

action/2015

DRAFT OUTLINE

Prepared by CIVICUS staff
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Summary

In 2015 two inter-governmental processes (on climate change and the post-2015 sustainable development agenda) provide a powerful opportunity for collective and decentralised large-scale, public-facing actions aimed at compelling governments at all levels to commit to ambitious and transformative action to end poverty, address inequality and ensure sustainable development. In response, a number of civil society activists came together in Istanbul (February 2014) and Johannesburg (April 2014) to discuss how we could make the most of this momentous opportunity. What follows describes the plans for a major new initiative – called Action/2015 – that we hope will help us build a global movement for change.

Our vision

We come together because 2015 is a generational opportunity for transformational change. Two processes (COP-UNFCCC and the finalisation of the post-2015 sustainable development agenda) culminate within months of each other with the potential to shape the future of our people and our planet. Our aim is to inspire actions that empower the marginalised and collectively tackle the root causes of inequality, injustice, poverty and climate change.

We want a world where development justice is assured and all people are able to realise their rights. We want a world where everyone is able to equally and freely participate in the decisions that affect their lives and hold governments, international institutions, the private sector, civil society and other power holders accountable. We need to urgently address the challenges posed by economic and political systems that favour elites and concentrate power and prosperity in the hands of a few. We must transform production and consumption patterns so that they do not harm people and the planet.

The testament of our success is that concrete actions are taken now, agreements are ambitious, reflect local struggles and leave no one behind. We call for a transparent and inclusive process for the articulation, implementation and monitoring of such a framework. Our vision is a transformational shift that ensures gender justice and enables everyone to live their lives in dignity, free from hunger and from the fear of violence, oppression, discrimination or injustice, in a way that protects the planetary systems required for survival of life on earth. This is the world we want and believe can be achieved.

Background

The year 2015 could potentially be the point of transition to a bold, new generation of people-centred and planet-sensitive development and the beginning of a strong movement for transformational change. Achieving a new social contract that reflects a strong and radical narrative of hope and transformation however requires a concerted effort across existing and prospective civil society platforms, effective cooperation with social movements and a major push for citizens and communities around the world to be engaged with shaping the post-2015 global development agenda.

2015 marks the confluence of two opportunities – both years in the making – the outcomes of which will shape the future of our planet for a generation: The Post-2015 summit in New York in September and the UNFCCC COP 21 in Paris in December.

Campaigners working on climate change, development and gender equality need to work together to make the most of this historic moment within a perspective of long-term change and engagement. There is a need to build a critical mass of support for the adoption in 2015 and implementation thereafter of a transformative global agenda that is built around the demands and aspirations of people most affected by the crises of poverty, inequality and climate change. Debates around the new development agenda are currently confined to global policy makers and advocacy groups, and need to move into the mainstream discourse with the aim of inspiring massive numbers of people worldwide to form a global movement for sustainability, justice and accountability. Such a movement would help ensure that the next phase of the development effort 'leaves no one behind'.

This ambitious endeavour needs new thinking on strategies, tactics and partnerships. There is no singular global landscape and so a single, centralised public campaign would not work. Rather, we need processes that are mindful of distinct national and regional realities, and methods to create global impact through a vast but inter-connected network of locally relevant actions. We need something that is part-campaign, part-movement; perhaps a 'campovement'.

To achieve this, a systematic effort to harness strategies, expertise and resources across the broadest spectrum of civil society needs to be engaged, including local and international development and environmental organisations; campaigns for development and climate justice; trade unions; faith based organisations; academic, scientific and media institutions; and, perhaps most importantly, broad-based social movements and organisations of marginalised people. It was felt that any new initiative needed to be 'radical and radically inclusive'.

A powerful narrative of change that provides the basis for these diverse actors to work together and a range of campaign tools, including a powerful communication strategy that speaks to the needs of an inter-generational and inter-regional mobilisation effort are essential. An ambitious and unprecedented effort is needed to ensure that millions (or indeed, billions) more people know about the opportunity available through this campaign and its objectives to tackle poverty, injustice and inequality in the lead up to 2015 and thereafter.

Agreements to date

1. Areas of consensus

There was agreement that any new global campaign needed to be organised through a decentralised, responsive and agile coordination structure. The following areas of consensus emerged:

- The effort needs some facilitation but not command and control centralisation.
- The aim should be to tap into, channel and amplify the energy that already exists.
- The campaign should have an exclusive focus on mobilisation (not lobbying/policy), crowding in behind key initiatives and reaching the public.
- The sharing of information across campaign actors and supporters should be facilitated.
- National and regional groupings should be able to self-define their structure (or lack of it) but would be encouraged to build on existing platforms; though they may decide they want their own administrative capacity and/or reference group.
- Funds should not be held centrally; instead funds would flow into activities rather than to a central body. However, there would need to be a mechanism for effective coordination so that funding flows fairly. This mechanism needs to be defined, but one option would be via a fundraising action group.
- There needs to be some dedicated administrative capacity to facilitate the flotilla e.g. facilitate the flow of information, set up calls etc. – this should combine some central capacity (based somewhere neutral, e.g. CIVICUS) and some decentralised, devolved capacity (from existing organisations).
- Organisations that want to sign up would need to agree to the values of the campaign (i.e. Istanbul text), and the broad approach.
- Action groups will be the driving force of the campaign. These will be opt-in, task-orientated and self-run, for example to promote outreach (regions, countries, constituencies, etc.), or on communication.

