

WFM/IGP 2021-23 Strategic Plan Concept Note

WFM/IGP 2021-23 Strategic Plan introduces a new chapter of impact and growth for WFM/IGP which defines a more unified global policy approach that is relevant to contemporary issues, outlines the principles that will guide WFM/IGP in its work around the globe, and highlights WFM/IGP's comparative advantage in tackling issues of global importance built over many decades.

Executive Summary

Founded in 1947, the World Federalist Movement/Institute for Global Policy (WFM/IGP) is an international organization committed to the realization of global peace and justice through the development of democratic institutions and the application of international law.

Throughout its history, WFM/IGP established coalitions that worked to protect civilians from the threat of genocide, war crimes, and crimes against humanity; facilitate transparency in governance; increase access to justice; and promote the application of the rule of law; working in partnership with the United Nations, governments, and other international and regional institutions around the globe—as well as with thousands of committed individuals and world leaders—to advance a mission of peace, prosperity, and security for all.

Our Coalition model began with the Coalition for the International Criminal Court (CICC) and expanded into the International Coalition for the Responsibility to Protect (ICRtoP). More recently, a transnational working group model has been developed to expand its impact by bringing noted experts in their fields together to establish universal accords, namely in Artificial Intelligence and Disruptive Technologies.

In 2021, WFM/IGP's Leadership and Executive Committee developed a strategic plan for the future of the organization as a three-year roadmap towards a new chapter of impact and growth which was approved by the organization's Congress in July 2021.

The following Concept Note provides highlights of our programmatic changes, changes in structure, monitoring and evaluation and a budget estimate to successfully achieve this plan.

For more information, please contact our Executive Director, Sandra Coyle, at coyle@wfm-igp.org.

The Opportunity Before Us

The year 2020 saw a seismic shift in how individuals, communities, nations, regions, and the entire world relate to each other, communicate, and transact their daily lives.

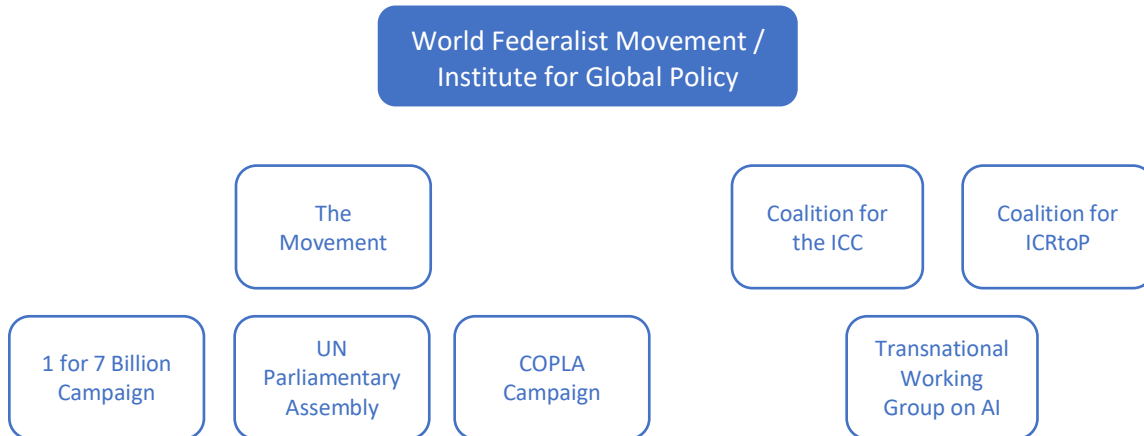
Many national governments were left grappling with an unknown virus without a coordinated response or support from the World Health Organization, the international body designated as the global health purveyor, leaving many countries in economic and social disarray along with individuals' trust in government at the national level.

As a result, the concept of global approaches to address global issues that impact everyone on earth, such as a pandemic, may now hold more appeal than in the past decades.

This shift presents an opportunity for WFM/IGP to renew itself to address the global needs of a changing dynamic by offering new pathways for impact where there exists expertise, historical performance, networks, and future capacity.

A Model for Increased Impact and Growth

WFM/IGP’s historical operational model centered around the Coalition for the ICC (CICC), the Coalition for the International Responsibility to Protect (ICRtoP), and more recently, the Transnational Working Group on AI as its organizational focus, with the Movement and three campaigns – 1 for 7 Billion, UN Parliamentary Assembly and COPLA as its political focus as outlined below:



Due to rapidly decreasing funding and questions around the future potential of the Coalitions, WFM/IGP’s governance made the decision in early 2021 to transfer the two Coalitions to other organizations on an interim basis while maintaining a seat on the Steering Committee of both Coalitions. This would provide the organization with the ability to rebuild on a strengthened foundation while allowing for flexibility within its model for increased innovation.

A new organizational model was presented to and endorsed by the Executive Committee in February 2021 and our Member Congress in July 2021 which incorporates a Secretariat, Institute, and Influencing model to achieve targeted impact, ensure sustainability, and expand influence, outlined below:



This new model was developed based on the geopolitical need for WFM/IGP’s expertise and support, the growth of emerging global threats facing the world in this decade and beyond where coalitions would provide a mechanism for global action. It also seeks to ensure a generational shift occurs to increase the organization’s momentum through the next decades.

