

INTERNATIONAL DEVELOPMENT ALLIANCE



STRATEGY PLAN 2014 - 2017



18.11.2013
Sofia, Bulgaria

I. INTRODUCTION

The purpose of this Strategic Plan for 2014-2017 is to establish the overall strategic direction to guide the staff, Board of Directors, and members of the IDA Network over the next four years. This plan will provide the highest level guidance to the IDA Network staff and Working Groups as we make choices about program direction, allocate the use of limited human and financial resources, and develop long-term action plans. Good governance by the Board, leadership and management from the staff, and leadership and direction from the Working Group chairs and voluntary contributions will enable us to succeed.

The organization has defined its operating niche by taking into account definition and analysis of its institutional mandate and scope of its work, analysis of external environment to determine real and felt needs of society; and analysis of internal environment that establishes the capability and areas of growth of the organization to effectively accomplish its mission and realize its vision. The Plan focuses the Organization's activities on strategic participatory governance outcomes: to develop the capacity of Civil Society to participate; and to strengthen collaboration and learning between CSOs and institutions in governance.

Successful implementation of this strategic plan will help the IDA Network provide top-quality services to a more diverse and greater number of organizations, individual professionals, and auxiliary members. It will strengthen and increase the IDA network's role as catalyst and diffuser of innovations. We are poised to fulfill these aspirations in pursuit of our mission to generate collaborative action and learning to improve and expand community.

II. IDA NETWORK'S VISION, MISSION, AND VALUES



International Development Alliance (IDA) is a global network of community development associations, leaders and activists who are committed to issues of the citizens. International Development Alliance a non-governmental, non-political and non-profit corporation that works to:

- ❑ *Support community development as a key method of addressing issues of poverty, inequality, discrimination, and exclusion.*
- ❑ *Build sustainable peace using community development processes.*
- ❑ *Promote quality education, training, research, practice exchange, and support for activists and social workers.*
- ❑ *Assist social integration and personal orientation of the citizens in unequal social condition and disables.*

IDA Network is a European network of the NGOs, municipalities, founded in 2005. Until 2010 the organization was known as the People to People International. The new name was adopted in 2010 when the International Development Alliance with the focus from welfare orientation to social development and ever since, the activities and focus have been on empowering local, national and international NGOs/CBOs and authorities. IDA Network has over 120 member Civil Society Organizations, research institutions, municipalities and 27 Chapters located across Europe. Membership is open to any registered association, organization or institution that is established for social development, social welfare or charitable purposes.

The association is a member of:

- ✓ The member of the Monitoring Committee Operative Program "Human Resources Development", European Social Fund, Ministry of Labour and Social Policy of the Republic of Bulgaria;
- ✓ Member of the thematic working group to develop the new Operational Programme "Human Resources Development" for the programming period 2014 – 2020, European Social Fund, Ministry of Labour and Social Policy of the Republic of Bulgaria;
- ✓ Member of the of the thematic working group to develop the new Operational Programme "SCIENCE, EDUCATION AND SMART GROWTH" for the programming period 2014-2020, European Social Fund, Ministry of Education of the Republic of Bulgaria;
- ✓ Member of the National Network for Non-Formal Education, Sofia University.



IDA operates in seven global regions including: Europe, Asia, Oceania, North America, South America, the Middle East and North Africa and Sub-Saharan Africa.

Vision



Advocacy

Education

Connection

Protection

Communication

Mission

To develop the capacity of Civil Society to act together and learn from each other to engage with the institutions that shape people's lives.

Development

Citizens: To bring together citizens to participate in (international) activities and broaden the chances for those who are, by various reasons excluded. Strengthening the involvement of the citizens in decision making at a local level. The active promotion of democratic citizens initiatives and structures.

Communication & Media: Developing and co-ordinate international activities between members and the exchange of information; Ensure the availability of and access to information enabling greater citizens Participation and work with relevant partners for the realization of the active participation of citizens.

Education: Developing and advocating higher education policies that correspond to the needs of a knowledge society as well as respect the rights and needs of individuals; The widespread recognition of the value of Non Formal Education in promoting active citizenship.

Equality & Social Inclusion: All members, regardless of gender, age, ability, race, culture, language, sexual orientation, or social and economic status have equal opportunity to become engaged in the community development process and are able to access its social and economic benefits.

Human Rights: Eradicate racism, sexism and homophobia; and promote equality and justice in our society. A Europe valuing the abilities of the individual and celebrating diversity. Advocate for more gender sensitive civil policies aiming at equal opportunities, developing programmes and activities that are more gender sensitive.

Local Leadership: The citizen plays the leadership role in its own development. Encourage the activities of organizations representing marginalized and disadvantaged citizens.

Social & Cultural Development: Provide spaces for intercultural and inter-faith dialogue, and learning through interaction; Promote mobility in education as a learning method and tool for developing better understanding, cultural interaction and open minded society.

Volunteerism: The adoption and implementation of policies and measures to support, promote and facilitate volunteering by citizens; Advocate for the recognition and valuing of the benefits of volunteering, both to the individual and to society, as well as of the skills, competences and attitudes gained through volunteering.

Women: Eliminate discrimination and harassment in the workplace, schools, the justice system, and all other sectors of society; secure abortion, birth control and reproductive rights for all women; end all forms of violence against women.

Code of Ethics

- We will treat members with dignity and will respect their unique differences in culture, religion, race, and sexual orientation.
- We will respect the confidentiality of each member.
- We will respect, safeguard, and advocate for the rights of each member.
- We will develop, implement, and administer the policies and procedures of our respective agencies and institutions.
- We will only enter into contracts that allow us to maintain our professional integrity.
- We will cooperate with other organizations which offer service to our members.

Recognizing that we are a catalyst for change we will:

a) utilize current and knowledgeable methods and techniques in order to provide quality service to our members;

b) actively seek out opportunities to learn and develop as well as support growth in our co-workers and other professionals.

