership, as well as the engagement trends across the Alliance and relevant outcome stories, in relation to the strategic shifts. The emerging categories we have set as part of the framework, based on the analysis of previous years developments, are Onboarding, Develop, Collaborate and Lead.

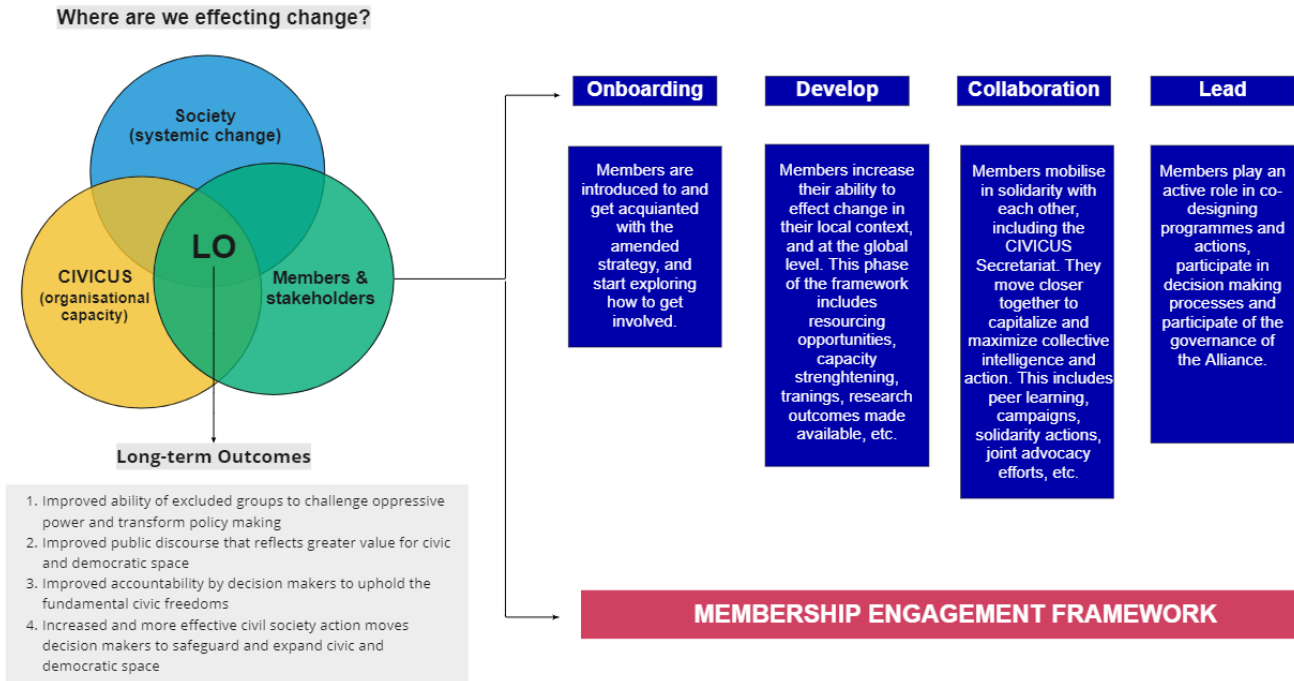


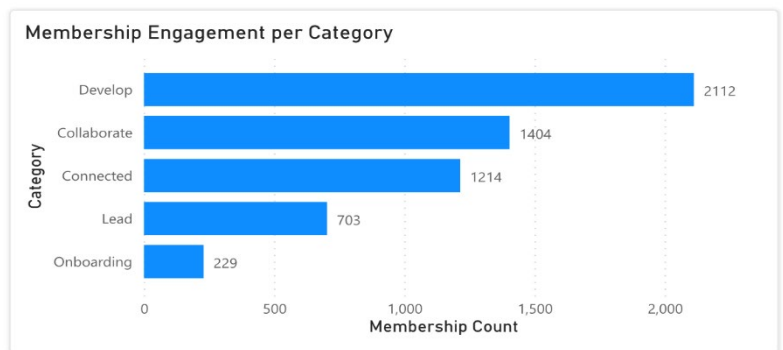
Figure 5: Member engagement framework

5.2 Iterating our engagement framework based on our strategic shifts

As we strive to strengthen civil society and civic action for expanded civic and democratic space, we need to better understand the diversity and behaviour of the Alliance, where we are now and where we want to be. As such we are iterating our member engagement approach to respond to our strategic shifts in the following ways:

Mobilising a community towards a single goal:

- Our current member engagement data shows that what draws many members may be their individual growth and sustainability (through development and resourcing opportunities)
- Our longer-term member engagement journey will help us develop this initial draw into a longer-term journey of solidarity with a wider community
- Our ambition is for a significant portion of our members to be participating in this larger journey – this should be the value of belonging to the CIVICUS community



