

STRATEGIC PLAN

2022-2025

Confronting authoritarianism

Extended until 31 December 2026

NOVACT
Noviolència
Nonviolence
اللاعنف

WHO ARE WE?

The Institute NOVACT of Nonviolence - is a non-profit association dedicated to conflict transformation and peacebuilding. For more than 20 years, we have worked to build positive peace through nonviolence in the Euro-Mediterranean region.

Our commitment is to drive changes in fragile and conflict-affected contexts, generating transformative policies that promote peace, defend the civic space, create human security, ecological justice, gender justice, digital justice and prevent corporate abuses to ensure that decisions affecting the future of communities are made by communities themselves.

NOVACT was born driven by a group of former conscientious objectors to the Spanish army during the Franco dictatorship. This group of people created the association to share their experience in transforming conflicts with peoples and individuals who organised themselves against violations of their rights, in order to contribute to a more peaceful, fair, decent and equitable world.

The association is committed to be close to social movements through a comprehensive protection strategy (care, attention, training, and advocacy of their needs), understanding that it is crucial to work on the collective strength of people in order to achieve social transformation. This commitment reinforced our international solidarity with other peoples, which has led us to be part of numerous initiatives in Iraq, Jordan, and Palestine. We have also been involved in the democratic movements of Tunisia, Morocco, and Western Sahara, as well as in the fight for civil and political rights in Europe.

Over the last few decades, NOVACT has gained international recognition as a committed actor with grassroots movements to confront violence and rights violations, promoting alternative approaches based on critical thinking of conflict resolution and transformation. To do this, the Institute specialises in 4 main lines of action: action-research, advocacy and awareness-raising, training, and support for the revitalization of processes.

In view of the current challenges in the Euro-Mediterranean region, NOVACT remains convinced that the existence of organisations that promote the adoption of nonviolence is crucial to meet the region's challenges.

This Strategic Plan is the result of a process of collective construction promoted by the technical team and with the participation of our main partners and funders (in the 17 countries where we currently work), as well as the members of the Council. The dynamics of the participatory process have been structured in a series of plenary sessions for the strategic debate, focused on the change to which we want to contribute and on the collective definition of our action priorities. In this document, NOVACT updates its point of view, mission, and strategic vision, as well as its priorities for action and political approaches.

VISION

Our vision is that peoples and societies can resolve their conflicts without violence, and work together to build a sustainable peace based on justice and human security.

MISSION

Our mission is to break the cycles of violence and build positive peace by strengthening the role of organised civil society in peacebuilding, conflict prevention and transformation processes. We claim nonviolent action as a principle, strategy, and tactic to address human rights violations, end violence in all its dimensions and promote transformative policies for a peaceful, just, decent, and equitable world.

VALUES

NOVACT is committed to organising itself through the following values:

1. Generating internal coherence: being the change we want to promote.
2. Building a society free from structural racism, discrimination, and social stigmas.
3. Mutual commitment, co-responsibility, participation and not the creation of new dependencies.
4. Human rights, internationalism, human security, solidarity, and feminism as a guide.
5. Opting for operating independently of parties and institutions.
6. Adopting an intersectional perspective to identify how gender, sexual orientation, class, and ethno-racial characteristics are axes of oppression and areas of discrimination.
7. Working in partnership with local organisations, especially feminist organisations.
8. Promote a horizontal organisation.
9. Adopting the principles of coherence, transparency, accountability, and efficiency.

Nonviolence

Nonviolence is the idea that inspires the political thinking of NOVACT. It is at the centre of its organisational mission, its strategy and all the actions that are defined to accomplish it. Nonviolence is not limited to the rejection or absence of direct violence, in any of its forms, but rather it aims to become a project of social transformation, individual and collective, built on the idea of full democracy, the attainment of a human security perspective, the defence of human rights and the protection of common goods. Hence, to underline that the objective of NOVACT goes far beyond denying violence, and that we intend to build positive peace, we often use the term Active Nonviolence.

NOVACT strongly believes that organised society is the driving force of social transformations against political, military, and economic power structures. We aim to be a useful tool to strengthen their capacities and knowledge, and to continue accompanying their commitment with strategies, actions, and nonviolent resistance. In this sense, dialogue with civil society and social movements in the region is a core element in identifying alternatives and updating our political ideology and our practice.