- We will promote members autonomy and increased self-esteem.
- We will treat our members holistically, encompassing family, peer group, and community.
- We are committed to the ongoing development of our profession through competent training and supervision of the NGO's Workers.
- We will conduct ourselves in a professional and ethical manner at all times.

III. STRATEGIC FRAMEWORK

1. STRATEGIC PRIORITIES

The organization has defined its strategic focus by clarifying its mandate and making thorough analysis of its external and internal environments. To maximize impact of its work the organization will, over the coming four years, focus on delivering on five organizational priorities namely:

- good governance;
- networking and information sharing;
- organizational development facilitation;
- policy engagement and advocacy;
- Institutional capacity building and sustainability.

2. STRATEGIC OBJECTIVES

Over the four year period **2014-2017**, IDA Network will focus on the following strategic objectives:

- Strategic Objective 1:** Capacity of CSOs on good governance improved;
- Strategic Objective 2:** Networking and information sharing between member organizations and other stakeholders improved;
- Strategic Objective 3:** Organizational Development and management of member Civil Society Organizations strengthened;
- Strategic Objective 4:** CSOs' capacity on policy engagement and advocacy enhanced;
- Strategic Objective 5:** Institutional capacity and sustainability of IDA Network strengthened.

3. MAIN STRATEGIES

To successfully accomplish these strategic objectives IDA Network will make use of the following strategies.

- Establish good working relations with the local government as well as relevant Ministries, Departments and Agencies;
- Establish and furnish district, European and regional resource centers for information sharing of the "Europe for Citizens Programme";
- Establish peer review mechanisms between member CSOs;
- Establish and maintain strategic relation with research institutions, media houses and journalists;
- Broaden and diversify funding mix for institutional sustainability.

To accomplish the aforementioned strategic objectives, the organization will implement the following activities.

- ✓ Conduct training on ethics, accountability and Transparency to Member NGOs and CSOs;
- ✓ Conduct training for CSOs and communities on how to undertake Social Accountability Initiatives;
- ✓ Conduct TOT training to member CSOs on civic and voter education
- ✓ Train CSOs’;
- ✓ Develop and implement a communication strategy;
- ✓ Develop and maintain a state-of-the art and user friendly website of IDA Network;
- ✓ Establish and run European, District and Regional Forums;
- ✓ Develop and disseminate materials;
- ✓ Conduct training to OD (Organisation Development) facilitators;
- ✓ Conduct organisational capacity assessment to IDA members;
- ✓ Organise and conduct tailor-made programmes to respond to identified Needs;
- ✓ Collect and analyse relevant policies and laws for lobbying and advocacy;
- ✓ Identify issues for policy engagement and advocacy;
- ✓ Conduct Action Research on strategically selected issues;
- ✓ Conduct self assessment to determine organisational capacity gaps;
- ✓ Organise tailor-made programs to address the gaps;
- ✓ Development of the IDA European resource centre for information and documents about the Program "Europe for Citizens".
- ✓ Devise and implement a resource mobilization strategy.

IV. BENEFICIARIES AND STAKEHOLDERS

Beneficiaries are individuals and groups who benefit directly from the services offered by IDA Network and to whom some resources are allocated. Stakeholders are individuals and groups who “have a stake” and are affected by IDA Network, although they are not direct beneficiaries of the services offered.

BENEFICIARIES:

- National NGO umbrellas and other networks;
- NGOs, both local and international, working in humanitarian and
 - development sector and in advocacy;
- Research institutions;
- Local authorities, municipalities, governments, Ministries, Departments, Agencies;
- HR managers and line managers;
- NGOs committed to improving their performance in people management;
- NGO senior managers/CEOs/Boards

STAKEHOLDERS:

- Commercial organisations
- Donors
- Media
- Multilateral agencies
- Opinion leaders and formers

V. PLACES

IDA Network has identified and evaluated countries and regions where we believe there is a strong likelihood of success and positive impact in furthering our mission. These priority regions are currently: Europe, Asia and Africa. Particularly in Europe: the countries from Eastern Europe and the new EU member states.

In other countries and regions we will maintain a watching brief and respond to opportunities which may present themselves to promote and/or deliver interventions which represent our core strengths and further our mission. When and where we seek out work, or don't, is guided by principles agreed by the Board, taking into consideration resources, opportunity costs, relevance and impact.

VI. KEY PERFORMANCE INDICATORS

The Board has agreed specific measures to assess the performance of the organisation. These cover the following areas of activity:

1. Financial performance, to ensure diversity and sustainability of income as well as optimal reserve levels and ratio of expenditure vs income.
2. Organisational health, using the engagement survey and performance reviews to assess the satisfaction and capability of staff.
3. Impact, using metrics for members' journey and satisfaction levels from the annual member survey to check our offer is satisfying our members' needs.

1. FINANCIAL PERFORMANCE

During the last three years (2010-2012) the financial stability of the organizations increases stair-like with an increasing progression (2012 – 112 000 BGN, 2011 – 208 600 BGN, 2010 – 259 000 BGN). The reasons for that are the growth of the amount of work (over 30 projects), the increase of the employees (from 4 in 2010 to 11 in 2013), the expansion of the network (from 44 members in 2010 to 120 members and 27 chapters in 2013). Until November 2013 the revenue is in total 414 700 BGN. The expected amount of proceeds for 2014 is 634 364 BGN, and out of it so far have been confirmed (approved projects) 426 374 BGN.

The main sources of the project funding are: EACEA (Programs “Europe for Citizens”, “Youth in Action”), CEI, CoE, European Social Fund, donations from juridical persons. 67.2% of the projects proposed in the annual work program have received funding and are in reality financially secure. Those are: trainings/seminars funded by the CoE; youth initiatives - “Youth in Action”; networks, platforms and conferences, funded by the “Europe for Citizens” Programme. The remaining 11,1% (70 400 BGN) is means related to the organization of informational campaigns, surveys, analysis, periodical issues that will be provided for with donations from juridical persons, membership dues. 21,7% (137 590 BGN) from the total expected proceeds we hope to receive from the operational grant that will serve to develop the capacity of the organization.

