



**INTERNATIONAL
FORUM OF NATIONAL
NGO PLATFORMS
STRATEGIC PLAN
2016-2020**

SUMMARY



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INTRODUCING THE IFP



1 BRIEF HISTORY

Since 1992 and the organization of the Earth Summit of Rio, Civil Society actors have increasingly engaged in international negotiations and agendas such as Cairo on Populations in 1994, Beijing on Women rights and gender equality in 1995, Social summit in Copenhagen 1996. Trade negotiations (Seattle 1999, Cancun 2004, Hong Kong 2005, etc.), 2000 Millennium Development Goals, 2002 Monterrey Consensus, 2002 Johannesburg conference on Sustainable Development, Rio+20 2012, etc.

While some civil society actors, for example Cooperatives and Trade Unions, have structured their respective sectors from national to international levels for decades (ICA for Cooperatives and ITUC for Trade Unions), the NGO sector is still largely 'un-structured' at international level, and mainly organized through ad-hoc and short term coalitions, platforms or campaigns. **The International Forum of National NGO Platforms (IFP/FIP) was created in 2008 at an international conference in Paris with the mission of broadening Civil Society's space to participate in global debates and defend its vision of an equitable world where human rights are respected, where the most vulnerable populations have a voice and inequalities and in-**

justice are fought. This prompted the decision by the National Platforms from the five continents to start collaborative working and global advocacy on those specific concerns to become a **key player in international negotiations and deliberations.**

IFP legitimacy is rooted in its national and regional members, which are the driving force of the network. The IFP brings together 62 National NGOs Platforms (NPF) and 6 regional coalitions of national NGO platforms (RC) from Africa, America, Asia, Europe and Oceania, which together represent over 22,000 organizations.

From an informal network, IFP became a globally structured network during our First General Assembly (GA) in Dakar in 2011. Part of the IFP Secretariat is hosted by Coordination SUD (the French National NGO Platform), the communications activities are managed by the Chilean (ACCION) and Brazilian (ABONG) members, as a result of a decentralization process of the Secretariat that was initiated in 2012 to spread the centers of action and decision, and consistent with our goal to ensure equitable voices within the membership.

In March 2015, the 2nd IFP GA was held, in Tunis. Motivated by the increasing recognition of the added-value of the network by CSOs across the globe and its growing effectiveness, as evidenced by our collective successes in securing a voice in international debates, 17 new members have joined IFP since its first General Assembly.

OUR NATIONAL
PLATFORMS:

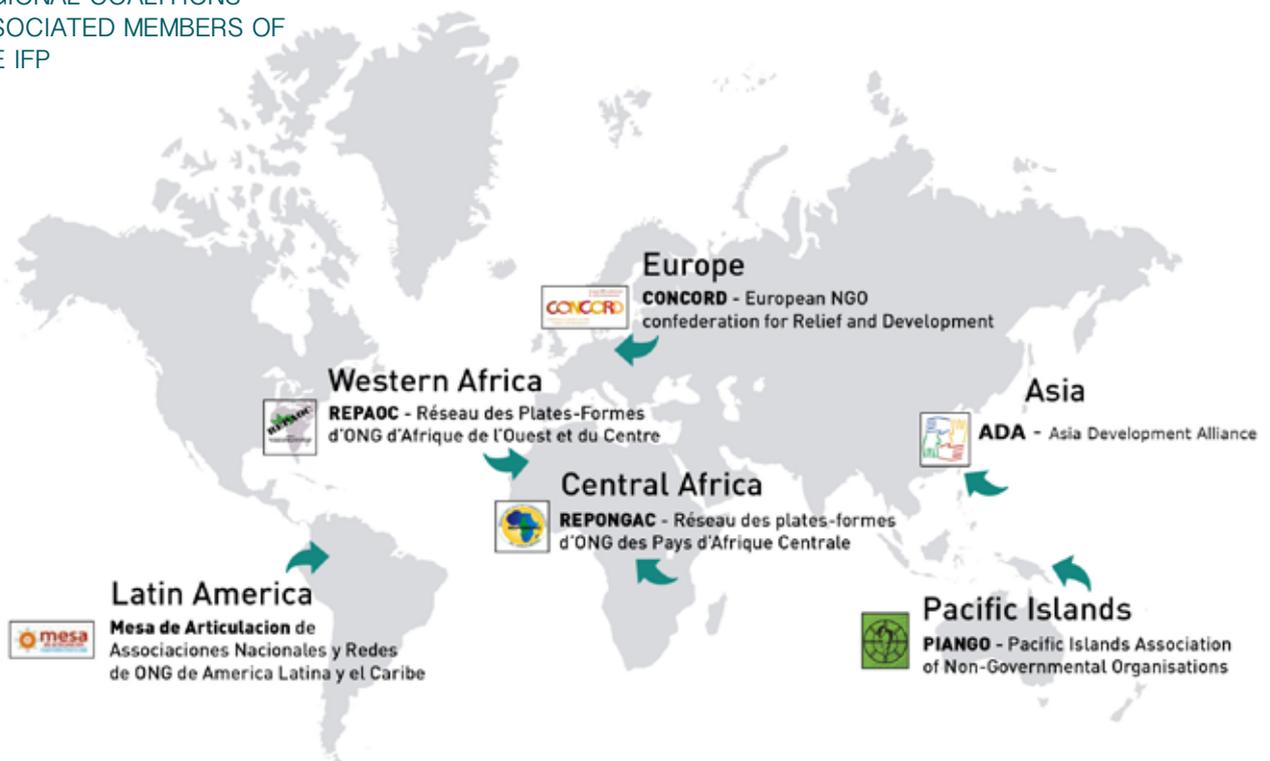
62 MEMBERS

17 NEW NPF SINCE
OUR FIRST GA

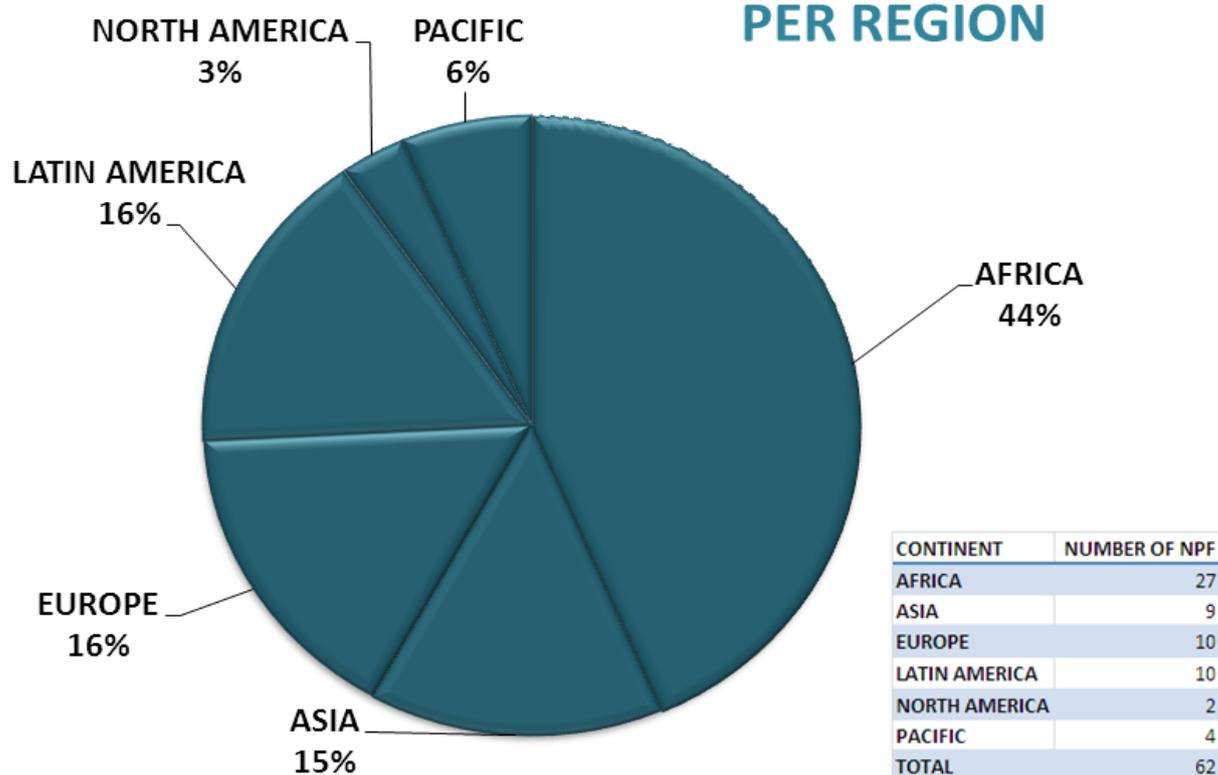
WWW.IFP-FIP.ORG

The IFP
is the only
permanent network group-
ing both national and
regional development
NGO platforms, where
global South and Nor-
thern countries enjoy an
equitable representation
and equal influence in all
processes.