2. Need for a campaign ‘signifier’

To make the most of the opportunities 2015 presents, our campaign will harness and amplify the creative energy, expertise, resources and power of the broadest spectrum of civil society through a decentralised, responsive and agile coordination structure.

However, we did agree that there was a need for a common campaign ‘signifier’, a set of common material that could be used by anyone participating in the campaign to amplify their own activities and connect to a global movement. Following an intense creative process, it was agreed that ‘Action/2015’ was the favoured choice. This signifier was felt to be adaptable across language and issues, and therefore had the potential to be useful to the greatest number of actors.



3. Governance proposition

The governance proposition outlined below will promote the following principles of the campaign:

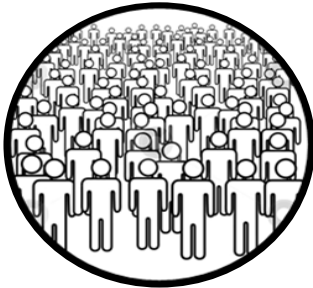
- **Action oriented** – the campaign will be focused towards collective and decentralised large-scale, public-facing actions aimed at compelling governments at all levels to commit to ambitious and transformative action to end poverty, address inequality and tackle dangerous climate change.

The coordination and governance structures are designed to facilitate and where relevant coordinate those actions at the global, regional and national level

- **Coordination and facilitation, not command and control** – we will tap into, channel and amplify the energy that already exists, enable communication between groups and initiatives and provide the light-touch logistical support needed for joint campaigning and movement building, allowing us to be greater than the sum of our parts
- **Radical inclusivity** – The campaign creates opportunities for civil society to coordinate public-facing actions. This is an offer to all organisations, networks, groups, movements and individuals to campaign together. The cooperation is done on the basis of values represented by the campaign (and captured in the narrative). Existing cooperation of civil society at different levels (local, national, regional, global) independent from the campaign can be part of the campaign and linked to the campaign. Online and other virtual engagement will be facilitated to ensure the widest possible cooperation. All of the governance elements of the campaign are open to engagement to any of the campaign participants and operate on either an opt-in or open election process. The campaign will not rely on consensus – while that should be sought, no one will be obliged to participate in joint activities and are entitled to pursue alternative activities if they wish.
- **Open and open-source** – communications products, signifiers and sharable content will be developed for the campaign by participating organisations and the coordinating and governance elements will help disseminate them to all. These will be open to all to use but no one will be obligated to use them. Campaign engagement will not depend on the use of these joint creative products, but the hope is that they will be compelling to different audiences and used widely across the campaign to amplify our collective voice
- **Transparent and accountable** – Where collective decisions need to be made, the process will be transparent and open and communicated through the campaign channels to all participants. See Annex 1 for financial principles for the campaign

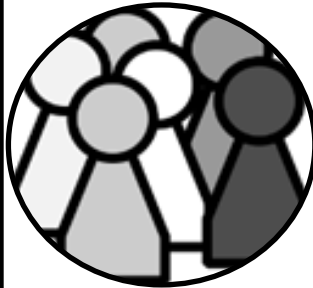
The governance proposition utilises four government structures, as outlined on the next page.

Action/2015: how the campaign will be delivered



Campaign Assembly

- The main decision making body of the campaign
- It will strengthen global civil society by facilitating exchange of best practice and linking regional/national organisations
- Provide the main opportunity within the campaign to link the national and the international activities



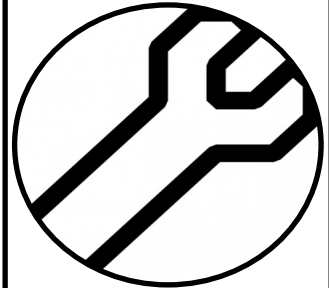
Reference Group

- Will perform a predominantly advisory role to the campaign's Global Hub and Action Teams, providing a light touch steer to ensure strategies stay on track.
- It will facilitate, rather than control the campaign



Global Hub

- Provide logistical support to the campaign, facilitate the flow of information and support participating organisations and other governance elements in the effective implementation/coordination of the campaign.
- Will drive the campaign; building and maintaining its momentum



Action Teams

- Will develop and deliver specific moments and other campaign activities over the life of the campaign at the global, regional and national level
- Will be action and task orientated, open and opt-in, with clear terms of reference.