Addressing the combined impact of civic space restrictions and structural forms of discrimination:

- Target groups within the alliance: Update member country rating data and engagement data to disaggregate based on target groups and priority geographies
- Non-target group alliance members: Use our feedback mechanisms to understand how other members are leveraging relationships and strengthening solidarity with those target groups and priority geographies beyond the alliance
- Incorporate non-alliance stakeholder mapping into reflect a more holistic picture of engagement

Our contributions to long-term, systemic change:

- Focus qualitative engagement analysis on how our engagement with members and networks are allowing us to achieve our long-term outcomes
- Utilise spaces that bring us together to hit the “sweet spot” in Figure 5 to effect long-term systemic change
- Position our alliance as a catalyst for the wider impact we want to achieve

5.3 Current membership baseline

Over the last five years, the CIVICUS Alliance has grown by 51 percent. Our membership currently stands at 14 830 members in 188 countries. Top insights from the Membership growth and behaviour are:

- 71% of members live in countries rated as Repressed, Obstructed and Closed (Monitor Ratings). In 2020, the membership grew by 2000+ in response to the COVID-19 pandemic, we have also observed significant growth (21, 6%) from groups and individuals living in Obstructed countries.
- Key CIVICUS-led initiatives categorized as ‘Develop’ are catalysts for member growth and engagement i.e., calls for the CIVICUS Solidarity Fund (resourcing). In the last round of applications of the CSF 1,179 new members joined the Alliance. 103 indicated they are ‘Under 30’, which is the Youth criteria.
- Growth was not stated as a priority or a KPI in the previous strategy, nor is it for the 2022-2027 period. Nevertheless, organic growth continues to happen when these types of resourcing opportunities, such as the Solidarity Fund, are launched.

With the CIVICUS alliance drawing new members each day, our critical learning question for our member engagement journey towards a solidarity-based alliance is: **How might we leverage organic growth to ensure it contributes to impact?**

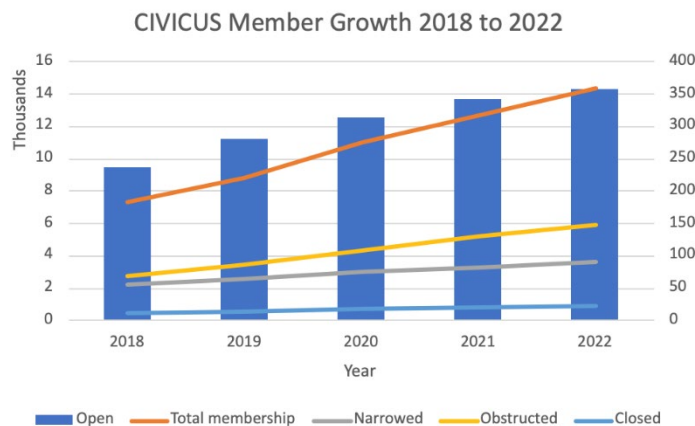


Figure 6: Membership growth per CIVICUS Monitor rating

With our membership baseline and engagement strategy as critical complementary components of our IRF, our ambition is to understand and channel the alliance’s engagement to realise our long-term outcomes and contribution to change.

Baseline data per target group as identified in the Strategic Plan can be found in Annex D.

Example: How do we sustainably move our membership and networks towards a solidarity-based alliance?

To date, we have had a total of 6000+ member engagements, of which 3950 were unique. Members have participated mostly in initiatives in the Develop category which includes opportunities for resourcing, online training and capacity strengthening.

In the Collaborate category, we’ve seen members contributing to the Global Public Investment consultation and driving Aid localisation by calling for more accessible, equitable, and responsive funding to local actors.

As we move from a heavily ‘develop’ oriented Alliance towards a more ‘collaborate’ in solidarity and action approach, we will focus on enabling connections between members and partners to mobilise, build counterpower, deliver coordinated targeted advocacy, and shape a new narrative on civil society’s contribution to expanded civic space.

We are already starting to do this: This has already informed our Digital Fair for collective action during Member Engagement Month 2022, where we are enabling a virtual space for members to connect with other members that are doing important work to build counterpower in three specific fields: Civil society resourcing, challenging power imbalances within civil society, and leveraging digital space and technology. The design of the event is based in the new Strategic Plan and informed by our member baseline.