REGIONAL COALITIONS
ASSOCIATED MEMBERS OF
THE IFP



IFP NATIONAL MEMBERS PER REGION



Our progress to date has fueled our willingness to **become stronger and smarter** to achieve higher impact, while building on the **results achieved so far** and taking stock of our shortfalls.

Our **collective achievements over the last few years** have given us an understanding of how big our potential is, and the **ambition to fulfil it**. A strategic plan 2014-2016 has been drafted and approved by the IFPs' Council as a provisional document, following discussions at the IFP's first General Assembly in 2011 and further consultations held within the IFP's constituency since then. In the lead up to the 2nd GA in Tunis in 2015, the IFP Council initiated preparation of the 2016-2020 strategy that was approved and officially endorsed by the GA, which is the ultimate IFP decision-making body.

Our next **strategy 2016-2020** captures the initial elements of the 2014-2016 IFP strategy while elaborating more **operational priorities**. This process has been the result of extensive consultations with our members and partners and a thorough context analysis.

In this process, 2015 has to be considered as a transitional year, as per GA decision. This is also in line with the shift of the IFP's and its members' strategy regarding the negotiations around the new post-2015 development agenda (called the Sustainable Development Goals – SDG agenda), towards advocacy on the follow-up and the implementation of the new agenda.

OUR STRATEGIC PLAN 2016-2020

OVERALL OBJECTIVE: TO INFLUENCE PRIMARILY PUBLIC POLICIES AT NATIONAL, REGIONAL AND GLOBAL LEVELS AS A LEGITIMATE AND REPRESENTATIVE CATALYST OF NGOS' VOICE ACROSS THE GLOBE.



To strengthen the International Forum of National Platforms' (IFP) institutional, organizational and operational capacities.

RESULT 1.1

The IFP's organizational and operational capacities have been reinforced.

RESULT 1.2

The IFP's leadership and governance bodies have been strengthened and are better equipped.

RESULT 1.3

The IFP has become a fully-fledged entity with a stronger, wider and active membership.



To become an influential international actor and point of reference for capacity development and learning for NGOs from national to global levels.

RESULT 2.1

The IFP members have the capacity to be legitimate and influential actors representing NGOs' voices in their national environment.

RESULT 2.2

The IFP has established strategic partnerships with key global and regional Capacity Development and Learning practitioners to implement high quality and innovative programs.

RESULT 2.3

The foundations for establishing an international expertise and resource center supporting NGO capacity are laid down.



To increase the impact and realize the full potential of the IFP to advocate at national, regional and global levels.

RESULT 3.1

The IFP 's capacity to take the lead on international advocacy initiatives and to influence decision making processes has been strengthened.

RESULT 3.2

The IFP has become an efficient and pro-active vehicle to articulate advocacy civil society positions and strategies from the national, the regional and international levels.

RESULT 3.3

The IFP members at national and regional level have reinforced their credibility in their interlocution and engagement with national governments, regional & international organizations.

RESULT 3.4

The IFP becomes a champion in advocating for efficient and flexible funding schemes enabling civil society to play its diverse roles, including on capacity development and structuring.

OUR VISION

A vibrant global network of credible and effective national NGO platforms and regional coalitions making a major collective contribution to Development, Peace, Democracy and Justice. We strongly believe that through active participation, we can influence local and global negotiations while contributing to build a more effective international community for promoting a fair and sustainable world, where the most vulnerable populations have a voice, human rights are respected and inequalities and injustice are fought.

OUR MISSION

The IFP exists as a world-wide partnership aiming at having a positive impact on poverty eradication, reduction of inequalities, and promotion of social justice and peace around the world. IFP Mission consists in creating the conditions and capacities for collaborative work among its members, in influencing global/international public policies affecting development & democracy, while strengthening the capacity of national NGO platforms and their members to engage at both national and regional/international levels in official negotiations, deliberations and public mobilization.

We believe that civil society has a crucial role to play in an interconnected world facing increasingly complex and global challenges. Civil Society Organizations (CSOs) work with people around the world in the general interest, so that citizens can exercise their rights and enjoy a better life. Through extensive participation, NGOs should secure a voice in global governance, under which key development policies affecting the planet and its population are decided and driven. The National NGO Platforms unite the voices of their members and should be recognized as legitimate and credible partners at global level.

OUR VALUES

The IFP promotes the defense of human rights, the elimination of any form of exclusion, the eradication of poverty, the fight against inequalities and injustice, the promotion of sustainable development and an enabling environment for Civil Society Organizations.

2 ADDED VALUE

IFP'S ADDED VALUE

The IFP is the only permanent network (as opposed to time bound alliances) grouping both national and regional development NGO platforms, where global South and Northern countries enjoy an equitable representation and equal influence in all processes and within the governance of the organisation.

IFP is a unique and highly valuable channel of expression for thousands of diverse CSOs all aiming at fostering the autonomy of the most vulnerable and marginalized populations, while ensuring the highest degree of organizational and programmatic effectiveness.

IFP works along a peer-to-peer interaction model with a strong emphasis on South-South cooperation.

IFP plays a crucial role in the structuring and strengthening of development NGO platforms and regional coalitions.

IFP is an advocacy organization seeking to play a significant and active role in international governance and negotiations.

IFP work is complementary to the work of other groups and advocacy networks and therefore facilitates dialogue amongst its members and other key development actors, resulting in relevant and synergetic coalitions.

3 GOVERNANCE STRUCTURE TODAY



The IFP governance is currently ensured by 3 key bodies:

AN EXECUTIVE TEAM....

leading on coordination, animation and administration of the network with 3, 5 staff. The IFP Secretariat has been hosted by the French member Coordination SUD since 2008. In 2012, the secretariat was partially decentralized in Chile and Brazil, to reflect the IFP's diversity and identity.

A COUNCIL...

of 15 members created in 2012 and renewed in 2015, elected on a regional basis in accordance with the Statutes, which implements political and strategic directions approved by the General Assembly. The Council is organized around one political committee, made off four co-chairs and five thematic committees.

A GENERAL ASSEMBLY...

which is the ultimate decision-making body. The General Assembly takes place at least once every three years depending on funding available. The GA is composed of one representative for each full member (national platforms) and of observer members too. The associated members (regional coalitions), participate to the GA with voice but without vote.

OUR GOVERNANCE IN THE FUTURE

As per GA decision, in 2016, the IFP will become a legally autonomous organization and this will have an impact on its functioning and on its governing bodies. The Secretariat will welcome new staff and the IFP's Council will have new legal responsibilities.

The IFP's 2011 GA established the distribution of seats per region within the Council, but this may evolve as and when other regions are represented in the IFP (notably MENA region, Eastern Europe, Eastern Africa and Central Asia) as per our strategy to widen and strengthen the IFP membership during the period 2015-2020.

New committees and/or working groups may also be created to mobilize new members' expertise and catalyze the collective work in new areas. The frequency of GAs may also be increased to reinforce IFP's operational strategies and to increase internal accountability. A GA every two years would also strengthen Members' sense of belonging and ownership to the network.

4

WHAT DID WE ACHIEVE AND HOW OUR ACHIEVEMENTS INFORM OUR STRATEGY 2016-2020

The IFP's founding members in 2008 (NPFs from Chile, Brazil, France, India and Senegal) and the IFP's first GA in 2011 provided the direction to the IFP Council around three strategic pillars for the Forum: CSOs capacity development; Advocacy on international agenda; and the promotion of an enabling environment for civil society. A crosscutting priority has been embedded in the IFP' approach since the beginning: the identification and the development of synergies with other key players such as CIVICUS, CPDE, etc.

CAPACITY DEVELOPMENT

The IFP has significantly contributed to the **emergence and the strengthening of regional structures**, the last one being the Asian Development Alliance (ADA). The coalitions of West Africa (REPAOC) and Central Africa (REPOGAC) and the Mesa de Articulacion (Latin America) have also reinforced their advocacy and organizational capacity through the IFP. The Pacific NGO regional coalition, PIANGO, has further developed and has been strengthened with the IFP's support.