3.1. Campaign Assembly

Purpose:

The Assembly will be the main decision making body of the campaign. It will be open to all campaign participants to attend and will provide a space for inclusive dialogue. It will strengthen global civil society by facilitating exchange of best practice and linking regional/national organisations and initiatives.

The Assembly will provide the main opportunity within the campaign to link the national and the international. It will provide more than information sharing, providing a space with equality of access to deepen collaboration and solidarity between local, national and international civil society/campaign participants.

Remit:

- Agree the narrative, key messages and goals of the campaign (first assembly meeting)
- Decide on the campaign's communications, opt-in signifier and identity (first assembly meeting)
- Decide on the campaign's structure and governance (first assembly meeting)
- Agree plans for the campaign's collective peak moments (first assembly meeting)
- Review effectiveness of campaign's communications and governance, based on the experience of campaign participants
- Encourage engagement/provide initiation for new campaign participants. Each Assembly participant will commit to act as a multiplier for the campaign within their country / region / sector.
- Forum for updates from the Action Teams and national/regional campaigns - opportunities to share best practice, identify links between national and regional campaigns, share learning from campaign actions and address issues arising from differing local, national, international approaches and/or contexts
- Empowers the Reference Group to co-ordinate, advise and guide the campaign between assemblies.
- Ensure linking, learning and strengthening global civil society.
- The Assembly will activate Action Teams as needed as well as holding them to account on key deliverables along the lines of the individual team's terms of reference

The Campaign Assembly will not:

- Reverse decisions made in previous assemblies – to ensure continuity
- Decide on who will attend – it will be open to all campaign participants
- Decide who's in or out of the campaign
- Won't decide the work plan of the Global Hub or the ongoing activities of the Action Teams
- Will not police use the campaign's signifier or narrative and its use at the local level – local and national campaign participants will deploy the campaign communications tools and messages as they deem appropriate

Structure and Practicalities:

Proposed timeline for the Assembly:

- April 2014 - governance and structure, communications, signifier
- Nov 2014 (possibly at the CIVICUS World Assembly in late Nov) – pre-launch. Focus on learning, collaboration, and strengthening global civil society action (DEEEP Global Conference can facilitate learning/collaboration aspect, if the Campaign Assembly is linked to CIVICUS World Assembly in Johannesburg.)
- March 2015 (linked to the World Social Forum in Tunisia) or June 2015 – mass mobilisation planning, ahead of summits (updates from the Action Teams)
- Dec 2015 / Jan 2016 (possibly link with the COP in Paris, December 2015) - wrap-up and next steps. Building global civil society action, implementation and monitoring beyond 2015 (As above, DEEEP can contribute to learning/collaboration aspect)

Accountability:

The Assembly is accountable to campaign participants and has to be mindful of the full range of actors and perspectives in the campaign. The Assembly is not representative of the organisations/individual attending; it acts on behalf of the whole campaign. Decisions will be made by participants of the campaign at the assembly (physically or virtually) and can't be overturned by non-attending participants or by the Reference Group. In between assemblies, on occasions and in extremis, the Reference Group might if necessary take decisions that weren't mandated by the assemblies in order to ensure the campaign is being politically astute and tactically strategic. On these occasions, the Reference Group will be empowered to make these judgements in order to be the flexible and agile campaign we want, but will report back to the Assembly on the decision making process and rationale and will communicate in real time (between assemblies) with the global Action Teams via the Global Hub. The Reference Group should endeavour to consult widely with organisations and networks active in the campaign regarding any such decision, online consultation and relevant tools should be used.

Funding the Assembly:

To ensure the Assembly is radically inclusive and open to all, the Fundraising Action Team will plan how to prioritise and secure funds for the Assembly, ensuring participation from smaller/less resourced groups, online steaming/remote access for those that can't attend and translation. Attendance support should enable diverse representation from all world regions, types of actor (organisations, movements, activists, etc.) and sectors (development, climate, human rights, etc.). This will require coordination by the campaign Global Hub. This will need to be discussed with the fundraising group.

Logistics:

- An Assembly Action Team will be formed from campaign participants to organise Assemblies and ensure the planning and activity reflect the purpose, remit/objectives and radically inclusive ethos of the campaign
- The agenda and background documents will be compiled by the Assembly Action Team with the support of the Global Hub and circulated in advance
- The Assembly Action Team with the support of the Global Hub will organise chairing and facilitation
- Each Assembly will be a full day in total
- Wherever possible, assemblies will be held in locations that are broadly accessible and have relatively low barriers to entry, particularly in terms of visa processes.
- Where possible, they will be held in difference regions where the campaign is active
- Where possible, they will be linked to other large convening moments to help inclusion.
- Interpretation and translation of documents should be provided. The Action Team and Global Hub will determine the most appropriate logistics for this, e.g. bridging languages, delegate twinning.
- There will be online access to the meeting (e.g. by web streaming) – Assembly Action Team and Global Hub will identify partners, appropriate technology and best practice to ensure a radically inclusive virtual space for participation.
- Where possible, groups might be mandated to represent other groups unable to attend.