For a developing organization like IDA the operational means are of extreme importance for:

- Operational and political development of the organization – expansion of the project team and attraction of new specialists and experts; large-scale presentations of the organization; expansion of the network and attraction of new key organizations from countries in Eastern Europe; ensuring a greater stability and increase of the authority of the network, and therefore the active participation on political level; reaffirming the membership of the organization in the

commissions under the Ministry of Education and the Ministry of Labour and Social Policy in Bulgaria.

- Realization of the offered programme - based on the increase of the operational and administrative capacity we will have the freedom to realize in practice the main directions of the work programme, namely:
 - a/ expansion of the network of European Resource Centres (12) for dissemination of information about the “Europe for Citizens” Programme
 - b/ application of the strategy for inculcation of the international standard ISO 29990 to support the quality in the sphere of transnational education and trainings (trainings, seminars);
 - c/creation of a European network of the civil Mediators to facilitate the dialogue among NGOs, LAs, European Institutions (platforms, coalitions, networks)

2. ORGANISATIONAL HEALTH

i) Staff capability: 90% of staff performance reviews are ‘meets requirements to a high standard’ - or higher. Members of the staff:

- full time: 1 General Director, 2 Directors of Units, 3 project managers, 1 PR and office assistance, 1 Manager European programs and events coordinator, 1 web and material designer, 1 accouter;

- part time: 3 trainers, 4 experts, 18 volunteers.

ii) Staff engagement: staff engagement survey will show high levels of satisfaction.

3. IMPACT

i) Member engagement: 50% full/partner members will have a quality mark by 2015. Total members: 15% annual increase.

ii) Member feedback: the averaged strongly disagree and disagree responses in the annual survey do not exceed 3%.

iii) Impact in the field: local NGO and local authorities membership increases by 15% each year and feedback from those working in the field confirms our reach and impact.

ANALYSIS OF EXTERNAL ENVIRONMENT

a/ CSOs and policy engagement

Capacity for effective policy engagement is another challenge facing CSOs in Europe. The majority of CSOs are still struggling in the area of Policy Analysis. Very few CSOS have the skills needed to undertake comprehensive policy analysis and therefore fail to follow through the government’s policy making process. Many NGOs/CBOs are able to identify key issues for advocacy and lobbying. However most of these organizations lack the necessary skills and knowledge to engage in constructive dialogue with governments at various levels. Failure to have constructive engagement with CBOs/NGOs has resulted into poor working relationship between these organizations and the government.

There are a number of influencing opportunities at various levels starting from the village level where CBOs could successfully engage for desired policy and practice. This implies that there is a need to strengthen CSOs capacity for effective policy analysis and advocacy.

b/ Poor Organization Development and Management

Civil Society Organizations in Europe have a number of organizational development challenges. Most of the NGOs have in adequate skills and knowledge on the dynamism of organizational growth and development. Spirit of institutional learning and adaptability need to be inculcated if CSOs are to remain effective in accomplishing their missions. The state of affairs calls for designing demand driven organisational development interventions geared towards improved performance and effectiveness of CSOs.

Financial management for the majority of CSOs is another important challenge. Very few are able to manage financial resources in accordance with the national and international financial management and reporting standards. This situation has made some donors lose trust in them thereby making their resource mobilization more difficult.

C /Marginalisation and social policy in Europe

A number of CSOs are playing a significant role to help address the challenges facing marginalise people. Little has been done by CSOs to assess effectiveness and gaps in existing social policy landscape in Europe. The majority of CSOs are not aware of existing opportunities associated with the globalising social policy. This implies that there is a need to raise awareness of the civil society organisations on the existing opportunities to learn from and shape social policy models at national, regional and international levels. It goes without saying that there is a need to explore social policy options by engaging with the Governments in Europe and other regional and international bodies such as the European Commission, the Council of Europe, the World Bank, and other likeminded international organisations.

ANALYSIS OF INTERNAL ENVIRONMENT

This section presents the internal aspects of IDA Network that reflect its capability and internal organizational challenges or areas of growth.

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PAST PROGRAMME ACHIEVEMENTS

IDA has registered a number of achievements over the past years of programming and implementation. The following is a summary of key achievements that are worth celebrating:

- The organisation has contributed significantly to raising awareness of the Programme "Youth in Action" and "Europe for Citizens" (more of 150 trainings and information campaigns) and creation of the 12 Civil Resource Centers - "Europe for Citizens" programme;
- It has enhanced capacities of local NGOs, district and regional NGOs networks in Europe. Over the past 8 years, IDA has been able to reach more than 550 CBOs and NGOs with some forms of capacity building interventions through training and consultancy.
- It has increased entrepreneurship skills among the youth and women groups from different parts of Europe (trainings for skills);
- It has contributed to promoting and protecting children and youth rights by campaigning against internet violence;
- It has participated and made a significant contribution in setting advocacy agenda and in influencing policy and legal frameworks including NGO policy formulation and legislative process in Bulgaria (Member of 3 government committees).
- IDA has mobilized a number of member NGOs to participate on constitutional debates, civic and voters' education and human rights issues.
- IDA has played a significant role in promoting good governance by taking active part in Public Expenditure Reviews and enhancing national-based NGOs to take a more active part in holding the governments to account through implementing Public Expenditure Tracking Studies.
- The organisation has made a notable contribution to strengthening CSOs in Europe by designing and publishing user-friendly capacity building materials.
- The IDA Network has forged and strengthened strategic partnership with like-minded organisations at district, regional, national and international levels.

RESULTS-BASED MANAGEMENT AND FUTURE INTERNAL ACTIVITIES

The **2014-2017 Strategic Plan** coincides with the full adoption of Results-Based Management (RBM) by the IDA Network. RBM is a strategy for sustainable effectiveness with a strong focus on outcomes, aligning the whole organisation in their pursuit.

Among other things it requires:

- ✓ Clarity about, and budgeting for, expected results;
- ✓ Systematic monitoring of results;
- ✓ Processes for evaluating results data, learning from them, and applying the learning in operational and strategic decisions;
- ✓ Meaningful reporting to external stakeholders;
- ✓ Attention to risk.