The new model is structured under 'one umbrella' of operations with a more cohesive whole, featuring four strategic pathways under which WFM/IGP can expand its impact and influence to meet the changing needs of the world today and over the next decades. Flexibility is built into the model for future innovation to allow WFM/IGP to react and plan for changing global dynamics through this decade and beyond.

The four pathways are:

- **The Coalitions:** Addressing emerging issues demanding global accord
- **The Institute:** Advisory to international organizations and regional groups
- **The Forum:** Sustainability platform and influence network
- **The Movement:** Engagement, connection, and outreach to mobilize a new generation

The Coalitions

Strengthening and expanding the coalition model by addressing emerging issues demanding global accord

WFM/IGP has an established a successful history building two global coalitions with direct impact results. This model can and should be replicated to address emerging global issues that require a global response.

What made the Coalition for the International Criminal Court (CICC) successful was the formal and informal efforts occurring alongside each other to build an effective coalition of international non-governmental organizations (INGOs) to support the establishment of an International Court.

Identifying Conditions for Successful Coalitions

There were three critical factors that set the foundation for an effective Coalition:

1. Recognition that **collective action** was stronger than individual action to confront the obstacles facing the creation of a court.
2. An understanding that the **scope was larger** than any individual organization, no matter how large or influential.
3. The **resources and capacity** required to establish and maintain relationships ongoing with nation-states, who were vital partners, was significant.

The CICC has demonstrated that a coalition of Civil Society Organizations (CSOs) can help deliver significant, long-term outcomes on issues of global significance once there is acknowledgement that the issue requires collective action, is beyond the scope of an individual organization and requires extensive, pooled resources and capacity.

The Coalition for 3+3

An opportunity currently exists which meets all three criteria above to establish a Coalition to support the passing of the Northeast Asia Nuclear Weapon Free Zone (NEA-NWFZ) with a Three-plus-Three Arrangement (3+3) Treaty.

There are currently five Nuclear Weapon Free Zones across the world: in Latin America and the Caribbean, the South Pacific, Southeast Asia, Africa, and Central Asia. Establishing a NEA-NWFZ has been proposed by states in the region since the 1970s.

In the 1990s, a proposal was made by Dr. Hiromichi Umebayashi of Peace Depot (Japan) to establish a Nuclear Weapon Free Zone covering the two Koreas and Japan, known as the 3+3 formula, with the US, Russia, and China providing appropriate security assurances.

However, limited follow-up measures and changing geopolitical dynamics have prevented the formalization of the Zone.

WFM/IGP proposes an action plan to formalize the 3+3 arrangement by forging political will among parliamentarians in Japan; organizing bi-partisan 3+3 study groups within parliament, hosting regular study sessions with parliamentarians, bureaucrats, experts and non-governmental organizations; sounding and contacting parliamentarians of six-party talk member countries (Japan, Democratic People's Republic of Korea, Republic of Korea, United States, China and Russia), with the ultimate goal of gaining agreements for a 3+3 treaty as a comprehensive approach to solidify the Zone.

The approach towards the 3+3 arrangement would include the following agreements and actions:

- Termination of the state of war
- Creation of a permanent council on security
- Mutual declaration of 'no hostile intent'
- Provisions of assistance for nuclear and other energy
- Termination of sanctions
- Formalizing the NEA-NWZ

These agreements and actions will be achieved by advocating for a 3+3 treaty with the following chapters, with Japan as the lead actor:

- A declaratory chapter to terminate the Korean War and to provide for mutual non-aggression, friendship, and equal sovereignty
- A declaratory chapter to assure equal rights to access all forms of energy, including nuclear energy, and to establish a NEA Energy Cooperation
- An actionable chapter to agree on a treaty to establish a NEA-NWFZ that includes all the necessary provisions for a NWFZ
- An actionable chapter to establish a permanent Northeast Asia Security Council, which will ensure the implementation of the CFA and to be open to discussions on the region's other security issues

The Coalition for 3+3 is governed by an Advisory Group and Executive Committee to garner input, political and funding support among policymakers and Civil Society Organizations in Northeast Asia and around the world. As a first step in the establishment of the Coalition, WFM/IGP invited Advisory Group members to participate in a July 2021 launch to formalize the Coalition. The Coalition for 3+3 was officially launched at that time and is currently seeking seed funding. Learn more at: <https://coalition3plus3.org>

Coalition on Artificial Intelligence and Disruptive Technologies

In the last several years, over 200 organizations have published their own sets of principles regarding Artificial Intelligence (AI). Approximately five international organizations are engaged in AI governance with a push for a global approach emerging.

WFM/IGP began engagement in AI governance in late 2019 by creating the Transnational Working Group on Artificial Intelligence and Disruptive Technologies (TWG on AI) to support the development of effective, timely, and global governance and has since published an extensive report disseminated to the press.

As the mechanism is in place internally, and the demand for global AI governance is growing without an external mechanism to coordinate an effort towards a framework agreement, it is proposed that the TWG on AI transition into a Coalition model.