Parameters for online participation:

- **Assemblies will be live-streamed.**
- All campaign participants should have access to live online commentary (through a log-in approach, social media or other appropriate accessible technology).
- **Online comments will be included in the discussions of the Assembly.** The inclusion of online discussion must be built in to the agenda, session planning, and chairing of Assembly discussions. Discussion Chairs will ensure that online comments are raised in the Assembly discussion. The Assembly Action Team and the Global Hub will determine most appropriate mechanisms for including online commentary in the Assembly discussion, these should include ‘online discussion rapporteurs’ and a twitter wall / comment wall where online comments are visible to all.
- **Specific decisions should be voted on in-person and online.** Assembly agendas and timings must facilitate online voting during the course of the meeting.
- **Assembly agendas which include key decision points should be circulated to campaign participants in advance.** Decision points should

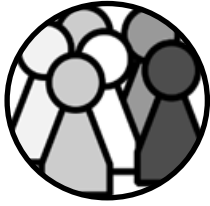
be outlined as propositions which can be voted on in advance. Campaign participants who will not attend an Assembly will be actively encouraged to vote online in advance of the Assembly.

The Assembly Action Team and Global Hub will identify models of radically inclusive participative approaches and apply these methods to the agendas, chairing and planning of Campaign Assemblies. Models may include the GCAP Feminist Taskforce Women's Assemblies, IBON people's assemblies, DEEEP/CIVICUS/GCAP Building a Global Citizen's Movement process.

- There will be an open agenda setting process.
- Remote participation and representative approaches will be encouraged in advance of Assemblies, to ensure local experiences of the campaign are reflected in Assembly discussions.
- Local, national or regional discussions of decision points in advance of Assemblies will be encouraged. These discussions will be fed into the Assembly discussions. Local / national / regional campaign groups will be encouraged to select rapporteurs. Rapporteurs or representatives of local / national / regional campaign groups will be a priority in delegate support funding.
- Central online discussions should be open in advance of Assemblies to enable shared discussion among local, national, regional campaign groups
- The Global Hub will work with the Assemblies Action Team will provide minimal logistical co-ordination for assembly attendees. Ensuring inclusivity and coordinating delegate support will be the priority for the campaign administration and Action Team. The Global Hub will coordinate logistics such as Assembly venues, block-booking accommodation, visa invitation letters, and administering delegate funding support.

Ultimately:

- This Campaign will be voiced by and led by diverse actors and activists in all parts of the world. It will be radical and radically inclusive. It will require a new way of working, new models of collaboration and new collaborative practices.
- The Campaign Assembly will ensure that the campaign delivers its aim to radically inclusive. It will ensure that all perspectives have a say in the key decisions, planning and delivery of the campaign. It will create an open model of collaboration and momentum through diversity which has never been seen before.
- It will model a way of working for global civil society for the future; grounded in equality and mutuality, and struggling together to ensure equality for all people and a sustainable planet



3.2. Reference Group

Purpose:

The reference group will perform a predominantly advisory role to the campaign Global Hub and Action Teams, providing light touch steer to ensure strategies stay on track. The Reference Group will seek to facilitate, rather than control the campaign.

Remit:

- Keep an overview of strategies to help ensure decisions agreed by the Assembly are implemented
- Advise/support the Global Hub and Action Teams (by request) on their priorities and engagement strategies – identifying linkages and any conflicts, to help ensure coherence
- Actively seek and spot opportunities for campaign engagement in external events and platforms to build the campaign profile – including horizon scanning for opportunities coming up during the life span of the campaign.
- Sign off 'campaign only' communications products (open source creative commons) – those that are made for the use of the whole campaign by all participants, not co-branded products (when timelines don't allow for assembly decisions)

The Reference Group will not:

- Have any policy role e.g. deciding a collective campaign response to the outcomes of the two UN processes the campaign is targeting (post 2015 and UNFCCC) and will refer requests for meetings/comments etc to the relevant Action Teams and/or regional/national campaigns
- Likewise, it will not present itself as the representative of the campaign in the media , although there may be specifically agreed spokesperson roles attached to the 3 prominent persons attached to the reference group
- It will not reverse decisions made by the Assembly
- It will not have a role in policing the brand and how it is being used by campaign participants – but will highlight inconsistencies if they arise

Structure and Practicalities:

Principles for electing the Reference Group:

- Need to have the right type of people in terms of skills and experience
- Need to try to have a good balance of environment and development
- Need to have a balance of gender, regions, etc.
- Needs to be big enough to secure the diversity we need, but small enough to be effective – recommendation of 15 (12 from the assembly, max 3 prominent people)
- Criteria for this type of person is circulated and people can propose names (through an online process) and the Assembly can agree an approved list
- Will be accountable to the Assembly
- We will have one set of elections and the Reference Group will be in place for the duration of the campaign.
- It was agreed in Johannesburg that a geographic model for representation would be preferred over a constituency-based one. It was felt this would be more straightforward to administer and completely transparent (results can be published and it will be clear who tops the poll in each region). It will also ensure all regions of the campaign are represented equally (which might not be the case in with the constituency model) and will be easy to lock in a gender balance. There is no guarantee that we'll get diversity in type of organisation or constituency it represents – will be whichever organisations top the poll in each region. However, a long list of constituencies can be included in the nomination form, so it is clear to those who are voting which groups organisations represent.

Composition of Reference Group:

- 1) 14 geographically representative places, with one position for a woman and one for a man from each of Africa, Asia, Australasia, Europe, North America, South America
- 2) Global leadership representation – 3 places for prominent individuals who are associated with the ongoing fight against poverty, for justice and a sustainable climate will be seconded onto the group (see selection process below).
- 3) In the event that the reference group, once elected, does not include a representative from a network that is leading on large-scale public engagement work around post 2015 and UNFCCC, the reference group could second up to 3 additional advisers or full members from those networks to the group.

Proposed election process:

CIVICUS, the world alliance for citizen participation, will shepherd the election process. CIVICUS will be neutral (i.e. will not have candidates going for election),

transparent (clear about the process and how decisions are made), and an honest broker.

A process of registration for the campaign will begin as soon as possible. This will involve any organisation¹ which supports the campaign vision (the Istanbul text). Registration will be open and free, with basic details of participating organisations published for others to see.

Any federated or international NGO will only be eligible to register once.

All organisations that have completed their registration by 15 June 2014 will be eligible to nominate an individual to serve on the Reference Group. Nominations will close on 30 June 2014.

Nominations will be open in 28 categories (i.e. one male and one female from each of seven geographical regions). Individuals should nominate in the region in which they are based primarily (i.e. where they reside and/or where they carry out their work).

Each registered organisation will only be permitted to nominate one individual in the election (i.e. they may not nominate people in multiple regions).

Each registered organisation will be permitted one vote in as many of the 28 categories as they wish. The primary contact point for that organisation (i.e. the person whose details have been entered in the Action/2015 database) will be invited to vote on behalf of their organisation, after appropriate consultation within their organisation.

The election will use the Single Transferrable Vote system. Each voter will be allowed to express as many preferences as they wish in each voting category. The candidate who receives 50% + 1 of the votes cast in that category will be elected. Full details of the counting process will be issued in June 2014. In the sample ballot below, the voter ranks all three candidates in the Africa Male by preference, and both candidates for Africa Female. However, in Asia, they feel only able to express a first preference for the Asia Male and neither of candidates for Asia Female.

Sample ballot (showing Africa and Asia only):

¹ 'Organisation' is used here to include platforms and networks that include multiple organisations.

Africa Male	Vote	Africa Female	Vote	Asia Male	Vote	Asia Female	Vote
Kagame	1	Banda	2	Modi		Hassina	
Mugabe	3	Sirleaf-Johnson	1	Rajapaksa		Park	
Zuma	2			Xi	1		

Elections will take place over a two-week period in early July. Candidate profiles will be updated in a public website. Elections will take place via a secure online voting system with appropriate independent auditing,

Co-opting Global leaders

Terms of reference will be developed for the engagement of the representatives of global leadership by the Reference Group. Suggested criteria for global leadership reps, to form the basis of the long list:

1. Committed to the narrative and principles of the campaign
2. History of campaigning for development and/or climate justice
3. Has or can access a constituency of support
4. A well-known individual in decision making circles
5. Able to dedicate time to the work of the Reference Group and wider campaign

Potential individuals identified so far include Graca Machel, Desmond Tutu, Jay Naidoo, Mary Robinson, Hina Jilani, Amartya Sen, and Gro Harlem Brundtland.

The elected members of the Reference Group will then select and recruit the global leaders to the campaign, based on the list approved by the Assembly.

- The structure outlined above aims to ensure that the group is inclusive and representative of the diversity of the campaign.
- The process will be communicated to campaign participants and there will be a period for feedback on the process before it is finalized.
- The election process will be fully transparent – including the aims to secure diversity of representation.
- Once the reference group has been elected, it will elect co-facilitators to convene the group. Amongst other roles, these facilitators will feedback activity to the assemblies as the first standing item in each assembly agenda. The reference group can agree the term of these facilitators.