Context

NOVACT considers that the future context will be defined by:
 “A rise of authoritarianism in the Euro-Mediterranean region”

NOVACT understands authoritarianism as a constellation of traits in a social system that includes:

1. **Democratic degradation:** A concerted effort by a network of organisations, companies, and institutions to legitimise an oppressive system, and keep control over a growing ecological, social, and economic crisis.
2. **Negative polarisation:** A system that is willing to engage in a spectrum of anti-democratic practices, ranging from corruption, sowing lies and conspiracy theories, to using fear and violence to manipulate, divide people and maintain power.
3. **Legitimising political repression:** The abusive and unjust use of state power to promote its authoritarian agenda: persecuting political opponents, limiting civic space and the right to protest, and questioning from power the need for change.
4. **Violent conflicts:** The use and abuse of violence in all its forms, including military occupations, colonialism, or crimes of apartheid, is legitimised. Likewise, freedom of movement of migratory flows is repressed in a context of North-South inequalities.
5. **Denial of the climate emergency:** By omission or denial, laws are passed without being aware of the depletion of resources, and analyses contrary to ecological justice are produced.

Primary assumptions

Challenges identified:

- ✓ The climate emergency
- ✓ There is a reduction in civic space, limiting fundamental rights.
- ✓ Political violence and abuses of the security network have increased.
- ✓ Areas of non-law have augmented: borders, occupied territories, protests...
- ✓ There has been an excessive increase in the power of digital corporations.
- ✓ Citizens' confidence in democracy has been reduced: its results and processes
- ✓ Social cohesion is being degraded and negative polarisation is being generated.
- ✓ Inequality and the cost of living are increasing, generating suffering and precariousness.
- ✓ Capital is concentrated without guarantees of respect for human rights, fostering impunity.

Opportunities identified:

- ✓ We are vulnerable beings, eco-dependent and interdependent in our common destinies and challenges. We form an ecosystem.
- ✓ There is a growing need and demand for human, ecological and social security
- ✓ A responsible and humane digital organisation brings us closer to building an organised global movement.
- ✓ The pandemic has shown that our (human) safety is only possible if it is global.
- ✓ The human rights agenda and the common good are back, as a result of the strengthening of solidarity and activism.
- ✓ Awareness that we must slow down and put care at the centre
- ✓ A tangible, motivating and concrete change is required and essential.

The change we want

NOVACT's desired change for the period 2022-2025 is:

“Contributing to create violence-free societies in the Euro-Mediterranean region, mobilising community power to confront authoritarianism, promoting human security, democratic values, and human rights. This must be done by non-violent strategies, demanding transformative policies and strategies to address the climate emergency. The change we desire must be based on an understanding of the interdependence between the actors involved, in order to deepen the required systemic vision to build alternatives”

The path of change: lines of action

To successfully tackle authoritarianism (the change desired), NOVACT will work on 5 strategic lines of action:

L1. Strengthening human rights defenders: In order to reinforce an ecosystem of social change that confronts authoritarianism, it is essential to accompany movements and people who defend human rights through nonviolence. NOVACT aims to strengthen them from a holistic perspective, based on social environmentalism and gender justice, which fosters coordination and community power building at the service of fundamental civil and political rights.

L2. Preventing violent conflicts: Strengthening and accompanying the role of civil societies as a central actor in conflict prevention, at the service of reducing violence and building positive peace. NOVACT is committed to a prevention strategy based on nonviolence and human security that focuses on preventing authoritarianism, extremist violence, and negative polarisation, building social cohesion, and contributing to nonviolent conflict transformation.

L3. Preventing corporate abuses in a context of conflict: Some of the worst HR abuses involving business occur in contexts of armed conflict and military occupation at border points and where authoritarian states need to control political dissent. NOVACT denounces the abuses and impunity of corporate power and supports the development of binding legislation to hold companies accountable based on the UN Guiding Principles on Business and Human Rights.

L4. Building alternatives from social and digital innovation: In order to confront authoritarianism, we need to construct community alternatives that consolidate the common good. From NOVACT, we want to foster new productive and social relations that promote local, ethical, and responsible consumption, and allow us to move towards nonviolence, ecological and financial justice. We aim to consolidate digital, monetary, and participatory innovations.

L5. Adapting the organisation to our values and challenges: To achieve our desired change by 2025, we need to strengthen our internal direction to be an increasingly non-violent, horizontal, feminist organisation. Moreover, we need to reinforce our political communication strategy, committed to internal training to consolidate the common narrative, with a social base and institutional presence that consolidates a sustainable budget.

