SOUTHERN VOICE

Strategic Implementation Plan 2024 - 2026

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Introduction

As Southern Voice enters its second decade, we prioritize innovating and strengthening the organisation's research, communication, engagement, and policy capacity. We aim to potentiate our network by creating strategic alliances, mobilising knowledge, and enhancing the development of policy-relevant evidence.

Our purpose is to inform global debates and to contribute to rebalancing power asymmetries and participation deficit in the dialogue on development. We seek to bring fresh perspectives and innovative ideas, while empowering underrepresented countries and regions to make their voices heard.

As we enter this new chapter and continue to build on the organisation's experience and achievements, it is important to have a clear implementation plan to achieve the objectives defined in our Strategic Framework and in our Biennial Plan for 2024-2025.
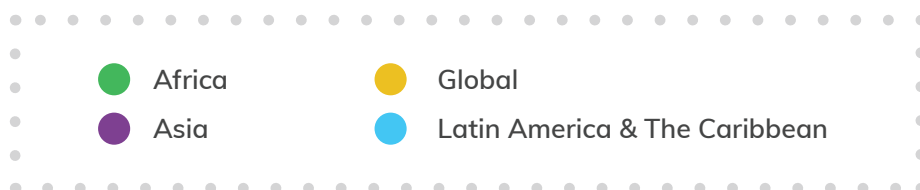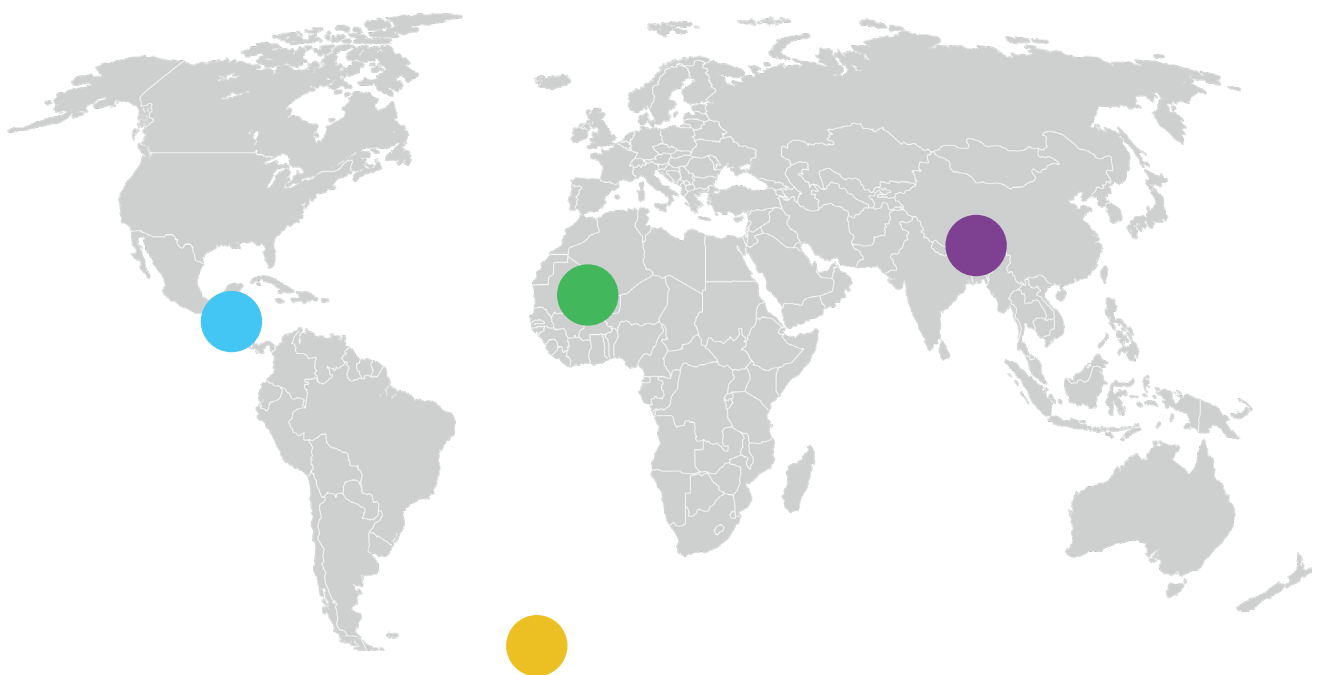
This document outlines the 2024 - 2026 Strategic Implementation Plan by setting a clear goal, guiding principles, strategic areas, initiatives and indicators to achieve our organisational mandate.

