

The Elders' Strategic Framework (2018-2022)

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1. Introduction

This Strategic Framework (for 2018 to 2022) sets out the approach The Elders will take in pursuing the organisation's mission:

The Elders will use their independence, collective experience and influence to work for peace, justice and human rights worldwide. Working both publicly and through private diplomacy, they will engage with global leaders and civil society at all levels to resolve conflict and address its root causes, to challenge injustice, and to promote ethical leadership and good governance.

The Strategic Framework is strongly rooted in the mandate set out for The Elders in the speech by Nelson Mandela to launch the organisation in 2007. The need for "independence and integrity", with The Elders speaking "freely and boldly, working both publicly and behind the scenes" and "tackling complex and intractable issues" are all as relevant today as they were a decade ago.

The Strategic Framework is also grounded in the Sustainable Development Goals, giving particular emphasis to SDGs on health, peace, inclusion and climate change. It aims to focus the organisation's work on a limited number of issues on which there is good reason to believe that The Elders can make a difference. It is rooted in a theory of change, offering a clear basis for choosing between possible initiatives, as well as helping us to track The Elders' impact consistently. The theory of change and programme proposals involve targeted interventions, closer working with international NGO networks, and more visits to countries of concern.

At the heart of the Strategic Framework are The Elders' programmes, organised under three themes:

- Governance and Leadership;
- Conflict, its Causes and Consequences; and
- Inequality, Exclusion and Injustice.

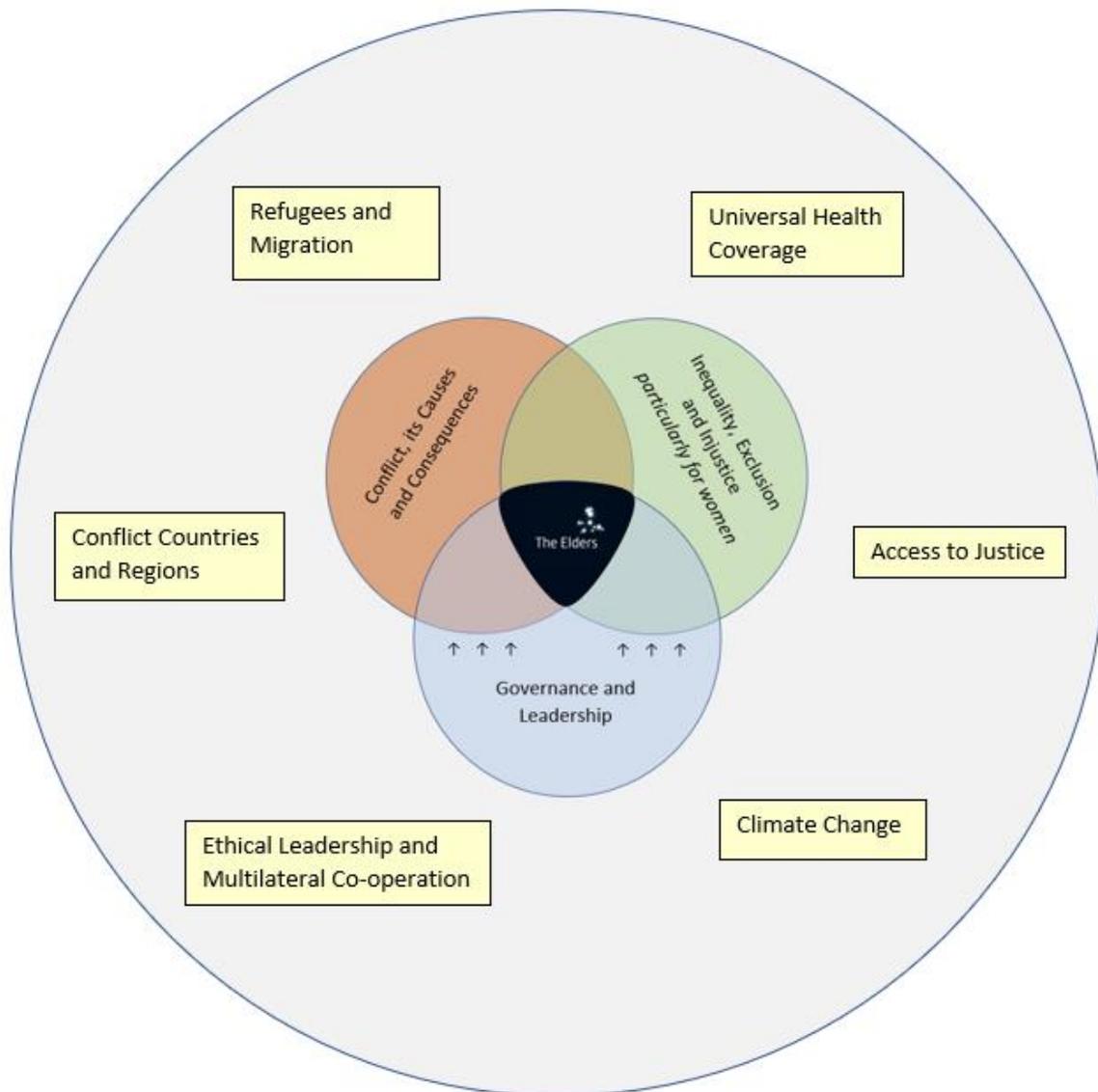
The six Programmes that will form the core of our work during this strategy period are:

- Ethical leadership and multilateral co-operation
- Climate change
- Conflict countries and regions
- Refugees and migration
- Universal Health Coverage
- Access to Justice

The Ethical Leadership and Multilateral Co-operation programme will include a specific focus on nuclear proliferation and disarmament.

In the Access to Justice programme, violence against women and girls is a particular area of focus. Women's political voice and leadership is a theme running through all The Elders' programmes.

Three themes and six programmes:



The framework for our Communications and Engagement takes account of our learning from the *Walk Together* campaign and offers a rationale for our approach based on experience in engaging with different audiences in a variety of ways during our Tenth Anniversary year. The purpose and priorities for all our communications and engagement work are set out, along with the implications for how our approach will evolve during the course of this strategy period.

Our fundraising, finance and organisational plans demonstrate how we will secure and deploy new resources in line with The Elders' ambitions.

2. The Elders' identity, comparative advantage, and role

The Elders' identity is strongly rooted in the mandate given to the organisation at its launch in 2007 by Nelson Mandela. The Elders' "independence and integrity" are fundamental, enabling them to speak "freely and boldly, working both publicly and behind the scenes" to help tackle "complex and intractable issues". Mandela's words are as central to The Elders' mandate and ways of working now as they were a decade ago.

This identity has been further defined by The Elders' work during the last decade: by the choices they have made in the issues they have focused on; by the places they have visited and their actions during those visits; and by their communication with world leaders and with the wider public. Seeking to prevent or resolve conflict has been a consistent theme in The Elders' work, from their earliest efforts to visit South Sudan and Zimbabwe, through to longer-term, repeated engagements such as on Israel/Palestine and Myanmar. Child marriage was a significant issue for The Elders, leading to the successful emergence of Girls Not Brides as a separate organisation. Gender has been a consistent and passionate focus for several Elders, in both their past leadership positions and in their role as Elders, alongside a wider commitment to tackling inequality. More recently, The Elders has been identified with the promotion of a global climate change agreement, UN reform and universal health coverage.

Some of the distinctive features of these initiatives have included a careful combination of private diplomacy (using The Elders' access to speak with leaders around the world) with public advocacy (using The Elders' moral authority to influence and advance a case for change through the media and other channels). Visits to countries of concern have also been central, with opportunities to stand with marginalised people and bear witness to their situation often being important, along with pressing for change directly in meetings with decision-makers in those countries.