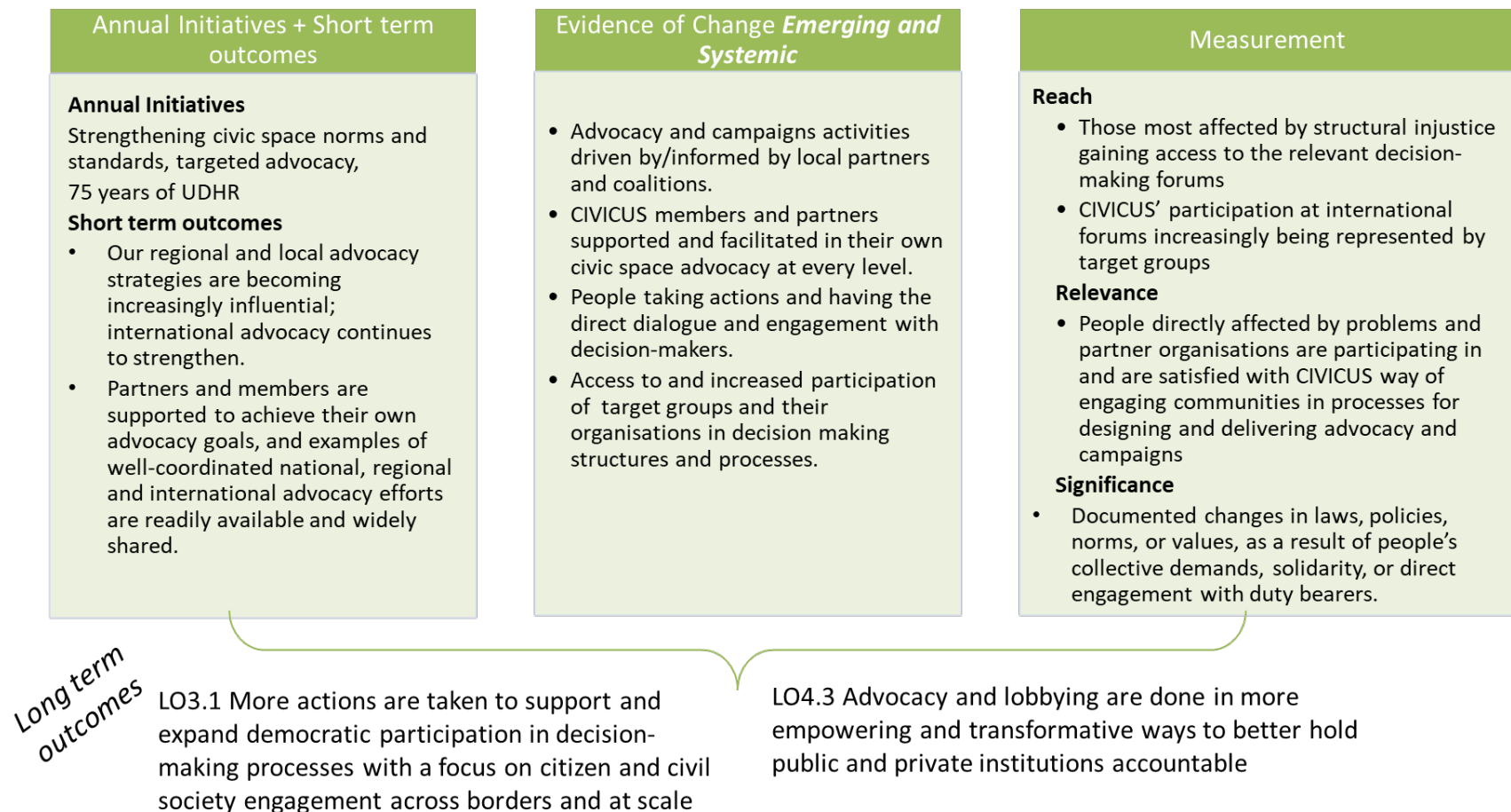
End.

