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VECHT MEE TEGEN ONRECHT

VISION, MISSION & STRATEGY

11.11.11
LOOKS FORWARD
TO 2026

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SUMMARY

The global health crisis in 2019 and 2020 exposes and reinforces existing inequalities. Think, for example, of growing socio-economic inequality, the reduction of democratic space and the increasing destruction of climate and nature.

At the same time, there is more awareness. Intense analyses and numerous alternatives that do lead to a society that realizes the well-being, dignity and human rights for everyone, within the limits of the planet. It is hopeful to see that solidarity is alive, growing and reinventing itself. Locally, but also across the borders. This is no coincidence. These challenges call for international solidarity.

In this context, 11.11.11 refocuses its vision, mission and strategic choices.

Our vision? Global justice

11.11.11 would like social, civil, political, cultural and economic rights to be realized for everyone within the limits of the planet. A global system in which socio-economic inequality is reduced, the relationship between man and nature is in balance and democratic values are guaranteed.

Our mission? International solidarity

International solidarity will accelerate the transition to a global fair system. We advocate, facilitate and put international solidarity into practice. 11.11.11 is thereby driven by values of human dignity, solidarity, equality and integrity.

11.11.11 sees different levers in the pursuit of international solidarity. Political work, a strong movement and collaboration, the awareness of the 'shared interest', the deployment of different parties involved and innovative and result-oriented work.

11.11.11 would like to have an impact in a future-oriented, relevant and efficient way. This is why we make four strategic choices. Future-oriented and guiding choices through which 11.11.11 takes up its role in the necessary global revolutions towards a fairer and more solidary world.

- **Choice 1: Beyond the dual North-South way of thinking.**
- **Choice 2: Decolonization.**
- **Choice 3: Dynamic umbrella organization with an expansive network.**
- **Choice 4: Significant political impact.**

In order to realize the above-mentioned strategic choices, 11.11.11 will **start working** with enthusiasm and ambition for the next five years. How?

- **Action 1: We will broaden and strengthen the umbrella organization and the network.**
- **Action 2: We will reorientate the substantive positioning and expertise build-up.**
- **Action 3: We will transform our international collaboration**
- **Action 4: We will promote and facilitate partnerships with all social actors involved.**
- **Action 5: We will update the communication and mobilization approach.**
- **Action 6: We will evolve into an agile organization.**

OUR VISION (NEW CHARTER)

11.11.11 is the 'Umbrella organization of International Solidarity' and combines the strengths of dozens of member organizations, hundreds of 4th Pillar initiatives and thousands of volunteers.

VISION

11.11.11 strives for **global justice**. A world in which social, civil, political, cultural and economic rights are realized for everyone within the limits of the planet. A global system in which the socio-economic inequality is reduced, the relationship between man and nature is in balance and democratic values are guaranteed. That is our vision of the future.

This agenda transcends 'North' and 'South'. It connects us all; worldwide and through a shared interest. At the same time, it is clear that these global challenges do not affect everyone to the same extent. Not only materialistic or financial resources, but also power and access to decision-making processes and the public debate are unevenly distributed.

11.11.11 would like to combat the inequality and injustice that prevent people from living in dignity. In order to deal with that, redistribution is needed. In our own society and across borders.

The specific contribution that 11.11.11 makes to achieve global justice is our mission and core mandate:

MISSION

We will accelerate the transition to a globally fair system by advocating, facilitating and putting **international solidarity** (or redistribution of power and resources) into practice.

With this mission, 11.11.11 will emphasize the universal and international character of solidarity. We are connected to one another across borders to secure our common future.

INTERNATIONAL SOLIDARITY...

- **offers an answer to existing inequalities from the (re)distribution of power and resources.** The inequalities are of a different nature: socio-economic, ecological and democratic. It does not only pertain to materialistic redistribution, but also to the struggle for cultural recognition and representation.
- is fundamentally a **political issue**. We will not let solidarity depend on individual estimation, action and empathy.
- is **taking sides** with the people whose rights are being violated. We will fight with them against injustice.
- is about **reciprocity based on equality**. The stakes can vary considerably - after all, not everyone has access to the same resources and power. We will make the agenda come true, together and by strengthening one another, in both directions. Herein lies the solidarity between individuals, organizations and movements for a global justice agenda.
- is about solidarity between people today, between current and future generations and within the limits of the **planet**.