Our Goal
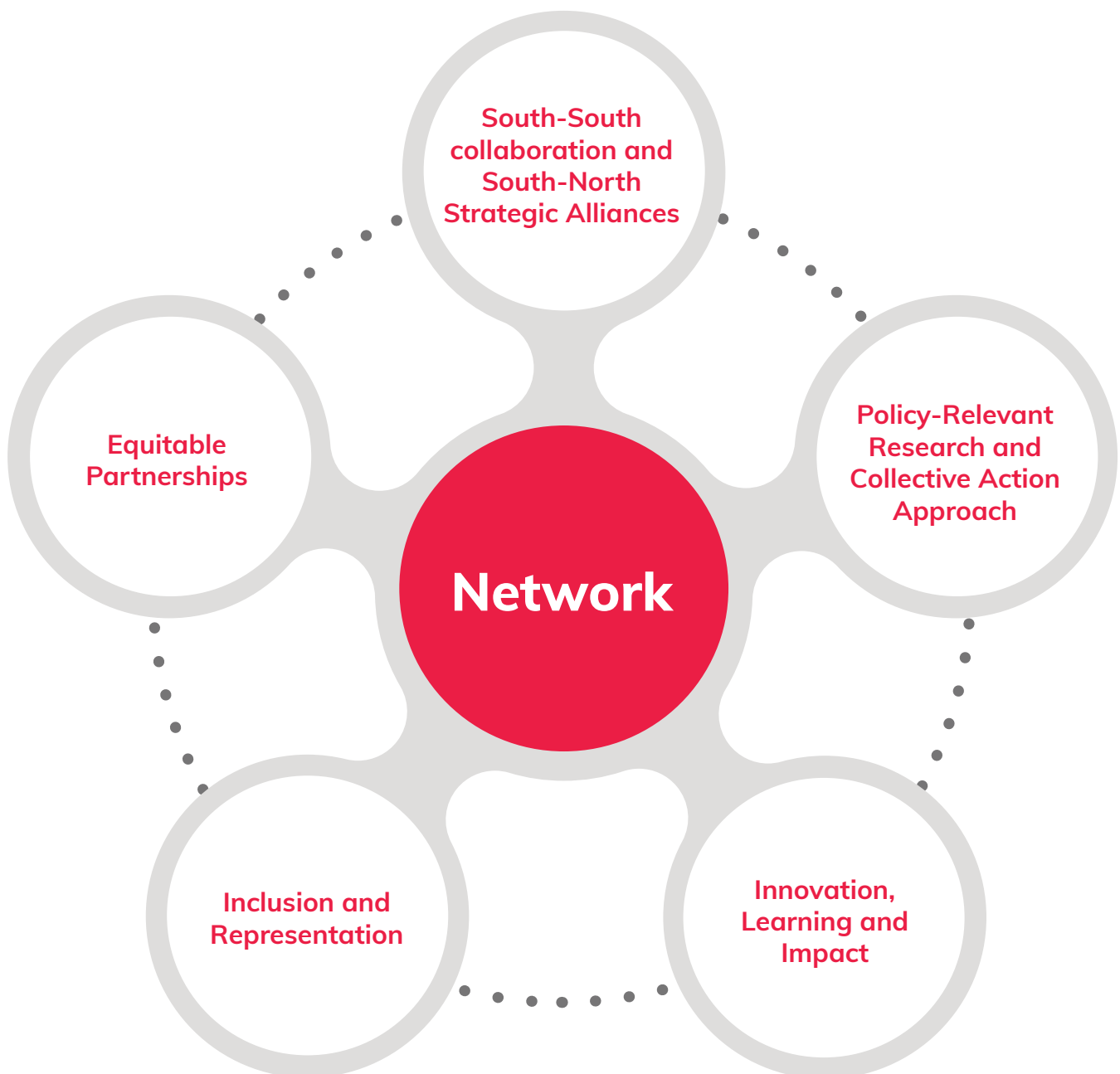
We aim to be recognised globally as an impactful Global South network of think tanks and evidence hub.

