

**CONCORD**

European Confederation of NGOs working on  
sustainable development and international cooperation

# TO GET THERE. TOGETHER.

STRATEGY  
2023 - 2026



# ABOUT CONCORD

## VISION

→ Equal, just and inclusive societies in a sustainable world.

## PURPOSE

→ To influence and challenge EU decision-makers, fostering a vibrant civil society and forging synergies and alliances across the world, so as to transform systems and power structures and build equitable and inclusive societies in a sustainable world.

## WHAT DO WE DO TO ACHIEVE TRANSFORMATIVE CHANGE?



**ENGAGE**



**CHALLENGE**



**INNOVATE**



**EVOLVE**

---

## WHO WE ARE

**26**

**National Platforms**

**25**

**Networks**

**07**

**Associate Members**

Publisher: CONCORD Europe – Rue de l'industrie 10 – 1000 Brussels, Belgium

Coordination: Tanya Cox, Soledad Briones and Katarzyna Krok

Design: [www.profigrafik.sk](http://www.profigrafik.sk)

Year of publication: 2022

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>4</b>
<b>WHO WE ARE</b>	<b>6</b>
• VISION AND PURPOSE	6
• ORGANISATIONAL CULTURE AND VALUES	6
<b>THEORY OF CHANGE</b>	<b>8</b>
<b>WHAT WE'LL WORK ON</b>	<b>9</b>
<b>WHERE WE'LL WORK</b>	<b>11</b>
<b>HOW WE'LL ACHIEVE OUR GOALS</b>	<b>12</b>
• FIT FOR PURPOSE PRACTICES	12
• INFLUENCING THROUGH ADVOCACY	13
• INFLUENCING THROUGH COMMUNICATIONS	14
<b>STRENGTHENING OUR COMMUNITY IN A CHANGING LANDSCAPE</b>	<b>16</b>
• MEMBER ENGAGEMENT	16
• WHO DOES WHAT	16
• MONITORING AND EVALUATION	17
<b>ANNEXES</b>	<b>18</b>
• STAGES IN THE PROCESS	18
• SCENARIO THROUGH TO 2026	19

# INTRODUCTION

For many years, disruption and an increasing speed of change have characterised our environment. However, CONCORD's 2023-26 strategy is written at a time of particular uncertainty. We, in Europe, may gradually be exiting from the throes of the COVID-19 pandemic, but the full scale of its impacts, especially on many countries around the world, is still to manifest itself. Furthermore, Russia's invasion of Ukraine has added to the insecurity felt over recent years, not only by many of CONCORD's members but more generally in Europe and across the geopolitical spectrum. Such insecurity goes beyond physical insecurity owing to knock-on effects for civil society space, energy security and food security for example.

One thing is sure: much of the progress we have made over the past two decades in terms of human development, also in terms of poverty reduction and gender-based violence, has been reversed, or at the very least suffered considerable setbacks as a result of recent events.

**This means that the global community – states, local governments, civil society, the private sector, communities – must redouble our efforts to meet the 2030 Agenda's Sustainable Development Goals, ensuring that we leave no one behind.**

However, the COVID-19 pandemic is simply the most recent expression of the fault-lines in our systems. The prevailing model of progress has increased insecurity in myriad ways and on multiple levels. Uncertainty and insecurity characterise millions, if not billions, of people's lives. The causes include, but are not limited to, climate change, the digital transformation, the rapidly evolving nature of work, political flux and conflict. All of these are increasingly characterised by significant impacts on people.

The upsurge of extremist and illiberal views, the undermining of democratic mechanisms, and the rise of the disinformation society, as well as the

individualisation which results from our economic and political models, are eroding trust and solidarity between people and between people and the state. The neocolonial and patriarchal systems continue to dominate, with power and privilege being concentrated in the hands of fewer and fewer people. And, as a result, inequalities continue to rise relentlessly.

Despite this – or rather, because of it – people across the globe continue to resist such tendencies and to challenge the current system. Many people are risking their lives on a daily basis to fight for freedom, justice and equality. People have been speaking out, all over the world, to force leaders to face the facts about climate change, environmental degradation and biodiversity loss and the disastrous consequences these will have if urgent action is not taken, just as they have been speaking up for equal rights for all people, without discrimination. The advances made in digital technology and the internet offer possibilities for connecting with people, sharing information and joining movements that strengthen our collective voice and influence. They offer new ways to show solidarity.

## What does this mean for CONCORD?

CONCORD has, for many years, been working to transform the imbalanced and unjust political and economic systems and power structures. In recent years, we have refocused our efforts on reducing inequalities between people and between countries, looking at the multiple root causes of those inequalities. And we have, both at national and EU levels, re-emphasised the importance of a vibrant civil society for resilient and healthy societies, which promote the well-being of all people within the limits of our planet.

As the EU has transitioned from 'development cooperation' to 'international cooperation' to 'promoting fair and equal partnerships', we have

stepped up our engagement with the EU on the nature of meaningful partnerships.

Through our EU-wide membership, CONCORD is in pole position to influence the future and the way the EU addresses global challenges and human rights violations. We have already seen that some of the changes we have championed for years are now becoming 'mainstream', even in the hallowed realm of the economy. We have influence, but can be even more ambitious if we wish to effect truly transformational change. We will therefore put more emphasis on setting the agenda, engaging with the EU at all levels, while maintaining our focus on the essentials.