In fulfilling the mission, 11.11.11 is propelled by several values:

VALUES

11.11.11 thereby driven by human dignity, connection, equality and integrity.

- 11.11.11 represents **human dignity** within the limits of the planet. For 11.11.11, human dignity means more than respect for the rights of every human being. 11.11.11 also considers equal opportunities and the right to protection of individuals and groups whose rights are violated as paramount.
- 11.11.11 stands for the **solidarity** between people and between organizations. Between colleagues, volunteers, donors, members, partner organizations and other sympathizers. Together we are moving towards international justice and solidarity. In addition to integrity, this also requires empathy, trust, inclusion, openness, transparency, loyalty, participation and commitment.



- 11.11.11 thinks and acts from **equality** as a starting point. 11.11.11 respects everyone, values universal human rights and strives for diversity and inclusion. Equality is also paramount when it comes to partnerships..
- 11.11.11 opts for **integrity**; for courage over convenience. 11.11.11 opts for what is right over what is nice, fast or easy. 11.11.11 puts its standards and values into practice and enters into an authentic and constructive critical debate with others about these values and standards.

11.11.11 sees different levers in the pursuit of international solidarity:

LEVERS

11.11.11 positions itself as an umbrella organization in civil society and invests in the following levers that are crucial in the pursuit of international solidarity.

- **Political work, a strong movement and collaboration within Belgium and across the borders.** The combination of these levers is crucial to build and mobilize powerful public and political support.
- The awareness of **'shared interest'** is crucial to broaden support for sustainable international solidarity.
- **Different types of actors involved can and must contribute to global justice:** governments, private economic parties and other civil society parties.
- 11.11.11 works **results-oriented** towards social change by using the available resources in a sustainable, responsible manner. We focus on what takes us forward to accomplish maximum results. 11.11.11 is an **agile** umbrella organization that pro-actively responds to social change. 11.11.11 is entrepreneurial, flexible and innovative to this end.

OUR CHOISES

In order to contribute in a relevant, credible and strong way to a fairer and more inclusive world, 11.11.11 puts four fundamental strategic choices forward that will guide future operations.

STRATEGIC CHOISE 1



BEYOND THE DUAL 'NORTH-SOUTH' WAY OF THINKING

Global developments such as climate crisis, pandemic, growing inequality ... indicate that we are more connected than ever. From a **shared interest**, it is crucial to tackle these global challenges together.

Working on global justice implies the consistent development of a **global approach** to injustice and inequality; the consequent political and social actions and the associated wording and imagination.

New and alternative ideas and practices that thinkers and doers develop to address these global challenges find it difficult to find their way into 'Western' thinking and acting. We too, as 11.11.11, sometimes continue to think too much in the 'North-South' duality and use communication and images that can be embedded in the 'old' way of thinking and create potentially unwanted and negative associations towards others.

11.11.11 would like to contribute to a future with **powerful people and organizations** that work towards a shared agenda to achieve more justice worldwide. A hopeful, broadening and connecting story is essential in this regard.

11.11.11 therefore follows the global development of **new and alternative ideas and practices** aimed at global justice and international solidarity. We promote these insights and build an increasingly broader political and public support base around them. Because communication and images largely determine our view of the world and our actions, we also align our terminology and images with our vision, mission, values and strategic choices.

STRATEGIC CHOICE 2



DECOLONIZATION AND ACTIVELY COMBATING THE ASSOCIATED POWER RELATIONS

Power relations, on a political, economic, social and cultural level, are rooted in, amongst others, colonial and imperialist history and they continue to this day. Both locally and internationally. Both structurally and in relationships between people. These power relations maintain the current system of injustice and inequality.