The goal of the coalition would be to promote and support the development of a UN Framework Convention on Artificial Intelligence that includes:

1. An effective UN Regime on AI, including a Framework Convention on AI with associated protocols and bodies to advise on the science, monitor and enforce implementation, and build AI technologies for the public interest
2. Regulation of the urgent aspects of Artificial Intelligence
3. A plan as to how and when to address the governance and regulation of emerging issues relating to AI and other disruptive technologies

The approach of this Coalition would necessitate a change from the approach adopted during the formation of the CICC as the conditions differ. The UN is engaged with AI but there is still no collective will to bring about the global governance of AI. Therefore, campaigning for an International Framework would be an early, essential component of the Coalition's efforts. However, like the CICC, a government such as Switzerland for example could play a leading advocacy role within the UN and other regional bodies in favor of an International Framework.

Additionally, as artificial intelligence is new and is mainly involving the private sector, the make-up of the Coalition would need to consider the actors required to reach substantive global agreements and change. There is no doubt that as artificial intelligence becomes mainstream, there will be more civil society organizations and international non-governmental organizations in the fields of human rights and justice, environment and employment who would become increasingly vocal, active, and supportive of an International Framework.

Transnational Working Groups

As noted above, the Transnational Work Group model has been proven effective in establishing consensus and research outputs to highlight global areas of concern. It is proposed that Transnational Working Groups continue to serve as a beginning evolutionary phase for the development of Coalitions.

The following Transnational Working Groups are proposed for development based on their global recognized credibility and demonstrated global consensus that the issue is emerging and poses a threat to human rights and livelihoods globally, they are:

Transnational Working Group on Global Health Emergencies

The COVID-19 pandemic has underscored the need for a collective and equal approach by all countries towards addressing global health emergencies. The WHO's slowness in reacting and apparent partiality towards China impeded the trust that national governments had in its ability to manage the response to the pandemic.

In March 2021, 20 world leaders signed a letter supporting a global treaty on pandemics. Such a treaty could also address other global health emergencies which would create an opportunity for WFM/IGP to apply its expertise in mobilizing NGOs and CSOs around support for it. A Transnational Working Group can explore the current situational context to develop a plan towards an effective treaty, develop and commission research, convene regionally to ensure the global south has equal representation in contributing towards the dialogue and outcomes outlined in the treaty.

Transnational Working Group on Regional Criminal Courts

With the COPLA project, which proposes the establishment of the Latin American and Caribbean Criminal Court against Organized Transnational Crime, WFM/IGP can expand its approach to include other regional courts for both Africa and Asia through a Transnational Working Group. This Group can work in tandem with the Institute's support and strengthening of regional bodies proposed in the following section as organized transnational crime - particularly border areas - are an increasing security concern for all three regions. Regional Courts will also help

diffuse the tension between the global south and the ICC in terms of perceptions of northern and western interference, allowing for a regionally lead and constituted court.

Adapting the model developed by COPLA, the Transnational Working Group on Regional Criminal Courts can lead a coalition of NGOs, CSOs and political actors to conduct a situational analysis, develop research and position the idea within the court of public opinion through media outreach in each of the regions.

Transnational Working Group on World Security

With US President Biden's proposal for a Summit for Democracy in 2021, there is an opportunity to formalize the 2016 Resolution to establish a Coalition for a World Security Community.

The Coalition would advocate for an annual Summit for Democracy to coordinate and plan for cooperation among the communities of democratic nations worldwide with a commission established to develop a more formalized treaty.

In the longer term, it is proposed that the Community becomes a global multilateral organization with its membership open to all states committed to democracy, human rights, and international law and serve as a security alliance for democracies.

The Coalitions: Scope of Work 2021-23

Objective	Strategies	Activities	Timing
<i>Strengthening and expanding the coalition model by addressing emerging issues demanding global accord</i>	1. Identifying conditions for successful coalitions	1.1 Formalize processes and rules for the development of Transnational Working Groups and evolution into Coalitions 1.2 Identify issues of global concern that a coalition-model approach can improve/advise 1.3 Develop governance and decision-making mechanisms 1.4 Prioritize interventions and achievable outcomes 1.5 Develop a Coalition business plan that lists priorities and includes donor funding targets	<i>July 2021 – December 2021</i>
	2. Strengthen the NEA-NWFZ 3+3 arrangement	2.1 Map out a theoretical process for strengthening the NEA-MWFZ 3+3 arrangement, including governance structures, organization mechanism, sustainability issues 2.2 Identify the opportunity costs of not addressing the NWFZ issue and develop a suite of strategic communications products and more formal channels leveraging the political capital of the Executive Committee 2.3 Seek seed funding for support of the 3-year, USD 4.5 million Coalition project 2.4 Forge political will among Japanese parliamentarians by organizing bipartisan 3+3 study groups in parliament and hosting quarterly study sessions with parliamentarians, bureaucrats, experts, and NGOs 2.5 Conduct ongoing bilateral engagements with six-party talk member countries (Japan, Republic of Korea, Democratic Republic of Korea, US, China, Russia) 2.6 Secure commitment to the 3+3 arrangement as a comprehensive approach to solidify the Zone	<i>July 2021 – July 2023</i>
	3. Develop a new coalition from the Transnational Working Group on Artificial Intelligence and Disruptive Technology	3.1 Map key stakeholders and AI issue areas, including key private sector players, civil society, and lead country 3.2 Develop an implementation strategy with Theory of Change and M&E Framework 3.3 Engage potential donors and supportive countries for financing 3.4 Identify and convene supportive countries 3.5 Announce Global Governance of AI Framework network formation 3.6 Convene first global conference on AI governance establishing a declaration	<i>July 2021 – December 2022</i>

The Coalitions: Monitoring and Evaluating Outcomes

One important prerequisite for strengthening global cooperation is to establish the architecture that facilitates such cooperation regardless of the issues at hand. This includes establishing structures and processes that enable coalitions to foster consensus and influence global decision-making processes in an ongoing and sustainable manner. Through its work in this outcome area, WFM/IGP will draw on its past successes in building coalitions by strengthening and expanding the coalition model.