The Organization is engaging with RBM in a number of ways:

- ✓ It has identified expected outcomes at three levels, Short- Term (0-4 years), Intermediate (3 years onwards) and Ultimate, and clarified their inter-relationships as illustrated in the Logic Model;
- ✓ Each Short-Term Outcome is addressed by a Strategic Project supported by activity-based budgeting;
- ✓ The Organization's grant making will be clearly aligned with the Intermediate Outcomes;
- ✓ Cross-cutting outcomes have also been identified;
- ✓ A more detailed discussion on how these cross-cutting outcomes will be mainstreamed in projects is included in the following section on Programming Strategy;
- ✓ Evidence of these outcomes will be monitored through the surveys of stakeholders and fully assessed in the Strategic Plan summative evaluation;
- ✓ Assumptions behind the expected outcomes have been identified and risk strategies are being reviewed regularly;
- ✓ Organization staff will monitor the outputs of their projects – both their reach and quality – and of grant making through customized approaches;
- ✓ Indicators for the Logic Model and cross-cutting outcomes have been developed and will be monitored, mainly through surveys of stakeholders;
- ✓ The Organization will create spaces and processes for staff and stakeholders to interpret the results data, learn from them, share the knowledge and apply it;
- ✓ Annual reporting in particular will focus on outcomes;
- ✓ There will be an evaluation of the Strategic Plan towards the end of year three to feed into the planning process for 2018-2021.

RBM involves a gradual change in organizational culture. All staff will receive training in RBM and support in applying results-based approaches in planning multi-year projects for 2014-2017, including an activity-based budgeting process. The organization will regularly take stock of its progress in building the evaluative culture that RBM needs and supports.

VII. STRATEGIC FOCUS AND DIRECTION

The organization has defined its strategic focus by clarifying its mandate and making thorough analysis of its external and internal environments. To maximise impact of its work the organization will, over the coming four years, focus on delivering on five organizational priorities namely:

- good governance,
- networking and information sharing,
- organizational development facilitation,
- policy engagement and advocacy
- institutional capacity building and sustainability.

1. Good governance

On this key result area, IDA Network will make every effort to promote good governance among the member NGOs to inculcate their legitimacy in undertaking social initiatives. The organization will play a more active role in empowering member organisations in a bid to promote good democratic governance. In addition, deliberate efforts will be made to enhance civic competence by taking part in provision of civic education.

2. Networking and Information sharing

As a learning organization, IDA will promote networking and information sharing between member organizations and with strategic partners and likeminded organizations at local, national, regional and international levels. At both local and national levels, IDA will strengthen the existing 7 national civil resource centres (Europe for Citizens programme) by devising and implementing innovative, tailor-made and rewarding modalities.

At European level will create 5 new national civil resource centres (Europe for Citizens programme) and European network of the civil mediators.

At international level, the organization will develop and strengthen cooperation network with strategic partners. Education and development structures strengthening the co operation between organizations will be given due attention. A number of networking and information sharing models will be tested and adopted accordingly to add value to the work of its members in influencing social policy and making significant contribution to citizens participation.

3. Organizational Development and Management

IDA will facilitate Organization Development and management interventions with a view to improving the performance, effectiveness and sustainability of Civil Society Organizations. Specifically the organization will facilitate demand driven interventions geared towards improving such organizational aspects as structures, systems and procedures, computerization of accounts, operational manuals for project proposals; project management, monitoring and evaluation systems. The organization will equip CSOs with resource mobilization skills.

4. Policy Engagement and Advocacy

The organisation will give due attention to influencing policy and practice with a view to primarily shaping social and citizens policy landscape in Europe. Strategic and technical support will be provided to member CSOs to identify and analyse issues, enhance popular participation in the policy and legislative processes as well as improving administrative practices.

The organisation will regularly encourage its member organisations to continually identify and capitalise upon emerging opportunities locally and internationally to influence policy and practice. The organisation will make deliberate efforts to establish and strengthen strategic cooperation to targeted constituency building, strategic influencing and cross learning for effective contribution to social development processes and influencing social policy.

The organisation will explore ways and means to establish and strengthen strategic relations with other international development actors and regional bodies with significant influence on global social policy.

Where necessary the organisation will undertake action research to support advocacy initiatives. The organisation will develop and strengthen good and strategic working relations with research and higher learning institutions both to influence research agenda and to keep abreast of relevant research findings for advocacy. CSOs will be encouraged to document strategic evidences and success stories to support policy engagement and advocacy work. IDA will develop and strengthen good working relations with journalist and diverse media houses to enhance its advocacy work.

5. Institutional capacity building and sustainability

Capacity to deliver in the above key results areas will depend, to a very great extent, on the capacity and sustainability of the organisation. To realise this, IDA will make deliberate efforts to improve its performance and effectiveness. This will be attained by undergoing regular self assessment and organisational development processes. The organisation will build a culture of learning and establish good working climate to maximise delivery potential of the priceless human resources.

IDA will maintain qualified, experienced and competent personnel. To mobilise financial and material resources, the organisation will sharpen resource winning skills, devise and operationalise a comprehensive resource winning strategy. Deliberate efforts will be made to fundraise locally for long term institutional sustainability in addition to mobilise resources from other external donors and development partners. To inculcate adaptive management and institutional learning the organisation will develop and maintain a user-friendly monitoring and evaluation system.

VII. STRATEGIC OBJECTIVES, STRATEGIES AND KEY ACTIVITIES

Over the four year period 2014-2017, IDA will focus on the following strategic objectives, strategies and activities:

STRATEGIC OBJECTIVE 1: Capacity of CSOs on good governance improved.

Strategies:

- Develop and maintain a database of Governance Professionals and facilitators;
- Establish good working relations with the local government as well as relevant Ministries, Departments and Agencies;
- Design and share widely good governance checklists for NGOs.