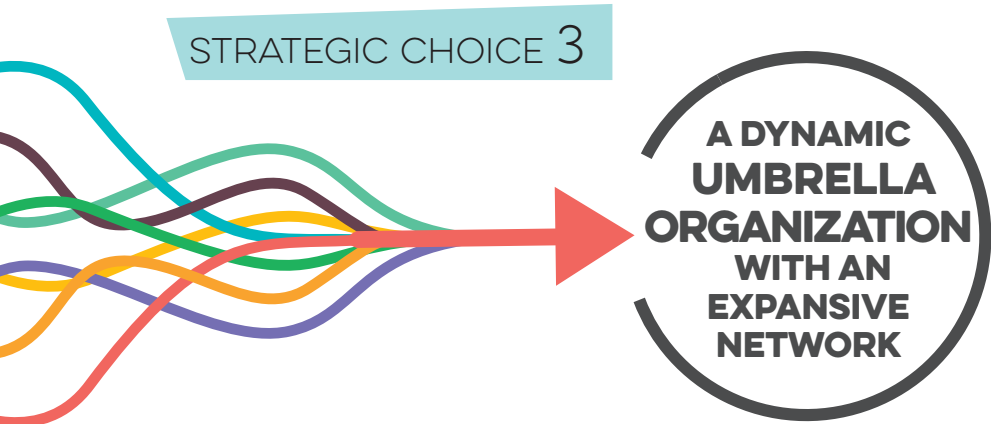
This has **serious consequences** for people who are oppressed by these power relations. It is high time to position ourselves as an umbrella organization, active in international inequality, with regards to the decolonization issue.

Taking up the challenge of decolonization is an **absolute must** for the umbrella organization 11.11.11. Why? Because we pursue global justice. Because we combat international inequality. Because it is essential for our connection with today's society in all its diversity. Because it is crucial to our credibility and legitimacy.

11.11.11 takes an exemplary role and actively takes the sector (the member organizations, volunteers, 4th pillars ...) along in a **decolonization process**. We strive to make this group more inclusive for people with a migrant background; with a focus on diversity and the fact that someone can be discriminated against for multiple reasons.

In the decolonization debate, we **support the initiators** in this debate (diaspora, anti-racism movement ...) as an ally and we offer a platform to these voices. We take up the responsibility as 11.11.11 to put words into action and extend decolonization throughout the entire operation and become more active in combating unequal power relations. From there, we carry weight in the public and political debate.

STRATEGIC CHOICE 3



Joining forces is crucial to fulfil the mission of 11.11.11. How can, and should, 11.11.11 take on this role in a world where there are strong tendencies to retreat to itself on the one hand and new and powerful, but often fluent and social movements, on the other?

11.11.11 is and remains the umbrella organization of its members. This umbrella organization is dynamic and vast. Together we form a movement; a community between which we strengthen the bond. When we

talk about the umbrella organization, we are talking about member organizations, volunteers, 4th Pillars and donors. They all form part of the movement that we are bringing together and strengthening as an umbrella organization.

MEMBER ORGANIZATIONS

Member organizations are organizations that have subscribed to the (new) charter of 11.11.11 and have been admitted by the Board of Directors. These may be recognized NGOs, but also other types of organisations that attach great importance to international solidarity (even if they do not cooperate financially with organizations or individuals in other continents). Member organizations are represented one-on-one in our General Meeting. We aspire to broaden this membership and thus increase the representativeness of 11.11.11 as an umbrella organization for international solidarity. As an umbrella organization of citizens and civil society organizations, we do not include privately involved economic actors or politically involved parties as members.

VOLUNTEERS & 4TH PILLARS

We give volunteers and 4th Pillars the opportunity to explicitly identify themselves as '1 of 11', as being part of our movement. We do not request a membership fee. Volunteers and 4th Pillars are represented in the General Meeting, through representation formulas agreed upon, laid down in the Articles of Association and internal regulations.

DONORS

We also consider donors as '1 of 11' and they are more closely involved in the umbrella organization. However, they are not represented as such in the General Meeting, but we do invest in gaining insight into their motivations and expectations and increasing their sense of involvement with the umbrella organization.

11.11.11 also has a wide network in addition to the umbrella concept.

A network with sympathetic national organizations and international partnerships. A network of organizations and initiatives that are allies in propagating and realizing the mission and values of 11.11.11.

The umbrella organization plays a crucial role in this. We aim for an umbrella organization that will (potentially) bring together every person and organization active in Flanders and Brussels that (would like to) be active within the shared agenda of global justice and international solidarity. We strive for an umbrella organization that will strengthen and encourage confidence. Trust in our own strength and the courage to innovate. Through this approach, the umbrella organization will strengthen the members and the entire organization.

Departing from this **shared agenda**, we allow a **differentiated and broader participation**. Depending on thematic or regional interest and positioning in society, the composition and form of the participation can differentiate. It is organized on a local, supra-local and national level. Both members and non-members can participate in activities.