We will intensify our demands for system change and greater equality for all people so as to contribute to just and inclusive societies. We will balance responding to shorter-term urgencies with reflecting on longer term trends and their impacts on people and planet. We will stand for peace, respect and collaboration, working together with others to build a sustainable world.

**We will prise open civil society space and refuse to be sidelined; we will increase our visibility and our profile.** To this end, we will continue to fight for adequate funding both for our core issues and for our sector. We will strengthen our power and voice and will reach out to people across Europe in order to raise awareness of the critical issues of our time, and to promote a culture of solidarity, global citizenship and sustainable lifestyles.

**While focusing on influencing the EU, we will also continue to evolve as a sector;** we will reflect on and be propositional as to how international cooperation and all actors can best contribute to sustainable development around the world. And we will work more closely with colleagues in other parts of the world to reinforce their calls for change, based on local proposals.

We have already begun this journey and the coming four years offer us an opportunity to make a step change in our ways of engaging and successfully influencing the EU so as to achieve the sustainable world we seek.

***This strategy is about how we'll get there. Together.***

# WHO WE ARE

CONCORD members have updated the description of our Confederation to reflect the evolution in our sector:

**CONCORD is the European Confederation of NGOs working on sustainable development and international cooperation.**

CONCORD is a member-led organisation, made up of two types of member: the National Platforms, which regroup in their turn many of the NGOs working on sustainable development in their country, as well as network organisations. The majority of our members have operations around the world. The richness of our Confederation lies in the wide diversity and comprehensiveness of our membership.

All mentions of CONCORD or the Confederation, or indeed “we”, refer to members and the Secretariat working together. This strategy is designed to guide the whole Confederation.

## CONCORD's VISION

Together, CONCORD members agreed the following vision for the Confederation:

**Equal, just and inclusive societies in a sustainable world**

Our vision shows the direction of travel for CONCORD.

## CONCORD's PURPOSE

CONCORD members also agreed our purpose is:

**To influence and challenge EU decision-makers, fostering a vibrant civil society and forging synergies and alliances across the world, so as to transform systems and power structures and build equitable and inclusive societies in a sustainable world.**

Our purpose shows what we do and why we do it.

## CONCORD's ORGANISATIONAL CULTURE

Together with the vision and purpose, the values we identify with and wish to embody determine the organisational culture we will embrace – our beliefs, our behaviours and our standards. They will guide what we do and how we do it.

Members identified these values as being particularly important:



### SOLIDARITY

We promote solidarity between people and countries both in Europe and across the world. We work together to support each other within the CONCORD Confederation, just as we work to support people in other parts of the world to realise their rights and sustainable development.



### NON-DISCRIMINATION

We adhere to the human rights principles of non-discrimination and equality. To this end we ensure that our internal processes are fair, accessible and promote diversity and inclusion; in our external work we promote an intersectional, people-centred approach so as to offer equal opportunities to everyone.



### COLLABORATION

We believe in the power of meaningful partnership and of working together to fight for our common causes. We collaborate closely both within our network, ensuring participatory processes, as well as with civil society colleagues and other stakeholders in Europe and beyond, in the aim of achieving just and equitable societies in a sustainable world.



### INTEGRITY

We recognise the importance of applying strong moral and ethical principles to and in our work. To this end, we maintain the highest standards of conduct and seek feedback so that we can continually learn and improve what we do, building trust and mutual respect.