To achieve this, we are focusing on creating actionable and policy-relevant knowledge, influencing global policy, and shaping the Global South common agenda on sustainable development to **rebalance power asymmetry.**

- 🟢 Africa
- 🟣 Asia
- 🟡 Global
- 🔵 Latin America & The Caribbean

Guiding Principles

South-South collaboration and South-North Strategic Alliances

Policy-Relevant Research and Collective Action Approach

Equitable Partnerships

Network

Inclusion and Representation

Innovation, Learning and Impact

1

South-South Collaboration and South-North Strategic Alliances

By putting our members at the centre of our work, we aim to strengthen the collaboration among them to produce evidence-based policymaking and cross-regional research. The goal is to promote knowledge exchange in the Global South. Knowledge of every member's expertise is essential for learning from each other and enhancing synergies in developing collaborative projects.

We continually work to build new alliances and to strengthen existing ones with international actors from the Global North. This exchanges knowledge and incentivizes collaboration with Global South actors.

2

Policy-Relevant Research and Collective Action Approach

We apply innovative methodologies such as policy-relevant research and applied research to close the gap between evidence and decision-making. To mobilise knowledge and to connect research with local evidence, regional context, and relevant voices, we promote cutting-edge participatory approaches such as collective intelligence, people-centred design, and participatory action research.

3

Innovation, Learning and Impact

We actively pursue and integrate new approaches into our core activities, from research to outreach. By embracing bold ideas, we aim to break away from traditional power structures and to bring new perspectives to the forefront of global discourse. We recognise the importance of ongoing innovation, so we cultivate an organisational culture of learning, testing, and adapting. We measure our progress to demonstrate the tangible outcomes of our work and course-correct whenever necessary.

4

Inclusion and Representation

We believe in bringing together diverse voices to co-create and generate better ideas from the earliest stages of our research and policy processes.
We are sensitive to language differences, technology facilities, and Internet access to ensure that all are included. We are committed to representing the Global South and our member's common agenda while recognising their context, needs, and priorities. We actively promote the inclusion of young researchers to develop their leadership and incentivise intergenerational dialogues.

5

Equitable Partnerships

We are committed to building equitable partnerships that facilitate understanding, fairness, awareness of each other's context, and mutual exchange of expertise and knowledge. We advocate for partnerships with mutual participation, mutual trust and respect, equal benefits, and the same value placed on each partner's contribution at all stages of the research, engagement, and policy advocacy processes.
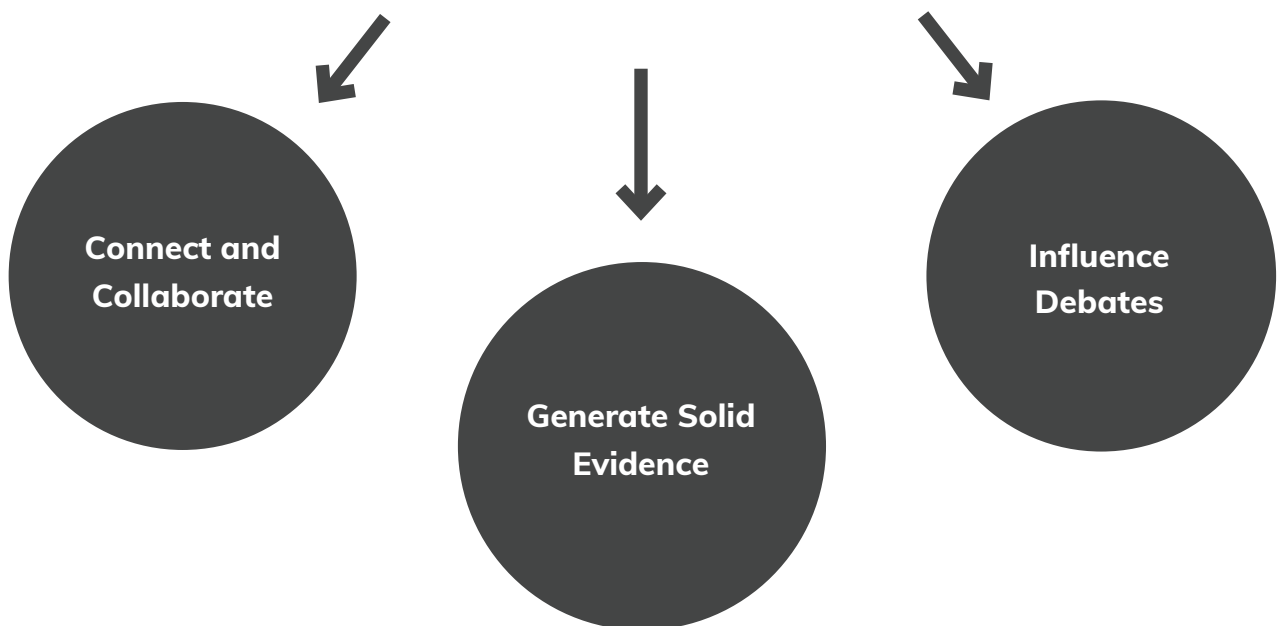
Our Impact