Summarized: we aim for a strong and dynamic umbrella organization with a broad and flexible network that acts as connector, facilitator and spokesperson. An umbrella organization with a fresh and attractive profile, through which satisfied 'known' involved actors, but also new parties, can participate with enthusiasm in the activities and processes. By facilitating connections and increasing political weight, 1.1.1.1.1.1 strengthens the sector, but also the broader civil society.

STRATEGIC CHOICE 4



SIGNIFICANT POLITICAL IMPACT

Political impact is broader than just impact on political decision-making processes within parliaments and governments. Political impact is about bringing about **social change**. Public and political agenda setting, building up of support, building up of power..., all of this is crucial to allow involved parties to make decisions that contribute to the agenda of international solidarity.

The 11.11.11 mission cannot be realized without structural changes in current policy. That is why the organization aspires to **increase** its political impact with Belgian policymakers (also on a European level) and, as an umbrella organization, to **strengthen** public and political support for the agenda of global justice and international solidarity. Both in Belgium, Europe and internationally, through well-chosen partnerships.

This political impact occurs within a continuously changing context in which the political landscape is in full change, new social movements are emerging and the space for civil society is under pressure.

In which way will we fulfil our political role in this changing context, so that we strengthen our impact from an internationally connected civil society? There is not one golden recipe or blueprint, but a selection of levers. 11.11.11 makes choices, linked to its DNA, in this regard.

It calls for a **reorientation of political action**. From the tools and practices that are used, to the partners we work with.

- From **complementarity and synergy** with the member organizations.
- By continuously investing in **expertise build-up** - together with its members and collaboration partners - and **lobbying**, combined with **mobilization and communication**.
- Through **citizen participation and dialogue** with its own citizens regarding political issues.
- Through **lead by example**. 11.11.11 showing policymakers what social change can look like by adapting their own practices.

11.11.11 is also developing **future-oriented international collaboration** with a view to increase the political impact in Belgium and internationally. 11.11.11 will rely on regional and international networks, the partnerships of the members and our own partnerships. Specifically, 11.11.11 will connect with regional and international networks and strengthen national platforms and activist movements that are working for political change in their own countries and regions. 11.11.11 will keep a finger on the pulse and therefore retain a credible voice in the public and political debate in Belgium and Europe. 11.11.11 also supports the political impact of partners in partner countries. The parameters to achieve future-oriented, international collaboration are in line with the following ambitions: maximizing complementarity between own partners and those of member organizations, increasing political impact and realizing equal partnerships.



LET'S GET STARTED



These strategic choices are ambitious and the driving force for the operational functioning of 11.11.11. As a secretariat, we will contribute to this by working in a concrete and future-oriented way for the next five years.

SIX POINTS OF ACTION:

- 1 BROADENING AND STRENGTHENING THE **UMBRELLA CONCEPT AND THE NETWORK**
- 2 REORIENTATION OF THE **SUBSTANTIVE POSITIONING AND EXPERTISE BUILD-UP**
- 3 TRANSFORMATION OF OUR **INTERNATIONAL COLLABORATION**
- 4 PROMOTING AND FACILITATING OF **PARTNERSHIPS WITH ALL SOCIAL ACTORS INVOLVED**
- 5 UPDATING OF **COMMUNICATION AND MOBILIZATION APPROACH**
- 6 EVOLVING INTO AN **AGILE ORGANIZATION**

ACTION 1



BROADENING AND STRENGTHENING THE UMBRELLA CONCEPT AND THE NETWORK

Realizing the strategic choices ...

... presupposes taking up the umbrella role more strongly and seeking connection with a broad network of organizations and movements, at home and abroad, that work on themes that connect us globally, even if they do not invest in a concrete partnership relationship across borders themselves.

How are we going to do that exactly?

a) We will actively look for opportunities to actively involve people and organizations that fall outside our traditional scope.

We will strengthen our umbrella organization and make it dynamic and broaden our network by focusing on various possibilities (events, platform, etc.) where people and organizations meet and inspire one another. Places where the sharing of knowledge and introduction to innovative ideas take place, across borders. For our point of view, we opt for co-creation and participation in campaigns and actions, starting from the strength, expertise, talents, motivation, and knowledge that are present within our umbrella organization and network..

b) We will initiate alternative processes and dynamics.