The dimensions of change

In all the lines of action of this Strategic Plan, NOVACT focuses on 3 dimensions of change where we want to have an impact:

1. **Transforming behaviours and capacities of citizens**, companies, and civil society actors.
2. **Promoting transformative policies** that modify legal systems and defend human rights.
3. **Building an ecosystem of social change** based on alliances and relationships between human rights organisations and movements that use a nonviolent strategy.

Cross-cutting approaches

During the period of implementation of this Strategic Plan, NOVACT is committed to incorporating three cross-cutting approaches in all its lines of action. These approaches will be integrated through a nonviolent action, and they add specific actions to contribute to the change of each line of action shared above.

1. Gender justice: NOVACT recognises that the process of transforming gender-based power relations begins when those experiencing multiple discriminations, organise themselves to understand their situation, identify solutions and work collectively to create a more just and equitable society. Equally, it is essential that perpetrators of abuse become aware of their actions. Therefore, we believe that the presence and action of feminist and LGTBQIA+ movements are an essential factor in promoting actions against male violence and patriarchy, against exclusionary fundamentalisms and against authoritarian agendas in contexts of resistance. NOVACT is also committed to having an intersectional perspective to detect how gender, sexual orientation, social class, and ethnic-racial characteristics are axes of oppression and areas of discrimination. NOVACT will pay special attention in its interventions to fostering the rights of the most vulnerable groups on the basis of gender.

2. Ecological justice: NOVACT wants to contribute to bring justice to the climate emergency through social environmentalism. We understand that environmental problems have their origin in a model of voracious production and consumption at the mercy of capitalism, from which other social problems also derive. If the ecological and multidimensional crisis is to be avoided, it is necessary to expose those who damage the environment or legislate against the climate emergency. At the same time, it is essential to raise awareness and develop alternative ways of life, being conscious of physical limits that have already been surpassed, and based on reciprocity, mutual support, and community.

3. Digital justice: NOVACT wants to promote critical awareness in digital environments, secure and guarantee human rights in technologies and algorithms, and promote that digital transformations and automation of social processes protect the most vulnerable. The key to our approach is for rights-holders to accelerate their digital empowerment process and enhance their capacities to influence, build movements and change policies in the digital environment. Furthermore, we will promote that these groups are able to influence the way in which public and private actors automate decisions through algorithms, reproducing biases and social violations in general.

L1. Strengthening rights defenders

Activities we will promote in the 3 dimensions of change

Transforming Behaviours

1. Establish Early Warning and Response Systems to: (1) Monitor human rights violations, especially by State Security Forces and Corps (2) Document violations to present the cases to international bodies (3) Offer legal, psychosocial and shelter support to human rights defenders.
2. Assist and accompany HRDs, especially in contexts of conflict and military occupations, from a holistic perspective by promoting: (1) A context of care towards the social environment of HRDs (2) Accompanying HRDs in the legal processes they face.
3. Establish a school of activism for movements and HRDs from across the Euro-Mediterranean Region, creating a regional ecosystem for the defence of the right to protest.
4. Create a university course on "Digital Organising" to strengthen cybersecurity and transformative digitalisation processes, at the service of conflict prevention and transformation.
5. Promote the Southern Border Observatory to (1) Monitor human rights violations of people exercising freedom of movement (2) Document violations to present cases to national and international bodies (3) Offer support to human rights organisations and defenders in border areas.

Driving transformative policies

6. Encourage the right to protest as a fundamental element for the defence and advancement of rights, as well as promote the figure of the human rights defender in coherence with HRD's guidelines.
7. Conduct research based on direct observation to make evidence-based recommendations for the improvement of the control and accountability mechanisms of law enforcement agencies, for the excessive use of force in public order and border control actions.
8. Conduct regular reports on how civic space and the right to protest are limited in the Euro-Mediterranean region, identifying the main institutional levers of repression and political violence, advocating for their repeal.
9. Carry out periodic reports on the situation of human rights violations in the Southern Border, promoting the adoption of normative frameworks that guarantee human rights.
10. Influence local, national, and international authorities to encourage the implementation of the HRD Guidelines.
11. Encourage the repeal of legislation that restricts civic space and promote the adoption of regulatory frameworks that guarantee it.
12. Promote the drafting of shadow and parallel briefings on the defence of civic space and freedom of movement.