3.3. Global Hub

Purpose:

- Aim/Objectives: provide logistical support to the campaign, facilitate flow of information and support participating organisations and other governance elements in the effective implementation/coordination of the campaign. Facilitate the campaign and building and maintaining its momentum.
- Focus/Scope: mainly on global coordination. Groups at regional level may choose to self-organize themselves and agree on regional administration and coordination mechanisms (e.g. as part of a regional Action Team). Existing regional structures that are part of the campaign may be invited to take on a regional hub role. Only if there is a clear gap and no existing capacity should new regional coordination mechanisms/structures be considered.
- Added value: devolved capacity but decentralized management, service-oriented support structure to help enable maximum coordination and impact of campaign, clear accountability lines and transparent decision-making.

Remit:

- Facilitate internal campaign communications: help organize calls, maintain campaign participants email lists, shared calendars and other possible tools; keep records of meetings (when they are happening, not minute taking); centralize and disseminate info; share creative ideas.
- Manage online presence to ensure information is up-to-date and develop creative commons for open source use by all participating organisations
- Advise and support Action Teams in the implementation of strategies (e.g. a potential Assemblies Action Team in the assembly logistics and generating the agenda and background documents)
- Facilitate delivery against the campaign strategy and against decisions made at the assembly - chase and support participating organisations in the carrying out of agreed tasks (remind of deadline where deadlines are to be kept; relay information to relevant governance elements; answer/provide info on logistical/admin questions, etc.)
- Disseminate materials to participating organisations where relevant
- Make sure the materials are translated where possible
- Be primary point of contact (e.g. through online presence) and direct requests to relevant groups (e.g. Action Teams).

- Work with the Reference Group to ensure strategies are aligned where possible and assist in spotting any conflicts (but not report to or be managed by the Reference Group).
- Be accountable to the campaign assembly.

The Global Hub will not be responsible for:

- Policy development (it will operate within the agreed narrative of the campaign and not seek to redefine it)
- Provide logistical support to every national or regional campaign meeting (it will focus on the assembly)
- Police the use of the campaign signifier
- Decide who's in and who's out of the campaign
- Fundraising

Structure and practicalities:

- Needs to build as much as possible on resources from already existing structures
- Needs people with devoted full time capacity
- Needs very clear accountability and communications lines for effective and transparent operation
- Needs to be operated in neutral way
- Needs very clear set of guidelines to work with other governance elements to ensure it's not left to make decisions it's not empowered to make
- Will have an online presence and communication function.
- Global Hub main function (e.g. coordinator) should ideally be located within neutral space and registered organisation, other Global Hub staff could be at flexible locations and the team could coordinate virtually.
- Coordination mechanisms and tools to be agreed upon for Global Hub team (virtual file sharing, online project management tools, CRM, etc. if needed)

In between assemblies:

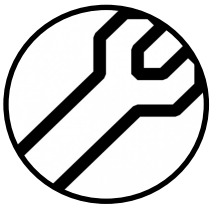
- Regular coordination calls between Global Hub and reference group, possibility of having joint virtual dashboards/tools to share information and track implementation of agreed strategies
- "On-demand" support from reference group on matters within scope/remit
- Regular updates to campaign assembly needed as reporting mechanism as well as to drive ownership and engagement

HR and recruitment:

- Staffing dependent on available resources and potential overlap between envisaged roles (e.g. coordinator, communications, administration, etc.).

- Possibility of neutral host organisation endorsing line management function for the coordinator position, top line work plan agreed by assembly and reference group, detailed work plan developed between host organisation and coordinator. Accountability to host organisation, and to the campaign assembly through a MoU between host organisation and assembly.
- Encourage secondments and staffing from already existing structures
- Possibility of working with volunteers on specific areas.
- Additional expert capacity can provide support on ad hoc basis (e.g. campaigns or communications specialists).

An ad hoc temporary working group will be created in May 2014. This ad hoc working group will draw up ToRs for Global Hub positions, coordinate the call for applications and selection process – the working group has a mandate to sign-off on ToRs and appointments. The first recruitment to be made will be the Global Hub Coordinator who will assist in the recruitment of the other roles.



3.4. Action Teams

Purpose:

- Action Teams will develop and deliver specific moments, as well as sustained movements and related activities over the life of the campaign at the global, regional and national level.
- Action Teams can also deliver specific campaign activity across/through/with/on behalf of more defined grouping areas including expert areas (communications, media, logistics, campaign processes, etc.), thematic areas (e.g. particular campaign themes), representing constituencies (gender, faith, youth, disability, etc.) or geographies, or any combination
- Action Teams will be action-orientated, project groups, with clear terms of reference
- The need for an Action Team will either be determined by the Campaign Assembly (possibly to reflect an agreed/established timeline of moments) and/or by participants of the campaign
- Action Teams will be inclusive, opt-in, consultative and work to the principles of the campaign
- Action Teams need to ensure strong communication of their activity/outcomes to: all parts of the broader governance structure (whether they do this directly or indirectly); other Action Teams; and as appropriate to the participants of the campaign (although this may be done via the Admin Capacity as appropriate)

