Strategic Goals 2018-2023 for Centralasiengrupperna

Goal 1 (Org. Structure): CAG is a transparent, sustainable and reliable organisation, that has sufficient capacity to implement major projects.		Goal 2 (Org. Culture): CAG is a democratic, inclusive and accessible organisation, that is built on grassroots organising to a large degree.		Goal 3 (Partnerships): CAG has reliable, equal and long-term partnerships with CSOs and activist groups active in/with Central Asia that are working within the field of our Thematic Program Areas (TPAs).		Goal 4 ((Meta-)Thematic 1): CAG has well-defined and up-to-date Themtatical Program Areas (TPAs) including Theory of Change (ToC) from which our main projects, partnerships and activities are developed from.		Goal 5 ((Meta-)Thematic 2): The projects and activities of CAG that fall outside of our TPAs and/or the geographic area of work, are only implemented if particular strategic, capacity building and resource enabling reasons are present.		Goal 6 (Information & Advocacy): The general public of Sweden, and to a lesser g degree Europe, has increased knowledge and ewareness about CAG, Central Asia and related development issues (particularly associated with our TPAs).	
ib-goal 1.1 (Transparency) AG has a set of mechanisms that legates responsibilities and mandates facilitate accountability and ansparency.	Activity 1.1.1: Evaluate current systems of internal transparency and make recommendations for improvements.	Subgoal 2.1 CAC has a clear definition of what we mean with democratic, inclusive and accessible organization.	Activity 2.1.1 Identify, define and elaborate the concepts (democratic, inclusive, accessible, grassroots) used within this goal, as well as what these imply for various actors related to CAG.	The main partnerships of CAG have been formalized and explicated in	Activity 3.1.1: Mainstream template of Memorandum of Understanding (MoU) – containing information about roles, responsibilities, risk assessment, target audiences, goals/sub-goals, TPAs and type of activities.	from partners' expertise, previous experiences as well as research. The TPAs are up-to-date and responsive to changes in the	Activity 4.1.1: Conduct a brief desk study of current themes internally with regards to: relevance in the region; developments and trends in the region; possibility to work with these in the region. This should be done with the help of research and previous experience of CAG. This includes evaluating methodological tools for change used, such as culture and conflict transformation.	Subgoal 5.1 Routines and methods have been developed to continuously identify needs of CAG and partners as well as trends among donors.	Activity 5.1.1: Develop a routine for evaluating internal needs of CAG	Sub-Goal 6.1 (Increased knowledge and awareness in Sweden) CAG has established long-term relations with relevant actors for the purpose of Collaboration and conduction of awareness-raising activities in Sweden.	Activity 6.1.1: Create a list of relevant partners and assess relevance for ongoing information, awareness-raising and advocacy efforts in Sweden
	Activity 1.1.2: Investigate models of increased transparency and propose a suitable format to the board.	Subgoal 2.2 There are safeguards in place to ensure that CAG is a democratic, inclusive and accessible organization.	Activity 2.2.1. Operationalize and disseminate the concepts in the form of principles, processes, mechanisms and trainings within CAG.		Activity 3.1.2: Update MoUs with current partners		Activity 4.1.2: Conduct a reach-out research (field study) of current themes with partners with regards to: relevance in the region; developments and trends in the region; possibility to work with these in the region.		Activity 5.1.2: Develop a routine for evaluating internal needs of partners	_	Activity 6.1.2: Expand partner network in Sweden.