At the activity level, WFM/IGP will conduct research on the conditions for strong, sustainable, and coherent global cooperation. This will involve examining the conditions for the success of the CICC as well as other examples from around the world. It will use a strength-based approach to examine its pre-existing strengths and opportunities through its existing relationships and stakeholder engagement mechanisms. Drawing on these lessons, it will establish, through consensus with stakeholders, structures and processes that dictate how the coalition model will function, including how:

- issues of regional and global importance will be identified
- coalitions will be formalized
- decisions will be made
- consensus will be built
- regional and global decision-making bodies will be engaged and,
- coalitions will evolve from Transnational Working Groups

Through a program of concentrated work in this area, WFM/IGP's skills and capabilities in formalizing global coalitions will increase, and as an organization, it will be able to demonstrate organization-wide improvements in this area. This increased capability will manifest itself in several ways, including:

- targeted advice and support for the Coalition for 3+3 launch
- supporting the transition of the AI TWG into a coalition
- increasing knowledge of the challenges and constraints in coalition building
- enhancing networks with iNGO's, the private sector, and other stakeholders in AI (and other coalitions as the case may be) and,
- providing advice and assistance to other agencies in coalition building

Towards the end of the Strategic Plan period (2023), WFM/IGP's capacity in coalition-building will be significantly enhanced, at least two new coalitions will be formed, with one working effectively on regional security issues in Northeast Asia and the other working effectively to address global issues around AI. These coalitions will be sustainable and will have influenced global decisions. The coalition model itself will be continually improved through a process of organization-wide learning and adaptation, WFM/IGP will be adept at identifying and managing the risks associated with establishing coalitions, and the coalition model will be seen by other global actors as an effective, expedient, and efficient way to facilitate global cooperation.

The Institute

Expand WFM/IGP's advisory capacity to governments, international organizations, and regional groups through an Institute model

As mentioned above, WFM/IGP has extensive experience building, developing, and maturing cooperative models with non-governmental organizations and civil society organizations. In many ways, this expertise is an untapped resource that can be mobilized to strengthen institutions as a means toward global federalism – from governments to international forums and regional groups. Throughout this section, we use the term ‘regional groups’ as a definition for continental and regional economic and cooperative unions, such as the [African Union](#), the [Association of Southeast Asian Nations](#) (ASEAN), and the [Southern Common Market](#) (MERCOSUR) to name a few.

Regional groups worldwide require further foundational building by enhancing internal capacity and encouraging new pathways towards multilateral cooperation. Regional groups by their very nature are a federation; by working to strengthen their capabilities, WFM/IGP would be gradually setting the stage for the larger concept of a global federation or ‘meta regional group’.

The Institute will operate both as a think tank and consultancy to other international organizations, academic institutes, civil society organizations, national governments, regional groups, and other entities in our areas of expertise. In its operation as a think tank, the Institute will provide a space to explore relevant ideas and may conduct a variety of activities, such as conferences, ongoing educational programs, and other special events, as well as research, reports, position papers, and other relevant publications. The Institute shall allow serious engagement in the organization’s short-term or long-term goals as part of its work to ensure the organization remains flexible and innovative.

Strengthening Secretariats within Regional Groups/Supra National Groups

An opportunity currently exists to apply WFM/IGP’s knowledge of developing effective, operating federated models and issue-based coalitions by identifying what makes regional groups successful and identifying tools and processes to strengthen these groups, targeting specific existing regional groups.

For example, the Association of Southeast Asian Nations (ASEAN) is an economic union of 10 member states in Southeast Asia promoting intergovernmental cooperation through economic, political, security, military, education, and cultural integration.

ASEAN Vision 2020 was formalized and made comprehensive through the Bali Concord II in 2003. Three major pillars of a single ASEAN community were established: Political-Security Community (APSC), Economic Community (AEC) and Socio-Cultural Community (ASCC). All three have Blueprints which are comprehensive guides and scorecards to measure effectiveness.

Despite these blueprints, ASEAN has acknowledged its weakness in capacity to process and coordinate ASEAN work. Strengthening the Secretariat is now of paramount concern, as ASEAN was unable to develop a coordinated regional response to the COVID-19 pandemic, undermining the regional bodies position and public perception of its effectiveness. The Myanmar crisis has further highlighted ASEAN’s weak institutional structures and the control member nations have over its ability to respond rapidly and effectively to regional crisis.