A summary of the history of The Elders' initiatives within the Strategic Review of The Elders' first ten years concluded: "*The Elders have been particularly effective where they have identified a niche and applied moral authority to build support for action on a forgotten or taboo issue.*" This statement gives an indication of both the results desired (others taking action on issues that are not already at the centre of attention) and the approach taken (applying moral authority to build support for such action). However, it has been rare for The Elders to make their niche more explicit than this, and in practice "forgotten or taboo" issues have formed only a limited part of The Elders' work. A more sharply-focused statement of comparative advantage and niche may help to direct the organisation's strategy towards those interventions that have the greatest likelihood of success.

The Elders' comparative advantage is defined in part by the unique composition of the group. They are former leaders, who can be trusted to be independent because they are not constrained by personal interests: they are no longer thinking about their next career opportunity. They are all people seen to have acted with integrity in their past leadership roles, giving them moral authority in their engagements as Elders. Some of them have a high degree of global public recognition; others are iconic figures for those around the world

working on particular themes, such as climate change, conflict resolution or sustainable development. In each case, that status gives their moral authority considerable reach, and they can engage directly with leaders around the world.

These characteristics have implications for The Elders' roles. They are not public campaigners. But their moral authority makes them powerful advocates when their gravitas and usually-restrained voice are deployed to give weight to an emerging case for change. Nelson Mandela was clear that moral leadership was the basis for The Elders' ability to achieve change. Yet moral force does not carry the same degree of influence in every situation. During a burning conflict, for example, it is rare that the protagonists themselves will be open to moral persuasion as a decisive factor that steers them towards a different course. For The Elders' potential to be realised, we need to ask, ahead of any potential intervention, whether the absence of a strong moral voice is a critical element holding back progress. Playing to The Elders' strengths will involve identifying and focusing on actors with whom the moral dimension of an issue is genuinely likely to have traction.

The Elders' role is often catalytic: they create space for others whose causes are aligned with The Elders' vision for a better future. They aim to strengthen the voices of emerging leaders with integrity, sometimes supporting those who wish to take a courageous political position, lending The Elders' moral authority to a course of action that is inherently right although not immediately popular. The Elders also seek to give a voice to some of those who are voiceless, for example through sharing their experiences publicly during a country visit in which they hear directly from marginalised people about the consequences of conflict or other failures of leadership, or bringing those stories into international forums.

The Elders could reach a greater scale of impact through directing more of their convening power and support towards networks in future – at the same time being selective, to avoid taking on permanent convening roles that would require a considerable increase in resourcing. Rather than choosing individual civil society organisations issue by issue, The Elders could seek to bring together and support networks working for the broad freedoms and approaches that underpin the kinds of change The Elders work for. They would empower networks, creating space and drawing attention to conversations that are not otherwise visible.

The Elders' niche and roles are closely linked with the organisation's theory of change. This identifies different levels at which The Elders can operate successfully, and pathways at each of those levels through which change is anticipated. At both international and national levels, The Elders' role involves improving the relationships between groups, and bringing leaders towards a more active engagement with The Elders' messages. These are intended to lead to increases in political will for change, along with helpful positions becoming the norm internationally. At the civil society and network levels, The Elders' roles are different: they seek to lend weight to civil society organisations' and other people's causes, to help give them space, encouragement and inspiration. These elements of The Elders' role are explored further in Section 4 on the theory of change.

3. Criteria to test alternative programmes of work for The Elders

Four questions are set out here to help consider whether The Elders should pursue a proposed initiative. These can be applied to existing programmes and to possible new areas of work; they are relevant for both long-term engagements and for short-term responses to topical issues. The main questions are deliberately simple. The points of clarification below each question offer further areas for consideration; these are not exhaustive.

1. Does this matter?

- Who is affected? How many people? Are they already vulnerable?
- What are the consequences for people? Are there equity effects to consider?
- Is there a risk of spiralling, unpredictable or irreversible consequences?
- Does this particularly matter for The Elders? Is this an issue of The Elders' identity?
- Does it relate to our cross-cutting issues, such as giving a voice to the voiceless?

2. Will it work?

- Have we understood the issue and landscape well enough to define our strategy?
- Is there a clear potential pathway for The Elders to make a significant difference?
- Have we taken account of the level of ambition we seek to achieve?
- Could The Elders achieve more by focusing on just one part of the issue?
- Does The Elders have an important role in drawing attention to the issue and increasing its salience, even if this may not lead to immediate change?

3. Should it be us?

- Is there a catalytic role for The Elders, enabling others to achieve change?
- Does The Elders have a special role – a distinctive contribution that is different from what others could do?
- Are several Elders personally committed to championing this?
- Does The Elders have the time, resources and capabilities to commit to this over the timeframe needed to make a difference?

4. Is this the moment?

- Does the chance of success depend strongly on the timing of The Elders' action?
- Is this an issue on which The Elders might have just one chance to make a successful intervention?
- Is there a need for urgent action by The Elders now?

4. Theory of Change

This section sets out how The Elders envisage making a difference. A theory of change describes the most important causal links between an organisation's activities and its goals. This is valuable for tracking impact: it helps to define what needs to be measured to track progress towards a final goal, sometimes long before that goal has been achieved. It is also fundamental for the development of a strategy. A theory of change helps to clarify the sequence of linked events that will need to happen for the goals to be achieved. It sets out a clear and testable hypothesis about how an organisation's activities will contribute to those events happening, and in turn how these will contribute to the realisation of the end goals. It makes the underlying assumptions of a strategy explicit.

At the international level, The Elders' role involves two major strands. The first is to help improve the relationships between groups; the second is to engage leaders more actively with The Elders' messages. As leaders engage with those messages, some may develop a deeper understanding of the benefits of the changes being championed, and in turn become advocates for those changes. The underlying positions may start to become international norms, and there will also be increases in political will for change. The strengthened relationships between groups may also reinforce the political will for change, leading to the adoption and implementation of better laws and agreements that contribute to the ultimate goals.

Similar pathways towards change are envisaged at the national level. National leaders understanding the benefits of changes advocated by The Elders, along with relationships that have been nurtured within countries, may combine to strengthen the political will for change. Some better policies may then be adopted within countries as a result of that shift in political will, leading to the achievement of The Elders' goals at national level. There is an additional role for The Elders of supporting civil society organisations, which themselves contribute to growing political will for change through supportive and challenging pressure on national leaders.

The Elders aim to add credibility and weight to civil society organisations' causes, through association with them, endorsing them and promotion of the same messages. This may directly strengthen the credibility and position of those organisations with national leaders; alternatively, it may give them space and relieve pressure on organisations under attack for their work. It can also offer them encouragement and inspiration. These changes can all help civil society organisations to maintain momentum around their cause. Some changes promoted by The Elders may be achieved directly through the actions of civil society organisations themselves; other changes may result from national leaders being influenced by those organisations. In some circumstances, policy changes may arise entirely from advocacy by national civil society organisations, with The Elders playing a catalytic role strengthening the hand of civil society without ever directly lobbying the national leaders.

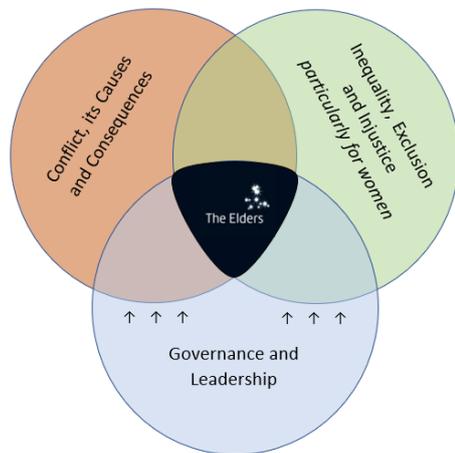
Finally, The Elders may inspire change on a broader level, through country visits, creating platforms or highlighting the actions of change-makers. This work may be magnified through support for networks, through which The Elders' convening power may have

particularly wide effects. With other people's causes given space to flourish, change may arise from a popular level – for example, through changing the terms of public debate in a democracy, creating new space for more positive political action; or through calming tensions and creating opportunities for dialogue and reconciliation. People feeling that their voice is being heard for the first time, or being inspired to see opportunities for action, may direct their energy towards solving problems practically, rather than retreating into anger and the search for scapegoats. Ultimately this may lead to people being inspired to create a different future, in line with and reaching beyond The Elders' policy priorities.