We will organize ourselves less around fixed working groups and structures and focus more on tailor-made processes and participation. These processes will start from specific objectives and will be open to everyone



in our umbrella organization. This implies that we will actively transcend the boxes 'member organizations', '4th Pillars', 'volunteers', 'donors'. We will, however, ensure that such processes are sufficiently inclusive by taking the participation needs and –thresholds of the various players into account.

In addition to the increased political strength that we will derive from the growth, we will increase our political impact by creating speed in taking a stance. This can be done by creating sufficient consensus around the most important orientations, involving members with expertise on a particular theme in the taking of a stance and respecting that others are not necessarily bound by stances taken that are elaborated within certain processes.

c) We will show great openness to different interpretations of global justice and solidarity and the way towards them, within our values and mission.

Through our open way of working, non-members of 11.11.11 can also join and depart from our initiatives, as long as they agree with the spirit of our charter and support the specific purpose and way of working of that initiative. 4th Pillars that are not members can call on the support offer of the 4th Pillar Support Office. In addition, 11.11.11 also supports broad partnerships within civil society, where forces are bundled and the international dimension must be given a place. The 11.11.11 secretariat also manages these initiatives itself sometimes.

d) We will actively involve thinkers and doers from other continents in our operations, programs and actions.

Participation and involvement do not only take place in the context of formal decision-making procedures, but also to test ideas, to ask for feedback or to create a connection with 11.11.11. We will investigate how we will include the representation of thinkers and doers from other continents in the composition of our decision-making bodies. In addition, the secretariat will invest pro-actively in creating space in the Belgian media for these voices from other continents.

e) We will support our members financially, via the distribution of campaign funds.

We will review the current approach, in consultation with our members, from the strategic choices made and from the question of how the financial support will best contribute to the common objectives of 11.11.11 as an umbrella organization.

f) We will apply ourselves maximally to the preferential collaboration with the NGO federation and CNCD.

We will work closely with the NGO federation. Our objective and membership are different, but we will reinforce one another. We will work together to provide a cohesive range of support from the NGOs and the wider movement. For example, we will work with other parties involved on a knowledge centre, learning framework and –offer for the sector on decolonization. CNCD, our French-speaking counterpart, is also a preferential partner of 11.11.11. We will coordinate position papers, political action and campaigns, but leave the freedom to develop the right approach for each context.



ACTION 2



REORIENTATION OF THE SUBSTANTIVE POSITIONING AND EXPERTISE BUILD-UP

Realizing the strategic choices ...

... presupposes that 11.11.11 a) will monitor, understand, interpret, promote the worldwide developments of facts and of new and alternative ideas and practices and b) will build a political and public support around them. We will closely monitor developments in the world and related policies and will rely on our national and international partners.

We will focus on **global challenges** that affect everyone worldwide, albeit some harder than others. Challenges around which we will create support, based on the principle that we are all connected to one another, in tackling these challenges. This will concern political issues, such as climate change, growing socio-economic inequality, poverty, shrinking democratic space, migration, increasing polarization, unfair taxation ... We will examine how we can strengthen international solidarity in our own society and in Europe, by systematically using the narrative of 'shared interest'.

We will develop and refine our vision on how we position ourselves in terms of content in the **decolonization debate** and on how we can offer added value, based on our individuality as an ally to the initiators of this debate. From there, we will review the thematic choices (political issues) around which the secretariat builds up expertise in function of public and political support. From this positioning, the adjustments of our own practices and a strong network - amongst others, with diaspora - we will approach the Belgian policy with suggestions in the field of decolonization. We will strengthen our umbrella organization and make it dynamic and

broaden our network in order to increase our political impact. The secretariat can do this by working with our member organizations to determine where complementarity and synergy will be possible to build public and political support and to determine who will play which role in this regard. We will leave room as a secretariat where there is expertise; we will support dynamics where the members determine it and we will take the lead on those issues for which we receive the mandate. This coordination will take place continuously in a dynamic way. We will also apply ourselves to a closer collaboration with academic parties involved.

11.11.11 will remain strongly committed to various aspects of political work, including the **influencing of policy** (lobbying). The secretariat will coordinate this lobbying with the member organizations and partners in the network. Based on our expertise, we will produce points of view and recommendations and advocate these transparently with the policy decision-makers. We will develop a strategy on how we will deal with our (strongest) votes against. At the local level, we will work on a powerful civil society that appeals to policymakers, whether or not via official advisory bodies. At a national level, we will carefully focus on the official consultation procedures on which we can effectively have an impact.