ANNEX A: Institutional Resilience and Impact Measurement Framework

Definition	Key Performance Areas and Outcomes	Evidence of Change that will help us tell our impact story	Annual indicators, qualitative assessments, and mandatory reports
<p>We strive to be recognised as a credible, trustworthy, and accountable organisation, continually learning, and adapting to build resilience and impact both within CIVICUS Secretariat, and wider alliance.</p> <p>Our value-driven and collaborative ways of working allow us to respond to diverse and dynamic contexts, while ensuring evidence-based and learning-oriented approaches inform our programmes, policies, and systems.</p> <p>Our organisational culture is grounded in dynamic accountability, progressive cohesion, and talent development that emphasises diversity, equity, and cultivating leadership to drive strategic impact and ambition.</p>	<p>Resilient Alliance <i>CIVICUS members have enhanced capacity to mobilise and respond in solidarity to challenges facing civil society at large.</i></p>	<p>Extent to which members contribute to developing safe and innovative opportunities for communication, learning and collaboration that enables civil society at large to better demonstrate its relevance and impact.</p>	<ul style="list-style-type: none"> o # of members (alliance footprint) o Qualitative narrative on member engagement journey o Qualitative narrative on key learning and sharing strategies reflected in outcomes stories (CRLs)
	<p>Resilient People and Accountable Practices <i>CIVICUS Has enhanced people and organisational resilience, accountable practices, and an increased ability to connect and address intersectional diversity, equity, and inclusion priorities</i></p>	<p>Extent to which our facilitation of the exchange and sharing of learning across CIVICUS and alliance increases the ability of civil society actors to respond to contextual challenges.</p>	
	<p>Resilient Finances <i>CIVICUS has improved its diversification, growth, and optimisation of resources</i></p>	<p>Extent to which issues of diversity within CIVICUS, including in relation to race and representation; are incorporated into policies and turned into practice.</p> <p>Extent to which all CIVICUS staff feel that they CIVICUS provides and maintains a safe working environment where learning and development, employee wellbeing and protection policies and frameworks are created to support employee development and wellbeing are being systematically put into practice.</p> <p>Extent to which we are improving our dynamic accountability practice across all stakeholder groups.</p>	<ul style="list-style-type: none"> o Staff turnover and qualitative narrative o CIVICUS Accountability Report
	<p>Resilient Systems <i>CIVICUS has enhanced real-time, collaborative planning and implementation across remote teams and diverse stakeholders</i></p>	<p>Extent to which we grow and diversify our supporter base, with an emphasis on creating a more sustainable resourcing model for the CIVICUS secretariat and encouraging a better support ecosystem for civil society working to expand civic and democratic space</p>	<ul style="list-style-type: none"> o Total income by donor o Qualitative assessment on progress against Resourcing and Sustainability Strategy o Ford Build Report
	<p>Growing Impact <i>CIVICUS is becoming a relevant and effective change agent</i></p>	<p>Increased adoptions of digital systems, innovations and practices that safeguard CIVICUS and its constituents' digital security.</p> <p>Extent to which CIVICUS is unlocking digital enablers - and helping reduce the impact of digital inhibitors - for building people power to increase civic space.</p> <p>Extent to which we are demonstrating how agile and innovative organisational systems, including flexible resourcing practices, can promote better collaboration and accountability within civil society.</p>	<ul style="list-style-type: none"> o Qualified annual audit (Y/N) o Qualitative narrative on digital strategy development o Highlights of latest operations and data security innovations and learnings
	<p>Growing Impact <i>CIVICUS is becoming a relevant and effective change agent</i></p>	<p>Visibly progress thinking, competence and action contributing to sustainable and effective civil society, such as joint planning, innovative programming, and collaborative co-creation.</p> <p>Extent to which we are making the intentional shift towards the documentation and sharing of institutional and alliance-wide narratives</p>	<ul style="list-style-type: none"> o Qualitative narrative on PQI framework implementation o # of outcomes shared o Qualitative narrative from our Outcomes Inventory o Dutch MFA IATI Reporting o Project outcome reports

ANNEX B: Example Evidence Chain for Strategic Objectives 2 - 5

Strategic Objective 2:



Strategic Objective 3

Annual Initiatives + Short term outcomes

Annual Initiatives

Support to civil society in restricted contexts, CS Resourcing, Rebuilding for Good, Support & solidarity mechanisms (CRF, CSF, Donor finder, I4C)

Short term outcomes

- Activists and organisations at risk experience increased access to emergency and sustained support that is relevant, empowering and not burdensome or oppressive.
- CIVICUS’ members, partners, and stakeholders, including donors and other enablers, are using the knowledge, relationships, and tools curated by the alliance to transform their support and solidarity practices.

Evidence of Change *Emerging and Systemic*

- More (diverse) subgrants to activists & organizations at risk and/or operating in restricted contexts.
- Evidence of a move from acknowledgement and agreement to change towards the adoption of and mainstreaming of CS resourcing approaches more widely.
- Increased capacity, agency and autonomy of target groups to meaningfully share resourcing innovations and learnings more widely
- Target groups, their movements and organisations develop, pilot, and promote alternative narratives, change models, policies and practices.

Measurement

Reach

- Activists and movements we aim to support are successfully accessing our funds (and others) and have more diverse resourcing options available to them.

Relevance

- Activists and targeted organisations are participating in and are satisfied with CIVICUS financial and non-financial support provided

Influence:

- Other enablers reflect progressive CS resourcing research, approaches, values and tools in their funding areas.