At national level, over 50% of the IFP's members have been involved in 7 Non-Governmental Diplomacy Exercises/processes (see below), which gave them opportunities to work collaboratively with their peers from other countries, to improve their **advocacy capacities** as well as their intercultural working skills. This set of skills has been further strengthened through their participation in regional and international events.

ADVOCACY WORK

The **Non-Governmental Diplomacy Exercises (NGDE)**, which consist in cross-regional working groups dedicated to specific themes have been launched by the IFP in 2011 and covered seven key topics, with tangible outcomes.

Following this three-year process, a systematisation document was elaborated, to capitalize on the main activities and outlining key achievements of each NGDE. It can be downloaded on the IFP's website [here](#). In particular, this 'learning' document shows that the dissemination of information and tools supporting evidenced-based advocacy generates a genuine solidarity among CSOs in targeted countries, and promotes the emergence of international synergies supporting a more effective and impactful advocacy.

The 7 EDNG outputs (positions & recommendations) have been presented and promoted by IFP members attending international meetings on behalf of our network.

The 7 themes were: Financing for development; Prevention and conflict resolution; Access to water and sanitation; Fight against inequalities and exclusion; Regulation of agricultural markets ; Climate change; Enabling environment for CSOs.

ACHIEVEMENTS

In 2013-2014, as a part of the strategy to decentralise NGDE and to allow platforms or coalitions to manage the working groups autonomously, the platforms were offered support to mobilise resources to ensure the continuity of their activities. Some members kept working on the specific themes they had been working on with a focus on the post-2015 process. Some others continue with IFP support (Regulation of agricultural markets) and the NGDE around the Enabling environment for CSOs had become a strategic priority on its own and is now a crosscutting issue for the IFP.

The IFP supports continuously its members in the fight for an enabling environment for CSOs by developing solidarity between the platforms and through the creation of an alert system that raises awareness and mobilises the entire IFP membership when CSOs are being threaten. The IFP and its members also participated to several international initiatives working on the enabling environment for CSOs (like the Civicus Index 2013).

ADVOCACY WORK ON THE POST-2015 AGENDA

Since 2012, IFP members have been supported in their activities related to the post-2015 development agenda. As part of a partnership between the IFP, the Beyond 2015 campaign and GCAP (Global Call to Action Against Poverty), 29 CSOs from the global South countries (including 11 IFP members) were supported to organize national deliberations. Based on its members' expertise, the IFP published its own position paper: "Civil society's call for a fair and sustainable future."

Following this collaboration, Beyond 2015 and the IFP shaped the **main advocacy campaign of civil society on the post- 2015 agenda**, with CAN International and the project 'Participate'.

The joint advocacy campaign began in early 2014 and the IFP is responsible for the coordination and management of five regional advocacy coordinators in order to facilitate articulation and the coherence of the global dialogue and strategy between the global, regional and national levels. Four regional organisations in charge of the coordination are IFP associated members (our regional coalitions) and over 20 national platform members of the IFP actively take part in the coordinated advocacy strategy. Through this process and the support received, national platforms have been developing a structured dialogue with their government on the issues related to the post-2015 agenda.

IFP members also facilitate links between grassroots NGOs and the global campaign by sharing their messages and by providing them with critical information on the UN/Inter-governmental process.

The IFP also collaborated with CIVICUS to strengthen the members' capacities on the advocacy on the post-2015 agenda by publishing a joint toolkit for the use of national organizations.

The IFP also focuses on citizens' mobilisation, which is complementary and critical to the traditional advocacy work. The IFP facilitates the exchange between national platforms and other international actors active in the mobilisation and campaigning around post-2015 and COP-21 processes, mainly through the campaign Action2015.

PRESENCE IN GLOBAL EVENTS

Annually, members of IFP and the executive team participate in several international events and fora, either public events or those organised by civil society.

All these events give the IFP and its members the opportunity to promote national NGO platforms' positions, to create partnerships in order to develop advocacy projects together, but also to meet other NGO platforms and promote the

II. CONTEXT

1 CONTEXT ANALYSIS

Since its creation in 2008, the IFP has held two General assemblies (Senegal 2011 and Tunis 2015) where all members discussed and endorsed the future strategies and priorities of the organization.

Our new strategy is the outcome of a thorough external and internal analysis, of 8 months of strategic planning through discussions, drafting and updating of several concept notes and decisions by our International and multi-cultural Council, which culminated in the presentation of the three key strategic priorities to the General Assembly in March 2015 and their endorsement.

This GA also renewed the IFP Council, which is mandated to operationalize the next strategy 2016-2020.

CONTEXT ANALYSIS

The IFP's 2016-2020 strategy is a response to the recent evolutions of CSOs roles and the many challenges we have to face. The importance of CSOs is increasingly recognized by the international community following the shift that took place in Accra in 2008, where civil society actors were recognized as "development actors in their own right", whilst acknowledging the stark reality of a shrinking space for civil society actors in too many countries. Our new strategy also takes stock of the fact that despite increasing expectations to build a truly global & democratic governance, key international negotiations and decisions are still made at an inter-governmental level. Hence the importance of strengthening national actors while fostering the fluidity of information and knowledge from national through regional to global and the other way around.

Our new strategy is also the product of a solid internal gaps analysis.

Some features can be seen as challenges and opportunities to grow and get stronger at the same time. A strong and organized NGO voice is more crucial than ever to influence the international community to take decisions benefiting to the most excluded people across the globe.

GLOBAL CONTEXT

Under the leadership of the EU, which adopted one of the most progressive document on the role of civil society in societies (European Commission's Communication from 2012) and with the creation of a permanent structured dialogue through the EU Development Policy Forum, most of the international community acknowledge that without a vibrant, independent and skilled Civil Society, good governance, democracy, the fight against corruption, and reconciliation are almost impossible to achieve.

On the other hand, **civil society space and freedom are shrinking everywhere including in the neighborhood of the EU.** New legislation is limiting the capacity of NGO and CSOs to engage in advocacy; international collaborations among NGOs are increasingly criticized and penalized by government, activism and human rights defenders are criminalized. In this context, the UN recently appointed a special rapporteur to defend the right of association. NGOs and other CSO are increasingly mobilized to defend their space and to denounce abuses and repressions against their leaders and organizations.

In this context, the IFP might have to increasingly struggle to keep the space for its NGOs constituency as open and inclusive as possible. **This can only be mitigated by effective alliances and ongoing dialogue between broad strategic CSO alliances and the donor community**

CONTEXT ANALYSIS

The international community increasingly strives to reach ambitious agreements at global level.



The mobilization of NGOs and CSOs to increase the awareness among public opinion and vis-a-vis citizens is therefore becoming a pressing issue. At the same time, the international community explicitly recognizes the importance of building multi-stakeholder partnerships where Trade Unions, Grass Roots organizations, NGOs, the Private Sector, Cooperatives, media, can play specific roles.

Linked to the above, international donors have recently re-stated the importance of engaging strategically with CSOs especially at country levels. In this new context, donors are acknowledging that all over the world CSOs are lacking capacity and resources to engage genuinely and strategically in critical dialogue with their institutions and governments at national level or to promote and scale up the solutions and innovations they pilot at local level. This recent diagnosis is leading several international institutions and donors to look for innovative initiatives of capacity building of national and local CSOs in a strategic manner and for the long term.

In September 2015, world leaders will meet in New York to adopt the post-2015 development agenda for the next 15 years. This new framework, universal and overarching, will shape development policies and will influence the future of international cooperation. The agenda will be mostly implemented at national level so the strong focus of IFP on the national level is even more crucial. Civil society's role will be central during the implementation phase of the Agenda and national NGO platforms, as primary and legitimate interlocutors of national governments should play a major role in the operationalization of the agenda. The IFP must ensure that the whole membership will effectively engage in the process.

2

INTERNAL ANALYSIS

The IFP is active on these different fronts as it boosts NGO capacity to inter-act with national governments and authorities while providing knowledge, intelligence, support and solidarity across countries and regions at the same time.

THE IFP WANTS TO CAPITALIZE ON ITS STRENGTHS:

- Its collective achievements so far as described above.
- A Committed leadership from the International Council (Board) – 15 members.
- Long-term support from UNDEF, Fondation de France and the French Development Agency (AFD), which has allowed continuity and flexibility over the first period of building IFP capacities up to now.
- Representativeness with active members in 62 countries all over the world and 6 active regional coalitions.
- Good relations among members based on trust and respect.
- Strong relationships with other CSOs networks and platforms (Beyond2015, Climate Action Network International, CIVICUS, Action2015 etc.) and the potential of strategic partnership development with other key players (e.g. CPDE).