Building an ecosystem of change

13. Take care of the spaces for collective and coalition work, making sure that our organisational ego does not take centre stage.
14. The School of Activism of Human Rights Defenders of Mediterranean Movements should be a privileged space for the creation of an Ecosystem of Change and a Laboratory of Ideas to experiment, defend and promote civic space as a corrective to authoritarianism.
15. Strengthen and accompany coalitions defending the right to protest.
16. Strengthen and accompany our partnerships with organisations facing the climate emergency and offer our support.
17. The Southern Border Observatory should be a space for exchange and synergies between organisations working on the Southern Border.
18. Generate alliances with local LGTBQA+ rights organisations in the various countries where NOVACT is present and promote South-South and South-North relations.
19. Prioritise our alliances with regional networks working on peacebuilding and human rights, with academia, think tanks and strengthen our participation in the Euromed Rights and the European Civic Forum, among others.

Activities we will promote in the 3 cross-cutting approaches

Gender Justice

20. Support and accompany women and LGTBQIA+ human rights defenders who are persecuted for their activism. We aim to provide our support in alliance with local entities specialised in this area and not take over their space.

21. Promote the adoption of defence mechanisms for human rights defenders, understanding the vulnerabilities linked to gender intersectionalities to which human rights defenders are exposed.

22. Pay special attention to violations linked to gender intersectionalities, class and race, in the monitoring of human rights violations in the context of protests and border control, as well as in all consequent actions of denunciation and advocacy.

Ecological justice

23. Strengthen our commitment to social environmentalism as one of our hallmarks in our political communication.

24. Strengthen the School of Activism that we run with Greenpeace and make it grow to become a reference point.

25. Provide ad hoc nonviolent action training and support to human rights defenders working on climate change and addressing resource plunder.

26. Extend the human rights monitoring we carry out on social media (inspired by "Som Defensores") to mobilisations facing the climate emergency.

Digital justice

27. Promote a university course on Digital Organising.

28. Promote a digital political communication strategy on the protection of human rights defenders and movements.

29. Track civil and political rights violations in digital contexts: focus on limitation of the right to protest in digital environments.

30. Strengthen cooperation and coordination with NOVACT's line of action "Dismantling Corporate Power" to work on "Mass Surveillance".

L2. Preventing violent conflicts

Activities we will promote in the 3 dimensions of change

Transforming behaviours

1. Map vectors, narratives, and motivations for violent conflict in the societies in which we work. Promote a periodic report that will become an international reference on this issue.
2. Foster a strategy of political communication that promotes a culture of peace, reclaims the role of civil society, promotes the values of human rights, democracy and generates alternative narratives to hate speech.
3. Strengthen social cohesion and prevent negative polarisation through intervention methodologies based on art and sport, to strengthen community resilience.
4. Elaborate a reference manual to train trainers on how to prevent violent conflict from civil society, providing a framework for analysis and good practice.
5. Promote a network of trainers in violent conflict prevention who can operate in different languages. Achieve this by promoting the training of trainers.
6. Reinforce non-formal education actions at community level with young people. Intervene in specific physical spaces for youth: schools/ institutes/ youth centres etc. Transform these spaces into social cohesion assets.

Driving transformative policies

7. Actively contribute to the UN participatory process to define "Our Common Agenda" as an opportunity to revisit the promise of the UN Charter to save succeeding generations from the scourge of war and violent conflict. Our main objective in this process must be to reclaim the role of civil society in the prevention of violent conflict and an approach based on human security. As opposed to the security approach of states, which have lost legitimacy and the capacity to generate social contracts.
8. Encourage administrations to adopt Civil Peace Services to promote the role of civil society actors in conflict prevention.
9. Promote advocacy campaigns aimed at reforming anti-terrorist laws and the declaration of states of emergency in the countries of the region. Denounce that they are counter-productive and sources of systematic human rights violations.
10. Strengthen our relations with National Commissions working on the prevention of violent extremism and promote the adoption of Action Plans for the Prevention of Violent Conflict.
11. Open spaces for reflection on how to generate policies to counteract the far right.