Significance

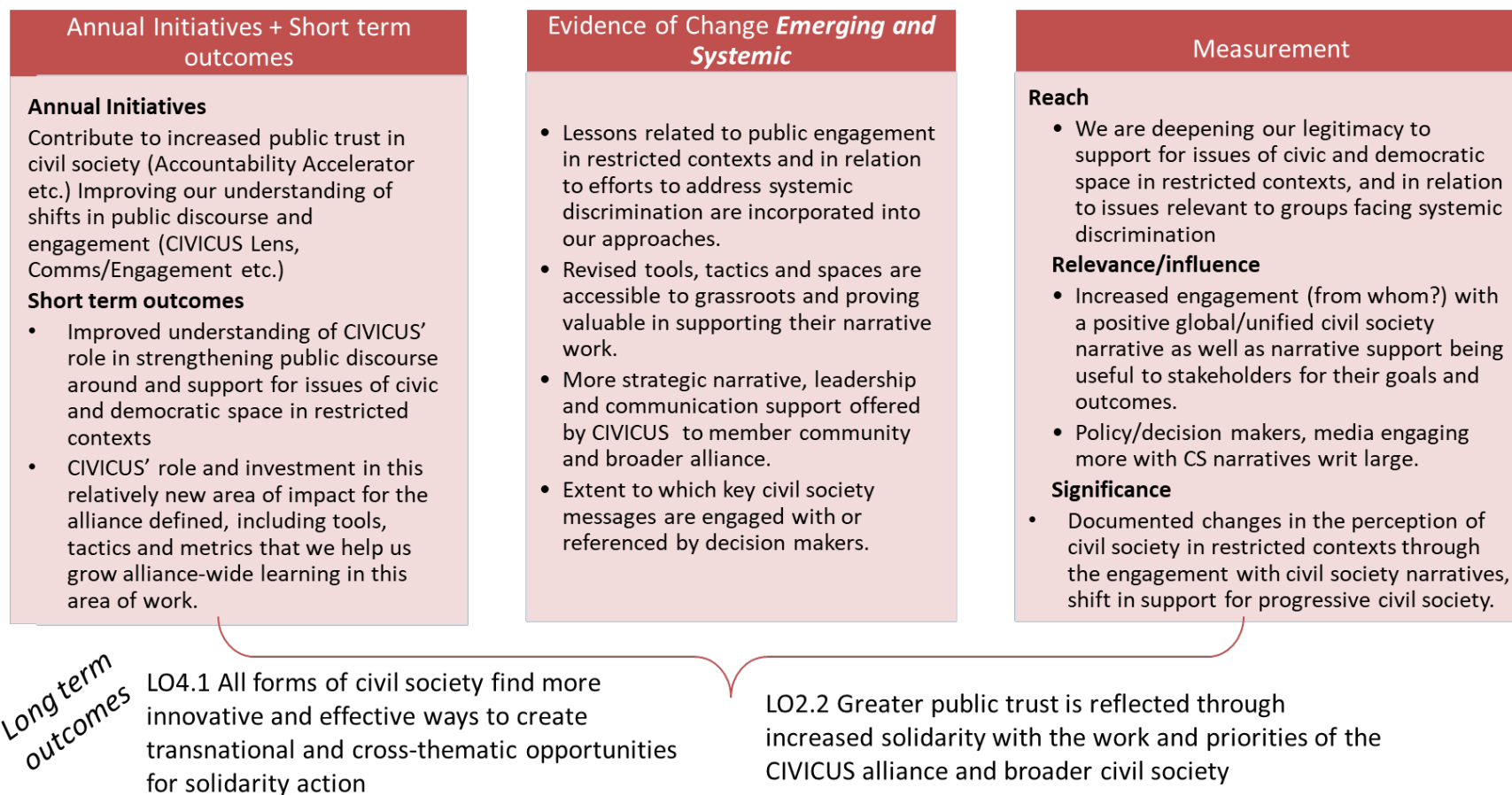
- Documented changes in laws, policies, norms, or values, that recognize the and safeguard the role of a diverse and autonomous civil society.