The Institute: Scope of Work 2021-23

Objective	Strategies	Activities	Timing
<i>Expand WFM/IGP's advisory capacity to governments, international organizations, and regional groups through an Institute model</i>	1. Contextual analysis, stakeholder identification and research	1.1 Analyze supra-national bodies that face pressing capacity challenges and that share the principles and ideals of WFM/IGP 1.2 Map these bodies and create a database that includes details of their strategic priorities, major donors, key actors, and political relationships 1.3 Identify areas of potential collaboration, prioritize collaboration with those entities who are seeking to address major human security and peace issues 1.4 Develop an Institute Business Plan that lists priorities and includes donor funding targets	<i>November 2021 – March 2022</i>
	2. Develop tools and resources for strengthening the organizational capacity of regional organizations	2.1 Conduct comparative research on the main constraints to strengthening the capacity of regional organizations, comparing strong regional governance bodies (e.g., EU) with comparatively weak ones (e.g., ASEAN and Pacific Islands Forum), identify governance, institutional, organizational, and financial constraints, and possible solutions 2.2 Identify the opportunity costs attendant upon these weaknesses (i.e., the problems weak regional governance cannot solve due to their weaknesses); point to contemporary examples (e.g., the conflict in Myanmar, COVID-19, China's increasing role and influence in small island states); emphasizing the important role regional bodies play in building consensus and underpinning regional stability 2.3 Drawing on the above, utilize the political capital of the Executive Committee and its links to bilateral governments and donors to generate demand for reform in regional governance. Japan will play a significant role here as it is a major funder of ASEAN and active through its support for the Economic Research Institute for ASEAN and East Asia (ERIA). The EU, which also supports regional governance throughout the world, will also be an important actor 2.4 Build a coalition of like-minded actors with an interest in strengthening regional bodies, seek donor funding and develop a suite of tools based on the research under (2.1)	<i>March 2022 – September 2022</i>
	3. Develop tools and resources to strengthen the organizational capacity of international organizations	3.1 Conduct comparative research on the main constraints to strengthening the capacity of international organizations, comparing strong international organizations with comparatively weaker ones, identify governance, institutional, organizational, and financial constraints, and solutions 3.2 Build a coalition of like-minded actors with an interest in strengthening international organizations, seek donor funding and develop a suite of tools based on the research under (4.1)	<i>January 2022 – December 2023</i>
	4. Strengthen the effectiveness of bilateral support for regional bodies and international organizations	4.1 Drawing on the work under (1.2), identify those national and regional donors that have a significant national interest in strengthening regional bodies and international organizations, focus on those donors that have a long history of supporting relatively weak institutions 4.2 Drawing on the work under Strategic priorities (2) and (4), review the modalities of regional and international organization funding support (by bilateral donors) and suggest new and innovative ways such	<i>January 2022 – December 2023</i>

		<p>support can be more effective, publish results and build a coalition around these findings</p> <p>4.3 Establish a targeted consulting service that focuses especially on improving supra-national organizational capacity, apply for international tenders, build a business model around these new income streams</p> <p>4.4 Build capability in the Monitoring and Evaluation of regional and international organizational capacity strengthening outcomes, including the development of new methodologies in this area</p> <p>4.5 Develop proprietary tools and processes in this area and conduct training for bilateral and regional donors</p> <p>4.6 Conduct research and develop research-to-policy products that can contribute to the ongoing strengthening of approaches</p> <p>4.7 Establish partnerships with key research bodies and think tanks to expand networks of expertise in supra-national organizational strengthening</p> <p>4.8 Establish a scholarships/short-term training program for staff of regional bodies and international organizations so they can benefit from the Institutes training</p>	
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The Institute: Monitoring and Evaluating Outcomes

Another important prerequisite for the strengthening of global cooperation is to build the capacity of those organizations that also seek to promote global and regional cooperation. This will help facilitate a federalist approach to problem-solving across the globe. At the activity level, this will involve conducting stakeholder mapping and identifying international and regional organizations that WFM/IGP can support through the provision of technical advice. WFM/IGP will develop a nuanced understanding of the constraints faced by such organizations and develop a range of tools and products that can support organizational strengthening. It will conduct organizational assessments and actively seek funding from donors to address gaps in organizational capability. It will, in turn, build its own capacity to provide technical advice through the recruitment of renowned advisers and by establishing a network of associate advisers with international reputations. This will also include establishing relationships with universities and think tanks in key areas.

Through a program of concentrated work in this area, WFM/IGP's skills and capabilities in the provision of strategic advice, research and consultancy services, and product development will be increased, and it will be able to demonstrate organization-wide improvements in this area. This increased capability will manifest itself in several ways, including:

- an increase over time in the demand for strategic advice from iNGO's and regional bodies
- the formalization of MOU's and other strategic relationships with universities and think-tanks
- increasing success in tendering for organizational capacity building assignments
- growing in-house capabilities to provide technical assistance in organizational assessment, change management, strategy development, monitoring and evaluation, and research and strategic communication and,
- demand from global networks to work with WFM/IGP in the provision of research and consultancy services

Towards the end of the Strategic Plan period (2023), WFM/IGP's capacity as an institute capable of providing strategic advice will be significantly enhanced. It will be able to compete with other research and consultancy agencies in the provision of technical assistance, as evidenced by its success in international procurements. Furthermore, it will have a sustainable funding stream, and it will increasingly be seen as an influential and high-quality provider of technical advice.