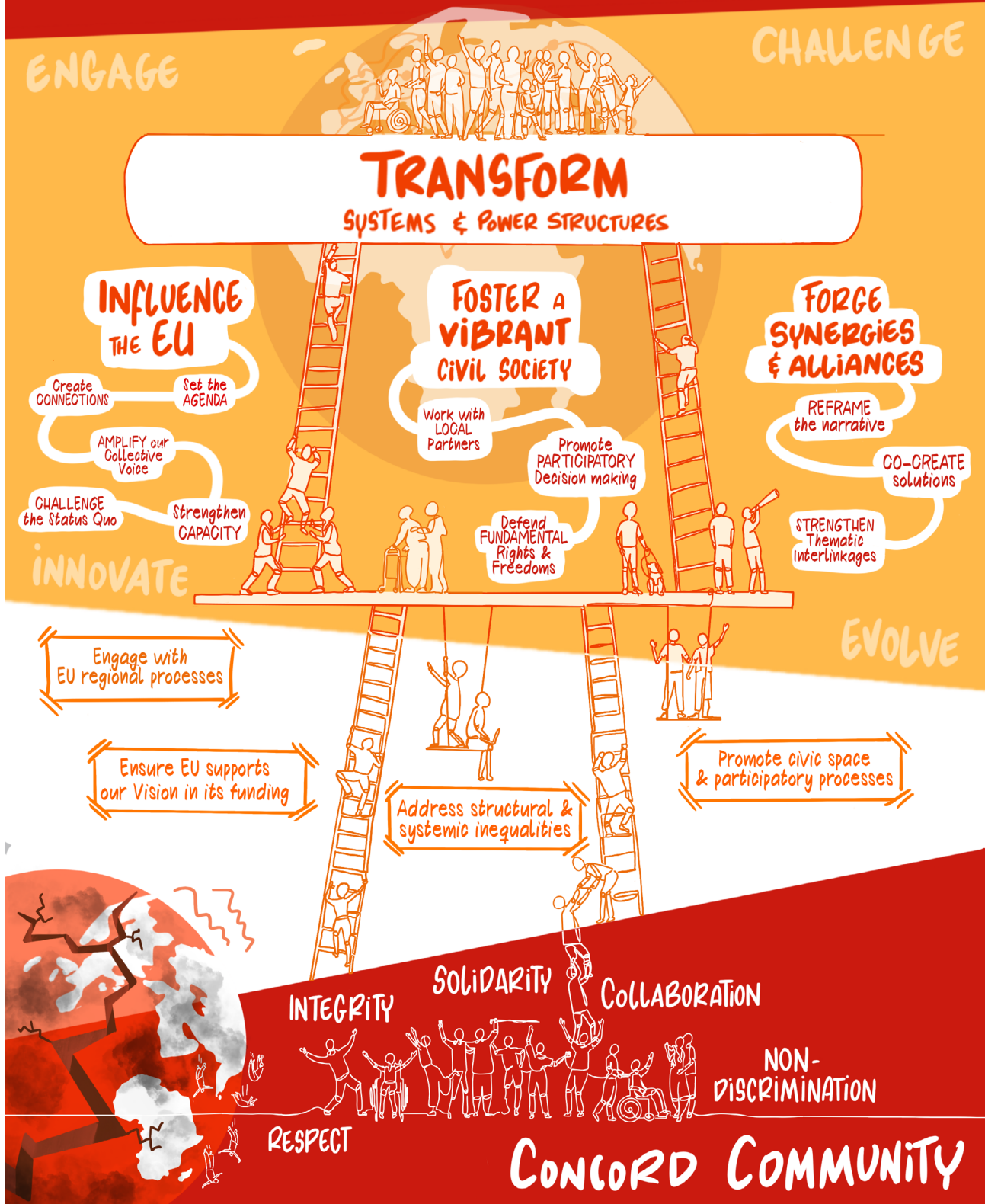
## **RESPECT**

We place a special emphasis on ensuring that we treat our colleagues, our partners and other stakeholders with whom we engage as we ourselves wish to be treated. To this end, we regularly revisit our ways of working and encourage mutual learning and co-creation.

***We will adopt these values internally, just as we will apply them externally. And we acknowledge that they are mutually reinforcing and interdependent.***

# THEORY OF CHANGE

## EQUAL, JUST AND INCLUSIVE SOCIETIES IN A SUSTAINABLE WORLD



# WHAT WE'LL WORK ON

**Our vision and purpose will guide and shape the work of the Confederation as we try to address the major structural and systemic issues that perpetuate inequalities, poverty, conflict and insecurity and undermine the achievement of the Sustainable Development Goals.**

Our aims are threefold: to be relevant and impactful in our work towards the EU at all levels; to remain flexible so as to be able to take into account emerging trends and their effects both on our sector and on the people we work with and for; and to defend and promote the ability and freedom of civil society everywhere to perform its invaluable role in societies. We firmly believe that a vibrant civil society is crucial to solving many of the issues we currently face. For these reasons, this strategy does not intend to set out all the topics we will work on over the coming four years. Rather it establishes the guiding parameters of our work together.

We will recognise and actively build upon the interlinkages between every area of our work to create synergies. In this vein, the key global challenges such as climate change and environmental degradation, the technological revolution and gender equality will cut across everything we do. We will actively engage with the EU to ensure that it also addresses the interlinkages between issues, including the negative impacts that a policy may have on efforts to pursue sustainable development; we will urge the EU, at all levels, to act responsibly when faced with the dilemma of prioritising its values versus its interests.

CONCORD will review what we work on together over the course of the strategy and adapt our workstreams accordingly, both in response to our external environment, but also to member demand and expertise. One such example is how we may address the many crises that continue to challenge communities around the world and which are increasingly complex, overlapping and protracted. CONCORD's role in this could be to act as a space for

members to learn from each other's experiences, opening up opportunities to work with like-minded networks to identify our added-value in the humanitarian-development-peace nexus. CONCORD will influence the EU and Member States policies and practice to ensure that they are people-centred and that financial instruments support CSOs in this changing environment.

## Addressing structural and systemic inequalities

The well-being of people and planet are central to everything we stand for and therefore to everything we work on. However, inequalities between people and countries continue their inexorable rise, worsened by crises, but also by the failure of world leaders, despite their commitments, to address the systemic root causes underpinning the multiple forms of inequality.

**CONCORD will therefore continue to work for equality; it will be the lens through which we address all themes.** We will, over the coming four years, take our work to the next level, sharing more ambitious messaging on structural inequalities, and confronting the ongoing power and privilege inherent in our neocolonial and patriarchal systems. We will, in addition, challenge the dysfunctionalities of today's capitalist systems. **CONCORD will continue to push for the economy to be reoriented to serve people and planet.** Given the ongoing prevalence of the 'growth model' and the concomitant repercussions for the climate, the environment and inequalities, CONCORD will propose alternative economic solutions which rather guarantee progress for all in harmony with our environment. We will ensure that issues which are – or could – increase inequalities, such as the digital transformation, are addressed.

We will focus more on the intersectionality between forms of discrimination which results in multiple, compounding inequalities and, through

our work on intersectionality, we will aim to eliminate hierarchies of power, to make everyone equal and societies just and inclusive. Within this piece of work, gender equality will be particularly important as we firmly believe that the injustices girls and women face are not only unacceptable and detrimental to society as a whole, but act as a break on progress. We will urge the EU, and every Member State, to promote gender equality without equivocation and across all sectors in their external action. We will highlight the need to recognise women and girls in all their diversity and to work towards changing social norms and attitudes as a key step in rebalancing power relations.