THE IFP ALSO WANTS TO ADDRESS ITS CURRENT WEAKNESSES:

- Facilitation/coordination capacity at central and regional levels aiming at developing clear and 'winnable' advocacy strategies need to be reinforced
- In-house expertise related to and relevant for international agendas needs to be further developed
- Informed and detailed knowledge of national priorities needs to be captured in order to build bottom-up agendas
- Resources to support regional and national capacities and priorities have to be increased

As far as an increased coordination capacity at central and regional level is concerned, it is clear that the IFP Secretariat and governance bodies need to be reinforced to be able to unleash and channel the collective potential in a more effective way.

Regarding leadership and comparative advantages at international level, there are already other international networks and time-bound campaigns leading the work on Advocacy & campaigning (like [Beyond2015](#), [GCAP](#), etc.) and others who have been working for many years on the Enabling Environment for CSOs such as [CIVICUS](#) or [CPDE](#). When it comes to 'capacity development for CSOs' there is no major and representative leader but there are a few interesting and innovative initiatives at micro and 'meso' level (such as the [Barefoot Guide Connexion](#), [smartCSOs Lab](#), [Intrac](#), [F3E](#), etc.).



There are no other CSO international actors claiming to invest strategically and on a long-term basis into 'capacity building' with the ambition to outreach to thousands of individual CSOs. It is a responsibility of development NGOs to contribute to improving the impact of all development actors, being NGOs, social movements, women's organisations, cooperatives, local grass roots movements, etc. This approach should also contribute to bridging the gap/mistrust that sometimes exist between 'traditional' NGOs and other more grass roots actors at national level and therefore contributing to an increased convergence among different types of actors.

The IFP is willing to adopt a smart approach in this context by avoiding duplication of efforts but rather fostering effectiveness and cross-fertilization of experiences within its membership and their constituencies and across the sector. Enhancing the capacities of CSOs at national, regional and global level will contribute to a higher impact advocacy as it will be better informed and driven, and will support organizations' efforts in their struggle for keeping or creating an enabling environment for civil society to play its diverse roles. The latter consideration will inform IFP choices in terms of its membership widening strategy (notably within the MENA Region, Eastern Europe, Eastern Africa and Central Asia.)

WHERE DO WE WANT TO GO?

While we have successfully managed to build trust within our membership and acquired a fair level of recognition and visibility from key external stakeholders based on tangible outputs throughout the years, this next strategic framework must see our network reach its full operational potential. In this respect, we believe capacity development and learning are absolute pre-requisites to achieve our long-term goal of influencing public policy shaping so that a fair, sustainable and inclusive development for all can be achieved. We have the ambition to become a partner of choice in this most crucial area thus contributing to high impact advocacy.

All IFP members have recently reaffirmed that the capacity building and organizational development of the IFP members (NGO platforms) and of the "members of members" (individual NGOs) should become the main priority of our organisation (new pillar II).

Reinforcing this pillar requires a stronger IFP Executive team and governance bodies (see new pillar I). This will subsequently feed and improve our advocacy capacity and collective impact, and will allow the IFP and its members to play a significant role in monitoring development policies and increasing their capacities to influence policy makers at national, regional and international levels (see new pillar III).

As we strive to ensure synergies with other key players, the IFP has operated a shift as regards its work on the enabling environment for CSOs. From being a fully-fledged priority, this area of work has rather become a cross-cutting goal to which the IFP will contribute through enhancing the capacities of its members both in terms of knowledge and advocacy force.

III.

**ORGANIZATIONAL
OBJECTIVES AND
AREAS OF
STRATEGIC
FOCUS**

1 ORGANIZATIONAL OBJECTIVES

Our main objective for the next five years is to achieve more in influencing public policies at national, regional and global levels as a legitimate and truly representative catalyst of NGOs' voice across the globe.

We have identified 3 pillars or specific objectives, which are strongly interconnected and that will support our collective effort to achieve higher impact.

Our 3 specific objectives and their interconnectedness

To achieve its ambition to reinforce itself as a **legitimate, representative, credible and visible catalyst of NGOs' voice in the next 5 years** influencing policies and practices affecting people's lives around the globe, it came across clearly that strategic resources had to be invested in the strategic central functions/skills of facilitation, convening, coordination and connecting members of the IFP which is the main mission of the executive team level. This investment in skilled and highly motivated human resources will support the reinforcement of the other governance bodies and thus the effectiveness of the IFP leadership in undertaking its strategic roles including in its capacity to proactively identify and propose strategic collective areas of work to the members.

It will also allow IFP to strengthen and widen the geographic scope of the membership at all levels by ensuring increased support and more regular direct interactions between the executive team and IFP members, while reinforcing their ownership of the network.

The IFP leadership considers this investment as a pre-requisite to strategically develop the area of NGOs capacity development and learning from national to global level. This would support the emergence of a practitioners' network and positioning the IFP as a go-to resource for the membership and far beyond, feeding into the work of other actors in synergy and complementarity.

All of the above will contribute to boosting NGOs advocacy capacities and ultimately their collective impact primarily on public policies but also on private sector practices, contributing to the realization of the broad agenda of policy coherence for development, as well as the upcoming ambitions of the post-2015 development agenda.

TWO OVERALL INDICATORS

To assess success of our strategic plan will be spelt out along 2 components:

- the IFP network is duly consulted as a go to point by national, regional and international decision-makers on areas;
- the IFP positions towards topics of interest are reflected in the relevant policies, implementation plans and their monitoring.

ORGANIZATIONAL OBJECTIVES

OBJECTIVE 1 To strengthen the IFP's institutional, organizational and operational capacities.

R 1.1 The IFP's organizational and operational capacities have been reinforced

First and foremost, the IFP will become a fully-fledge independent legal entity. This responds to a double objective: simplifying the legal environment including for staff recruitment and fostering the internal and external recognition and visibility of the IFP as a unique and whole actor. Multi-cultural staff will then be recruited at both central and decentralized level to complement the existing executive team (2,5 FTE permanent staff + equivalent of 1 full time on communication) and to respond to the needs of a new legally autonomous IFP structure.

The new team will also be at the forefront of the implementation of the 2016-2020 key strategic priorities: the enlargement and strengthening of the IFP, the reinforcement of the capacity development and learning of IFP members, and the impact of IFP advocacy work. At this initial stage, it is planned to recruit a network officer, a capacity-building officer, an advocacy officer and an administrative and financial officer. The executive team will be trained to respond effectively to the missions entrusted to them (innovative management, new communication tools, intercultural relations, facilitation of on-line meetings, resource mobilization etc.).

The internal and external communication strategy will be updated and improved. Donor relations and resource mobilization activities will also be undertaken to ensure the financial viability of the network beyond the next strategy timeframe.

R 1.2 The IFP's leadership and governance bodies have been strengthened and are better equipped to lead and represent the organization.

As the GA is the ultimate decision-making body as well as the main forum for accountability, the frequency of GA will be increased from every 3 years to 2 years to strengthen the ownership of the strategy by IFP members, and to speed up the operational and monitoring capacity of the IFP.

Annual physical International Council meetings will take place and back-to-back high-level workshops where strategic reflections on civil society and leadership development will be conducted. Working groups with Council Members and other IFP members, facilitated by the executive team, will be created to channel and boost IFP contributions on critical topics. The frequency of Council thematic sub-committees meetings will also be increased and will be handled online.



To strengthen the IFP's institutional, organizational and operational capacities.

R1.3 The IFP has become a fully-fledged entity with a stronger, wider and active membership.

It is crucial to foster and encourage more direct and effective interactions and relations between on the one hand the international governance & leadership of the IFP as well as the executive team, and on the other hand members (including among members themselves). The team will facilitate regular webinars on common strategic issues of interest. It will be even more crucial for this to happen in the perspective of the enlargement of the geographic outreach of the network at national and regional level. This goal ties in with the shrinking space of civil society in many countries where its support and structuring are vital and with the importance of remaining a truly representative organization.

When necessary and where a real demand comes from the national or regional NGO community, the IFP will provide support & counselling to the creation of new national platforms or regional coalitions in countries or regions where they do not exist yet.