Long term outcomes

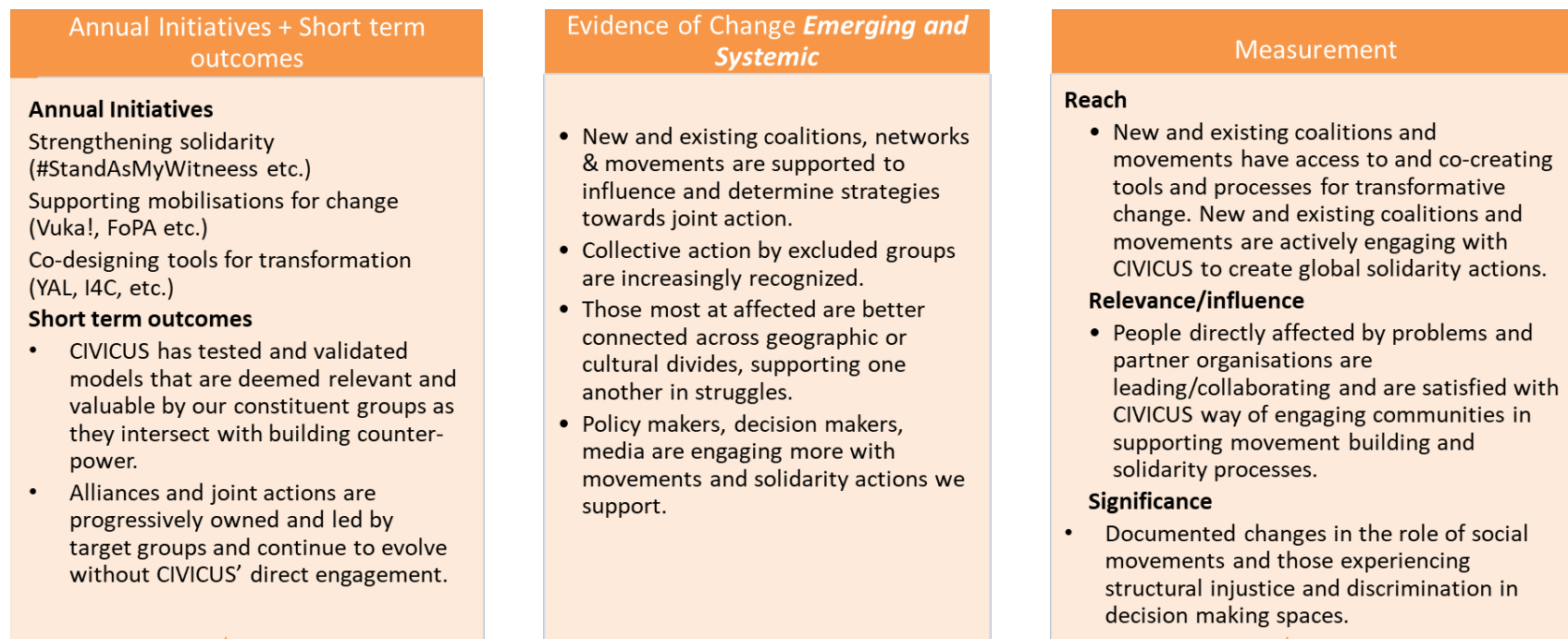
LO1.2 There is a shift of funding, support and solidarity towards groups that are most affected by the combined impact of civic and democratic space restrictions and structural forms of discrimination

LO3.2 There is evidence that institutional policies and legislation are becoming more supportive of a vibrant, autonomous civil society

Strategic Objective 4



Strategic Objective 5



Long term outcomes

LO 1.1 There is increased recognition of the role of collective action by excluded groups in achieving sustained change


ANNEX C: Strategic Reporting Framework

Detailed description of reporting documents

	Annual Plan Narrative	Annual Report	Outcomes Inventory
Deliverable Description	Our collective set of initiatives that respond to external trends and demonstrates the evolution of our strategic objectives year-on-year to achieve our LTOs.	Our additive impact story to share and engage Board, Members and Donors re our Strategic Plan’s contribution to change.	Continuous inventory of validated outcomes over strategic period to build a collective evidence base for our contribution to change. Data source for communicating what we do matters and why.
Supporting organisational processes	<ul style="list-style-type: none"> Facilitated learning deep-dive on annual report/MEL narrative form + ACS survey to inform our plans Collective planning per strategic objective Team level budgeting Context and strategic framing by SLT 	<ul style="list-style-type: none"> Facilitated impact reflection on programmatic and organisational change based on learning questions, contextualized by external trends Collective development of draft and meta-analysis Context and strategic framing by SLT 	<ul style="list-style-type: none"> Ongoing outcomes identification by teams Validation and curation of inventory by I&A Context and strategic framing by SLT
Audiences and influence	<ul style="list-style-type: none"> Primary public accountability document Defines resource allocation and activity efforts Discussed at Board in relation programmatic and resourcing focus areas Included in donor coordination group pack Published on our website 	<ul style="list-style-type: none"> Primary public accountability document Articulates annual outcomes as part of our overarching impact narrative Discussed at board in relation progress against LTOs Presented at AGM for engagement Presented at DCG meeting Published on our website 	<ul style="list-style-type: none"> SG Updates drawn from Outcomes Inventory Features examples that answer SO learning questions and showcase systems change Source for external impact stories and potential influencing content for SO4
Board Engagement	March ExCo: Draft presented for discussion and input; May Full-Board: Approval alongside budget	Sept Gov-Co: Draft impact narrative presented for discussion and input; Nov Full-Board: Reflection on overall progress and feedback for annual planning	The SG update is framed around key learning questions; Board meetings include deep-dive sessions on the strategy implementation

Prototypes of Outcomes visualisations for external dissemination

HOW DO WE SUPPORT CIVIL SOCIETY FROM AN INTERNATIONAL TO GRASSROOTS LEVEL?