Activities:

- Activity 1.1 Conduct training on ethics, accountability and Transparency to Member NGOs and CSOs;
- Activity 1.2 Conduct training for CSOs and communities on how to undertake Social Accountability Initiatives;
- Activity 1.3 Document, publish and disseminate success stories on good governance among CSOs and Local Government Authorities;
- Activity 1.4 Facilitate member NGOs to conduct dialogue and round table meetings with LGAs to improve service delivery;
- Activity 1.5 Conduct TOT training to member CSOs on civic and voter education.

STRATEGIC OBJECTIVE 2: Networking and information sharing between member organizations and other stakeholders improved.

Strategies

- Establish and furnish district, regional and zonal resource centres for information sharing;
- Categories members based on thematic focus and priorities and facilitate exchange of addresses;
- Establish good working relations with journalists and media houses;
- Produce and disseminate newsletters to member CSOs and other stakeholders.

Activities

- Activity 2.1 Train CSOs;
- Activity 2.2 Develop and implement a communication strategy;
- Activity 2.3 Develop and update a database of member CSOs;
- Activity 2.4 Develop and update a database of members of European Civil Resource Centres (ECRC)- Europe for Citizens Prograg – information and consultation;
- Activity 2.5 Develop and maintain a state-of-the art and user friendly website of IDA Network;
- Activity 2.6 Develop and maintain a state-of-the art and user website of European Civil Recourse Centres;

- Activity 2.7 Establish of national, regional and maintain zonal resource centres (Europe for Citizens programme);
- Activity 2.8 Establish and run European and District Citizens Forums and platforms;
- Activity 2.9 Develop and disseminate IDA and ECRC materials.

STRATEGIC OBJECTIVE 3: Organizational Development and management of member Civil Society Organizations strengthened

Strategies

- Identify and capacitate a pool of OD (Organization Development) facilitators from member CSOs;
- Establish peer review mechanisms between member CSOs;
- Devise an incentive mechanism to gauge and reward CSOs' performance;
- Engage and work with volunteers/accompaniers.

Activities

- Activity 3.1 Conduct TOT training to OD (Organization Development) facilitators and mediators;
- Activity 3.2 Conduct organizational capacity assessment to IDA members and partners;
- Activity 3.3 Organize and conduct tailor-made programmes to respond to identified needs;
- Activity 3.4 Equip NGO/CSOs managers with skill on resource mobilization, financial management, NGO management, and Project Cycle Management;
- Activity 3.5 Support member CSO/NGOs to establish and strengthen M&E (Monitoring and Evaluation) systems;
- Activity 3.6 Provide/ facilitate accompaniment services to member NGOs/CBOs.

STRATEGIC OBJECTIVE 4: CSOs' policy engagement and advocacy enhanced

Strategies:

- Establish and maintain strategic relation with research institutions;
- Establish and strengthen good working relations with media houses and journalists;
- Make popular versions of relevant policy documents;
- Collaborate with policy making and advocacy organisations locally and internationally.

Activities:

- 4.1 Collect and analyse relevant policies and laws for lobbying and advocacy;
- 4.2 Identify issues for policy engagement and advocacy;
- 4.3 Conduct Action Research on strategically selected issues;
- 4.4 Take part and support CSOs to participate in policy formulation process;
- 4.5 Train CSOs on policy formulation, policy analysis and engagement;
- 4.6 Establish policy discussion forums at National, Regional, and District levels.

STRATEGIC OBJECTIVE 5: Institutional capacity and sustainability of IDA Network strengthened

Strategies:

- Broaden and diversify funding mix for institutional sustainability;
- Devise and adopt a basket funding mechanisms for resource mobilisation and Management;
- Devise and operationalise peer review mechanism with strategic CSOs locally and internationally.

Activities

- Activity 5.1 Conduct self assessment to determine organisational capacity gaps;
- Activity 5.2 Organise tailor-made programs to address the gaps;
- Activity 5.3 Recruit and retain competent and qualified as per needs;
- Activity 5.4 Conduct staff, management, Board and Annual General Meetings;
- Activity 5.5 Conduct annual programme reviews;
- Activity 5.6 Review Human Resources and Financial Policy Manuals;
- Activity 5.7 Devise and implement a user-friendly M&E systems;
- Activity 5.8 Devise and implement a resource mobilization strategy;
- Activity 5.9 Conduct financial audit.

VIII. RESOURCE REQUIREMENTS AND FOUR YEAR BUDGET PROJECTION

Over the coming four years 2014-2017, the organization requires human, material and financial resources to be able accomplish its strategic objectives. The following subsections highlight what will be required under each of the resource category aforementioned.

1. HUMAN RESOURCES

For efficient and effective implementation and management of the programme, IDA will need to maintain the existing and recruit additional members of staff. Selection and recruitment will base on a rigorous job analysis, thorough job descriptions and job specification. The organization will undertake regular performance appraisals for her staff to enhance programme performance.

It will also involve reviewing the way we engage with external human resources. There will be a comprehensive review of contracts and a more robust selection process to ensure that an individual or organisation has the right competencies and are fully accountable for outputs in line with our Intermediate Outcomes and the associated Short-Term Outcomes.

During the 2014-15 fiscal year there will be significant investment in ensuring that the right HR platforms are in place so that staff are fully supported and there are appropriate HR guidelines and procedures in place so that results are easily captured and demonstrated at the individual, project and organisational level.

To inculcate team spirit, the organization will organize staff retreats during which team building exercises and reflection on the organisation's activities will be carried out. The organization will organize quarterly lunch and learn sessions staff capacity building.

2. KNOWLEDGE MANAGEMENT (KM), STAKEHOLDER RELATIONS AND COMMUNICATIONS

KM, Stakeholder Relations and Communications are key strategies in the programming and management of the Organisation. These strategies will promote the organizational objectives of the Strategic Plan, including providing targeted support for projects.

As such, the KM, Stakeholder Relations and Communications support will include the following:

- Managing stakeholder relations'
- Creation and management of the Organisation's new brand;
- Production of publications including annual reports and other generic materials, tailored promotional materials, e-newsletters, project-specific reports and toolkits;
- Event management;
- Online communications including the management and maintenance of the IDA Network website;
- Associated social media initiatives;
- Communications for development initiatives tailored to support project outputs and activities.