The Forum

Establishing a sustainability platform and influence network through an expert forum

WFM/IGP has experienced a consistent decline in core funding, which has resulted in a lack of funding to sustain the organization's day-to-day operations. This has resulted from an overreliance on a historical model of funding through public (government) donors and a lack of diversification of the overall funding model.

However, the organization is not alone. Many international non-governmental organizations are in the same position and have developed innovative models to ensure the core operations are sustained over the long-term while also providing another avenue for governance support.

Through the Forum, up to fifteen influential members from diversified geographic regions, expertise, and sectors, who have either a demonstrated interest in world federalism or an ideological leaning towards the concept of federalism, would commit to contributing or fundraising annually to sustain the organization while also providing advisory to leadership and governance on the direction of the organization, identifying new and innovative ways to make an impact by voting for one Forum member annually to serve on a 'public' seat on the Executive Committee.

Each member would:

- Provide core support annually in line with governance policies
- Sign a Memorandum of Understanding committing to a three-year membership and contributing annually either through individual donation or fundraising
- Provide targeted support to projects and towards an endowment for young federalists

These members would provide a consistent level of core support which would help stabilize the organization while it innovates.

Sustaining WFM/IGP's Advancement and Impact

The Forum will sustain WFM/IGP's advancement and impact by:

- **Supporting** WFM/IGP's strategic pathways and operations.
- **Identifying** and involving experts in capacity building activities.
- **Deepening** WFM/IGP's external relations through introductions to new networks.
- **Enhancing** WFM/IGP's ability to create impact through sustained core support.

Membership Profile and Benefits

WFM/IGP will cultivate individuals who meet the following key criteria:

- **Capacity** – the financial resources to give at the level required
- **Connection** – has an individual connection to the organization
- **Interest** – has an interest and propensity to sustain their involvement

The opportunity for potential Forum members includes network access across industries and regions, opportunities for policy discussion and debate, and opportunities to expand their profiles into the area of international relations in a collaborative, impactful and visible way.

The Forum: Scope of Work 2021-23

Objective	Strategies	Activities	Timing
<i>Establishing a sustainability platform and influence network through an expert forum</i>	1. Identifying elements of a successful forum	1.1. Analyze high net worth and/or influential industry leaders globally to identify a short-list of potential members 1.2. Research other sustainable core models to identify the most effective approach 1.3. Recruit senior fundraising executive to lead the development of the Forum 1.4. Develop a 3-year implementation strategy, customized to meet the expectations of Forum members 1.5. Develop a Customer Relationship Management (CRM) database to track interactions with potential prospects	<i>July 2021 – March 2022</i>
	2. Establish the Forum	2.1 Launch a cultivation campaign by creating opportunities to build relationships 2.2 Design and offer personal meetings with executives at WFM/IGP to each individual prospect 2.3 Identify entry points for each prospect – determine whether involvement is a personal commitment, peer pressure, influence, or passion 2.4 Secure funding, either as a stretch gift or complete commitment 2.5 Mobilize signed Forum members to advocate commitments from identified prospects 2.6 Convene a first meeting of the Forum	<i>March 2022 – December 2023</i>

The Forum: Monitoring and Evaluating Outcomes

To sustain its global cooperation efforts, it is essential that WFM/IGP itself be sustainable as an organization. Such sustainability underpins the other three Strategic Pathways because, without it, it will be impossible for the intermediate and long-term outcomes under those Pathways to be realized. The Forum will provide the sustainability platform for WFM/IGP, ensuring that it can achieve global influence in key areas, while also ensuring its financial sustainability.

At the activity level, this will involve conducting situational analysis and identifying key actors and potential Forum members who can support WFM/IGP's work while increasing its political and social capital. Fundraising strategies will be developed, so that proposed activities and programs of work align with the priorities of public and private sector donors (and the priorities of WFM/IGP). Customer relationship management will be strengthened, and strategic communications products that target different stakeholders, providing timely and relevant information on the work of WFM/IGP and its progress will be developed. Importantly, WFM/IGP staff will mobilize Forum members to influence the global agenda in areas of emerging concern.

Through a program of concentrated work in this area, WFM/IGP's skills and capability in business development, stakeholder engagement, strategic communications, and relationship management will be increased. This increased capability will manifest itself in several ways, including:

- a growth in Forum members and a re-invigorated member base
- a strong medium-term financial pipeline and a sustainable funding model
- diversification in public and private sector donors (including the entry of new donors)
- a wider geographical distribution of influence and donor support and,
- demand from other organizations to work with WFM/IGP and support its initiatives

Towards the end of the Strategic Plan period (2023), WFM/IGP's capacity as a forum capable of providing a sustainable platform will be enhanced. The Forum will be seen as an influential and impactful network, and as a result, WFM/IGP's global influence and financial sustainability will be increased.

The Movement

Engagement, connection, and outreach to mobilize a new generation through a revitalized movement

The effort to create a world federation, upon which the organization was founded, has not been the central purpose by which the organization has operated for several decades, leaving that objective to the Member Organizations (MOs) and Associated Organizations (AOs) that have continued to promote it. Instead, the focus has shifted to building and strengthening global institutions, supporting international law, and campaigning for select UN reforms. Historically, these have been considered incremental steps towards establishing a world federation, but that conversation has largely been absent from the organization's strategic discussions. Externally, however, several potentially significant developments have occurred.