Boost the use and generation of knowledge and evidence from Global South Think Tanks and researchers

Engage and influence global policies and global development actors

Increase the representation and voice of Southern scholars in the global development scene

How Do We Achieve This?

Through a strong, solid, vibrant *network* able to...

Connect and Collaborate

Generate Solid Evidence

Influence Debates

Key Strategic Areas

1	Creating a Strategic Network Engagement with a Conscious Assessment.
2	Becoming an Evidence and Knowledge Hub by fostering actionable knowledge, policy-relevant and applied research.
3	Influencing global debates and evidence-based decision-making through our policy impact, collective intelligence, and co-creation approach.
4	Positioning Southern Voice as the Global South point of reference through an impactful communication and global engagement strategy.
5	Funding Mobilisation for Southern Voice's member think tanks and for organisational sustainability.
6	Reassuring coordination and institutionalization of internal processes.

Priorities, Initiatives, and Indicators are identified per area (see Annex).

Workstreams & Main Initiatives

Workstreams	Main Initiatives	
Research and Programmes	• SVSS Report • Global South Perspectives	• Participatory Policy Notes • Evidence Synthesis
Global Policy Strategy	• Global South Common Agenda Initiative • Policy Insights Newsletter	• Global Policy Thematic Working Groups • Knowledge Translation & Policy Engagement Actions
Network Engagement Strategy	• SV Conference • Network Database • Young Think Tankers	• Global South Leadership Community of Practice
Communications and Engagement Strategy	• Dissemination Initiative: Newsletter, Website & Vodcast • Social Media	• Media & Strategic Engagement Outreach • Stakeholder Management
Funding and Development	• New Ventures: - Evidence to Action Labs -Innovation Challenge Fund	• Donor Engagement and Management • Funding Diversification Assessment of Funding Mobilsation