These are not separate, linear pathways towards change. Any theory of change necessarily involves a simplification of how change happens in reality. But by making explicit these hypotheses about how The Elders' actions intend to effect change, this Strategic Framework aims to ensure activities are chosen in ways that ensure coherence and align with plausible routes to success. The Elders' programmes have been developed in the light of this theory of change.

5. The Elders' Programmes: Summary of Plans

Our programmatic work is structured under three themes:



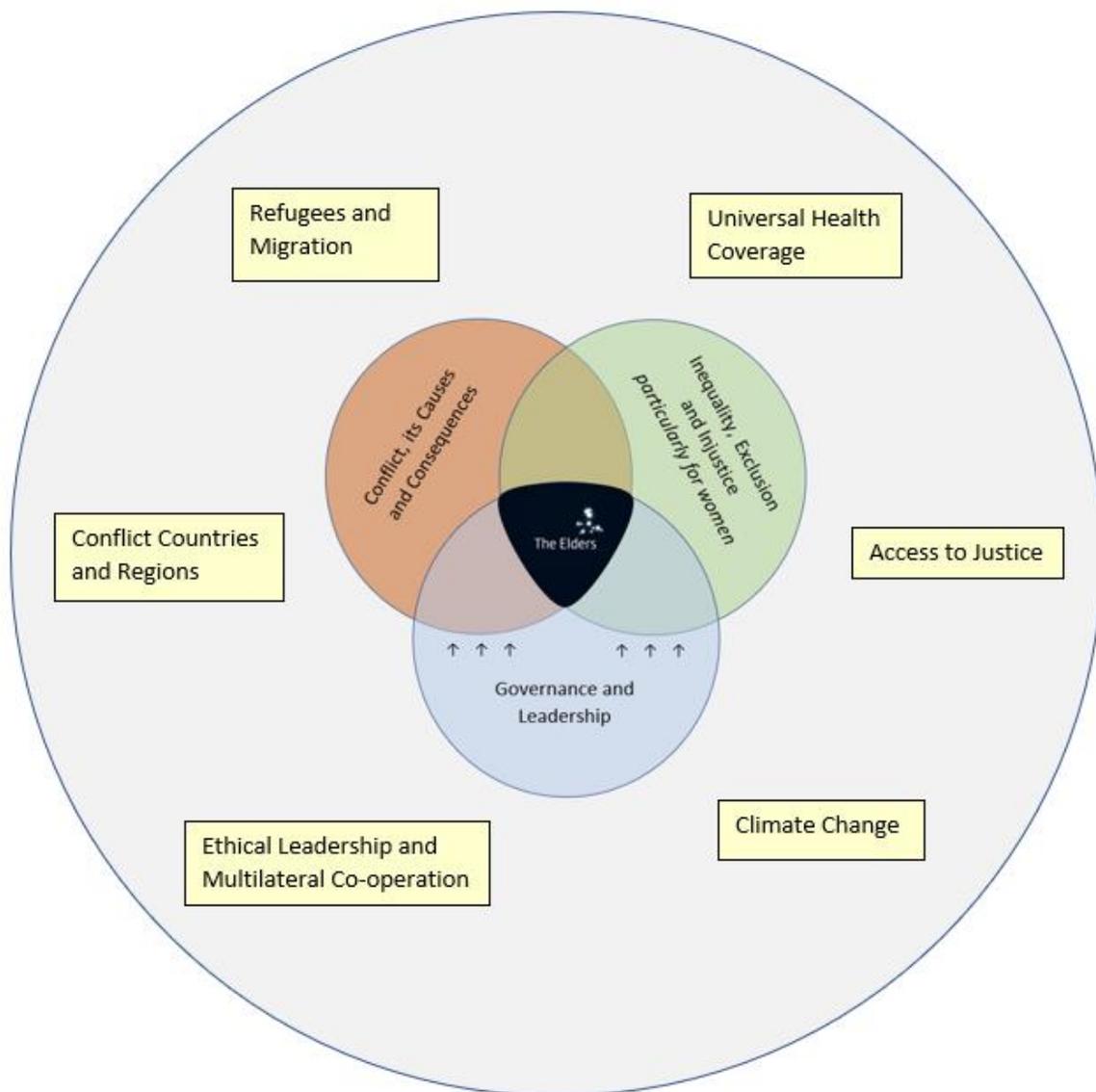
The following six programmes will form the core of our work during this strategy period:

- Ethical Leadership and Multilateral Co-operation
- Climate Change
- Conflict Countries and Regions
- Refugees and Migration
- Universal Health Coverage
- Access to Justice

Nuclear Proliferation and Disarmament will become a major component of the Ethical Leadership and Multilateral Co-operation programme. Violence against Women and Girls will be a special area of focus within the Access to Justice programme. Both Access to Justice and the focus on Nuclear Proliferation and Disarmament are new areas of work for The Elders, and will be developed in the early part of the strategy period.

Women's Political Voice and Leadership will be a theme running through all of our programmes. The Elders are committed to modelling effective leadership by women and men working together, as well as pressing for women's voices to be heard in every part of public life, and for the barriers to women's political leadership to be removed.

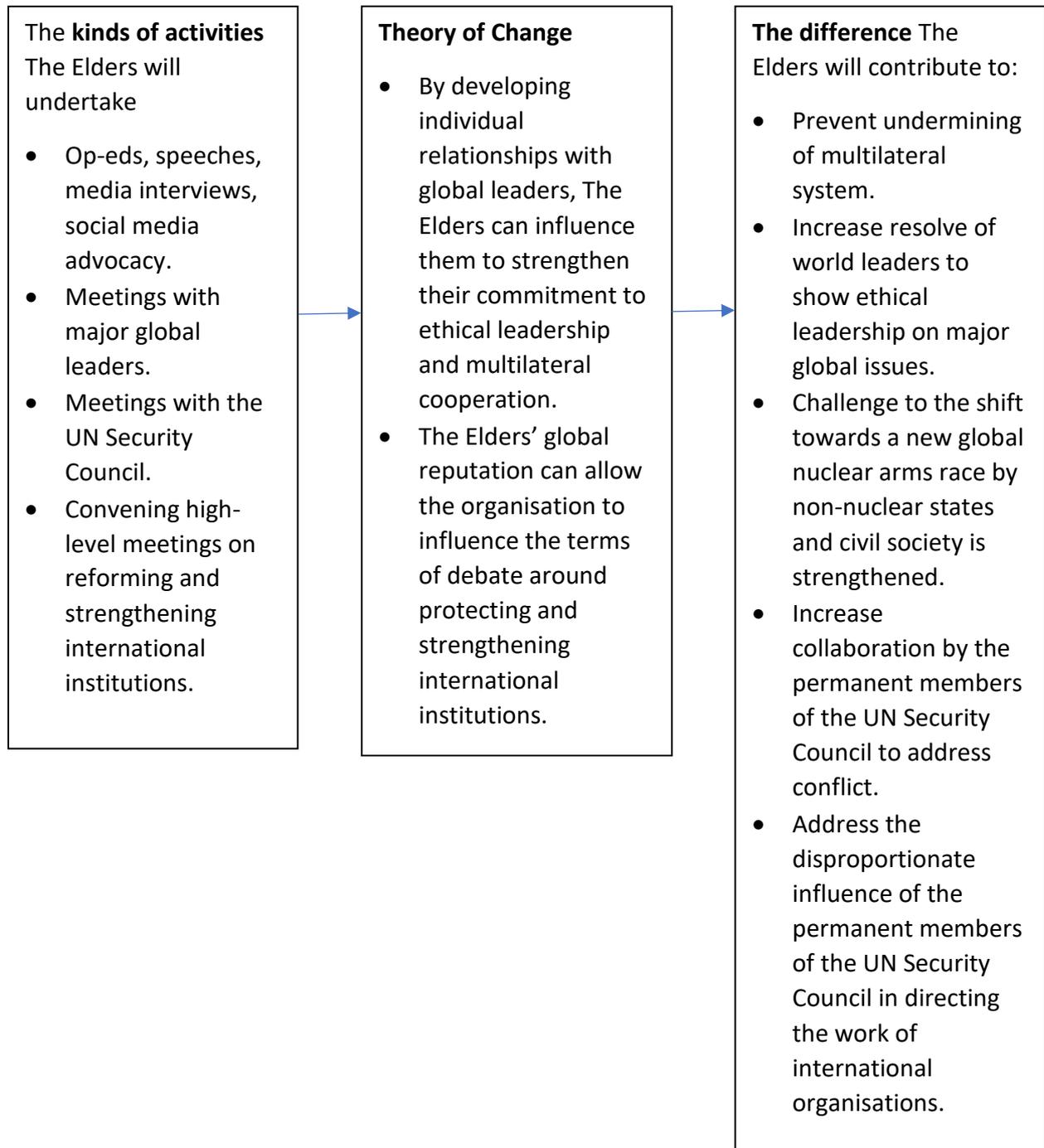
Three themes and six programmes:



The following section includes a summary of each of the six programme plans.

Ethical Leadership and Multilateral Co-operation

Summary



Introduction

The rules-based global political system established after the Second World War faces great uncertainty, with diminishing faith in multilateral institutions and declining levels of trust in political leadership worldwide. Global challenges can only be solved through multilateral co-operation, yet the current political climate is not favourable to promoting international co-operation and strengthening multilateral institutions.

The Elders' focus within this initiative will be on giving support and standing in solidarity with leaders who are taking political risks to pursue an ethical approach to governing; and using their reputation and high-level contacts to seek to influence the five permanent members of the UN Security Council to take a more collaborative approach to resolving ongoing conflicts. The Elders will seek to defend and support multilateralism more broadly. They will work to strengthen others' efforts to end the escalation in nuclear proliferation and to challenge the adoption of more dangerous nuclear use policies by the US and Russia.

Objectives

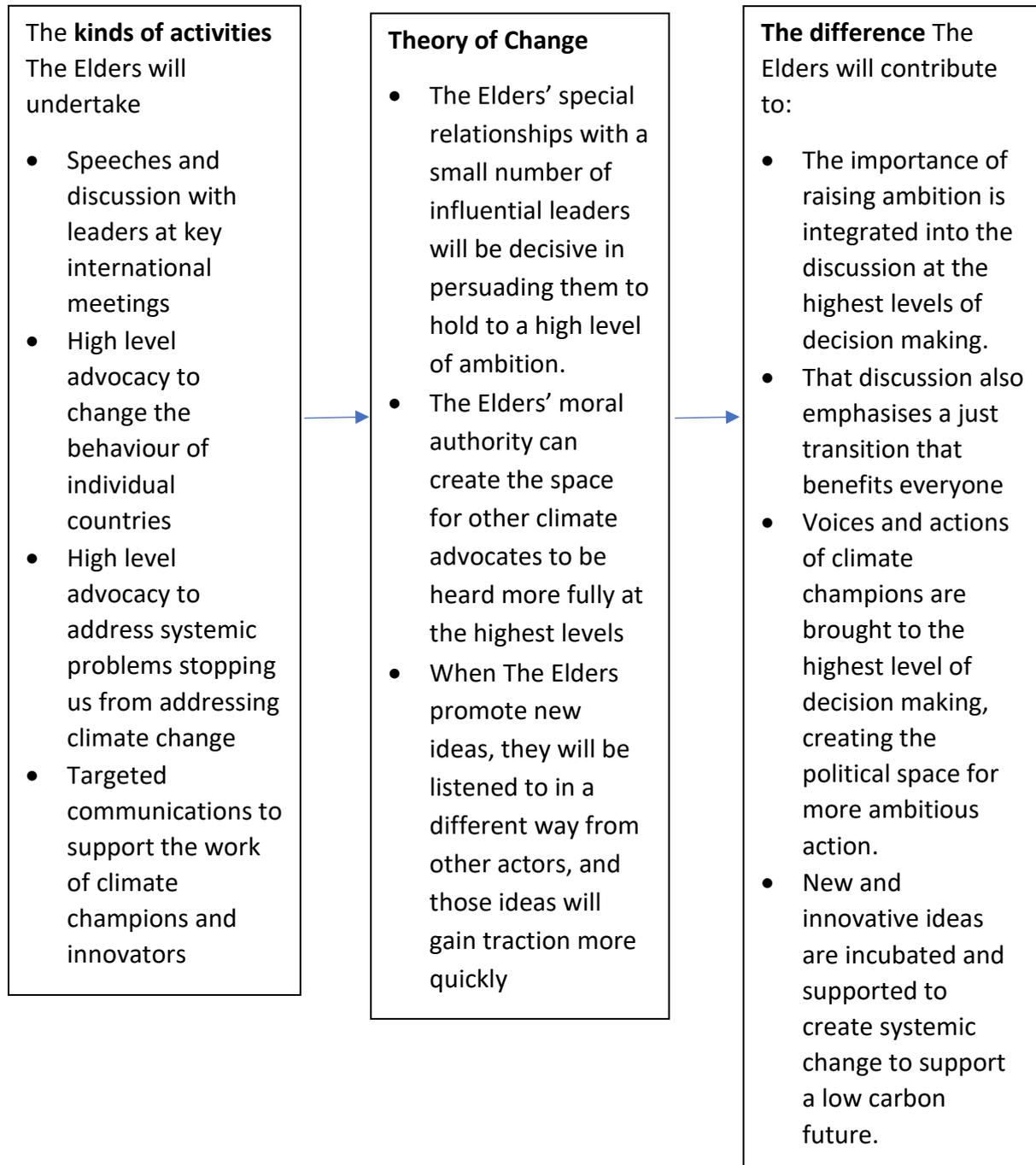
A key immediate objective will be to prevent the undermining of international institutions and avoid a decline in global commitment to multilateral cooperation. A related goal is to strengthen the resolve of world leaders to show bold and ethical leadership on major global issues. The Elders will seek to increase the commitment of P5 countries to work collaboratively to address conflict.

The Elders will contribute to efforts to prevent a new nuclear arms race and support wider nuclear proliferation reduction efforts. This will include engagement with the 5 Permanent members of the UN Security Council ('P5') on "no first use" and on deterrence as the sole purpose of nuclear weapons. It will also include support for the wider inter-governmental and civil society movement against the use of nuclear weapons, including (but not limited to) support for the Nuclear Ban Treaty. Targeted interventions may also be made to build support among opinion-formers, members of legislatures and potential future leaders in countries with nuclear weapons.

Promoting ethical leadership is relevant to all of the SDGs, but the initiative is most closely related to SDG 16 on Peace, Justice and Strong Institutions. Particularly relevant targets are: **Target 16.6:** *Develop effective, accountable and transparent institutions at all levels*; **Target 16.7:** *Ensure responsive, inclusive, participatory and representative decision-making at all levels*; and **Target 16.8:** *Broaden and strengthen the participation of developing countries in the institutions of global governance*.