The multi-lingual IFP website and quarterly newsletter will keep offering the members the opportunity to learn and to share their experiences with their peers. The IFP will become a champion in promoting accountability among its members as it will promote the implementation of the internationally agreed Istanbul Principles for CSO development effectiveness and will support them in creating more transparent and inclusive governance. Lastly, the IFP will play a facilitation role between its members and other relevant CSO networks in consistency with its initial approach to build strategic alliances and synergies with other key actors in order to leverage IFP's impact and potential.

OBJECTIVE 1

TO STRENGTHEN THE IFP'S INSTITUTIONAL, ORGANIZATIONAL AND OPERATIONAL CAPACITIES

1.1 RESULT

The IFP's organizational and operational capacities have been reinforced

ACTIVITIES

- A1.1 Creation the IFP's legal structure
- A1.2 Recrutement multicultural staff to complement the existing team: a Capacity building officer, an Advocacy officer, a Network officer and Administrative and Financial officer
- A1.3 Organise training of staff on innovative management, new communication tools and social media, intercultural relations, facilitation of online meetings
- A1.4 Update the IFP's internal and external communication strategy every year
- A1.5 Establish relationships with, and submit funding requests to, different donors (international organizations, bilateral agencies, private foundations)

KEY PERFORMANCE INDICATORS

- The IFP's legal structure is created in the first half of 2016
- A Capacity building officer, an Advocacy officer, a Network officer and Administrative and Financial officer are recruited and operational in the first semester of 2016
- At least one training per year is provided to staff of the executive team
- A 2016-2020 communication strategy is written and updated every year
- A membership fees system is introduced in 2016
- At least one funding proposal is presented each year to an international donor
- By 2020 the IFP secures resources for its functioning and activities covering the next 5 years strategy period

1.2 RESULT

The IFP's leadership and governance bodies have been strengthened and better equipped

ACTIVITIES

- A.2.1 Organization of the IFP's General Assembly every two years
- A2.2 Organization of two annual physical Council meetings back to back with an annual Council retreat with trainings on leadership and in-depth reflections on the Civil society's structuring at global level
- A2.3 Creation of working groups with Council members and other IFP members, facilitated by the executive team
- A2.4 Organization online meetings 3 times a year for each of the Sub-Committees (corresponding to specific portfolios) of the IFP's Council

KEY PERFORMANCE INDICATORS

- The IFP's GA is organized every 2 years
- The IFP Council meets physically twice a year and at least one high level training/learning activity is organized annually
- Two new working groups with Council members and other IFP members have been created and are active
- The Committees have at least 3 online meetings a year

OBJECTIVE 1

TO STRENGTHEN THE IFP'S INSTITUTIONAL, ORGANIZATIONAL AND OPERATIONAL CAPACITIES

1.3 RESULT

The IFP has become a fully-fledged entity with a stronger, wider and active membership

ACTIVITIES

- A3.1 Organization of regular webinars with members on strategic issues of interest for them and for the IFP
- A3.2 Enlargement of the geographic outreach of our network at national and regional level
- A3.3 Support the creation of new national platforms (national NGO platforms) or Regional Coalitions (RC) in countries or regions where they do not exist
- A3.4 Translate the IFP's website and quarterly newsletter into 4 languages and provide the opportunity to members to publish and learn from the experiences of their peers and from NP and RC's strategic activities
- A3.5 The IFP promotes the implementation of the internationally agreed Istanbul Principles for CSO development effectiveness (officially endorsed by International Donors) among its members and supports them to have more transparent and inclusive governance
- A3.6 Facilitate information exchange and collaboration between IFP members and other relevant CSO networks

KEY PERFORMANCE INDICATORS

- 2/3 of the IFP members are active in the network's activities
- The IFP welcomes 15 new national members and 2 regional associated members between 2016 and 2020
- The IFP supports the creation/consolidation of national NGO platforms in 5 countries and one regional coalition between 2016 and 2020
- Visits on the IFP's website increase by 30% per year and the quarterly newsletter is translated into 4 languages and sent to over 2000 persons
- 80% of NPF have implemented the Istanbul Principles
- 70% of members have a Code of conduct or ethics
- 100% of members organize at least two GAs during 2016-2020
- 80 % of the national members have a positive opinion of the IFP's role in facilitating peer to peer dialogue and collaboration
- 80% of the national members consider that their membership of the IFP facilitated their relationship and access to other international CSO networks
- 100% of the national members consider that the IFP contributed to better visibility and recognition of national NGO platforms by national and international stakeholders

ORGANIZATIONAL OBJECTIVES

OBJECTIVE 2

To become an influential international actor and point of reference for capacity development and learning for NGOs from national to global levels.

R2.1 The IFP members have the capacity to be legitimate and influential actors representing NGOs' voice in their national environment

The impact of Civil Society organizations remains very dependent on the capacity of the actors themselves to mobilize their constituency and partners, to work together, to build expertise based on their practices, to learn from local experiences, to engage strategically in interaction with local and national authorities, to develop partnerships with other actors in society and to draw the attention of their constituency, politicians and media with innovative proposals.

The strategy is based on members' needs. National members of IFP have relatively similar mandates but different environments and heterogeneous capabilities. Building a capacity building program begins with the recognition of common characteristics but also of the specificities of each national platform. The IFP will organize a national and regional platforms' needs assessment every 3 years primarily through coordinating on self-evaluations. Based on the findings of such assessments, the IFP will then channel targeted resources and support to its national and regional platforms notably through a re-granting scheme. Based on the existing knowledge within the network and needs expressed so far, a series of potential sub-activities have been identified along thematic topics.

GOVERNANCE

The internal governance of national platforms is a critical question, which impacts on their level of reputation and acceptance vis-a-vis their own members and partners.

The IFP may support the strengthening of the gover-

nance bodies and for instance the creation of internal codes of conduct.

REPRESENTATIVENESS

The IFP may support enlargement strategies of its national and regional members to increase their representativeness, thus gaining legitimacy and credibility when voicing concerns of the widest number of organizations.

ACCOUNTABILITY, TRANSPARENCY, NEUTRALITY

The Istanbul principles constitute the reference framework of indicators against which, CSO own effectiveness has to be measured.

The IFP through its unique membership is well positioned to facilitate exchange between national platforms around these principles. It will promote these principles and support its members to promote them too within their own constituencies to ensure they are implemented at national, regional and global level.

SERVICES TO MEMBERS OF MEMBERS

The IFP may support the creation and implementation of capacity development strategies for national NGOs through the production of communication and visibility tools and possibly the creation of national or regional resource centers linked to the wider international resource center envisaged in R2.3

COMMUNICATION

Linked to the above, the IFP will provide advice and support to improve platforms' webpages and communication & media strategies, etc.

RESOURCE MOBILIZATION

The IFP will use its own strategy of "capacity development and learning" to support national platforms members in identifying, mobilizing and accessing to Capacity Building funding schemes available at national and regional levels.

EXPERTISE

Based on its membership and own expertise, the IFP will support the systematization of experiences and mutualisation of tools through the production of guidelines and through exchange of expertise. IFP will also support the creation of an active and inclusive international loose network on "CSO capacity development and learning" made of CSOs leaders around the world.

OBJECTIVE 2

To become an influential international actor and point of reference for capacity development and learning for NGOs from national to global levels.

LEADERSHIP

NGOs and CSOs have traditionally not invested much in leadership development. The concept of leadership itself can even be perceived as controversial. However, when it comes to building advocacy capacity, the role and legitimacy of the leadership of CSO and NGOs is a critical element. Investing in strategic leadership development is a priority if we want CSOs to strengthen and adapt to new challenges and opportunities of our times and remain relevant and impactful actors. Exchange programs between the different platforms' leaders will be facilitated. Peer to peer learning is at the core of our strategy. Considering its unique outreach and the wealth of experience the IFP members can collectively claim, the objective is to enable cross-fertilization to happen. A program dedicated to the platforms' leaders focusing on leadership development will be created.

DIALOGUE AND ADVOCACY

Linked to the above-mentioned activities, exchange visits to share good practices and support advocacy capacity development will take place.

MOBILIZATION AND PARTNERSHIP

A range of activities supporting internal and external partnership development and citizens' mobilization will be envisaged too. It includes: advocacy training, availability of funding for communication/media campaigns on issues of public interest, the support to joint activities among several platforms especially around innovative tools (e.g. self-evaluation and self-regulation), the support to regional coalitions in building partnerships with organizations working on capacity development in order to develop joint initiatives, contributing to the emergence of a wider network of practitioners (see R2.2).