Building an ecosystem Of change

12. Prioritise a regional meeting of the OPEV network to question the commitment to the Prevention of Violent Extremism. Give value to the network to put it at the service of the prevention of violent conflicts and the protection of those who defend human rights.
13. Maintain and promote the work in coalition with the OPEV Hubs, prioritising the prevention of violent conflicts and the promotion of 1325 and 2250. Claim the "common good" in all these processes.
14. Foster the RIZOMA training methodology to reinforce a broad ecosystem of social change. This ecosystem must reinforce shared values in the face of the rise of authoritarian ideologies and violent extremism.
15. Strengthen our partnerships with all local actors working on the prevention of violent conflict. Reclaim the role of civil society, as well as the importance of prevention and human security by framing this activity in the debates to promote the new UN peace agenda.
16. Reinforce our alliances with the Regional Hub and with the various UN agencies interested in strengthening and contributing to the new UN peace agenda.
17. Strengthen our partnerships with academia and think-tank organisations.

Activities we will promote in the 3 cross-cutting approaches

Gender justice

18. Generate spaces for public debate on how the ecosystem that promotes authoritarianism, implies a retrograde agenda on the achievements of the feminist movement in recent decades.
19. Strengthen the role of women in violent conflict prevention processes, in line with UN resolution 1325 and CEDAW recommendations.
20. Conduct specific trainings and courses to develop women's capacities in prevention, negotiation (including environmental mediation and negotiation) and conflict resolution.
21. Conduct national awareness campaigns to support women's participation in peacebuilding and conflict resolution efforts.
22. Mainstream gender and improve women's representation in all national committees for all crises to ensure gender-sensitive responses to crises.
23. Develop transformative policies, implementation strategies and action plans on gender mainstreaming in climate change, crises, and emergencies.

Ecological justice

24. Conduct a study on the role that social environmentalism can play in preventing conflicts in a context of climate emergency and increasing competition for finite resources.
25. Design a training on how to prevent violent conflicts in contexts of climate emergency. Strengthen the role of climate rights organisations, as key actors in preventing escalation, by always reclaiming the power of nonviolence.
26. Build the capacity of women-led organisations, including women working in agriculture and rural women, in writing proposals for environmental projects.
27. Promote the exchange of good practices, as well as increase the capacities of women and girls to mitigate crises and emergencies, through field visits, trainings, and advanced technical workshops at national, regional, and international levels.
28. Improve the knowledge of concerned national institutions on gender in crises, emergencies, and climate change.
29. Promote the exchange of good practices, as well as increase the capacities of government officials to adapt to crises and emergencies, through field visits, training, and advanced technical workshops at national, regional, and international levels.

Digital justice

30. Build partnerships with UNDP's iVerify tool to combat misinformation in contexts of negative polarisation, elections, and fragile contexts with dangers of violent escalation.
31. Build partnerships with the online public opinion research organisation YouGov to conduct baselines, gain a better quantitative and qualitative understanding of social support for violent extremist ideologies and hate speech, and show the impact of the interventions we undertake.
32. Partner to raise critical awareness of digital environments and algorithms, by making visible to the public the civil rights violations and discriminatory practices they generate.
33. Focus efforts on preventing hate speech on social media and digital environments.

L3. Preventing corporate abuse

Activities we will promote in the 3 dimensions of change

Transforming Behaviours

1. Investigate and expose Spanish companies that operate in a context of conflict and military occupation and are complicit in human rights violations. Priority is given to companies included in the UN Database of companies operating in the Occupied Palestinian Territory and those operating in Occupied Western Sahara.
2. Research and expose transnational companies that have contracts with the Spanish public administration, and that supply military, mass surveillance, and private security material (PMSCs).
3. On the basis of the companies researched, systematise and analyse the development of the PMSC industry and its impact on human rights. Conduct this study by paying special attention to the contexts of armed conflict, occupation, migration, and border.
4. Produce and disseminate on-demand materials that equip companies to improve their understanding of their responsibilities to prevent, mitigate and redress victims, in accordance with international human rights standards.

Driving transformative policies

5. Initiate strategic litigation to ensure that companies investigated in their relationship with institutions, remedy the abuses they have generated or contributed to.
6. Influence public procurement processes through policy coherence, to incorporate processes that prevent public administrations from contracting with companies that are responsible for HR violations. Also advocate for incentives for companies that act with due diligence to obtain incentives.
7. Promote and support the creation of Business and Human Rights Centres as an integral part of the public administration's action.
8. Promote the Digital Bill of Rights and its incorporation into public policies.