	Activity 1.1.3: Update relevant policies (organisational structure, Drive manual etc) and educate staff & board, including re-division of responsibilities.		Activity 2.2.2: Disseminate to partners target audiences and other stakeholders.		Activity 3.1.3: Explore templates for MoUs or Term of References (ToR) on a project level.	_	Activity 4.1.3: Develop a routine for continuously assessing needs in the region, prioritized issues and problem areas defined by partners and other actors in Central Asia.	_	Activity 5.1.3: Develop a routine for evaluating donor trends	_	Activity 6.1.3: Active partnership-building and formalising of collaborations within specific activities / interventions
Sub-goal 1.2 (Sustainability) CAG has knowledge about the levels of financing required for core activities and has institutionalized funding routies which spring from a Program (rather than project) approach.	Activity 1.2.1: Identify a long-term funding scheme and map minimum resource needs required for CAG to survive.		Activity 2.2.3: Define a minimum requirement of compliance of partners with principles, processes, mechanisms derived from our conceptualization of democratic, inclusive and accessible.	Sub-goal 3.2 (Equal partnerships) Democratic modes of decision-making and methods of communication permeate the main partnerships of CAG.	Activity 3.2.1: Implement a relevant democratic model of decision-making.		Activity 4.1.4: Formalize how a theme/topic/subject can become a TPA (connected to goal 5.3).	Subgoal 5.2 CAG has a framework to determine whether a project can be flagged as a CAG project with the help of the concepts of strategic, capacity building and resource enabling and if it is a TPA or a resource enabling project.	Activity 5.2.1: Operationalize strategic, capacity building and resource enabling and develop control questions derived from this to be put in a framework and be ticked off.	Sub-Goal 6.2 (Increased knowledge and awareness in Europe) CAG has good relations/routines with institutions working with Central Asia and actively collaborates with these institutions in joint activities for the purpose of advocacy, increased knowledge and awareness about Central Asia.	Activity 6.2.1: Create a list of relevant partners and assess relevance for ongoing information, awareness-raising and advocacy efforts in Europe.
	Activity 1.2.2: Define what a Program approach entails from a thematic and financial perspective.	Subgoal 2.3 There is a balance between grassroots / professionalised organising in CAG.	Activity 2.3.1: Identify and evaluate what is a suitable balance between grassroots / professionalized organising.		Activity 3.2.2: Create a format for sharing expectations within partnership communication and responsibility-sharing.			Subgoal 5.3 Define the process of how an existing resource enabling project may become a TPA in the future	Activity 5.3.1: Create a routine to continuously check if our resource enabling project is relevant enough to become a TPA.		Activity 6.2.2: Expand partner network in Europe.
	Activity 1.2.3: Create a blueprint/model for a 3-5 year funding timeline based on outputs from 1.2.1-1.2.2.		Activity 2.3.2: Develop a policy to maintain a grassroots perspective that runs through all work of CAG.		Activity 3.2.3: Add this format and model to the MoU						Activity 6.2.3: Active partnership-building and formalising of collaborations within specific activities / interventions.
Sub-goal 1.3 (Reliability) CAG has good communication practices and strong relations vis-a-vis members, donors, auditor and other key stakeholders.	Activity 1.3.1: Evaluate and reappraise communication routines and methods within CAG.			Sub-goal 3.3 (Long-term partnerships) The projects and partnerships of CAG contain activities both enabling long- term partnership building and capacity development related to sustainability of partner (i.e. project design skills, diversification of funding)	Activity 3.3.1: Create a template for long- term planning of joint activities within main partners.					Sub-Goal 6.3 CAG (organisation, activities, partners) is both seen and heard in relevant physical and digital platforms on a regular basis.	Activity 6.3.1: Identify relevant physical contexts where CAG should participate on a regular basis for networking / marketing / dissemination purposes.
	Activity 1.3.2: Articulate routines and develop "best practice" kit related to donor, member and auditor communication, respectively.			-	Activity 3.3.2: Fill in template together with partners.						Activity 6.3.2: Identify relevant digital platforms for making CAG visible and develop strategy of outreach.
	Activity 1.3.3: Compile a database of list of contacts (relevant persons, experts, scholars, CSOs, partner organisations, activists etc) and identify system for continuous updates.				Activity 3.3.3: Conduct capacity need assessment with individual partners, focusing on both the capacity of partner and the partnership as such.						
Sub-goal 1.4 (Capacity) CAG has tools for internal capacity assessment, and subsequent capacity improving efforts, as well as strategic criteria for new project / partnership commitments.	Activity 1.4.1: Choose a suitable format / methodology for conducting internal capacity assessment. Activity 1.4.2: Conduct internal capacity				Activity 3.3.4: Conduct or facilitate capacity building activity for/with partner, where possible. Activity 3.3.5: Define when and how a plausible ending of partnership might be						
	assessment of CAG. Activity 1.4.3. Implement capacity strengthening activities in areas deemed weak enough. Activity 1.4.4. Develop routines and mechanisms for ongoing capacity assessment, on institutional, project or group levels. Activity 1.4.5. Revisit and update our				required.						
bgoal 1.5 (Internal group structure) he internal group structure of CAG is tact and enacted through interactions the organisation.	project and partnership typology. Activity 1.5.1: Revisit and update the organisational structure based on needs and resources within CAG Activity 1.5.2: Update policies and conduct activities to mainstream and implement revised group structure.										