The IFP will also accompany and provides technical support to national and regional members in terms of intelligence sharing on funding opportunities, support and monitoring following the needs' assessment (see detailed description above). The development of tools and toolkits will be encouraged as well as the establishment of a capacities dashboard to monitor the strategic plan indicators.

R2.2 The IFP has established strategic partnerships with key global and regional capacity development and learning practitioners to implement high quality and innovative programs.

While R2.1 is centered on the capacity development and learning of IFP members, this result has the ambition to build an international network of practitioners going beyond the membership.

Building on the partnership development initiated by its national and regional members, the IFP wants to enable the development of an international practitioners' network dedicated to capacity development and learning. This network will be used as a strategic and policy loose entity leading on the identification of best practices in this area of work. This network will produce user-friendly, sharp yet accessible analysis and advocacy position papers around this wide topic.

Toolkits will be created on specific needs expressed by national platforms and their members (e.g. Human resources management, financial management, internal governance and code of conduct etc.), but also tools tackling the link with social movements and citizens, strategic leadership to name a few.

An international convention/conference gathering key global, regional and national actors on CSOs capacity building and learning will be organized every 2 years.

The above activities will allow for an accurate report that the IFP will produce every two years on the state of capacity development and learning at international level.

The above activities will allow for an accurate report on the state of capacity development and learning at international level to be produced every two years.

R2.3 The foundations for establishing an international expertise and resource center supporting NGOs capacity are laid down.

The long-term objective is to establish an international expertise and resource center, which will become the go-to-point for CSO actors and their key stakeholders.

However, it is expected that this process will need several years (beyond our current strategic plan) given the ambition and the inherent complexity of this global project.

In order to lay the foundations for this to happen, the IFP will conduct mapping and benchmarking exercises of the available resources in the sector as well as an identification of potential partners and contributors to the future resources' center.

In the framework of our current strategy 2016-2020, a BETA version of the resource center on 'capacity development and learning' will be developed in different languages to ensure the widest possible accessibility. This preliminary stage will include gathering tools, studies, documentation, a mapping and proposals for innovative approaches.

Finally, an annual publication promoting best practices on capacity development and learning will also be disseminated through the virtual center that will be referenced by all our members and potentially in our external partners' websites.

OBJECTIVE 2

TO BECOME AN INFLUENTIAL INTERNATIONAL ACTOR AND POINT OF REFERENCE FOR CAPACITY DEVELOPMENT AND LEARNING FOR NGOS FROM NATIONAL TO GLOBAL LEVELS.

2.1 RESULT

The IFP members have the capacity to be legitimate and influential actors representing NGOs' voice in their national environment.

ACTIVITIES

- **A1.1** The IFP organizes every 3 years a national and regional platforms' needs assessment
- **A1.2** IFP channels resource and support to national and regional platforms

Potential sub-activities include support to national and regional members to work on:

- **Governance:** strengthen the governance bodies; creation of internal codes of conduct etc.
- **Representativeness:** support to enlargement strategies for national and regional members etc.
- **Accountability, transparency and neutrality:** facilitation of exchanges between national platforms around the Istanbul principles, Promotion and counselling on the role of national NGOs platforms to boost and enable Istanbul Principles toward their constituency (individual NGOs) at national level
- **Services to members of members:** support for the creation and implementation of capacity development strategies for national NGOs; production of communication and visibility tools; creating resource centers
- **Communication:** improvement of platforms' webpages, trainings on new communication tools
- **Resources mobilization:** trainings and support for drafting funding proposals,
- **Expertise:** support to capitalization of experiences and mutualisation of tools through production of guidelines; exchange of expertise through the constitution of an active and inclusive international loose network for CSOs leaders around the world
- **Leadership:** exchange programs between leaders of different platforms; peer-to-peer learning; Creation of a program dedicated to the platforms' leaders focusing on leadership development
- **Dialogue and advocacy:** exchange visits to share good practices
- **Mobilization and partnership:** advocacy training, funding for communication campaign on issues of public interest; support in building partnerships with organizations in order to develop joint activities/initiatives; Support for joint activities/initiatives among several platforms, especially around innovative tools (for example on self-evaluation and self-regulation); Support to regional coalitions in building partnerships with organizations working on capacity development in order to develop joint activities/initiative

- **A1.3** The IFP accompanies and provides technical support to national and regional members

Potential sub-activities include:

- Sharing information on funding opportunities
- Support and monitoring of the projects funded under the activity O2 A 1.2
- Development of tools and toolkits
- Establishment of a capacities dashboard to monitor the strategic plan indicators

KEY PERFORMANCE INDICATORS

- 80% of national and regional platforms have participated in a self-evaluation and needs assessment process
- 70% of national and regional platforms have received a grant through the IFP capacity building program
- 90% of national and regional platforms have benefited from IFP support
- 90% of national and regional members are satisfied by the technical support provided by the IFP

2.2 RESULT

The IFP has established strategic partnerships with key global and regional Capacity Development and Learning practitioners to implement high quality and innovative programs

ACTIVITIES

- **A2.1** Identification of relevant actors and building an international practitioners network dedicated to capacity development and learning
- **A2.2** Identification of best practices on capacity development and learning
- **A2.3** Elaboration of user friendly analysis and advocacy position papers around the issue of capacity building and learning
- **A2.4** Creation of a series of toolkits on specific needs expressed by the national platforms and their members (internal governance and code of conduct, financial management, human resources management but also around the link with social movements and citizens, strategic leadership, etc.)
- **A2.5** Organization of an international convention every 2 years with key global, regional and national actors on CSOs capacity building and learning
- **A2.6** Creation and publication of a flag report on the state of Capacity Development and Learning at International level every two years

KEY PERFORMANCE INDICATORS

- At least 5 global and regional partnerships with key actors on capacity building and learning are established over the duration of the current strategy
- At least 30 practitioners of capacity development and learning participate in the IFP network's activities
- At least 3 position papers in 3 languages on good practices are produced to support advocacy related to capacity development and learning
- At least 2 user friendly toolkits in 3 languages are created every year
- One international Convention on capacity building and learning is organized every two years
- One report on the state of Capacity Development and Learning at International level is produced every two years

OBJECTIVE 2

TO BECOME AN INFLUENTIAL INTERNATIONAL ACTOR AND POINT OF REFERENCE FOR CAPACITY DEVELOPMENT AND LEARNING FOR NGOS FROM NATIONAL TO GLOBAL LEVELS.

2.3 RESULT

The foundations for establishing an international expertise and resource center supporting NGO capacity are laid down.

ACTIVITIES

- A3.1 Mapping, benchmarking and identification of possible partners and contributors to the expertise/ resource center
- A3.2 Development of a BETA version of a resource center on capacity building gathering tools, studies, documentation and innovative approaches in different languages
- A3.3 Promoting best practices on capacity building and learning through one annual publicatio

KEY PERFORMANCE INDICATORS

- An internal database referencing the most relevant actors and practitioners at international and regional level is created and regularly updated
- At least 80 documents are classified and made available on a specific resource center
- One publication promoting best practices on capacity building and learning is launched every year

ORGANIZATIONAL OBJECTIVES



To increase the impact and realize the full potential of IFP to advocate at national, regional and global levels.

The IFP has managed to engage successfully in advocacy work contributing to the emergence of a global, overarching, cross-thematic post-2015 framework. The design process of this agenda was unprecedented and gave CSOs an important responsibility to carry the voices of citizens to global fora. CSOs' role will also be crucial during the implementation phase of the agenda. The principle of 'universality' of the new agenda will be a prominent value ensuring all countries have an equal responsibility in its implementation. The traditional divide between donor countries and recipients will therefore evolve and the IFP constituency made of developing countries representatives, OECD members as well as emerging economies countries (such as G20 members) will be a strong asset for advocacy work on the implementation of the post-2015 agenda. The monitoring and accountability work around post-2015 will thus engage the whole IFP membership.

After having been one of the influential CSO actors in contributing to the set-up of this agenda, the IFP ambitions to remain a key player in keeping governments accountable and a major actor in its implementation.

National platforms have taken the opportunity of the negotiations of this new international framework to improve their influence in the governmental spheres.

They can now build on their acquired legitimacy to represent civil society in organizing structured and regular dialogues with governments, which will be

strengthened by the successful realization of pillars I and II of our strategy.