Building an ecosystem of change

9. Strengthen and promote the Observatory on Human Rights and Business (ODHE), as a space that produces quality and prestigious research, and offers it to the ecosystem of change working on business and human rights.
10. Generate broad alliances to denounce and expose the interrelationship between Military and Private Security Companies and an authoritarian vision of national security. Our goal is to generate mechanisms of mass digital surveillance and its collision with fundamental rights and freedoms.
11. Strengthen our alliances with the digital rights advocacy environment and those denouncing the interrelationship between algorithms and human rights violations.
12. Reinforce the business and human rights approach in the Iraqi Civil Society Solidarity Initiative (ICSSI).
13. Strengthen alliances with social economy actors to claim that business can be agents of positive change.

Activities we will promote in the 3 cross-cutting approaches

Gender justice

14. Expose the violations and abuses investigated with a gender approach based on human rights.

Ecological justice

15. Denounce the practice of Greenwashing in the companies investigated.

Digital justice

16. Promote emerging digital rights and expose those who infringe them.

L4. Building alternatives for the common good

Activities we will promote in the 3 dimensions of change

Transforming behaviours

1. Establish technological and community mechanisms to create new forms of economy (social, solidarity, community, green...), using social and complementary currencies that challenge the dynamics of the prevailing economic and monetary system.
2. Mainstream the participatory approach of DELIBERA and promote the methodology and deliberative processes internally (internal trainings and projects), and in spaces of participation and institutional debates (organised civil society, social economy, third sector, public administrations...) to improve the democratic quality in the Euro-Mediterranean area.
3. Offer advice to institutions, movements and / or organisations for the participatory design of public policies.

Driving transformative Policies

4. Promote that political parties incorporate in their electoral programmes the adoption of social, circular, and green economy policies, complementary currencies, tools and methodologies for their expansion and scalability.
5. Encourage the public administration to promote deliberative mechanisms to generate a more transparent and consensus-oriented participation, through collective intelligence in different institutions, organisations, social movements, and collectives.
6. Foster more transparent and agile forms of citizen governance with an impact on public and social policies.
7. Offer NOVACT as an association specialising in the management of public centres that generate the conditions to build innovative alternatives. Capitalise on our experience in the management of the CRDH to bid for tenders in the region.

Building an ecosystem of change

8. Generate relationships through trust at different levels: with citizens, universities, social economy networks, complementary currencies, traders' associations, town councils, organisations, social movements in different territories (consolidating Catalonia) and sectors (culture, ecology...).
9. Consolidate our legitimacy by working at a multi-stakeholder level, in order to move towards the construction of alternatives based on social and digital innovation.
10. Consolidate the tools and methodologies in Catalonia and explore their scalability to the whole Euro-Mediterranean region, as well as cover the opportunities that arise from local agents.

Activities we will promote in the 3 cross-cutting approaches

Gender justice

11. Ensure that a human rights-based gender approach is mainstreamed in all the alternatives we build.

Ecological justice

12. Promote a lighthouse project that is committed to promoting alternatives based on social and digital innovation focused on "green trade".

Digital justice

13. Capitalise internally and externally on our experience in technological development.
14. Promote strategies to improve online political participation.

L5. Aligning the organisation with our values

Activities we will promote in the cross-cutting approaches

Cultivating care

1. Strengthen the Gender Commission and its importance in the organisational chart by providing it with an annual budget.
2. Promote the appropriation of the "NOVACT Code of Ethics" as a reference document for the improvement of the internal care of workers.
3. Carry out a questionnaire to identify discomfort and areas for improvement, which will be anonymous and will serve as a "thermometer" of the team's well-being.
4. Conduct bi-directional evaluations between the worker and her/his coordinator.
5. Hold weekly team meetings to promote internal care and reinforce the good atmosphere among the team.
6. Share and make available to the workers rules of conduct and coexistence at work. These rules should be in the service of promoting a good working environment.
7. Establish a system of active listening to complaints that offers various ways and mechanisms to address and communicate them.
8. Ensure proper compliance with the Equality Plan and the Sexual Violence Protocol.
9. Offer specific and reinforced support to expatriate staff.
10. Create a welcome protocol for new recruits (workers, volunteers, interns).

Efficient management

11. Investing in NOVACT's systems and internal training, with a commitment to automating processes and promoting a unified ecosystem for working and communicating.
12. Provide the team with the necessary means to improve their digital security.
13. Define mechanisms so that the project management team has access and the necessary training to access SAP information.
14. Develop in a participatory and inclusive manner an Administration Manual that complies with and clarifies all processes.
15. Ensure that NOVACT is correctly registered in all registers of funders, countries, and autonomous communities where it has chosen to implement its projects.
16. Update the annual security protocols and risk analysis of each office and locations where we have expatriate teams.
17. Update and improve the timekeeping system and timesheets, in accordance with regulations and funders' standards.
18. Develop TORs for the whole team, building on the agreements associated with the Organisation Chart.
19. Strengthen the role of the Joint Commission so that it becomes a consensus labour policy reference within the organisation.