Together, we will set the agenda in the EU on inequalities, with CONCORD focusing on the EU's role in the international arena and holding the EU to account for its commitments to leave no one behind.

## Ensuring the EU supports our vision in its funding and financing

A clear demonstration of where the EU's priorities lie comes in where and how it allocates its very sizeable international cooperation budget. **Not only will CONCORD continue to encourage the EU to be a reliable, values-based donor, but we will also push for adequate financial resources to be dedicated to addressing global challenges and especially to human development in the EU's budget.**

We will influence EU budget reviews and programming processes to this end, giving greater consideration to how to support and collaborate with local civil society actors so that they are able to engage in and shape the programming cycle. We will maintain our calls for adequate funding for civil society given its crucial role in society, combining this with a focus on accessibility for local or smaller organisations.

CONCORD will continue to monitor whether the EU respects its international commitments, such as in the context of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change, as well as adequately funding its own commitments, such as on gender equality. We will monitor more assiduously the EU's use of its ODA,

to verify whether this is in line with the Busan Principles and whether it is reaching the people furthest behind. We will examine the degree to which climate finance is new, additional money and whether the EU's revised approaches to programming are adding value. We will work with the EU to better align the role of aid in international relations with the equitable and meaningful partnerships the EU wishes to create.

## Promoting civil society space and the engagement of people

Just as funding is critical to the existence and work of civil society around the world, so is respect of the freedoms to associate, assemble and express one's views. In many contexts and instances, including within the EU, even if these fundamental freedoms are respected, civil society – and people - around the world struggle to meaningfully engage in decision-making processes.

Over the coming four years, CONCORD will place great emphasis on ensuring that EU decision-making processes in international cooperation are transparent and participatory, working with the EU to support local partners' involvement as well as our own. We will simultaneously examine what it means to hold power, as a Confederation of predominantly northern NGOs, and how we ourselves can better share power with civil society in other parts of the world.

**To open up civil society space and ensure that our voices are heard, CONCORD will embrace the need to be a proactive advocate and political actor.** By applying the concept of global citizenship education, we will raise awareness of global challenges and the urgent need to achieve sustainable development. CONCORD will encourage all Europeans to see themselves not only as citizens of their own regions and countries, but also as citizens of Europe and the wider world, promoting solidarity, democracy and human rights. Citizen's engagement and support is crucial to challenge and change inequitable structures and systems and to achieve global justice.

## Engaging with EU regional processes

The EU's shift from international cooperation to creating 'equal and fair partnerships' with partner countries, implies a need to transform its ways of working. CONCORD will aim to influence the EU's approach to relations with regional institutions and bodies as well as partner countries, such that the EU adopts an increasingly co-creational style. **An important element of our work in promoting meaningful partnerships between the EU and other regions will be to examine and reframe existing narratives which are often based on the (neo)colonial era and to shape new ones.**

We will create synergies between this work and that on thematic issues such as human development and inequalities, digitalisation, climate and the environment. Much can be learnt from other parts of the world, both in terms of solutions to current challenges, as well as regarding the negative impacts of EU policies and practices. CONCORD will therefore engage through its members and their country offices, with local civil society actors, including think tanks, academics and grassroots organisations in Africa, Latin America and Asia, to ensure that we can bring evidence about the realities of the local context. We will engage in those regional processes which prove relevant for the issues we are working on and input to them from every working structure. CONCORD will also urge the EU institutions and Member States to put in place or improve the mechanisms which are key for effective policy coherence, in order to reduce the potential negative impacts of EU or national policies on partner countries.

## WHERE WE'LL WORK



CONCORD's focus will remain on the EU – whether that be its headquarters in Brussels, at the national level in Member States and the UK or at local level via the EU Delegations. Members' presence and influence in EU Member States is crucial for our collective efforts to improve EU policy, programming and practice and we will redouble our efforts to strengthen the links between the national and the EU/Brussels level. We will benefit from the work of our members within and towards relevant configurations such as the Eastern Partnership.

We will also work with organisations in EU partner countries to ensure we understand and can share the reality of other people's contexts and the most viable solutions to recommend to the EU. We will gather case studies, examples and good practices to back up our recommendations. Depending on the availability of resources, CONCORD will support colleagues in partner countries to engage with the EU.

# HOW WE'LL ACHIEVE OUR GOALS

Taking into consideration both the scale and complexity of the issues we work on as well as the unfavourable external environment in which civil society often works, CONCORD will focus primarily on compelling advocacy based on quality, evidence-based analysis, as our means to influence the EU and its Member States.

We will combine our traditional watchdog role with more emphasis on setting the agenda. We will engage with EU processes and political moments which we can influence and through which we can contribute to transformative change. Throughout all our work, we will take a systemic approach, convincingly challenging the prevailing economic and political paradigms and harmful social norms which result in growing inequalities and poverty; and we will strongly defend and promote the interests and

freedom of civil society everywhere to perform its invaluable role in societies.