While the Sustainable Development Agenda will be the overall framework for all actors working on development, the IFP and its members' advocacy will be developed around other specific themes also.

The work around the negotiations of the G20 or the Committee on Food Security of the FAO will be pursued, as well as the monitoring and analysis of the "BRICS" group. New subjects will be identified by the IFP members who will be supported to develop working groups within the IFP, around the specific areas of advocacy.

The IFP and members' participation in international and regional relevant fora will also be facilitated, to ensure that their voice is represented and heard on those occasions.

The IFP and its members will continue working in collaboration with other relevant actors at all levels (primarily CSOs), since the principle of building strategic partnerships is at the core of our network since its creation.

R3.1 The IFP's capacity to take the lead on international advocacy initiatives and to influence decision-making processes have been strengthened.

An international advocacy and campaigning experts network from national platforms will be created to support the executive team in proposing relevant advocacy initiatives.

The IFP will continue to monitor the international debates relating to the SDGs' implementation and



OBJECTIVE
3

To increase the impact and realize the full potential of IFP to advocate at national, regional and global levels.

will share analyses with members in order to facilitate their involvement. It will coordinate monitoring activities on transversal issues of the post 2015 agenda to flag advancements at national, regional and global levels. The IFP will also lead on the development of at least 2 IFP advocacy position papers on issues of interest for international community.

Lastly, the IFP will seek to establish an IFP representation in institutional monitoring mechanisms of the new post-2015 agenda such as the UN High Level Political Forum and continue the work within other international civil society mechanisms alongside official processes (like the CSM of the CFS of the FAO).

R3.2 The IFP has become an efficient and pro-active vehicle to articulate advocacy civil society positions and strategies from the national, the regional and the international levels.

As a result of this multi-layers strategy of capacity development the establishment of new collaborative mechanisms, as well as the investment on new means and resources, the IFP will be able to gather political intelligence from national and regional levels and share it effectively with its constituency through improved communication channels. As a result, the IFP will be in a position to produce informed policy and advocacy. The IFP will equally support regional platforms to promote and communicate on the work undertaken by their national members, to ensure a high resonance and impact.

The IFP will work along “core groups” approach, constituted by a minimum of 5 national or regional platforms to lead on the work at international level for each advocacy topic identified as a priority by the IFP.

The IFP will also support international advocacy initiatives among national platforms and will facilitate their participation in the international processes. By organizing strategic international meetings with other relevant stakeholders, the information resulting from the monitoring and best practices to keep governments accountable to their pledges will be adequately shared.

R3.3 The IFP members at national and regional level have reinforced their credibility in their interlocution and engagement with national governments, regional and international organizations.

Building on activities under pillar I and II, the IFP will be equipped to support the development and implementation of members’ national and regional advocacy strategies. Again, following a peer-to-peer approach, the IFP will facilitate the learning and experience sharing process on the members’ advocacy activities.

The IFP will also support its members to actively engage and to play a key role in the monitoring and implementation of the post-2015 agenda, notably through a specific process targeting regional members so that they identify and develop in house and external expertise on the new SDG agenda.

Then, the IFP should be in a position to voice and promote its position as well as its members’ specific positions before the UN and governments from national to international levels. To enhance its members and its visibility, the IFP will organize at least one advocacy event every year in each region, back to back with regional summits, with the participation of at least 3 national platforms.

Result 3.4 The IFP becomes a champion in advocating for efficient and flexible funding schemes enabling civil society to play its diverse roles, including on capacity development and structuring

Based on its legitimacy, its representativeness and outreach, the IFP will be able to become a credible advocate for the mobilization of sustainable resources for capacity development & learning for CSOs and for the structuring of civil society. By capturing the experience at national and regional levels through a mapping exercise, the IFP will produce recommendations to donors for better funding schemes dedicated to CSOs capacity development and learning activities. The IFP will also undertake an analysis that should result in policy recommendations for supporting CSOs’ enabling environment (as regards capacity development and learning activities). A possible partnership with CIVICUS will be further explored.

OBJECTIVE 3

TO INCREASE THE IMPACT AND REALIZE THE FULL POTENTIAL OF THE IFP TO ADVOCATE AT NATIONAL, REGIONAL AND GLOBAL LEVELS

3.1 RESULT

The IFP's capacity to take the lead on international advocacy initiatives and to influence decision making processes has been strengthened

3.2 RESULT

The IFP has become an efficient and pro-active vehicle to articulate civil society advocacy positions and strategies from national, regional and international levels

ACTIVITIES

- A1.1 Create an international working group/network of advocacy and campaigning experts from national platforms to support the executive team
- A1.2 Develop advocacy positions and publication of at least 2 papers every year on issues of interest for the network
- A1.3 Coordinate monitoring activities at international level on cross-cutting issues of the post-2015 agenda to flag yearly national, regional and global advancements
- A1.4 Develop monitoring of international debates on the implementation of SDGs and sharing the analysis with members in order to facilitate their involvement
- A1.5 Seek to establish an IFP representation in institutional monitoring mechanisms of the new post -2015 agenda (such as the UN High Level Political Forum) and other international civil society mechanisms alongside official processes (like the CSM of the CFS of the FAO)

KEY PERFORMANCE INDICATORS

- 1 advocacy working group is active and guides the IFP's international work on advocacy
- 1 analysis of the international debates around the implementation of the post 2015 agenda is shared monthly
- 1 annual State of play on the monitoring of national platforms and regional coalitions on transversal issues of the post-2015 agenda is published
- At least 2 IFP advocacy position papers on issues of interest for the network are published every year
- At least 1 IFP representative takes part in the discussions within international civil society mechanisms like the UN High Level Political Forum or the CSM of the CFS of the FAO

ACTIVITIES

- A2.1 Gather political intelligence from national and regional levels and share it with the constituency
- A2.2 Produce policy and advocacy based on the national intelligence and analysis work
- A2.3 Support regional platforms to promote and communicate on the work undertaken by their national members
- A2.4 Identify five national platforms or regional coalitions to lead on the work at the international level for each advocacy subject identified as a priority for the IFP
- A2.5 Support international advocacy initiatives among national NGO platforms and facilitate their participation in the international processes
- A2.6 Organise key international meetings with other relevant stakeholders to ensure the exchange of information resulting from monitoring and share best practices to keep governments accountable to their pledges.

KEY PERFORMANCE INDICATORS

- An internal database is updated quarterly with intelligence from the national level and elements are shared in advance of at least 6 regional or international events each year
- 5 regional coalitions receive financial and technical support for their communication activities while ensuring strong links with, and visibility at, national and international levels
- 5 members are formally mandated to take the lead on each advocacy theme identified by the IFP
- At least 3 annual joint advocacy initiatives between members are supported by the IFP
- At least one international meeting with relevant stakeholders is organized each year to ensure the exchange of information resulting from monitoring and sharing best practices to keep governments accountable to their pledges vis-a-vis the post2015 agenda
- 50% of the national members consider that the IFP has enabled them to be involved in international debates on issues of interest for them
- The IFP's advocacy position papers reflect national evidence based realities based realities

OBJECTIVE 3

TO INCREASE THE IMPACT AND REALIZE THE FULL POTENTIAL OF THE IFP TO ADVOCATE AT NATIONAL, REGIONAL AND GLOBAL LEVELS

3.3 RESULT

IFP members at national and regional level have reinforced their credibility in their interlocution and engagement with national governments, regional & international organizations

ACTIVITIES

- A3.1 Support the development and implementation of members' national and regional advocacy strategies
- A3.2 Facilitate a process of peer learning and experience sharing on the advocacy activities among members (for eg. on the national monitoring tools of the implementation of the new agenda)
- A3.3 Support national and regional members to actively engage and play a key role in the monitoring and the implementation of the post-2015 development agenda
- A3.4 Support regional NGO Networks to actively contribute to identifying and developing expertise (in-house and external) on the new SDG Agenda
- A3.5 Promote the IFP and its members' positions with the UN and governments at the national, regional and international levels
- A3.6 Organize at least one advocacy event every year in each region, with at least 3 national platforms participating

KEY PERFORMANCE INDICATORS

- At least 10 platforms are supported each year for national advocacy activities
- 5 regional coalitions receive support each year for advocacy activities
- At least 50% of the IFP's members are engaged in the monitoring of the implementation of the post 2015 agenda
- At least 50% of the IFP's members participate in regional and international fora and share the IFP's and its members positions with relevant stakeholders
- At least one advocacy event is organized every year in each region, back to back with regional summits, with at least 3 national platforms participating
- 80% of the national members consider that their membership of the IFP provided leverage in their dialogue with national and international policy makers