Remit:

Responsibilities in terms of delivery:

- To develop strategies and tactics, implement and deliver exciting, engaging impactful campaign moments, campaign activities (launches, events, etc.)
- To deliver specific campaign activity across/through/with/on behalf of more defined grouping areas including expert areas (communications, media, logistics, campaign processes, etc.), thematic areas (e.g. particular campaign themes), representing constituencies (gender, faith, youth, disability, etc.) or geographies, or any combination
- To ensure that the Action Team has the right set of capacity, skills and expertise to deliver all the elements they are tasked with (e.g. mass physical mobilisations, concerts etc.) as well as accompanying communications and media activity. This could include drawing on other Action Teams or resources as appropriate.
- To ensure that all outputs reflect the requirements, challenges and opportunities of joint activity across local, national, regional, global scales as appropriate. Including recognising time needed for participants to operationalise plans, recognising cultural sensitivities and different political contexts
- To ensure that their part of the campaign has/maintains momentum, remains joined up (as relevant and appropriate), communicates appropriately and equitably across the Action Team and any of its component parts (e.g. if it has drawn on other Action Teams to deliver its task), and to ensure excellent communication and dissemination across the campaign including with all other parts of the governance structure

Responsibilities in terms of practice:

In their practice Action Teams should be:

- Inclusive (opt-in)
- Consensus-seeking
- Capable
- Consultative
- Representative
- Accessible (in terms of operation – timings for convening, mechanisms for convening, seek to build capacity, translation, and use accessible platforms for communications including appropriate digital/online platforms)
- Action Team 'facilitators' (*see under practicalities*) have a responsibility to try to ensure inclusiveness and actively reach out to other organisations to join.
- Follow these principles in practice: accountability, transparency, inclusivity, support participants to build capacity, and adherence to the meta narrative

Accountabilities:

- Accountable to the Campaign Assembly
- Accountable for delivering to their terms of reference

Action Teams will not be responsible for:

- Anything outside the terms of reference
- Action Teams cannot oblige campaign participants to follow their strategies. Whilst campaign participants ideally would respond to Action Team suggestions for moments/campaign activities, they are under no obligation to do so

National/Regional Action Teams:

Recognising that the one of the most significant level of work of campaign implementation is at local, regional and national level, and that it may not be possible for many national level people/activists/agencies to participate in campaign assemblies on global level, there is a need for National/Regional Action Teams which have a slightly different focus/purpose to Action Teams as described above.

Responsibilities of National/Regional Action Teams:

- To reach out to all relevant national/regional actors including the usual suspects
- To develop coordination mechanisms at national/regional level
- To ensure the flow of information at national/regional level across the campaign, and equally importantly to and from the global level
- To ensure as appropriate, national/regional coordination and implementation of globally agreed activities
- To co-ordinate and share national/regional campaign messages (where suitable/appropriate)
- To create opportunities to work together with other nations/regions
- To ensure that representatives from the nations/region are active in global processes and working groups

Structure and Accountabilities of National/Regional Action Teams:

- Inclusive (opt-in), open for all civil society organisations working on Post-2015, global justice, climate change, sustainable development and other appropriate issues.
- Ideally and where appropriate, existing national/regional networks and regionally active networks coordinate/organise the national/regional processes.
- The administrative capacity that supports these National/Regional Action Teams is done by the organisation/network(s) that takes on this role, and may

practically overlap with the Regional/National Admin Capacity (see Global Hub section).

- Ideally there is no more than one National/Regional Action Team but this may not always be possible.
- The National/Regional Action Teams are accountable to the national/regional networks and organisations active in the campaign, and the Campaign Assembly.

Structure and practicalities:

- All Action Teams will produce and work to a Terms of Reference which will also indicate the skills required for the particular Action Team.
- Some Action Teams will be initiated by the Campaign Assembly (if so the Terms of reference should be agreed by the Campaign Assembly or its delegated authority), others may be initiated by participants.
- Those participants who want to set up Action Teams will inform and be supported by the Admin Capacity to recruit other campaign participants who want to be part of that activity, also signposting them to Action Teams currently in existence who may be focusing on the same issues/areas.
- It is acceptable for more than one Action Team to work on the same issue/moment/activity if different groups of participants wish to take different approaches.
- Action Teams will be coordinated by 'lead facilitators', not the Admin Capacity.
- Lead facilitators should emerge and if more than one facilitator emerges - the skills, enthusiasm and capacity should be harnessed and 'co-facilitators' should emerge.
- It is the responsibility of the lead facilitators to provide the space for a wide range of views/ideas/inputs, actively promote inclusivity and seek consensus, they are the 'coordinators' not the leads.
- It is the responsibility of the lead facilitators to ensure the Action Teams communicate effectively.
- Action Teams will work on the opt-in principle for membership and for facilitation/joint facilitation of Action Teams.
- Action Teams will use varying convening formats to ensure accessibility.
- Action Teams will communicate with one another in order to share learning; this will be networked/facilitated by the Global Hub.