Thematic Priorities

Gender

Poverty, Food Security & Inequalities

Climate Change

Economic Growth & Innovation

Finance for Development

Technology & Artificial Intelligence

Beyond the 2030 Agenda: Future Thinking

Governence & Institutional Strengthening

Cross-Cutting Issues

Equity in Research and Partnerships

Evidence to Action Gap

Annex: Priorities, Initiatives & Indicators Per Strategic Area

1	**Creating a Strategic Network Engagement with a Conscious Assessment**

Priorities	Initiatives	Impact Indicators
Encourage and increase network interactions among members and strategic partners Provide dynamic spaces to encourage collaborative leadership and capacity development, and support the leadership of think tanks in the Global South. Identify each network member's potential and scope within their contexts and communities. Then, work to strengthen their capacities and to position them as leaders in knowledge production and policy analysis. Prioritise youth empowerment by offering opportunities to connect youth talent in the Global South, and by trusting the potential of their ideas.	• **Southern Voice Conference:** Mobilises participants through an in-person event and inform views on the different nuances of sustainable development. • **Southern Voice Network Database Platform:** Builds a database that provides updated information about the network's members. • **Global South Leadership Community of Practice:** Develops the leadership of think tankers in the Global South by strengthening critical skills and mutual learning. • **Youth Think Tankers Initiative:** Increases youth participation in policy and research.	• Status of network size and diversity in line with established objectives. • Quality of network engagement, measured with an annual survey. • Number of members engaged in policy-relevant, research, and communication activities. • Number of attendees at convenings held with diverse stakeholders to co-create shared positions, knowledge exchanges/ consultations.

2 Becoming an Evidence and Knowledge Hub

Priorities	Initiatives	Impact Indicators
Leverage our network's talent and expertise, to conduct comparative, collaborative, and cross-regional research on key issues on Global South development. Encourage the use of strong methodologies, such as qualitative, quantitative, and mixed methods, that prioritize the perspectives of local communities and marginalized groups. Hearten the use of innovative research tools and approaches, such as behavioral science, people-centered design, collective intelligence, artificial intelligence (AI), and technologies for social research. Systematise evidence and knowledge to inform and influence decision making and policy debates at global and regional levels. Adopt research ethical standards, equitable partnership policies, and an open science framework.	• **Impactful SVSS:** Fills existing knowledge gaps through Southern Voice on the State of the Sustainable Development Goals (SVSS), a report that promotes the analyses of experiences researchers from the Global South. • **Global South Perspectives:** Examines international development challenges through the lens of Global South researchers in an independent, peer-reviewed, free-access publication. • **Participatory Policy Notes:** Collaboration through policy documents focused on assessing progress on global commitments. • **Southern Voice Evidence Synthesis:** Issue of evidence synthesis on relevant topics—such as gender, climate change, technology, and AI—to raise the Global South's perspectives.	• Number of publications and research outputs: reports, infographics, executive summaries, guides, manuals, etc. • Number of collaborative research products and spaces organised or facilitated, considering the number of participants and their diversity. • Number of times that a research output is referenced or mentioned in a global debate. • Number of academic presentations, participation in conferences, or webinars given. • Perception surveys among our members regarding research collaboration and projects E.g., on learning days, on learning after implementing an initiative.

3 — Influencing Global Debates and Evidence-Based Decision-Making Through Our Policy Impact, Collective Intelligence, and Co-Creation Approach

Priorities	Initiatives	Impact Indicators
Promote selectiveness and strategic planning when choosing the global processes in which to invest efforts. Engage decision-makers, policymakers, researchers, and key stakeholders since the earliest stages of our policy formulation processes. Apply participatory and collective intelligence tools to actionable strategies for policy impact.	• **Global South Common Agenda Initiative:** Develops a common agenda that addresses shared challenges and strengthens the collective Global South influence on the topics of gender, climate change, technology, and artificial intelligence. • **South Voice Thematic Working Groups:** Organises the network into working groups to establish closer mechanisms for communication and planning according to relevant issues and topics. • **Southern Voice Policy Insights:** Publishing a semestral newsletter on the most relevant global debates and political processes. • **Knowledge Translation & Policy Engagement Initiative:** Influences key debates, spaces, and processes with the input of our ongoing work and member priorities, mobilizing the collective knowledge from the Global South. • **Global South Innovation Challenge: - Gender Challenge:** Strengthens projects focused on gender and developed by local communities; supporting them financially at their different development stages through a fund.	• Number of interactions with decision makers, e.g. presentations to policy groups, informal advice and interactions, and formal advice. • Number of decision-makers engaged with (policy makers, funders, etc). • Number of shared statements to inform and influence global policy. • Number of members participating in important forums that make recommendations that may be enacted into policy. • Number of key spaces/ discussions in which the knowledge by SV members, as well as knowledge produced or co-produced by the secretariat SVS or SVS & partners is positioned.