Climate Change

Summary



Introduction

Climate change is already having a negative impact on the lives of people around the world. Floods, droughts and storms, as well as sea level rise and changing seasons, destroy livelihoods, homes and lives. A failure to act urgently on climate change and limit global temperature rises to well below 2°C will mean a reverse in development gains for the poorest and most vulnerable people in society, further loss of biodiversity and increased financial losses.

As the fight against climate change shifts to a more diffuse, implementation-focused phase, the work of The Elders too must shift. The next five years will be a period in which local battles will be more focal, where a massive deployment of technology and finance will be needed and new stakeholders will be impacted by changes in the economy.

Objectives

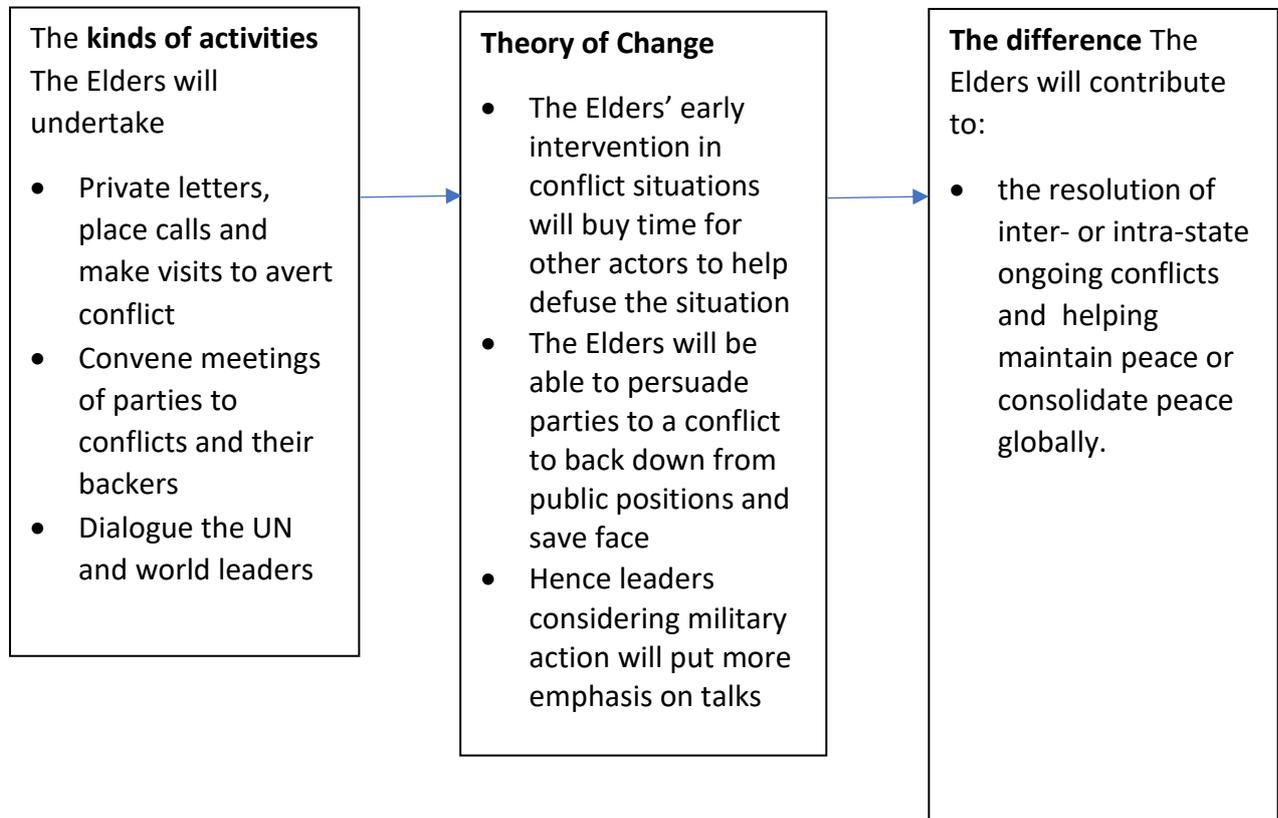
The objectives of The Elders' programme are to ensure a just transition to the local carbon economy, to help create political space for ambitious action and to catalyse and incubate new ideas to accelerate action in order to ensure that that the world meets the 1.5 degree goal.

If The Elders are to be effective, we will need to focus our efforts on creating systemic change that will make it easier for climate champions around the world, at every level to act at scale and at speed. We'll need to take advantage of the increased capacity of the secretariat to coordinate our work with others to further leverage our unique position as the voice of the common good and serve as a catalyst to new ideas and approaches

This is a programme area that is still being developed. Further work will be undertaken over the coming months to refine the areas for Elders' action.

Conflict Countries and Regions

Summary



Introduction

Peace-making is in crisis. Regional and international bodies mandated to uphold peace and security, ranging from the League of Arab States and the African Union to the UN Security Council, have repeatedly been prevented from doing so by power struggles and rivalries among their members.

In these circumstances, The Elders will be highly selective in choosing when to act, but persistent and determined in those situations where they have elected to assist in the peaceful resolution of conflict. They will work patiently to build trust among the parties most directly concerned and with those external actors which are influencing, positively or negatively, actions on the ground.

Objectives

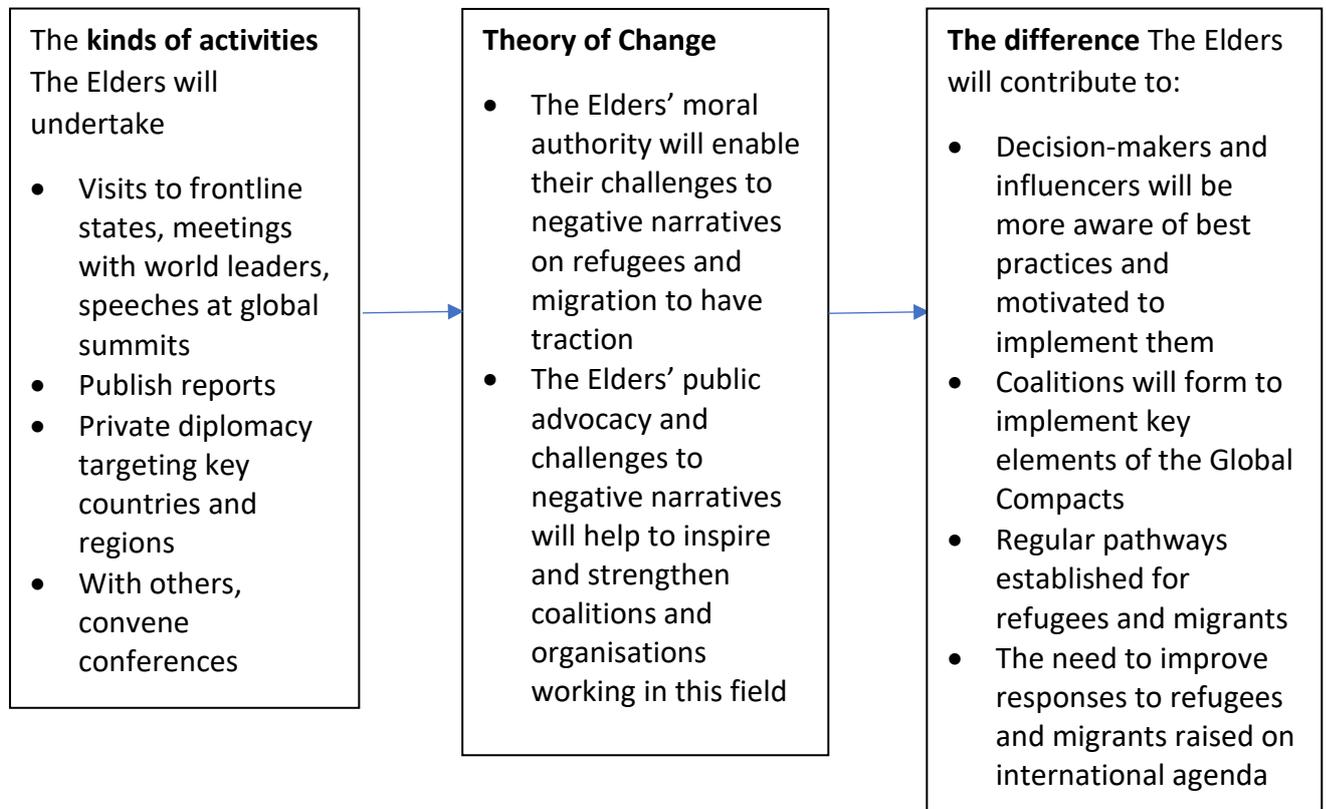
Without peace, security, and the full enjoyment of basic human rights, it will not be possible to realise any of the 17 SDGs. Specifically, the full realisation of SDG 16, which refers to the building of Peace, Justice, and Strong Institutions worldwide, is essential.