CIVICUS IS A GLOBAL ALLIANCE DEDICATED TO STRENGTHENING CITIZEN ACTION AND CIVIL SOCIETY AROUND THE WORLD.

FOCUS AREA Article 21 of the ICCPR: the **Right of Peaceful Assembly** that enables individuals to express themselves collectively and to participate in shaping their societies.

CIVICUS & ALLIES AT THE UN

PROVIDING CIVIL SOCIETY INPUT & ADVOCACY

In 2020, after **60 years** with only **2 sentences** to define the right of peaceful assembly, the UN accepted an expansion on it following advocacy from many organisations.

We now have an **18 page document**, known as General Comment 37, detailing the rights and protections of people to gather, voice their opinion and challenge authority.

THIS COMES AT A PIVOTAL TIME MARKED WITH PEOPLE PROTESTING WORLDWIDE, EXPRESSING THEIR DISSENT AND CALLING TO HOLD AUTHORITIES ACCOUNTABLE FOR THEIR ACTIONS.

CIVICUS & ALLIES ON THE GROUND

PROVIDING EXPERTISE THROUGH OUR NETWORK

CIVICUS and other human rights defenders have since been able to **strengthen** their actions in courts, negotiations and submissions.

The **Know Your Rights Handbook** was created translating the complex legal language into **accessible insights** for the public to use.

THE GENERAL PUBLIC, ACTIVISTS AND HUMAN RIGHTS DEFENDERS ARE NOW ABLE TO STRENGTHEN THEIR DEFENCE AND KNOWLEDGE AROUND THEIR RIGHT OF PEACEFUL ASSEMBLY.

CIVICUS HAS A **UNIQUE STRATEGIC POSITION** IN WORKING AT BOTH THE GLOBAL AND GRASSROOTS LEVEL. WE WORK COLLABORATIVELY TO CHANGE POLICY, PROVIDE SUPPORT IN COURTS, AND CREATE ACCESSIBLE MATERIALS FOR CIVIL SOCIETY.

<p>New, Global-South based, youth-led groups often have a hard time retaining engagement, volunteers and funds</p>	<p style="text-align: center;">Banesa Farfan</p> <div style="text-align: center;">  </div> <p>"As an indigenous, LGBTQ woman I struggle to show my cards because we have been for so long scrutinized and oppressed"</p>	<p>CIVICUS is facilitating co-created programmes so young activists from the Global South can receive economical support, mentorship, trainings and generate networks.</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Stipends</p> </div> <div style="text-align: center;">  <p>Donor finding</p> </div> <div style="text-align: center;">  <p>Mentorship</p> </div> </div> <div style="text-align: center; margin-top: 20px;">  <p>Networking</p> </div>	<p>From these programmes, activists are able to</p> <p>description description description description description description description description</p>	<p>Other organizations are taking this models or work as an inspiration on how to work with donors, activists and change makers...</p>

ANNEX D: Towards a solidarity-based Alliance - Membership Baseline per target group

1. Traditionally excluded communities and their networks

Baseline

- Not an existing category in current membership data
- No shared definition yet
- For this baseline we assumed that members interested in ‘vulnerable groups’ may represent traditionally excluded communities and/or their interests (approximation)

3622 members noted ‘vulnerable groups’ as an interest, largely based in Nigeria (339), Kenya (198), Uganda (190), SA (185) and India (159).

As we shift from 'vulnerable groups' narrative -that can be victimising and paternalist- to a more accurate description of the structural inequalities that results in 'traditionally excluded communities', we must ensure there is a shared definition and understanding across the Alliance.

Civic space rating	Count of members interest in vulnerable groups
Obstructed	1383
Repressed	959
Narrowed	872
Closed	265
Open	93
Unclear	50
Grand Total	3582

Key ideation question:

- HMW embed our vision of working together with traditionally excluded communities in our data ecosystem, programmatic and membership engagement work?