Communication and mobilization are essential. We will focus on mobilization more and more actively and choose to communicate clearly what we stand for. We will 'move' the Flemish public, our members and our partners in our broad network, in order to strengthen the legitimacy and support for the message of 11.11.11. We will make use of campaign and movement work to convince Belgian policymakers to adopt our social vision and policy proposals. This strengthening of support will not only be for specific political demands, but also around the broad story of global justice and international solidarity. In doing so, we will ensure a better connection between the political work of the secretariat and the movement work and the support of the broader movement.

Focusing on **visibility in the public debate**, via media presence, as well as through events and debates, will be crucial. In addition, 11.11.11 resolutely chooses to mobilize its members and network throughout the year where necessary and possible, as a means of influencing the political agenda. This, of course, while respecting the campaign periods of the member organizations.



Especially in these times of increasing polarization and political fragmentation, it will be crucial to invest more in **dialogue** with like-minded and dissenting citizens. In addition, we will focus on partnerships in order to transcend fragmentation. We will do this to increase our political power and build a stronger counter-current from the bottom up against the us-them discourse and close in on oneself. Political support amongst citizens - sometimes also amongst their own supporters - will still need to be created or strengthened for some subjects (e.g., decolonization, anti-racism). Entering into dialogue in this regard with your own supporters is therefore sometimes a necessary strategy - prior to, or in combination with, mobilization. We will be focusing more on this. This will be done, amongst others, by experimenting with forms of citizen participation.

Another way to enable political change is to create alternatives from the bottom up yourself. 11.11.11 will focus more on this by, amongst others, choosing the path of **Walk The Talk** in the field of decolonization; to build up experience and legitimacy from there and to show that to society and politics and how it can be done.

ACTION 3



TRANSFORMATION OF OUR INTERNATIONAL COLLABORATION

Realizing the strategic choices ...

... presupposes a transformation of our international collaboration.

A recent evaluation of the current partnership work of 11.11.11 shows that partner organizations initially see us as a **political ally**, an activist network with which they work together for political change in their own context. In addition, they expect that this collaboration will lead to more impact from their field regarding Belgian and European policymakers. The proximity to the reality of the partner organizations will ensure greater involvement and dynamism to achieve political impact in Belgium. 11.11.11 aspires to achieve more political impact in Belgium, Europe, partner countries and internationally from a more coordinated political strategy with partner organizations (both own, as well as member organizations).

The international operation of 11.11.11 consists of its own operation and that of the member organizations. Both are **complementary**; in terms of type of partners and in terms of thematic and geographic focus. This means that well-considered choices must be made, in consultation with member organizations, based on the question: how can we, complementary to one another, have the greatest impact with international collaboration? This can be achieved by coordinating on the level of the type of partners, thematic and geographic choices, as well as the roles that 11.11.11 should assume as an umbrella organization in the field.



In addition, we will develop a strategy for the collaboration of the secretariat with regional and international networks, so that it will be complementary and reinforcing to the partnerships of the members and their own partnerships.

11.11.11 would like to be a pioneer in the development of **equal partnerships** and to eliminate the power relationships that accompany a financial relationship, without stopping the necessary access to financial resources. We will do this, amongst others, by providing more input from partners in determining standpoints and approach, coordinated with agreements about taking a stance within the umbrella organization. We will interchange with the partners regarding which development paradigms and political demands we will put forward together. We will create safe spaces to tackle the power relations that we will face when it comes to donor-recipient relationships. We would also like an open dialogue about adjusting terminology and perception. We will investigate how we can organize the representation of representative voices in the decision-making process of the umbrella organization, based on transcending the dual North-South way of thinking and decolonization of our activities. We will also create space for voices from other continents in the public and political debate in Belgium. We will also resolutely pursue a different naming of the old 'South Work Program': 'International collaboration'.

ACTION 4



PROMOTING AND FACILITATING OF PARTNERSHIPS WITH ALL SOCIAL ACTORS INVOLVED

Realizing the strategic choices ...

... presupposes the principle of placing 'partnerships with all social actors involved' at the centre of our activities. This implies that we will address all social parties involved. And this for our dialogue, the search for collaboration and our message.