The Elders will use their influence primarily to help *avert* the resort to arms as a means of resolving disputes. When conflict has begun, and conditions favour external intervention, they may also act as facilitators/catalysts to help bring conflict to an end or else consolidate a shaky peace.

Consistent with their original mandate from Nelson Mandela, even when the chances of success appear dim, The Elders will not shy away from the most intractable of conflicts, as well as those either overlooked by the international community or appear “frozen”.

Refugees and Migration

Summary



Introduction

There are unprecedented numbers of people on the move, both through forced displacement and voluntary migration. Large flows of refugees and migrants have highlighted gaping deficiencies in international, regional and national response mechanisms, with inadequate responsibility-sharing and the rights of those on the move often eschewed. All regions are affected, from the high-profile refugee crises of the Middle East, Africa and the EU, to ongoing large-scale displacements of people in parts of Asia and Latin America.

The poorly managed, sometimes chaotic influxes of refugees and migrants have stoked fears and been seized upon by populist figures to drive anti-migration agendas. A clampdown on legal migration pathways and open borders has ensued, forcing increasing numbers of people on the move into even more vulnerable situations, in which they are prey to traffickers and exploitation. The needs and rights of the world's most vulnerable people are not being met.

Objectives

A central, unifying commitment of the Sustainable Development Goals is to “Leave no one behind”. There are few groups for whom this is more salient than for refugees and other vulnerable people on the move. Many of the SDGs and their targets are highly relevant to refugee and migration issues, although mentions of refugees and migrants are sparse. Goal 10 (“Reduce inequality within and among countries”) is the most explicit, target 10.7 being to “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”.

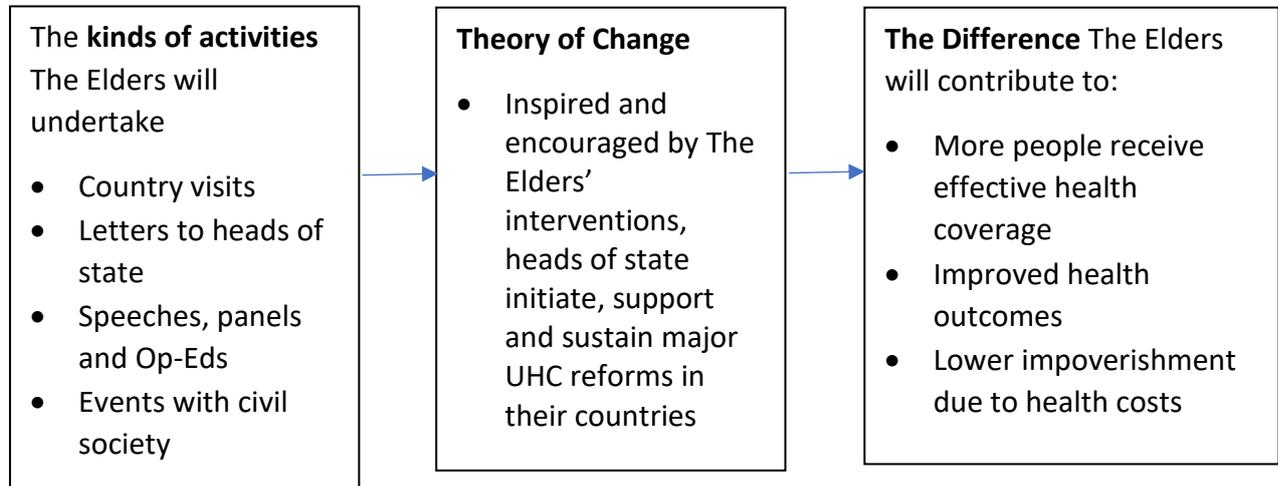
In this Strategic Framework period, the main objectives of this initiative are:

- To help *maintain the spotlight* on the need to improve the world’s response to refugees and migrants, particularly once the immediate sense of crisis in Europe, and the focus provided by the Global Compact process, begin to recede.
- To *challenge negative narratives* by emphasising the benefits of migration and the need for compassion, tolerance and solidarity in response to vulnerable people on the move.
- For *global and regional response mechanisms to be improved* and properly implemented (e.g. the Global Compacts on Refugees and on Migration; the EU’s Migration Roadmap).
- For *improved responsibility-sharing* in response to vulnerable people on the move, including expanding regular pathways for refugees and migrants.
- To *defend and uphold human rights* of all people on the move.
- To *support the empowerment and inclusion of refugees and migrants* within host societies

The Elders anticipate a review of our work on Refugees and Migration during the first half of the strategy period.

Universal Health Coverage

Summary



Introduction

Universal Health Coverage is achieved when everybody receives the health care they need without suffering financial hardship. It matters because it is one of the best strategies to achieve the health-related SDG and other key SDG objectives including contributing to economic growth, reducing poverty and inequality, and building peace and stability. UHC also makes national health systems better able to respond to outbreaks of infectious diseases to avert pandemics and reduces the threats posed by antimicrobial resistance.

The Elders will focus on inspiring and encouraging political leaders to initiate, support and sustain UHC reforms that prioritise the needs of the poor and vulnerable, and on supporting civil society efforts to advocate for better health care. This will involve global level interventions to support the broad UHC movement and country level interventions to help catalyse pro-poor UHC reforms in key countries.

The overall approach will be to promote positive messages to political leaders about the merits of UHC reforms based on the latest technical evidence from within their countries and from the experiences of other countries. The Elders will also help key stakeholders recognise the bigger picture costs and benefits of different UHC options and show how UHC could be an integral part of the country's overall development strategy.