3.4 RESULT

The IFP becomes a champion in advocating for efficient and flexible funding schemes enabling civil society to play its diverse roles, including on capacity development and structuring

ACTIVITIES

- A4.1 Map and develop recommendations for better funding schemes dedicated to CSOs capacity development and learning activities
- A4.2 Analyse and develop policy recommendations for CSOs' enabling environment for capacity development and learning activities (potentially in collaboration with CIVICUS)

KEY PERFORMANCE INDICATORS

- At least 20 of the IFP's members are involved in advocacy activities for the capacity development of civil society
- At least two international or bilateral donors provide funding for civil society's structuring and networks in 50% of the countries where the IFP has members
- At least 30% of IFP's members receive support from new donors
- At least one document with policy recommendations for CSOs' enabling environment for capacity development and learning is published

2

TARGET GROUPS AND MAIN STAKEHOLDERS

THE TARGET GROUPS OF THE IFP NEW STRATEGY 2016-2020 ARE:

- 50 key leaders
- 600 Board members of IFP National Platforms
- Few thousand of individual NGOs (broad constituency of IFP)
- Broader civil society constituency at national level (beyond NGOs)
- National and international decision makers from government and international institutions
- A link-minded donors group who support CSOs capacity development

THE MAIN STAKEHOLDERS OF THE IFP ARE:

- Its 62 representatives from the national Platforms
- The 15 members of the IFP international Council
- The coordinators and leadership of the Regional Coalitions associated members of IFP
- New national platforms and regional coalitions not yet members of IFP
- A few international and regional CSO networks and coalitions active in the Development agenda such as: Beyond 2015, CIVICUS/AGNA, Action 2015, CPDE, etc.

IV. GUIDING PRINCIPLES AND WORKING METHODS

1 THE IFP IS...

We promote the defense of human rights, the elimination of any form of exclusion, the eradication of poverty, the fight against inequalities, injustice, sustainable development and the promotion of an enabling environment for Civil Society Organizations.

The IFP follows and promotes a human rights based approach. We promote the defense of human rights, the elimination of all forms of exclusion, the eradication of poverty, the fight against inequalities, injustice, and the promotion of sustainable development and of an enabling environment for Civil Society Organizations. The Istanbul principles for CSO development effectiveness are our overarching working framework.

WE ARE...

IMPACT ORIENTED

The impact of Civil Society actors remains very dependent on the capacity of the actors themselves to mobilize their constituency and partners, to work together, to build expertise based on their practices, to learn from local experiences, to engage strategically in interaction with local and national authorities, to develop partnerships with other actors in society, to develop proposals that draw the attention of their constituency, politicians and media. The IFP's strategy is to develop these capacities by fostering exchanges between NGOs platforms and other CSOs, through peer-to-peer learning and access to innovative tools.

NEEDS BASED

Our approach is not a purely 'technical' and 'instrumental' approach developed around the idea of 'offer-driven' support, as we see it too often. The strategy is based on members' needs. IFP Members have relatively similar mandates with different environments and heterogeneous capabilities. Supporting members effectively begins with the recognition of their common characteristics but equally of the specificities of each platform. The approach should therefore be based on a differentiated and individualized analysis. The IFP has already had to produce analyzes of the strengths and weaknesses of its members, especially in sub-Saharan Africa. The IFP will build on these experiences to initiate a detailed analysis of needs and capacities to ensure that the resources will target the most relevant needs.

IMPLEMENTING A PEER TO PEER APPROACH

The IFP is developing a unique peer-to-peer and "partnerships" approach. The IFP did not build its strategic program from a centralized/top down/"in-house-only" perspective but it built it from the existing peer-to-peer on-going collaborations amongst regions and national platforms. It will also engage with existing recognised expert actors active in our key strategic priorities through concrete and operational partnerships and collaborations. The IFP itself is currently undergoing a phase of renewal and is opening more and more to new approaches, since learning together is a pre-requisite for a genuine collaboration and for greater

impact. The IFP's strategy for capacity development and for strategic leadership is based on learning relationships, enhancing peer-to-peer learning. Peer-to-peer learning is the main building block of CSOs capacity development.

DEVELOPING LEADERSHIP

The IFP's strategy on CSO capacity development & learning is primarily targeting the community of leaders that constitute this network of NGOs with members in 62 countries from 5 regions of the world. There is a need and a gap of services benefitting NGOs & CSOs leaders (including emerging leaders). Those needs encompass skills development, capacities to organize democratic debates and inclusive processes, mutual learning on social & political changes, facilitating and fostering collaborations, partnerships and networking. Strategic and inclusive leadership is crucial in this area and the IFP could provide the space and enable these processes to take place within and among its constituency. One of the approaches will consist in developing communities of leaders and practitioners.

PROMOTING EXPERTISE AND INNOVATION

The chosen methods will be based on the most innovative initiatives existing today such as leadership development, learning, knowledge sharing, south-south cooperation, etc. Some resources will be allocated to pilot initiatives in order to identify and test new ideas and ways of working.

THOUGHT PROVOKING

The IFP's ambition is also to stimulate debates and exchange of experiences between the NGO platforms, regional coalitions and the IFP itself on important issues like: what does effective social change mean? What is the vital work that needs to be done by CSOs in order to deliver on their missions and visions? To improve IFP members' impact, the IFP also needs to improve its own ways of facilitating and networking. It is an ambitious and complex process of mutual learning, experiment and improvement of practices. Through this process, the IFP itself intends to reflect upon its own capacity and role. National NGO platforms are sometimes seen too much as institutional actors, far from the field and from grassroots actors, often replicating imported models and lacking transformational impact. If the IFP wishes to become a unique actor being able to develop capacities and stimulate learning for and from the CSOs across the world, the IFP itself must transform and become more innovative, proactive and when necessary provocative.

2 MONITORING AND EVALUATION OF THE 2016-2020 STRATEGY

The **governance bodies and the executive team** will lead on the monitoring of the advancement of the strategy against key performance indicators on a yearly basis. This will feed into a mid-term and final evaluation of the strategy undertaken by a combination of external specialists and mandated members.

As regards the evaluation of the IFP in terms of perception and added value by its members, the IFP will be submitted to a 360 degree evaluation involving **national platforms, regional platforms, other CSOs networks** and **institutional stakeholders** once during the strategy's lifespan.

As regards the effectiveness of our capacity development and learning strategy, the evaluation will be conducted along a **peer to peer approach** e.g national platform performances will be evaluated/assessed by a group of national platforms.

The definition of the means of verification is in progress and will be finalized by the IFP by the end of 2015.

V.

FUNDING

1 THE FUNDING STRATEGY

7 500 000
EUROS

The overall budget estimated for the implementation of the entire strategic plan is about 7 500 000 euros for the next 5 years.

Estimated budget breakdown expressed in percentage per strategic objective:

Specific objective	% of the 2016-2020 budget
1- STRENGTHENING THE IFP (EXECUTIVE TEAM, GOVERNANCE, MEMBERSHIP)	35 %
2- MEMBERS' CAPACITY DEVELOPMENT	42 %
3- ADVOCACY WORK	23 %

Estimated budget breakdown expressed in percentage of financial support provided per geographic level i.e national, regional and global:

Geographical Level	% of the 2016-2020 budget
INTERNATIONAL	43 %
REGIONAL	20 %
NATIONAL	37 %

THE FUNDING STRATEGY

The funding strategy has an external and an internal component. The executive team staff will be trained on resource mobilization and on programs approaches (planning, assessment and learning).

EXTERNALLY

Institutional donors and private foundations will be approached for direct and indirect support. As regards direct funding for the IFP several donors will be contacted for direct support: multilateral donors (UNDEF, EU, etc.), bilateral donors (Agence française de développement – AFD, DANIDA, SDC, etc.), and private foundations (i.e. Fondation de France). This approach is based on existing and past partnerships as well as seeking new streams. In terms of indirect access, the IFP will keep on seeking funding through strategic partners and coalitions, recipients of bilateral funding who would provide funding to the IFP for joint initiatives. A particular attention will be paid to complementarity of funding and avoiding duplication.

INTERNALLY

Membership fees will be put in place as of 2016 to contribute to the sustainability of the umbrella organization, as per 2015 GA' decision. A targeted portion of resources mobilized by the IFP members at their national and regional level will also be used for pre-defined and specific areas of collective work.