Political communication

20. Have a team member dedicated to implementing NOVACT's Communication. Develop NOVACT's capacities so that all actions in this Strategic Plan are accompanied by a political communication vision.
21. Update NOVACT's website based on the approach of this Strategic Plan.
22. Make NOVACT a benchmark of critical thinking for the media on the lines of action of this Plan.
23. Have Consultative Status with the United Nations.
24. Expand NOVACT's presence in institutional bodies at national, European, and regional level.

Policy coherence

25. Carry out a critical review of the companies, programmers, and suppliers we work with to encourage us to work with companies that, as far as possible, come from the social and solidarity economy and work with our same values and principles.
26. Strengthen our internal digital security by training in cybersecurity and creating protocols that reinforce our systems and processes.
27. Ensure that all staff have adequate IT and organisational equipment, workspace, etc.
28. Promote internal training on issues related to: vision and governance, group dynamics and conflict management.
29. Reinforce an internal training space within the entity (we call it banquets), to share experiences and lessons learned. Organise specific banquets on each of the prioritised lines of action and on each of NOVACT's departments.
30. Strengthen NOVACT's internal dynamics to broaden its Social Base and ensure its contribution to the achievement of this Strategic Plan.

Fundraising

31. Have a fundraising strategy centred on encouraging diversification, strengthening private fundraising, obtaining tenders for venue management, and strengthening private donations.
32. Strengthen the fundraising area to relieve departments of the burden of proposal writing.
33. Create a network of consultants specialised in project writing who can support us in this task when necessary.
34. Conduct internal training for the team on project writing, and on the internal mechanisms we follow to identify and write calls for proposals.
35. Have model projects for each line and country of action that serve as lighthouse projects and inspire other interventions.
36. Ensure that all the projects we carry out have up-to-date references in all the working languages.

Interseccionalities

37. Create spaces to reflect on how we can advance anti-racism and intersectionalities within our structure and organisational chart.
38. Encourage diversity within the team and board, favouring the recruitment of people of diverse sexual orientation and ethnicity.

Indicators of success

NOVACT will conduct an ongoing evaluation of this Strategic Plan based on the following indicators:

L1. Defending those who defend human rights:

1. Measures to consolidate the right to protest and a growing civic space for the defence and advancement of fundamental rights.
2. Measures of impact on the Early Warning Systems, collectives, and human rights defenders we support, as well as the different training spaces planned.

L2. Preventing violent conflicts:

3. Measures that witness the prevention and transformation of the causes, vectors and narratives that generate violence of all kinds.
4. Adoption of Civil Peace Services for the prevention and transformation of conflicts.
5. Modification of anti-terrorist legislation in favour of greater respect for fundamental human rights, and adoption/consolidation of National Plans for ENP.
6. Impact measures on social cohesion actions (based on art and sport), non-formal education actions and the network of trainers in the prevention of violent conflicts.

L3. Prevent corporate abuse in context of conflict:

7. Verification of prevention and penalisation in public procurement for companies responsible for violations in contexts of armed conflict and occupation.
8. Impact measures with regard to monitoring, investigations carried out (especially from the ODHE) and strategic litigation established.
9. Verification of the strengthening of alliances with the various actors involved (international networks and campaigns, United Nations agencies, actors of the social and solidarity economy, etc.).

L4. Building alternatives through social and digital innovation:

10. Establishment of technological and community mechanisms to create new economic relations, new forms of economy.
11. Impact measures on the implementation of the participatory approach through the deliberative methodology.

L5. Adapting the organisation to our values and challenges:

12. Internal questionnaires show that Novact's administrative management has improved.
13. Consolidation of a common narrative (narrative and human, through a roster of trainers) of the collective change that NOVACT wants to bring about.
14. Consolidation of an annual budget of 3 million euros that allows NOVACT to develop its organisational structure in a sustainable way.
15. Quantitative (statistics, traffic on networks and website) and qualitative (analysis of the discourse in the strategic areas of influence) measures of the communicative impact of the entity.
16. The organisational thermometer that will be implemented demonstrates that we have put care and horizontality at the centre.

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