Objectives

The relevant 2030 SDG target for this theme is 3.8, which is:

Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all

The two SDG indicators chosen to track progress towards this target are:

3.8.1 Coverage of essential health services

3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income

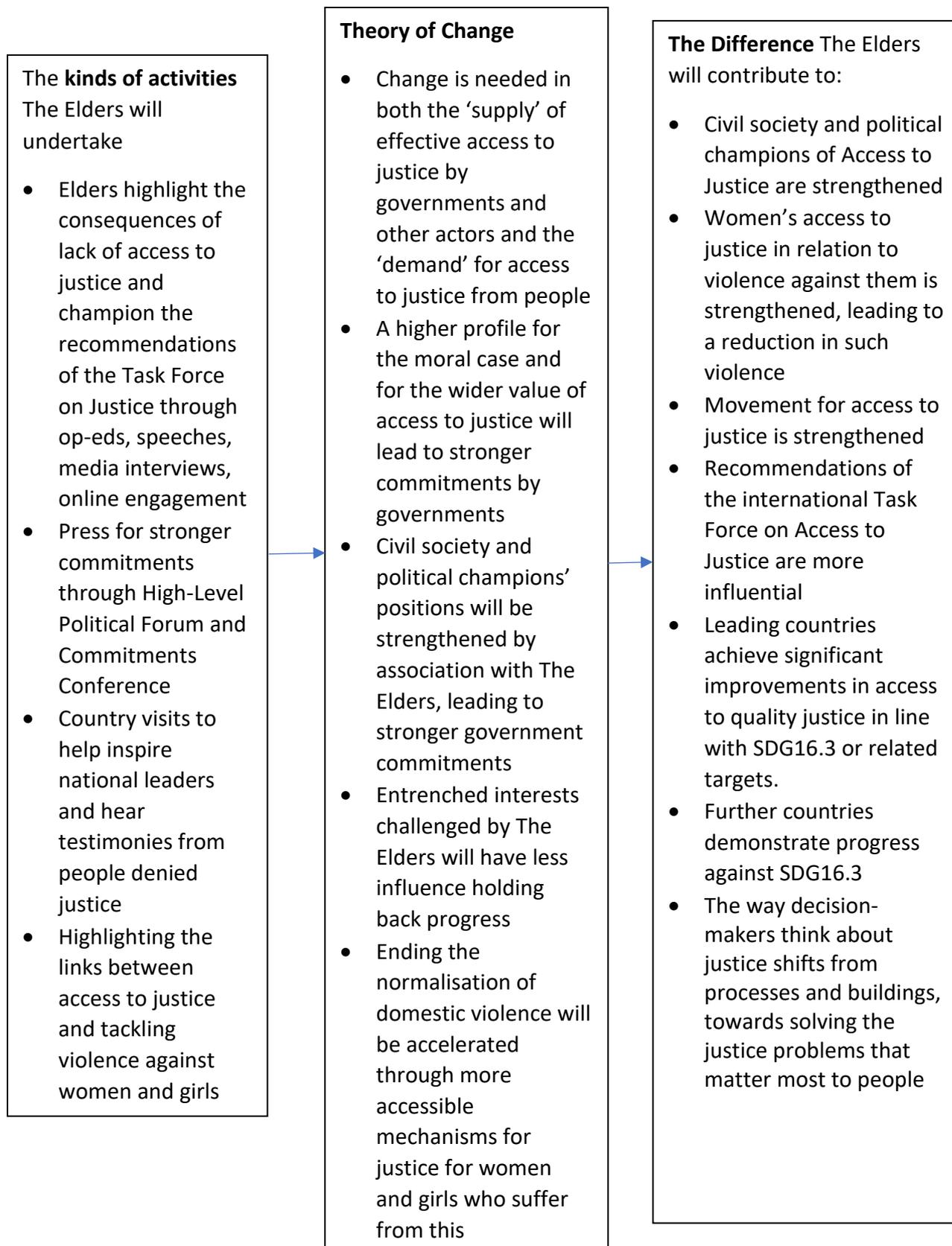
The principal objective of the Elders' UHC programme is to increase the number of poor and vulnerable people with effective health coverage who are therefore able to access a full range of quality health services with financial protection.

The programme will also aim to catalyse and support equitable UHC reforms based on progressive universalism. This emphasises the importance of reaching full population coverage giving a high priority to meeting the needs of vulnerable groups such as women, children, adolescents, the poor and people living and working in the informal sector.

The Elders anticipate a review of our work on UHC later in the strategy period.

Access to Justice

Summary



Introduction

Greater access to justice is urgently needed. The Commission on Legal Empowerment of the Poor found that 4 billion people are outside the protection of the rule of law. Globally, justice systems resolve only 30% of around 1 billion legal problems. More than a third of women are estimated to have been victims of physical or sexual violence. 1 billion children are thought to be victims of violence each year. Very few of these victims receive justice. On current trends, the justice gap will not be filled.

The Elders will contribute to overcoming obstacles to access to justice in three main ways. Firstly, they will use global platforms to champion the moral case for access to justice, alongside the instrumental case that it is central to dimensions of development that command widespread public support. Secondly, they will seek to stand with global civil society organisations, and with pioneering political leaders, who champion access to justice. Finally, the Elders may selectively challenge the influence of those who oppose moves to expand access to justice – in a small number of countries that could be regional or global leaders on the issue.

This is a new area of work for The Elders and it will be developed in the early part of the Strategy period.

Objectives

The 2030 Agenda for Sustainable Development envisages “*a just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met.*” SDG16.3 commits governments to ensuring equal access to justice for all. It is supported by other targets that seek to realize the right of all women, men and children to live in a just society.

Injustice threatens the achievement of all 17 Sustainable Development Goals, and is a leading reason why people, communities and countries are left behind. It is closely connected with issues as diverse as tackling corruption and making government accountable, enabling successful start-ups and SMEs, solving environmental problems, delivering good public services, and ending violence against children.

Access to Justice is fundamental to the achievement of SDG 5 on achieving gender equality and empowering all women and girls. The Elders will contribute to tackling violence against women and girls as a special area of focus within the Access to Justice programme. The aim will be to contribute to ending the acceptance of domestic violence as a normal part of life, through raising the issue of domestic violence and thereby contributing to efforts to expand access to justice for women and girls who suffer from such violence. The Elders will seek to ensure that women’s voices are heard, both nationally and globally, in the framing and prioritisation of commitments on strengthening access to justice.

To catalyse an acceleration in the implementation of the SDG targets for justice, The Elders will press for a better ‘*supply*’ of effective access to justice through:

- Encouraging governments to make ambitious commitments to implement the SDG targets for justice that are backed up by credible, realistic, and funded strategies and plans;
- Challenging entrenched interests holding back progress in countries that may be influential.

Additionally, The Elders will help to strengthen the '*demand*' for access to justice through:

- Empowering a global, regional, national, and local movement for justice, and increasing international and regional support for justice as a driver of the delivery of the SDGs. In 2018-19, Hina Jilani co-chair the international Task Force on Access to Justice.

6. Communications and Engagement

The purpose of The Elders' communications and engagement work

The Elders' communications and engagement work has three closely connected goals:

1. To influence leaders and expand political will towards actions that promote peace, justice and human rights;
2. To inspire and connect others whose work is aligned with The Elders' mission and programmes, to amplify their voices and efforts, and to catalyse effective actions;
3. To strengthen the legitimacy, credibility and reach of The Elders' collective voice.

Each of these aspects of our communications and engagement work makes an important contribution to the achievement of The Elders' mission:

The Elders will use their independence, collective experience and influence to work for peace, justice and human rights worldwide. Working both publicly and through private diplomacy, they will engage with global leaders and civil society at all levels to resolve conflict and address its root causes, to challenge injustice, and to promote ethical leadership and good governance.

We aim to be clear about priority audiences and the choice of approaches that work best for The Elders; to be clear about the purpose of our public engagement and of our communications as a whole; and to develop approaches that empower civil society at all levels, creating space for others and amplifying their voices.

The *Walk Together* campaign to celebrate the tenth anniversary of The Elders (July 2017-July 2018) provided opportunities to trial activities online and offline not undertaken in the past, and some of these newer initiatives have contributed to the goals set out at the start of this section. These have included walks and other public events combined with a vibrant social media outreach campaign, and a focus on grassroots movements ("Sparks of Hope") to amplify their voice and incorporate their perspectives into ongoing programmes.

Each of the initiatives within the *Walk Together* campaign has supported our collective brand, building the credibility and profile of The Elders' collective voice, aligned with Mandela's mandate and the organisation's purpose.

Priority audiences, channels and public engagement

The Elders have two sets of priority audiences:

- National and international leaders
- Opinion formers on The Elders' priority issues

The general public is also an important constituency, for example to raise awareness of key global issues. However, for an organisation that depends neither on mass public activism for its influence, nor on mass public donations for its income, it would be an unfocused use

of resources to treat “the public” as an audience with the same priority for us as political leaders or opinion formers.