The Stakeholder Relations and Communications Team will explore the range of media at both organisational and project level, utilising a combination of print, broadcast and online media as appropriate for the target audience and specific message.

3. MATERIAL RESOURCES

The organization needs material resources to implement programme activities efficiently and effectively. Such material resources include, but not limited to new computers, printers, digital camera, overhead projector and power point machines, Flip chart stands, photocopier, binding and lamination machines and stationery.

4. FINANCIAL RESOURCES AND BUDGET PROJECTION

The IDA Network is principally funded by assessed contributions made by its members and from the projects activities. The assessed contributions, along with other income such as project specific income received as grants to the organisation, provide the resources for the annual budget. The introduction of performance based budgeting has resulted in a more integrated approach to allocating resources across the organisation, with activity-based budgeting undertaken by management and staff as part of its annual planning and budgeting cycle.

The Organisation's fiscal year runs from 1 January to 31 December. The Organisation's resources are allocated to project activities, the grants programme, and to management and support costs. The allocation of resources is based on expected outcomes and outputs and.

IDA requires financial resources to run the organization and its programme.

The organization will need financial resources for both fixed costs and recurrent expenditures for its smooth organizational functioning and implementation of programme activities. Over the coming four years IDA Network will require the total budget of 1 500 000 Euro. The table below summarizes the four-year budget projection starting from 2014. It is worth noting the estimated figures on each strategic objective are based on resource mobilization track records, 5% annual increase and budgetary reallocation in line with new strategic objectives.

Strategic Objective (SO)	FY 2014	FY 2015	FY 2016	FY 2017
SO1: Good Governance	50 000.00	53 000.00	56 000.00	60 000.00
SO2: Networking and Information Sharing	100 000.00	105 000.00	110 000.00	115 000.00
SO3: OD and Management of CSOs	70 000.00	73 000.00	76 000.00	80 000.00
SO4: Policy Advocacy	25 000.00	27 000.00	30 000.00	33 000.00
SO5: Institutional Capacity Building	90 000.00	93 000.00	95 000.00	100 000.00
GRAND TOTAL (Euro)	335 000.00	351 000.00	367 000.00	388 000.00

IX. GOVERNANCE, PROGRAMME IMPLEMENTATION AND MANAGEMENT ARRANGEMENT

1. GOVERNANCE

The General Assembly will be the supreme body responsible for institutional and programmatic oversight and will meet at least once every year. This organ will be responsible for approval of annual plans and review of physical and financial progress reports. The Board of Directors will report to the Annual General Assembly and will meet regularly to approve policies and review progress against plans. The Coordinator will serve as the secretary to the Board of Directors. The Executive Secretary will be in charge of programme design, implementation and management towards accomplishment of strategic objectives. The Executive Secretary together with the heads of departments will constitute a Management Team. The head of department will coordinate implementation and management of their respective programmes and activities. Efforts will be made to create team spirit and create good work climate for increased productivities of staff and partners we work with. The organization shall constitute adaptive steering committee for special project and programme to provide technical oversight and advisory support for efficient and effective project cycle management.

2. RISKS AND ASSUMPTIONS

IDA is cognisant of the fact that some factors outside its control can negatively impact upon its programme implementation and management thereby constraining realization of its planned objectives. These factors popularly known as risks and assumptions need to be identified, monitored and managed for successful programme cycle management and institutional development. The risks and assumptions to be monitored will include, but not limited, to the following:

Relationships with staff

We must establish and maintain relationships with staff and volunteers that are productive and personally fulfilling.

Relationships with members and other NGOs

We must maintain an effective programme of promoting our services. Policy and Legal frameworks for Civil Society activities remain favourable.

Environmental scanning

We must maintain an ongoing process of assessing the cultural, economic and political factors that affect our strategic planning.

Relationships with strategic partners and governments

We must maintain healthy and mutually beneficial relationship with our strategic partners, actual and potential, and relevant government agencies. Capacity building service providers will be affordable.

Financial management

We must be prudent in the management of our financial affairs to ensure accountability to both donors and beneficiaries. Financial Resources will be available.

Information management

We must maintain the relevance, profile, integrity and security of our information.

Governance

We must establish and maintain effective governance structure and process

Internationalization

We must protect IDA during the early years of internationalization as we discover the most effective ways of working.

3. MONITORING AND EVALUATION

Over the coming four years 2014-2017, the organization requires human, material and financial resources to be able accomplish its strategic objectives. For efficient and effective implementation and management of the programme, IDA will need to maintain the existing and recruit additional members of staff. Selection and recruitment will base on a rigorous job analysis, thorough job descriptions and job specification.

Project outcome monitoring surveys will be complemented by:

- ✓ Proportionate reporting;
- ✓ Quantitative and qualitative monitoring of outputs by staff and projects partners;
- ✓ Summative evaluation of the Strategic Plan towards the end of year four.

Monitoring and Evaluation will be one of the core institutional and programmatic functions of IDA Network. The organization will design and implement a user-friendly monitoring and evaluation to track progress and document experience for institutional learning. The log frame matrix attached to this document (Annex 1).

Will constitute an important tool for monitoring and evaluation. To gauge holistic performance, the organization will make use of a variety of indicators at both programme and institutional levels. Such markers of progress will entail qualitative, quantitative, process and impact indicators.

The Monitoring and Evaluation system will entail a data collection system that is timely, reliable and flexible enough and modular to allow indicator information to be part of the same database. Such data will be computerized to ease cross-referencing of activities, intermediate results, and outputs. This will show how the different components of the programme are performing. The M&E (Monitoring and Evaluation) system will have the capacity to: track programme activities through routine data collection; examine achievement of programme activities against planned activities; guide the coordination and implementation of programme activities; measure the extent of achievement of programme outputs and outcomes; assess the actual change in target indicators against

set benchmarks; and assess the impact of the programme. The Coordinator will provide overall technical oversight in monitoring and evaluation.