2. Smaller, less formal communities on the frontlines of social transformation

Baseline

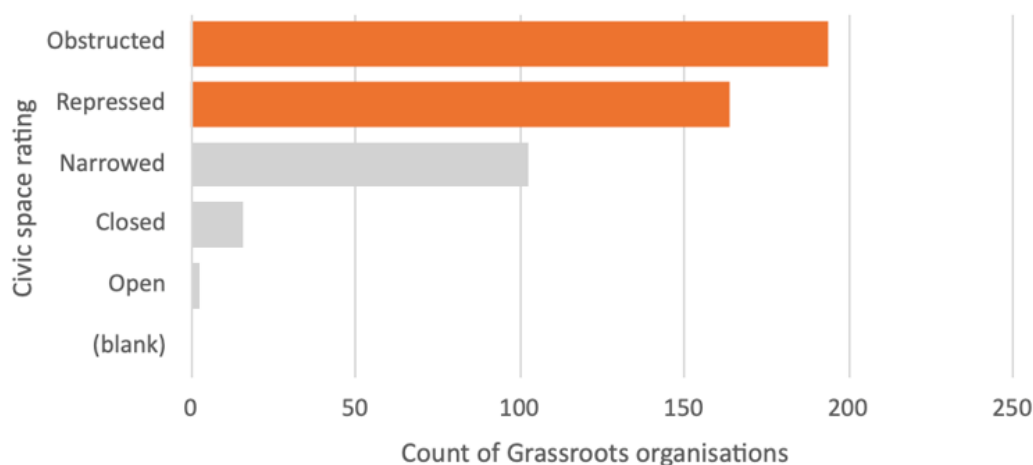
- Individual and member organisations who indicated they identify as ‘grassroots’
- Limitation: no definition shared when registering which leaves it open to interpretation for each organisation/group

In total we have 482 Grassroots members mostly based in Uganda(63), Nigeria (57), Kenya (52), Zimbabwe (27), Ghana(20).

Key ideation question:

- HMW shift to a collective vision and shared understanding of what grassroots means and how they work, as well as how we can work together with them?

The 482 Grassroots Members are mostly based in countries rated as Obstructed and Repressed on the CIVICUS Monitor



3. Protest and Social Movements Including Online Platforms

Baseline

- 169 social movement organisations are currently listed, including movements such as Advocacy Initiative for Development (AID), Middle East Technical University LGBTI+ Solidarity, Citizens for Democratic Rights in Eritrea (CDRiE), WordSmash poetry and Project Pink Pink Blue (Innovation Award Winners)
- Concentration in African countries rated as Obstructed and Narrowed. Nigeria (23), SA (12), Kenya (8), Ghana (7), DRC (6)

Key ideation question:

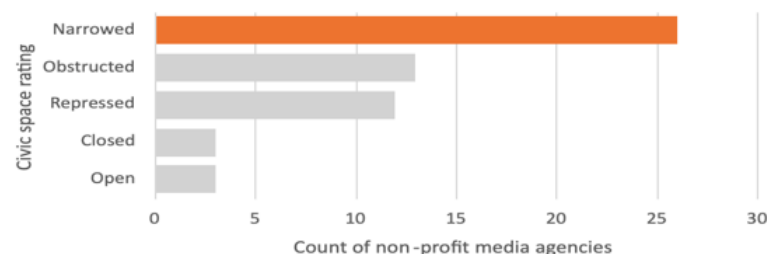
- How will we capitalize engagement with existing members within this target group, and ensure a shared engagement/impact framework is adopted?

4. Journalists, media and media development organizations

Baseline

- 58 Non-profit media organizations including Queer City (Nigeria), Shenzhen Blog (China) Savannah Newspaper (Namibia) and Charles Stewart Mott Foundation
- The organisations are dispersed across 28 countries, predominantly in Global South and from the African continent
- Gaps re networks through CHARM and Vuka! – these partnerships and networks not currently captured in our data ecosystem.

Non-profit media organisations within the membership are mostly from countries defined as Narrowed.



5. Youth activists and other evolving forms of people power

Baseline

- 3295 Youth Members, majority are from Obstructed countries
- Geographic breakdown: Nigeria (730), Kenya (292), Uganda (211), India (202), SA (192)
- Youth is most accurately measured and tracked during the previous strategic period, showing a significant growth
- Currently - youth represents 22% of the overall membership.
- Clarification - As the 'Under 30' criteria has been used as the main KPI, every year Youth members age out of the segment limiting our ability to understand continued engagement in the alliance when they are 'Over 30'

6. Public and private institutions that contribute to expanding civic and democratic space

Baseline

- 229 individuals identified as private sector
- An improved definition on who we want to engage here needs to be determined

Civic space rating	Count of Youth Members (Individuals & Organisations)
Obstructed	1932
Repressed	951
Narrowed	733
Closed	203
Open	41
Pending	6
No Rating	2
No data shared	57
Grand Total	3868

Key ideation question:
 HMW shift from the 'Under 30' criteria to a more comprehensive and sustainable understanding of Youth power and engagement?