CONCORD will act as a safe and open space for its members to engage with each other, with the EU and with partners, while challenging ourselves and supporting each other to constantly grow, learn and evolve so as to adapt to the changing external environment. We will place greater emphasis on offering solidarity to each other, opening up opportunities within our network, sharing experiences together and promoting cross-fertilisation of ideas. **We will foster a culture in which we are willing to 'unlearn' – or question received wisdoms - in order for our Confederation to maintain the highest standards of integrity and act as a true partner to colleagues around the world.**

## OUR 'FIT FOR PURPOSE' PRACTICES

CONCORD will prioritise four key ways of working over the course of 2023-2026 in order to achieve the transformations we seek, retain our relevance and constantly improve our impact and the support we offer each other.

### We will engage by:

- Convening voices and opinions
- Bringing other perspectives and views
- Increasing our collaboration with partners & allies

### We will evolve by:

- Learning and unlearning
- Stepping into new opportunities
- Exploring new power and people-centred solutions
- Promoting trust-based relationships



### We will challenge:

- Power & privilege
- Systemic injustices
- Our stakeholders/targets
- Ourselves

### We will innovate by:

- Aligning with the times
- Bringing new and adapted solutions to our stakeholders
- Experimenting in our ways of working and influencing

CONCORD will strive to be agile, thought-provoking and connected. We will optimise and multiply bridges between CONCORD and civil society in partner regions. We will put a focus on co-creation and innovation in order to offer new ideas and solutions to EU policy-makers and improved ways of working in the Confederation. Through the partnerships and alliances we will generate and the opportunities we will create, we will amplify the voices of others, while opening up our spaces to others, thereby increasing not only our own visibility and influence but also those of our partners in other regions. We will engage with and borrow from campaigning techniques to increase our ability to challenge the economic and political systems.

## INFLUENCING

Ideas are the basis for progress and change. CONCORD aims to influence and challenge EU decision-makers, so as to transform systems and power structures and build equitable and inclusive societies in a sustainable world. This necessitates thinking out of the box to propose solutions to wicked problems and to try new ways of influencing. We must therefore focus on generating ideas and sharing ideas and good practices, giving prominence to solutions designed by the communities concerned.

We also want to ensure that civil society is able to flourish in an atmosphere conducive to open exchange and meaningful participation. So we will need to strengthen our collective voice and mutually support all members to play their role. CONCORD will use its weight as a Confederation to lend such support to open up civil society space. In the aim of addressing power structures, we will also be conscious of our own power and the need for us to open up our spaces, sharing power with civil society actors in partner countries, for example through facilitating their participation in EU decision-making processes.

To achieve these aims, it will be crucial to focus on the outcome. And to pay greater attention to how we influence and try to make change. This will be particularly important in a context of geopolitical rivalry, rising nationalism and greater-than-ever reliance on the private sector for solving global challenges.

**Our two main tools to influence the EU will be through advocacy and communications. These are inherently complementary, with communications giving greater visibility and profile to our messages, transmitting them to wider audiences, and raising awareness of the need to act on our global challenges.** CONCORD will aim to co-create new narratives with our partners in order to feed our advocacy and communications work.

## Influencing through Advocacy

Advocacy is a chain of influence to achieve a desired outcome. We will infuse our advocacy with our core values and respect for the international human rights framework.

### DEFINING THE OUTCOMES

Together, we will determine four-year advocacy outcomes to lead towards the achievement of our joint vision. These will ensure that we both hold the EU to account for key commitments in the areas we work on, while also setting the agenda on some issues. We will then backcast from the longer term goals to determine the necessary milestones and a series of specific, shorter-term activities, from local to global levels as appropriate.

### ENGAGING BROADLY WITH THE EU

Based on thorough power mappings, we will engage with a wider range of EU institutional and political stakeholders, in a strategic and coordinated manner, to act on the chain of influence to reach decision-makers.

### CONNECTING NATIONAL AND EU LEVELS

CONCORD will, over the coming four years, work to strengthen the links between national level advocacy and EU level. Since Member States are key to EU policy, action and programming, together we will improve coordination across the Confederation so as to achieve greater and more effective engagement with Member States at both Brussels and national levels. We will improve our understanding of the influencing moments and processes at each level, as well as the connections between the two, and create moments for peer learning and exchange.



## CONNECTING ADVOCACY AND POLICY

CONCORD's advocacy will depend on a good understanding of EU policies. However, our advocacy will neither be bound by EU policy nor depend on it: we will advocate on issues for which there may be no policy yet and will draw on best practice policy from other parts of the world where relevant. We will consciously consider whether it brings sufficient value added to the issue we work on to engage in time-intensive policy processes. We will move from a culture of statements to far greater direct engagement and discussion with officials at all levels to convey our messages.



## REFRAMING THE DEBATE

We will bring innovative ideas in order to reimagine issues and to reframe the debate. To this end, we will draw on the extensive experience within our Confederation and a wide engagement with partners around the world, using the international presence of members and the connections that digital technology permits. We will thereby ensure that we understand people's lived realities, and share messages which resonate with them, or are designed in partnership with them, as well as stories of those concerned by the issues we work on.



## REMAINING FLEXIBLE AND AGILE

We will, as a Confederation, work to increase our flexibility and agility so that we can respond to unforeseen circumstances and opportunities. We will be more agile in phasing in and out the different influencing tools we use.



## INFLUENCING WITH OTHERS

In line with our new purpose, CONCORD will seek to forge strategic alliances with NGOs, think tanks, academics and other actors working on sustainable development and social justice so as to increase our expertise, our reach, and our impact. We will most particularly strengthen allyhood on issues which are critical to our times, such as climate change, the fulfilment of people's human rights, or the humanitarian-development-peace nexus, so as to offer and promote complementarity between networks and civil society actors and lend weight to each other's initiatives. We will stand ready to support the causes of our partners where possible in the name of global solidarity.