The organization will adopt participatory Monitoring and Evaluation for shared accountability and learning. Both physical and financial progress reports will be prepared, shared and documented for institutional learning and adaptive programme cycle management. The programme officers will be responsible for monitoring the implementation of their activities. The Finance and Administration Officer will be responsible for day to day monitoring of financial and material resources.

Management meetings will be held weekly during which updates will be presented and discussed. The Management Team will also meet monthly and quarterly to review progress and at the same time compile Board Papers to be presented during the Board Meetings. Progress reports will comprise weekly updates, monthly, quarterly, semi-annual and reports. Weekly updates and monthly reports will be used internally while quarterly, semi-annual and annual reports will be shared among key stakeholders including donors and the government of Bulgaria.

IDA will organize annual retreat for staff and representatives from member organizations selected from the member's organizations to self reflection and critical programme review. Both mid-term and terminal evaluation will be carried out to take stock of the extent to which programme objectives have been achieved. Both evaluations will be led by external evaluators who will be selected jointly between IDA and Development Partners/donors.

Annex 1

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions & Risks
<p>Goal: More effective, responsive and accountable governance with Civil Society participation</p>	<ul style="list-style-type: none"> - Enhanced capacity of CSOs to collaborate with each other and engage in participatory governance; - Increased collaboration and learning between CSOs and institutions in governance; - Strengthened ability of Civil Society networks/ alliances to engage in dialogue on participatory governance; - Enhanced ability of Civil Society networks/ alliances to identify and replicate good practices on participatory governance; - Increased interaction between Civil Society networks/ alliances and institutions in governance; - Greater understanding of and competence in participatory governance among Civil Society and other stakeholders including the wider public. 	<ul style="list-style-type: none"> - Report on the status and development of the civil society and citizen participation in public life at national and European level; - National and European socio-citizens surveys; - National and European Statistics on the sector; - Other National and European Surveys; - IDA's status report. 	<p>Political and Economic Stability in different countries and in European level</p>
<p>Purpose: Capacity of IDA Network to support its member organizations to participate in the public live and that of the Community.</p>	<ul style="list-style-type: none"> - Number of member NGOs supported by IDA; - Number of Development Partners supporting IDA; - Number of the successfully completed projects in the civil sector. 	<ul style="list-style-type: none"> - Training reports; - Attendance register; - Training programs; - List of participants; - Training manuals; - NGOs/CBOs annual; - Plans and reports. 	<p>Development Partners will remain committed to providing financial support to CSOs</p>

<p>OUTPUT 1: Capacity of CSOs on good governance improved;</p>	<ul style="list-style-type: none"> - 60% of member NGOs abide by good NGO governance principles; - 50% of CSOs involved in social accountability initiatives in their areas of work; - Number of Social Accountability studies undertaken; - 60 % of CSOs reporting improvements in governance as a result of their participation ; - 50 % of institutions in governance reporting the take-up of CSO contributions in their policy-making and institutional development. 	<ul style="list-style-type: none"> - Reports on good governance Activities; - Issues addressed. - Number of CSOs practiced good governance. - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from Association interventions; - Periodic – mainly qualitative – surveys of governance institutions that have partnered with / benefited from IDA interventions or independently engaged with CSOs who have. 	<p>Governments remain committed to principles of good and democratic governance.</p>
<p>Activities Activity 1.1 Conduct training on ethics, accountability and Transparency to Member NGOs and CSOs; Activity 1.2 Conduct training for CSOs and communities on how to undertake Social Accountability Initiatives; Activity 1.3 Document, publish and disseminate success stories on good governance among CSOs and Local Government Authorities; Activity 1.4 Facilitate member NGOs to conduct dialogue and round table meetings with LGAs to improve service delivery; Activity 1.5 Conduct TOT training to member CSOs on civic and voter education.</p>			
<p>OUTPUT 2: Networking and information sharing between member CSOs and other stakeholders improved</p>	<ul style="list-style-type: none"> - At least 70% of member CSOs engage effectively in networking and information sharing; - At least 50% of CSOs reporting significant increase in benefits from collaboration 	<ul style="list-style-type: none"> - Online Data base - Number of networks/CSOs that are networking sharing information; - Reports in joint activities; - Services and equipment available; - Information shared. 	<p>Legal frameworks for Civil Society activities remain favourable;</p>

<p>OUTPUT 2.1: More effective, responsive and accountable governance with Civil Society participation</p>	<ul style="list-style-type: none"> - At least 40% of CSOs reporting significant improvements in their effectiveness in engagement with institutions in governance; - # and % of institutions in governance reporting the take-up of CSO contributions in their policy-making and institutional development. 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions; - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions. 	<p>Collaboration leads to take-up of CSO contributions by institutions in governance.</p>
<p>OUTPUT 2.2: Enhanced capacity of CSOs to collaborate with each other and engage in participatory governance</p>	<ul style="list-style-type: none"> - # and % of CSOs reporting significant increase in benefits from collaboration; - # and % of CSOs reporting significant improvements in their effectiveness in engagement with institutions in governance. 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions 	<p>Collaboration leads to take-up of CSO contributions by institutions in governance</p>
<p>OUTPUT 2.3: -Strengthened ability of Civil Society networks/alliances to engage in dialogue on participatory governance</p>	<ul style="list-style-type: none"> - # and % of CSOs reporting their readiness to engage with confidence in dialogue on participatory governance; - # and % of CSOs reporting improved skills in using specific tools in dialogue . 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions 	<p>There are sufficient opportunities for CSOs to apply their new abilities</p>
<p>OUTPUT 2.4: Enhanced ability of Civil Society networks/alliances to identify and replicate good practices on participatory governance</p>	<ul style="list-style-type: none"> - # and % of CSOs reporting significant increase in their knowledge of good practices on participatory governance; - # and % of CSOs reporting significant increase in actual replication of good practices on participatory governance. 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions 	<ul style="list-style-type: none"> - CSO partners take ownership of the processes set in motion by the projects, underpinning their sustainability - CSOs willing to share their experience with, and support, other CSOs