First, there is a growing interest among youth in our movement, as demonstrated by an increasing number of young people actively volunteering within our member organizations, as well as the establishment of a youth organization, the Young World Federalists, who have made inroads in the past two years towards tapping into Generation Z's discontent with national governments and capitalizing on the anxiety of that generation towards the future of the planet. As mentioned in the Executive Summary, the past year has raised questions on whether the current nation-state model is still useful, with calls by younger generations for more global cooperation on issues of commonality.

The Movement can be embodied within the organization as an educational awareness-building effort to engage with and encourage a new generation of federalists worldwide, with a specific goal of engaging countries and regions with expanding youth populations – the Global South (Africa, Asia, and South America). It can also serve a similar role as an alumni group that grows with the organization overtime, supporting and influencing the Movement.

Engaging a New Generation

Engagement will require a robust and consistent presence across multiple digital channels, creating content that appeals to this generation, geo-targeted to locations and language. Currently, WFM/IGP pushes out information on the ICC and human rights issues. However, there is limited effort to target those motivated youths and like-minded organizations.

An untapped opportunity exists through targeted digital marketing to reach young people across the world. This reach will enable us to influence federalism's future by listening and connecting young people while educating them on the history and future potential of the Movement.

Our goal is to create life-long supporters who remain engaged with WFM/IGP by building affiliation and pride among young members. We will harness these two motivating factors to ensure we create sustained momentum by identifying and developing champions within this supporter network with those who are passionate about the brand, our work, and our impact. With these champions, we will be able to test several approaches, including crowdfunding, and analyze the success of these efforts.

During that time, we will define who is an ideal supporter today and who will be an ideal supporter in the future, outlining personas and identifying:

- Their expectations from engagement with other supporters and WFM/IGP
- The benefits and value we are financially and operationally able to offer them in return

The champions will serve as a focus group to help us develop a network model with a high value for supporters and benefits for WFM/IGP in terms of visibility, and potentially, funding.

The core structure of the model must enable WFM/IGP to:

- **Enhance value:** allow and encourage supporters to interact and collaborate.
- **Collect and analyze data:** developing an off-the-shelf database with information on each supporter and their interactions with the network and WFM/IGP (e.g., Salesforce).
- **Centralize engagement:** create a dedicated platform for supporters to regularly visit for updates from WFM/IGP with campaign opportunities and to build awareness in their communities/regions.
- **Develop a culture of giving:** pilot a fundraising campaign (crowdsourcing) among 30 to 40 supporters with a specific ask (a campaign to support).
- **Mobilize for media and advocacy:** develop a bench of spokespeople in key geographic and issue areas to position with the media.

The Movement: Scope of Work 2021-23

Objective	Strategies	Activities	Timing
<i>Engagement, connection, and outreach to mobilize a new generation through a revitalized movement</i>	1. Engaging a new generation	1.1 Market research to understand location, size, motivations, and interests of the potential audience 1.2 Audience messaging development and testing for world federalism 1.3 Selection of organizing model appropriate for federalism 1.4 Identifying mobilizing partners to help execute this plan 1.5 Developing a 3-year digital campaign plan with defined measurements, social platforms assessed and identified	<i>November 2021 – March 2022</i>
	2. Establishing connection points	2.1. Undertake assessment of technology mobilizing platforms, effective locally, regionally, and globally across multiple languages 2.2. Adapt off the shelf solution or create proprietary solution 2.3. Identify and contract community mobilizing leaders for each region (Africa, Asia, Europe, North and South America)	<i>March 2022 – December 2022</i>
	3. Conducting outreach to mobilize	3.1. Selection of Ambassadors locally to advise on and spearhead issue campaigns 3.2. Development of movement manifesto/platform of issues 3.3. Creation of campaign tools and kits in 3 languages 3.4. Identification of like-minded partners to support campaigns	<i>March 2022 – December 2022</i>
	4. Building a new generation of supporters	4.1. Develop personas for ideal current and future movement “alumni” donors 4.2. Identify and develop core group of champions (alumni), regionally represented to serve as initial test donor groups 4.3. Develop and test digital “alumni” campaigns 4.4. Develop individual “alumni” strategies with an emphasis on long-term engagement	<i>September 2022 – December 2023</i>

The Movement: Monitoring and Evaluating Outcomes

To re-activate an interest in federalism and its capacity to influence global cooperation in a positive and coherent fashion, it is necessary to engage at the grassroots level and encourage a new group of federalists. WFM/IGP will build on the disaffection youth, and concerned individuals have regarding global issues in the areas of peace and security, human rights, and technology, and it will increasingly be seen as an organizing body that can galvanize action in these areas.

At the activity level, this will involve conducting a situational analysis of WFM/IGP's existing member and associate organizations as well as emerging groups that can play an important role in the Movement. It will also involve finding new ways for these organizations to engage with each other and WFM/IGP. Social media campaigns that target and are relevant to the concerns of these groups will be developed, and online communities that encourage a sense of connectedness and coherence will be established. WFM/IGP will develop influential advocacy strategies, and it will support the advocacy work of its member and associate organizations. WFM/IGP will also convene events that bring the 'movement' together and that build a sense of connectedness and momentum.