In Johannesburg, it was agreed that the following Action Teams should be set up as soon as possible:

- To set up Global Hub
- To help build pre-launch momentum
- To plan the campaign launch (January 2015)
- To fundraise

- To promote Outreach/Membership
- To engage communities & social movements
- To plan (global) campaign actions
- To engage new media
- To translate campaign material
- To collect stories that will be useful in campaign
- To coordinate lobbying in New York

In addition, it was agreed that other Action Teams could be formed, including

- Around big political moments
- Constituency-based action teams
- National & regional action teams

Next steps

- Elections
- Website
- Contact

Annex 1: Financial Principles of the 2015 campaign

We will require the financial support of key partners to catalyse this movement.

Purpose:

We will seek the following funding for the common work:

- a. Host organisations of the administrative units at global and regional level
- b. Common moments and actions
- c. Campaign assemblies and regional meetings – with the following caveats:
 - i. Participants pay for their own expenditures – with possible exceptions for those organisations from the global South and for specific situations.
 - ii. General costs, such as venues, shall be paid for from general funds.

Participating organisations will generally finance their own campaign activities. However, Southern and/or grassroots organisations will be particularly welcome to seek funding for campaign posts, activities, tactics or strategy. They can seek funding from different sources. They have to ensure that there is no contradiction to the values and political aims of the campaign.

Action Teams:

Action Teams will also be expected to fundraise for their own activities, either individually or in partnership. These may include:

- a. Common moments and actions
- b. No duplication of existing work at national, regional and global level. The funding should be to existing structures.

There shall be one Action Team for donor coordination to manage the relationships between the campaign and donors. The role of this group is not to interfere with organisations ability to independently fundraise resources for 2015 campaigning but to coordinate to

- a. get funding for common elements, key campaign posts and moments across the coalition (for example, a campaign launch) and to
- b. support individual organisations, networks or coalitions to get key activities funded. This will particularly emphasise funding existing and underfinanced organisations, networks and social movements, to build capacity and ensure the full and proper participation of partners from the Global South.

Sources:

We will seek funding from a range of partners for the purpose outlined above. This will likely include:

- a. Foundations, INGOs and philanthropists– the campaign will encourage financial support from INGOs and foundations aligned with the campaign principles– whether that is under the agreed campaign umbrella, or in support of key moments or tactics.
- b. Governments and multilateral institutions will be invited to support the campaign, with the condition to retain its impartiality and objectivity in light of potential co-option or the attachment of political conditions. We will work to attract support from emerging economic powers, campaign priority countries, and regional leaders.

Transparency and Accountability:

- a. Information on income and expenditure will be shared within the campaign and with the public.
- b. There needs to be clear accountability mechanisms within receiving organisations and if the funding is for the common work of the assembly.
- c. If needed a peer review shall be introduced to avoid misuse of funding.

Annex 2: Participating Organisations in Istanbul & Johannesburg

350.org
Aboriginal Rights Coalition
ACAOSA
ACORD*
ACT Alliance*
Action Aid International
Africa CSO Platform on PP (ACP)
AYICC
Alianza ONG
Amandla.mobi
ANPRAS
ANND
ARTICLE 19
Beyond 2015*
Bill and Melinda Gates Foundation
BOND (UK)*
Campaign for People's Goals
CAN International*
Centre for Environment Justice
Center for American Progress
CEPEI
Change Mob
Change.org
Christian Council of Tanzania
CIVICUS*
Comic Relief
CONIWAS
CONGAD
CONGOMA
DEEEP*
DIIG Foundation
EarthRise Trust
End Water Poverty
FEMNET
GAIN
GCAP*
Global Poverty Project
Graca Machal Trust

Greenpeace
HelpAge International
IACC
IBON International
IDEA*
Impact Agriculture Project
International Disability Alliance*
IFP
Islamic Relief Worldwide *
Justice Initiative
M&C Saatchi*
MPIDO
Nadcao
Namati
Nigeria Network of NGOs
NWADO
Norwegian Church Aid
ONE Campaign*
Open Institute
Oxfam
Portobello Studios*
Purpose
Restless Development
Save the Children*
Sightsavers*
SocialTIC*
Twaweza
UN Foundation*
UN Millennium Campaign*
United Nations
Wada Na Todo Abhiyan
WaterAid
Women & Land in Zimbabwe
World Vision International*
WWF WAMPO
Zero Poverty 2030

** Represented in Istanbul and Johannesburg*