<p>OUTPUT 2.5:</p> <p>Increased collaboration and learning between CSOs and institutions in governance</p>	<ul style="list-style-type: none"> - # and % of CSOs reporting significant increases in constructive collaboration with institutions in governance; - # and % of institutions in governance reporting significant increases in constructive collaboration with CSOs. 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions; - Periodic – mainly qualitative – surveys of institutions that have partnered with / benefited from IDA interventions or independently engaged with CSOs who have. 	<p>Collaboration leads to take-up of CSO contributions by institutions in governance</p>
<p>OUTPUT 2.6:</p> <p>Increased interaction between Civil Society networks/alliances and institutions in governance</p>	<ul style="list-style-type: none"> - # of participatory forums in governance processes; - # of CSOs participating in meetings in European level. 	<p>IDA monitoring of forums</p>	<p>The experience of interaction is positive enough on both sides to convince them to engage substantively in participatory governance</p>
<p>OUTPUT 2.7:</p> <p>Greater understanding of and competence in participatory governance among Civil Society and other stakeholders including the wider public</p>	<ul style="list-style-type: none"> - # and % of CSOs reporting greater understanding of and competence in participatory governance resulting from dialogue with institutions in governance; - # and % of institutions in governance reporting greater understanding of and competence in participatory governance resulting from dialogue with Civil Society networks/alliances; - # and % of new Civil Society networks/ alliances engaging in constructive dialogue about participation with institutions in governance. 	<ul style="list-style-type: none"> - Periodic – mainly qualitative – follow-up surveys of CSOs that have partnered with / benefited from IDA interventions; - Periodic – mainly qualitative – surveys of institutions that have partnered with / benefited from IDA interventions or independently engaged with CSOs who have. 	<p>The environment for substantive engagement in participatory governance is sufficiently enabling CSOs willing to share their experience with, and support, other CSOs</p>

<p>Activities Activity 2.1 Train CSOs; Activity 2.2 Develop and implement a communication strategy; Activity 2.3 Develop and update a database of member CSOs; Activity 2.4 Develop and update a database of member of European Civil Resource Centres (ECRC); Activity 2.5 Develop and maintain a state-of-the art and user friendly website of IDA Network; Activity 2.6 Develop and maintain a state-of-the art and user website of European Civil Resource Centres; Activity 2.7 Establish of national, regional and maintain zonal resource centres; Activity 2.8 Establish and run European and District Forums; Activity 2.9 Develop and disseminate IDA and ECRC materials.</p>			
<p>OUTPUT 3: Organizational Development and Management of CSOs strengthened</p>	<ul style="list-style-type: none"> - 50% of member NGOs supported; - 40% of member CSOs attain their objectives by 2017. 	<ul style="list-style-type: none"> - Reports; - Implementation assessment, annual reports etc; - Social and economic wellbeing. 	<ul style="list-style-type: none"> - Financial resources will be available' - Professional services will be available and affordable
<p>Activities: Activity 3.1 Conduct TOT training to OD (Organization Development) facilitators and mediators; Activity 3.2 Conduct organizational capacity assessment to IDA members and partners; Activity 3.3 Organize and conduct tailor-made programmes to respond to identified needs; Activity 3.4 Equip NGO/CSOs managers with skill on resource mobilization, financial management, NGO management, and Project Cycle Management; Activity 3.5 Support member CSO/NGOs to establish and strengthen M&E (Monitoring and Evaluation) systems; Activity 3.6 Provide/ facilitate accompaniment services to member NGOs/CBOs.</p>			
<p>OUTPUT4: CSOs' policy engagement and advocacy enhanced</p>	<ul style="list-style-type: none"> - No of policies reviewed and discussed with relevant authorities; - No of districts social accountability committees established + strengthened; - New 5 national resource centers for Europe for Citizens established and functioning; 	<ul style="list-style-type: none"> - Annual reports (IDA and members); - Annual reports (ECRC – European and national level); - Research reports; - Projects implementation reports; - Building + equipments; 	<ul style="list-style-type: none"> - The Government remain committed to principles of good democratic governance; - LGA and NGOs will cooperate; - Contact points (Europe for Citizens) and ECRC will cooperate.

	<ul style="list-style-type: none"> - European resource centre and 6 national centers for Europe for Citizens functioning. 	<ul style="list-style-type: none"> - Media plan and strategy. 	
<p>Activities: 4.1 Collect and analyse relevant policies and laws for lobbying and advocacy 4.2 Identify issues for policy engagement and advocacy 4.3 Conduct Action Research on strategically selected issues 4.4 Take part and support CSOs to participate in policy formulation process 4.5 Train CSOs on policy formulation, policy analysis and engagement 4.6 Establish policy discussion forums at European, National, Regional, and District levels</p>			
<p>OUTPUT 5: Institutional capacity and sustainability of IDA Network strengthened</p>	<ul style="list-style-type: none"> - Number of donors supporting the organization; - Number of different sources of funds mobilized; - No of staff; 	<ul style="list-style-type: none"> - Manual available - Progress reports; - Annual reports; - Baseline and evaluation report; - Annual budgets; - Annual review report; - Audit report; - Management audit letters; - Agenda discussed; - Papers submitted or discussion; 	<ul style="list-style-type: none"> - IDA Network will remain committed to supporting civil society in Europe; - Financial resources will be available; - Capacity building services providers will be available.
<p>Activities: Activity 5.1 Conduct self assessment to determine organisational capacity gaps; Activity 5.2 Organise tailor-made programs to address the gaps; Activity 5.3 Recruit and retain competent and qualified as per needs; Activity 5.4 Conduct staff, management, Board and Annual General Meetings; Activity 5.5 Conduct annual programme reviews; Activity 5.6 Review Human Resources and Financial Policy Manuals; Activity 5.7 Devise and implement a user-friendly M&E systems; Activity 5.8 Devise and implement a resource mobilization strategy; Activity 5.9 Conduct financial audit.</p>			