Positioning Southern Voice as the Global South Point of Reference Through an Impactful Communications and Global Engagement Strategy

Priorities	Initiatives	Impact Indicators
Strengthen Southern Voice's public image on social media and relevant outlets, such as newsletters, podcasts, blogs, influential conferences, and public forums. Establish communication and identify areas of collaboration among academia, university networks, policy and innovation labs, evidence hubs, and other research centers in the Global South and Global North. Improve user experience in Southern Voice communication products through an accessible website, where the network's members' information is easily filtered and its research production is available. Test different formats for communicating research results and presenting evidence and findings, such as animations, mini-videos, cartoons, infographics, social media, and storytelling.	• **Dissemination Initiative:** Shares digestible and accessible information on Global South issues through the organization's website, social media, newsletter, articles, and new vodcast. • **Strategic Media Outreach:** Publishes thought pieces and articles in key strategic outlets. • **Media & Strategic Engagement Outreach:** Participation in key speaking engagements, conferences, and meetings. • **Stakeholder Management:** Positions Southern Voice experts as influential leaders and forges strategic partnerships with academic institutions, think tanks, NGOs, government agencies, donors, and international organisations to expand reach, resources, and collaborative opportunities.	• Social media and website analytics (e.g., reach, impressions, clicks, new followers, newsletter sign-ups). • Number of news, articles, and blogs published by the Secretariat on the website. • Number of researchers and Executive Director quotes or policy brief mentions. • Number of strategic articles published in target publications. • Number of conferences attended and speaking engagements on behalf of SV. • Number of Advisory board/ committee memberships secured. • Number of strategic partnerships and collaborations formed.

| **5** | **Funding Mobilisation for Southern Voice's Member Think Tanks and Southern Voice Sustainability** |

Priorities	Initiatives	Impact Indicators
Define fundraising goals and objectives that align with the organization's mission, vision and goals. Define and utilise various fundraising channels, such as direct mail, online campaigns and events to establish strong relationships with board members, major donors, and network organisations to foster collaboration and support. Develop evaluation tools and adapt fundraising strategies based on donor feedback and global trends to ensure ongoing improvement and success	• **Donor Engagement and Management:** Create and maintain relationships with donors to show appreciation, strengthen connection, and share impact. • **Funding Diversification:** Diversify and increase the acquisition of donations and partnerships. Builds a database and timeline that classifies existing and potential fundraising opportunities. • **Assessment of Funding Mobilisation:** Formalise avenues for donor feedback and improve the organisation's fundraising according to global trends in the non-profit field.	• Funding retention. • Funding growth rate. • Donor acquisition . • Resources of financial auto-sustainability.

6 Reassuring coordination and institutionalization of internal processes

Priorities	Initiatives	Impact Indicators
Improve the clarity of roles and responsibilities, and strengthen team leadership and research skills. Enhance coordination, communication across teams, planning and time management by adopting standardised internal processes. Adopt a talent management strategy to increase employee engagement, motivation and professional development. Implement learning mechanisms such as timely feedback, one-to-one meetings, team meetings and define a set of impact indicators. Create the institutional memory of the organisation.	• **Strategic Planning Initiative:** Develops and defines organisational goals, team objectives, activities and responsibilities. • **Talent Management Manual:** Guarantees horizontality within the organisation, self-care, clear definition of responsibilities, and well-defined communication channels among all levels. • **Master Administration Manual:** Standardises administrative processes including data management, bids, hiring services, vacations, publication processes, etc. • **Executive Management Dashboard:** Launch of tool that allows presentation of all projects, activities and key milestones in a single place. • **SV Institutional Memory:** Keeping record of previous, ongoing, and future activities that contribute to the organisation's history. • **Monitoring, Evaluation, and learning System:** - Annual Performance Review: Conduction of yearly performance evaluation with a professional development component. - Team meetings and one-to-one meetings: Institutionalization of one monthly team meeting and bimonthly one-to-one meetings	• Number of workshops promoted on leadership, talent management and organisational strengthening. • Internal Survey on organisational culture and talent development. • Number of activities for team's integration and self-care held. • Number of members participating in specialised training. • Implementation of the monitoring, evaluation and learning system.