Civil society is located between the political parties involved, economic actors involved and citizens. The space where the social parties involved organize themselves to develop ideas and practices that help shape social change.

Although the boundaries between these sections are hybrid, 11.11.11 will position itself fully in civil society, where it will build public and political support for its ideas and practices and will approach other social fields from there. 11.11.11 works on the principle that all types of parties involved play a crucial role in the transition to a more globally fair system and that collaboration is sought where there is a win-win situation.

Political actors involved: these are the players that 11.11.11 address directly in order to change their terms of belief and behaviour, so that global justice and international solidarity will be anchored in the political agendas. The interpretation of political actors involved is broad and will include everyone who has an impact on the drafting and implementation of the political agenda. In Belgium, we will communicate with all democratic parties, representatives and administrations about our positions and suggestions in a transparent and direct way. On the European level,



we will focus on Belgian representatives and deliberately invest in European networks.

Private economic parties involved: the members of the umbrella organization will relate to private economic actors in different ways; ranging from collaboration to influencing by means of action and mobilization. The umbrella organization supposes that the private economic actors involved must contribute to the realization of global justice. The umbrella organization will therefore be a place to facilitate the debate about their role, as well as forms of interaction and dialogue with private economic parties.

Citizens: 11.11.11 would like to address as many citizens as possible directly with the message of justice and solidarity and offer them the opportunity to commit themselves to international solidarity in that civil society. The secretariat will support the expertise and experience that member organizations have in this area.

ACTION 5



UPDATING OF COMMUNICATION & MOBILIZATION APPROACH

Realizing the strategic choices ...

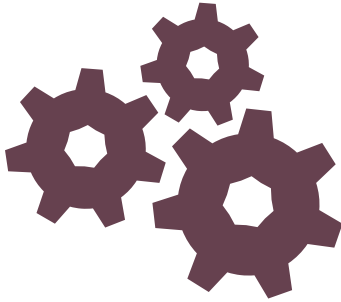
... presupposes further decolonization of our communication and image creation and permanent commitment to mobilization.

The secretariat will complete the **process related to communication and image creation** in a connecting way, together with the members of the umbrella organization and our network. We will tackle this in phases, taking the target groups into account. The secretariat will focus on customer friendly and target group-specific communication. This implies that we would like a substantiated view of the motives, needs and expectations of the various target groups. We will also focus on data-driven communication and adjust our digital tools and skills in this regard.

As far as **mobilization** is concerned, the secretariat will separate this from (only) the autumn campaign. We have set up sporadic campaigns (elections, Covid-19....) around political demands in recent years. We will continue to expand on this. We will mobilize from a fund-raising message around 11/11 (which will be political at the same time: we will ask donors, volunteers, sympathizers, member organizations to take a collective stand for international solidarity). During the other 11 months, the secretariat, together with the members of the umbrella organization and the broad network, will mobilize with regards to political messages and demands. Naturally with respect for the campaigns of the member organizations. The enthusiasm and motivation of the volunteers, 4th Pillars and employees are our greatest asset.



ACTION 6



EVOLVING INTO AN AGILE ORGANIZATION

Realizing the strategic choices ...

...presupposes a further evolution into an agile organization and secretariat that will adapt resiliently and flexibly to changes and will thus be able to respond better to the rapidly changing context.

This means that...

- the **structure** will reflect the strategic choices, with an adapted organizational chart and an operational functioning that will focus on major strategic choices, that anticipates, which will focus on process improvements and on efficient resources and infrastructure.
- the secretariat's personnel policy is based on an organizational **culture** that focuses on ownership, involvement and result-oriented work. Priority in the composition of the personnel team will be given to adapted competences, in order to support cooperation and dynamics. In addition, a lot of attention will be paid to greater diversity and inclusion.
- the **financial** health of the organization will be monitored by drawing up a multi-year financial plan. A diversification of the sources of income, which depends on the priorities of the umbrella organization, will guarantee the necessary autonomy. The expenditures, in turn, will reflect the strategic choices.



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**11.11.11 FIGHTS AGAINST INJUSTICE
AND FOR SUSTAINABLE CHANGE
BECAUSE EVERYONE DESERVES THE SAME BASIC RIGHTS**

JOIN US AT 11.BE AND   