## POLITICAL OPPORTUNITIES

Beyond specific policy themes, CONCORD will influence major political moments in the EU. Key opportunities include the 5-yearly European elections and the renewal of all top positions in the EU. We will discuss and agree together how best to optimise such opportunities since this will necessitate the engagement of the whole Confederation.

## Influencing through Communications

For CONCORD, strategic communications aims to inform, clarify, share and amplify messages via different channels in support of our vision. We will reinforce our communications over the four-year period to reach more people and magnify our impact.



## BUILDING A FORWARD-LOOKING BRAND IDENTITY

Over the course of the strategy, we will further develop our brand identity. Our identity will be built on our forward-looking vision and will support us in setting the agenda.



## ENGAGING OUR AUDIENCES IN WHO WE ARE, WHAT WE DO AND WHY OUR WORK MATTERS

The awareness-raising potential of communications is key to achieving our vision, as is reaching beyond our traditional audiences. Our communication actions will therefore build our audience base by connecting with social and youth movements, women's rights organisations, and the public at large, using a wider variety of media outlets and communications tools. Our audiences will feel inspired by our material and will be motivated to amplify our collective voice.



## INNOVATING OUR WAYS OF COMMUNICATING

CONCORD's communications will focus on new ways of communicating in new spaces, using innovative channels for exchange, participation and action. Our formats will deliver sharp and targeted content

that highlights the impact and the importance of the work we do. We will strengthen our community as a space for co-creation, involving our members, our partners and our allies.

### **TRANSFORMING THE NARRATIVE IN OUR SECTOR**

We will, in all our communications, apply the highest standards in the use of language, images and narratives in our sector. We will work together to ensure that our Confederation becomes a leader in sharing stories that embrace equality, solidarity and justice in international partnerships.

# STRENGTHENING OUR COMMUNITY IN A CHANGING LANDSCAPE

Our rapidly changing and often challenging external environment requires us to redouble our efforts to increase engagement and participation in the work we do to ensure that our voice is heard and we are able to pursue our vision. To support us in this, the Confederation will pay particular attention to the needs of smaller members, offering supportive mechanisms to facilitate their participation. In order to strengthen our efforts to challenge the status quo and to open up civil society space, we will seek out strategically important organisations whose membership would bring added value.

## ENGAGED MEMBERS WHO EVOLVE TOGETHER WITH THE CONFEDERATION

CONCORD will together ensure that members participate in different ways in our work, reflecting varying interests and capacity and playing to the strengths of every individual. Members will be able to contribute actively to, and will be at the heart of, the evolution of the Confederation. We will work together to achieve our vision of equal, just and inclusive societies in a sustainable world.

## CONCORD AS A SAFE AND INCLUSIVE SPACE FOR INNOVATION, LEARNING AND UNLEARNING

We will mainstream diversity and inclusion across working structures and address internal barriers to accessibility. The entire CONCORD Confederation will strive to apply the highest standards to ensure safe and positive collaboration.

CONCORD will work together to innovate our ways of influencing and develop new formats to facilitate learning and unlearning as well as exchange of practices, ideas and experiences between us. We will foster a culture of critical thinking, opening spaces for discussion about key questions such as shifting power in our sector, bringing in external perspectives from our partners, allies and other actors.

## WHO DOES WHAT?

CONCORD is made up of its members (ordinary and associate) and its Secretariat. Together, we work to achieve CONCORD's vision, purpose and goals.

CONCORD is a member-led Confederation, which means that members give the strategic direction for the organisation and oversee that it is run transparently, efficiently and accountably. Members play a key part in ensuring that CONCORD remains relevant and becomes more impactful through their active role in our influencing work, and through their presence in EU Member States. Members are therefore crucial for giving CONCORD its legitimacy as a European Confederation. Members also bring extensive reach and experience from around the world, as well as a wide diversity of expertise, and are fundamental for CONCORD's financial independence and sustainability.

Members and the Secretariat will work together to define priorities and implement our Strategy; we will jointly advance our thinking, develop our positions and support the Confederation to evolve with the times. We will foster connections with partners around the world and engage with other actors who could be relevant for CONCORD's work. We will open up opportunities to share CONCORD's views and to raise CONCORD's profile, giving visibility to our calls for systemic change.

The Secretariat will lead in areas such as ensuring coherence and synergies between workstreams, facilitating spaces of learning and exchange, gathering intelligence for our joint work and fundraising for the Confederation. The Secretariat will, in all our work and our structures, aim to ensure a ►

balanced representation of members and their perspectives.

The implementation of our strategy will fall under the overarching supervision and strategic guidance of the Board, supported in the area of financial management by the Financial Advisory Committee, which is chaired by CONCORD's Treasurer.

Data collection and monitoring will be an ongoing process, which will help us to assess the efficiency with which an activity is implemented and, over time, to improve the tactics we use to make change. However, it will be critical to measure the outcomes of our joint work at regular intervals, such as on an annual basis, to ensure that we are on track to meet our strategic objectives.