Through a program of concentrated work in this area, WFM/IGP's skills and capabilities in social media communications, community organizing, and issues-based advocacy will be enhanced. This increased capability will manifest itself in several ways, including:

- an increase in the number of Movement members
- unsolicited requests to join WFM/IGP's Movement
- an increase in media around WFM/IGP's work and the work of the Movement and,
- increases in various social media metrics

Towards the end of the Strategic Plan period (2023), WFM/IGP's capacity as a Movement building a new generation of federalists will be enhanced. The Movement will be seen as a grassroots level, impactful, community-driven network that is capable of furthering global cooperation and the cause of federalism.

Governance

The WFM/IGP Congress elects the Executive Committee (EC) to monitor and oversee the activities of the Movement. The EC meets monthly throughout the year to approve budgets, monitor programs, and oversee activities.

From 30-31 October 2021, a second Congress will be held to elect a new Executive Committee which will begin on 1 November 2021.

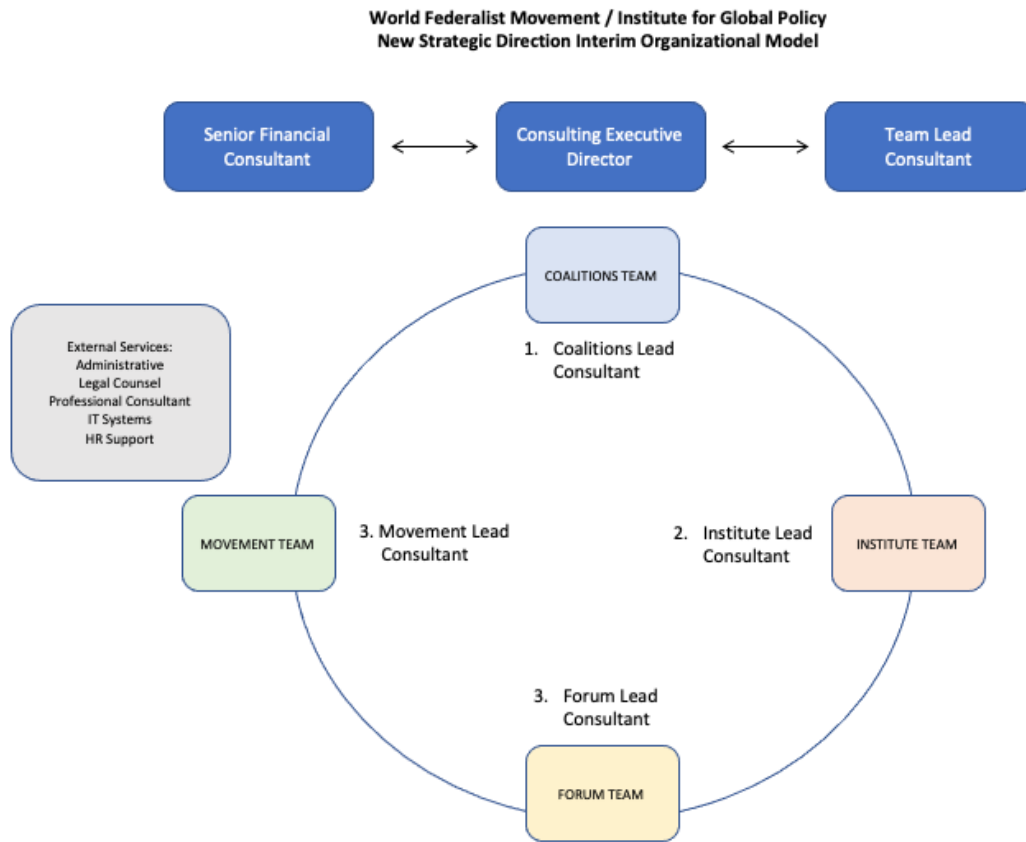
At the July 2021 Congress, a resolution was passed introducing an Advisory Council of self-selected member organizations to interact with the Executive Committee's work in the interim phase from July through October 2021 as an avenue towards planned succession. Two Advisory Council members sit in on the monthly Executive Committee meetings during this time, with rotating participation.

Executive Committee Members

Mr. Fernando Iglesias, President
Mr. Peter Luff, Chair, Congress
Mr. Keith Best, Chair, Executive Committee
Ms. Bente Nielsen, Treasurer
Mr. Kjartan Almenning, Chair, Nominations and Statutes
Mr. Tadashi Inuzuka, Member
Ms. Marjolijn Snippe, Member
Ms. Sandra Coyle, Executive Director, Ex-Officio

2021-23 Organization Structure

As WFM/IGP builds a new chapter of innovation and impact, a consultancy model will be established globally to ensure flexibility is inherent without our structure, following the model used with the Executive Director in 2021.



Revenue Projection

Medium term revenue is estimated to reach \$2.5 million by 2023, with \$6 million projected by 2025. A full budget is available with the Strategic Plan.

WFM/IGP is currently undertaking a financial assessment in advance of outsourcing the accounting function to ensure its systems, controls and technology are current and prepared for future growth.