Our communications and engagement work is ultimately directed towards reaching our priority audiences. In some cases, we will be seeking to engage them with specific messages about The Elders’ issues – for example, enabling them to see a broader set of benefits from investing in Universal Health Coverage and understanding how it can be achieved. This may involve addressing them either directly (such as at a high level event) or indirectly (for example through international media outlets we believe they are most likely to monitor). In today’s well connected world, there are ever more ways to reach leaders without going directly to them.

We will not, however, limit ourselves to channels that offer a direct, measurable route to reaching these audiences. Investing in a broader range of actions that strengthen the credibility and reach of The Elders’ collective voice is likely to lead to our priority audiences paying greater attention to our messages. Individually, Elders are often listened to because of their personal moral authority and credibility they built up through their working lives. What we are primarily strengthening in our broader-based communications and engagement work is the strength of The Elders’ collective voice as a group, in which speaking as Elders can lead to greater influence than speaking as individuals.

A further imperative for broader communications and engagement work is given in our second goal – to inspire and connect others whose work is aligned with The Elders’ mission, and to amplify their voices and efforts. Some of our work through the Walk Together campaign has offered people the opportunity to take action alongside Elders and perhaps to discover a new sense of how they can make a difference on the issues they care about.

This is closely linked with our intention to increase the work The Elders undertakes in partnership with global civil society networks. We will also seek to convene allies through a small number of our own platforms (e.g. the revolving globe of the ‘Sparks of Hope’), connecting others’ efforts and associating them with The Elders’ moral authority. The approach of working through platforms or through networks can broaden the reach of The Elders’ own actions. It can also offer ways of ensuring follow-up without committing The Elders to do this directly. Working with and through global Civil Society Organisation networks can readily contribute to all three goals set out above.

There are times when engaging with public audiences will be an end in itself, contributing to the part of The Elders’ mandate that involves inspiring and enthusing others in support of The Elders’ values. At other times, public engagement will be more directly linked with our influencing work. The relationships and networks required for effective public engagement need to be built continuously, for both these purposes.

Our approach towards public engagement will be shaped by our learning during the Walk Together campaign. In particular, we will:

- Use public engagement alongside a wider set of actions arising from our advocacy strategies and clear policy positions, with objectives linking the engagement plan to one or more of our overarching communications and engagement goals.

- Refine and improve engagement opportunities with global Civil Society Organisation networks, extending their reach through actions ranging from joint events through to digital outreach.
- Cite public pressure in support of The Elders' messages, rather than seeking to incite such pressure through the kind of activism undertaken by other NGOs.
- Offer people actions to take, which signal their support and complement The Elders' own actions. Public engagement actions may be intended to connect and inspire those taking the actions, as well as helping to demonstrate The Elders' convening power to allies and decision-makers.
- Test further combinations of physical events with online actions, to better understand the role and impact of such events, as the basis for future decisions on whether to invest more time and funds in these.
Be aware of which channels give us feedback, aligning the use of two-way engagement with our strategy.

Public engagement, with a strong online element, requires a further shift in the balance of our work towards more rapid response, with dynamic stories based on action, rather than just well-crafted words. Timely video will be important in this: complementing and continuing the quality production that is our current focus, we will add some less polished but more rapid video pieces into our communications mix.

In every case, we will put our advocacy objectives and theory of change at the heart of decision-making on the requirements for public engagement.

4. The role of the Elders themselves

The Elders themselves have taken on a significantly broader range of activities during the *Walk Together* campaign, including more videos and engagement in different kinds of event. When we have done this over the past year, it has been inspiring and engaging for those involved and for many among our audiences. For this reason, we plan to continue with similar approaches, such as occasional rapid-response commentary, including simple video clips made with a phone or PC camera.

How we expect our communications and engagement work to look different at the end of the strategy period (in 2022)

As now, communications and engagement will continue to be informed by our programmatic work; some will be driven by programmes. By 2022, we will aim for more tangible, trackable impact from our communications and engagement work, linking this to influence, inspiration, and amplification of others' voices and strengthening of the collective voice of The Elders. We will have new levels of both digital and civil society engagement in targeted areas where it matters. We will achieve greater reach through working with civil society networks. Responsive video commentary will also be a key part of our communications portfolio.

7. Fundraising

Background

The Elders has an unusual funding history. Since its founding in 2007 around twenty donors have funded the organisation. The funding for the organisation has been raised from these donors and shows the strong commitment of founders and donors to the organisation and to the Elders themselves. This fundraising environment has contributed significantly to the organisation being able to develop as it has. We recognise the significance of this enabling environment and continue to build on it.

Future projections

The Elders' income envisaged in this Strategic Framework rises to over \$5m per annum. This is an increase from the overall income in 2017 of c. \$4m, and represents a return to the previous income levels of the organisation.

Funding model

We propose to build on the existing model of a relatively small number of donors, including those who are members of the Advisory Council, complemented by some other donors who provide support at a lower level.

We will seek to use our own networks, in particular the networks of current Advisory Council members, to renew and develop the funding base of The Elders. We will continue to find engaging ways for people to be introduced to The Elders, to familiarise themselves with the organisation, and to encourage them to get involved and support The Elders financially.

Actions envisaged to support fundraising for The Elders

We will develop a generic slide deck for The Elders as a whole, and also for each of the programmatic areas. These can be regularly updated, and will help when we talk to prospective donors to give a quick overview of what we are trying to achieve and how.

We will keep the Theory of Change for each of the programme areas, and for The Elders as a whole, under review and revise as and when necessary. This will help explain to prospective donors how The Elders achieve change and how we will assess our impact.

8. Organisational Development and Finances

This Strategic Framework envisages increases in the scale of programme work and external engagement. The staffing in the Secretariat will increase commensurately, underpinned by the fundraising strategy in Section 7.

The majority of the organisation's time and resources will be taken up in supporting the work of The Elders, and in ensuring the organisation remains well-managed. We plan to develop and improve our organisational efficiency, effectiveness and resilience through to the end of the planning period in 2022. This will include changes to our financial management and to our financial information and control systems, greater capacity in the policy, communications and executive office teams, robust IT security policies, an assessment of our environmental policies and carbon footprint, moving to a new office, and updated HR procedures to promote a supportive and productive working culture for the Secretariat.

The Secretariat will continue to identify potentially suitable individuals who could become new Elders, and follow up on suggestions made; following due diligence on them, names will be offered for the Elders' consideration, discussion and potential selection.

Projected income is expected to rise to over \$5m (£4m) during this strategy period. The projected growth in expenditure over the period reflects an expansion in our programmatic work, and some growth in our communications and engagement work which will partially offset the reduction in spending on the *Walk Together* campaign as it comes to an end in 2018.

A planned deficit in 2018 will be comfortably covered by our reserves, and the projected net position then turns positive for most subsequent years.

9. Conclusion

A decade on from the launch of The Elders by Nelson Mandela, the landscape in which the organisation operates has changed markedly. The impacts of the global financial crisis were unforeseen in 2007. The ways in which people connect online have been transformed. Political norms have been upended in many countries, accompanied by a striking decline in leading powers' openness towards multilateral solutions to shared problems. Some threats that had appeared to be in permanent decline, such as trade wars or active consideration of the use of nuclear weapons by Russia and the US, are back on the international agenda.

Alongside these trends, there have also been areas of progress, to which The Elders have contributed. The Paris Climate Agreement and the process that led to the appointment of UN Secretary-General Antonio Guterres are two good examples of this. At a time when geopolitics raises many people's anxieties about the future, The Elders will continue to bring their experience, wisdom and moral authority to bear on some of the world's most intractable problems. As the organisation enters its second decade, The Elders' role and mission appear more relevant than ever.