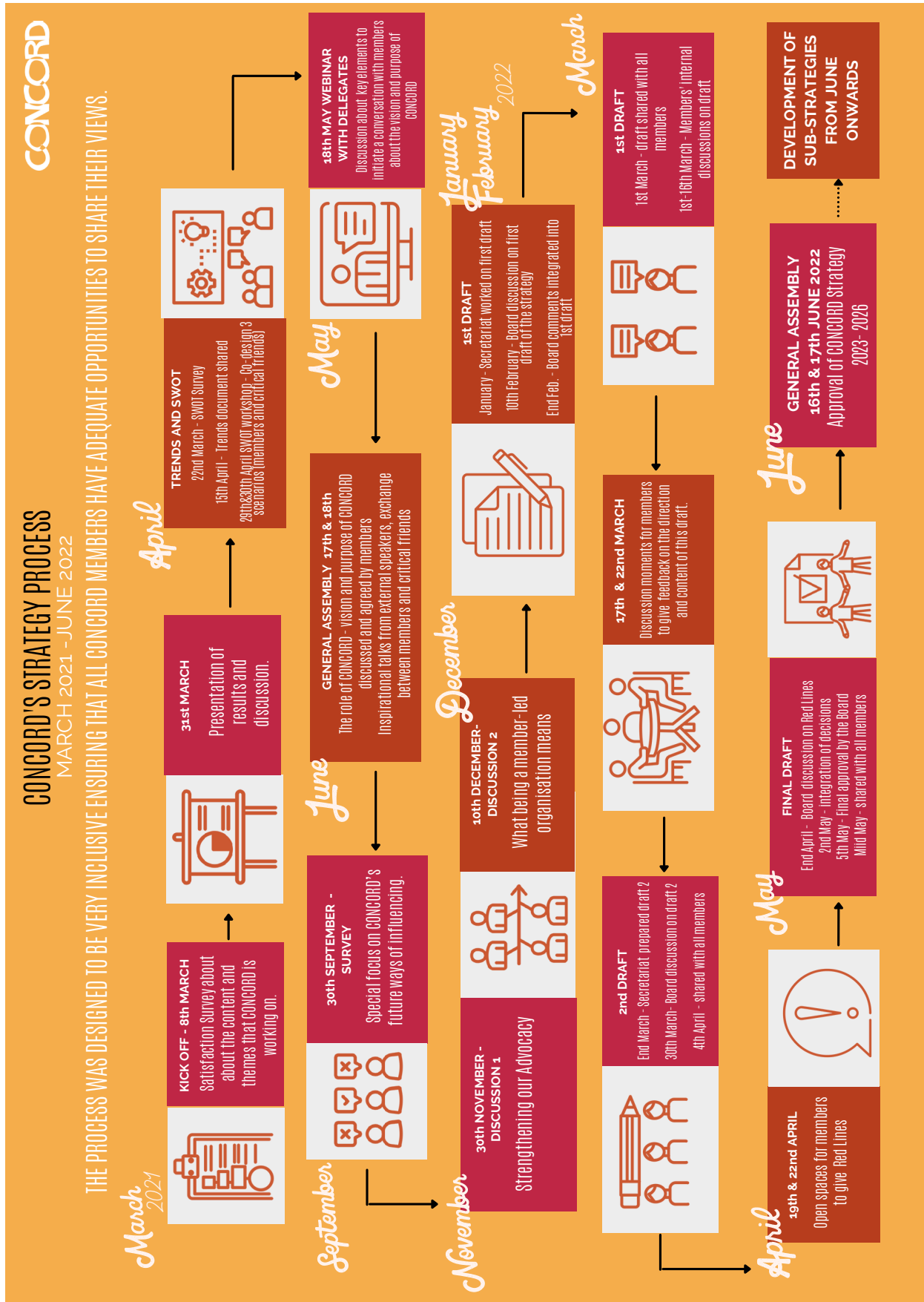
## MONITORING AND EVALUATION

Given the unpredictability of the political environment and the myriad factors that can affect the changes we seek to make, we will assess our influencing efforts in a more nuanced manner than simply whether a particular framework, policy, programming or other objective/outcome was achieved. We will pay greater attention to the whole process of making change, including the external factors that affect our ability to act, as well as the milestones we set. This is particularly important in the context of seeking political, economic and social systemic change since this can take many years to achieve.

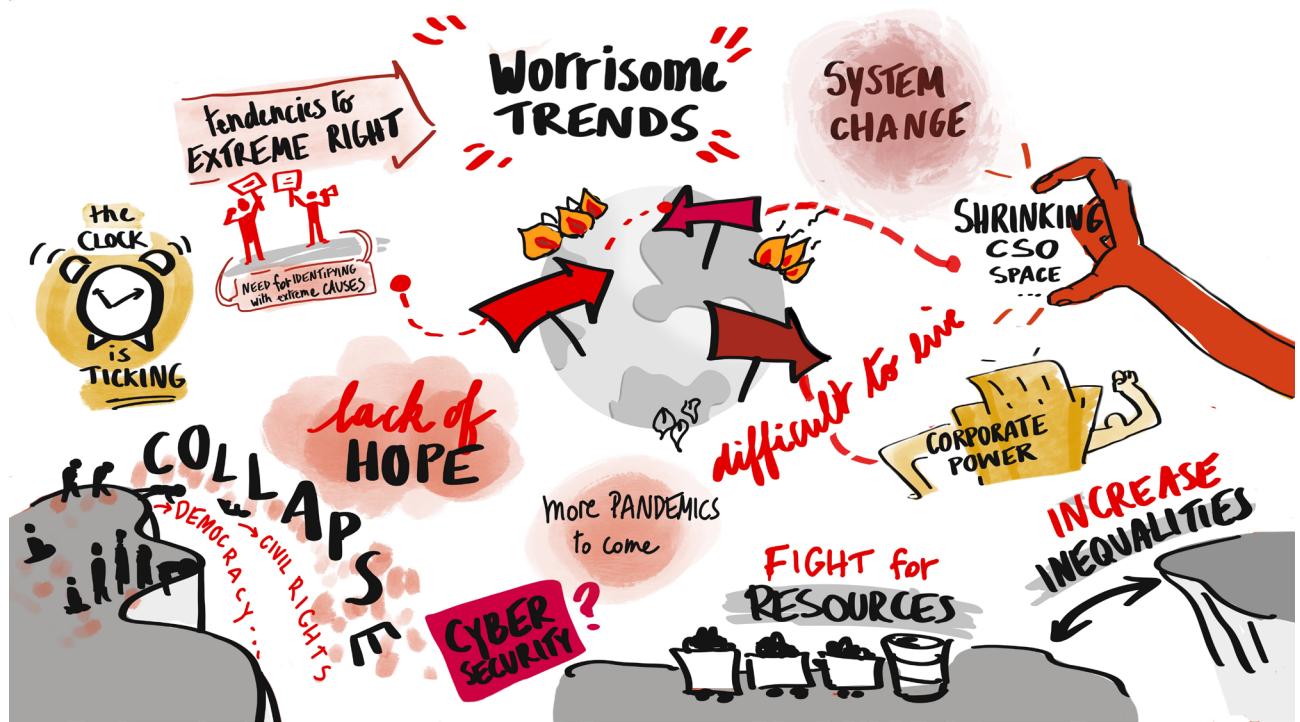
CONCORD's monitoring, evaluation and learning framework will aim to make sure that CONCORD's work is effective and focuses on the achievement of desired results. By creating feedback loops to learn from our monitoring, our actions should become more impactful and yield better and more predictable results over the strategy period.

The main focus of CONCORD's monitoring will be to collect data at the various points in our Theory of Change, based on a set of indicators which will not only allow us to operate across multiple grant structures in a meaningful manner but will also be applicable to the different workstreams and encompass our Fit for Purpose Practices. This will be accompanied by the setting of clear milestones to guide our influencing through advocacy and communications and our work to strengthen our community. We will establish our baseline at the start of the next strategy period to allow for comparability of data and assessment of our progress.

# ANNEX ONE – STAGES IN THE STRATEGY RENEWAL PROCESS



# ANNEX TWO – LIKELY SCENARIO THROUGH TO 2026



# OUR MEMBERS

<b>NATIONAL PLATFORMS</b>	 Global Responsibility Austrian Platform for Development and Humanitarian Aid	 BELGISCH PLATFORM PLATE-FORME BELGE CONCORD CNCOD-11.11.11 ACODEV ngefederatie	 BPID Bulgarian Platform for International Development	 Platforma za međunarodnu građansku solidarnost Hrvatske Croatian Platform for International Citizen Solidarity CROSOL	 FORS	 GLOBAL FOCUS Danish CSOs for Development Cooperation
 AKÜ	 fingo	 COORDINATION SUD	 VENRO ASSOCIATION OF GERMAN DEVELOPMENT AND HUMANITARIAN AID NGOs	 Hellenic Platform for Development	 HAND	 dóchas The Irish Association of Non-Governmental Development Organisations
 Network delle ONG in Europa per il dialogo e l'interazione CONCORD ITALIA	 LAPAS Latvian Platform for Development Cooperation	 Cercle de coopération des ONGD DU LUXEMBOURG	 SKOP Solidarjetà u Koperazzjoni	 PARTOS	 ZAGRANICA	 ONGD PLATAFORMA PORTUGUESA
 FOND Federatie Organisatie en Regeneratiepartners Development en Re-integratie	 Ambrella Platform for Development Organisations	 SLOGA Slovenian Global Action	 LA COORDINADORA DE ORGANIZACIONES PARA EL DESARROLLO	 CONCORD SWEDEN	 bond	<b>NETWORKS</b>
 actalliance eu Formerly APRODEV	 act:onaid	 ADRA	 Alliance 2015 TOGETHER THE ERADICATION OF POVERTY	 care	 caritas europa	 ChildFund Alliance
 CIDSE together for global justice	 eu-cord European Civilian Organisations for Humanitarian Development	 GNDR	 Habitat for Humanity	 handicap international humanity & inclusion	 IPPF International Planned Parenthood Federation European Network	 LIGHT FOR THE WORLD
 OXFAM International	 PLAN INTERNATIONAL	 Save the Children	 Sightsavers	 solidar	 SOS CHILDREN'S VILLAGES INTERNATIONAL	 Terre des Hommes International Federation
 wecf	 Wetlands INTERNATIONAL	 World Vision EU REPRESENTATION	 WWF	<b>ASSOCIATE MEMBERS</b>	 alda European Association for Local Democracy	 CARDET
 EAEA EUROPEAN ASSOCIATION FOR THE EDUCATION OF ADULTS	 EUROPEAN PARTNERSHIP FOR DEMOCRACY	 EUROPEAN DISABILITY FORUM	 INTERNATIONAL RESCUE COMMITTEE	 NRC NORWEGIAN REFUGEE COUNCIL		



With the support of the European Union