



## **the INF-FNI Strategic Plan (2026 - 2031)**

### ***"One Movement, Many Voices"***

#### **Table of Contents**

<b>How This Strategy Was Developed .....</b>	<b>2</b>
<b>Our Values and Foundation .....</b>	<b>2</b>
<b>Our Strategic Principles: How We Work Together .....</b>	<b>3</b>
<b>Our Essential Strategic Intent .....</b>	<b>4</b>
<b>Our Strategic Objectives .....</b>	<b>4</b>
• Objective 1: Strengthen the INF-FNI's Communication and Visibility .....	4
• Objective 2: Make the INF-FNI a Useful Source of Shared Knowledge .....	5
• Objective 3: Support a Truly Global Movement .....	5
• Objective 4: Strengthen How the INF-FNI is Governed .....	6
<b>Implementation Approach and Priorities .....</b>	<b>8</b>
<b>Making This Strategy Real - We Need You .....</b>	<b>10</b>
<b>One Movement, Many Voices.....</b>	<b>10</b>

#### **Annexes**

<b>Annex A: How Our Objectives Address SWOT Analysis Findings .....</b>	<b>11</b>
<b>Annex B: Our Decision-Making Framework .....</b>	<b>12</b>
<b>Annex C: Volunteer Skills and Opportunities .....</b>	<b>13</b>

## How This Strategy Was Developed

This strategy emerged from the voices of our global community. Over several months in 2025, we listened, learned, and worked together to chart the INF-FNI's direction for the next five years.

### Our Process:

- **23 in-depth interviews** with federation representatives worldwide
- **30 multilingual survey responses** from national federations
- **Comprehensive SWOT analysis** identifying strengths, challenges, and opportunities
- **Two-day strategic workshop** in June 2025 with the Central Committee

This wasn't developed in isolation—it reflects the collective wisdom, concerns, and aspirations of federation leaders across all regions. We hope that every federation that participated can see their input reflected in these objectives.

### Our Values and Foundation

This strategic plan builds upon and remains aligned with the Vision and Mission adopted at our World Congress in Luxembourg in 2022, which established our commitment to promoting our community internationally and supporting national federations in their vital work.

It is also guided by our recently adopted Statement of Values, which confirm the fundamental values of the INF-FNI.

The objectives and approaches outlined in this strategy represent how we will live these values and achieve our foundational commitments over the next five years.

## **Our Strategic Principles: How We Work Together**

At the heart of this strategy are eight principles that guide how we operate as an international movement:

### **1. One Movement, Many Voices**

We believe the INF-FNI should reflect the full diversity of our global community it represents, not just one region, tradition, or philosophy. This means listening carefully, lifting up underrepresented voices, and designing with flexibility so that federations in different contexts can adapt what's shared.

### **2. Practical Support, Not Central Control**

The INF-FNI exists to support and strengthen national federations, not to dictate how they operate. Our aim is to provide tools, visibility, and shared platforms so each federation can grow in ways that suit their culture and circumstances.

### **3. Transparency Builds Trust**

We are committed to clear communication about how decisions are made, what's happening and why. This includes openly sharing criteria for support, regularly updating members, and modelling transparent governance at Central Committee level.

### **4. Make It Real and Useful**

We want everything we do to be practical, timely, and valuable to people on the ground. Whether it's a campaign, shared resource, or governance tool, it should be easy to understand, adaptable, and helpful in real-world situations.

### **5. Work With What We Have, Build What We Need**

We're realistic about our resources and focused on doing a few things well. We'll test new ideas on a small scale first, learn what works, and then grow. We'll also lean on our network: federations, volunteers, and allies all have experience and energy to offer.

### **6. Adapt as We Go**

This strategy sets a clear vision and direction, but it's not a fixed plan. Implementation will move at a pace shaped by member interest, enthusiasm, and need. We'll prioritise actions with the greatest energy and clearest value.

### **7. Keep It Alive**

The Central Committee sees this as a living document. We'll refer to it regularly in meetings, track progress, and refresh the strategy each year so it stays relevant and useful.

### **8. Clear About Our Role**

The INF-FNI supports and amplifies federation work, we don't replace or direct local operations. We focus on coordination and advocacy at the international level. We strengthen the global movement by helping federations thrive in their own contexts.

## **Our Essential Strategic Intent**

Over the next five years we will build the INF-FNI into a truly global platform that amplifies members' diverse voices, shares practical resources across all regions, and demonstrates clear, tangible value to every federation.

## **Our Strategic Objectives**

*Note: The key results below include both specific outcomes and enabling activities that will shift over time based on volunteer capacity and federation priorities. Our focus is on meaningful progress rather than rigid targets, reflecting our volunteer-led nature and adaptive approach.*

### **1. Strengthen the INF-FNI's Communication and Visibility**

#### **Objective:**

Make sure the INF-FNI speaks clearly, consistently and inclusively, so people around the world know what we stand for

#### **Key Results:**

- **Professional communication capacity established**
  - Part-time communications support secured to manage content creation and campaign delivery
  - Volunteer teams focus on strategic planning, creative direction, and federation coordination
- **Regular, values-based communication campaigns delivered**
  - Coordinated advocacy campaigns expanded (building on Meta project success)
  - Campaign topics (youth engagement, family naturism, women's participation, environmental connection, body positivity) aligned with global and local events e.g. sporting events, UNESCO cultural advocacy, local gatherings
  - Clear individual member journeys from first experiences to joining local federations
  - Messaging that welcomes naturists, nudists, and people who enjoy nude recreation using inclusive terminology
  - Partnerships developed with aligned organisations promoting body freedom and opposing censorship (e.g. artists)
  - Public PR opportunities and events created that respect cultural contexts and member safety
- **Enhanced internal communications**
  - Regular webinar programme piloted covering federation development topics
  - Events scheduled across multiple time zones with accessible recordings

- Clear, timely, multilingual updates provided to federations
- Transparent and consistent application of the INF-FNI promotion and endorsement criteria to all events

## **2. Make the INF-FNI a Useful Source of Shared Knowledge**

### **Objective:**

Help federations strengthen, grow and learn from each other by sharing tools, stories, and practical resources.

### **Key Results:**

- **Comprehensive online resource hub operational**
  - Modern, consolidated version of the INF-FNI website serves as effective resource and model
  - Spanish included alongside French, German and English on the website
  - Library of brochures, guidelines, training materials, and policies accessible to all federations
  - Resources in German, English, French, and other languages as appropriate
  - Regional adaptations enabled to meet local cultural and legal contexts
  - Practical guides developed using real examples of successful lobbying and engagement with authorities e.g. with police
- **Active knowledge-sharing network established**
  - Federation mentoring connections facilitated between experienced and developing organisations
  - Skills directory maintained linking federations with specific expertise amongst members
  - Regular resource sharing promoted through newsletters and social media
  - Research supported and findings shared across the movement
- **Practical support systems functioning**
  - Starter kits available for new and growing federations
  - Technical resources (templates, hosting options) offered where beneficial
  - Resource hub actively maintained with rotating editorial support
  - Website templates and hosting support offered to federations requiring assistance

### **3. Support a Truly Global Movement**

**Objective:**

Make sure the INF-FNI supports and celebrates our activities globally.

**Key Results:**

- **Global diversity visible in all the INF-FNI activities**
  - Content and campaigns regularly feature member activity from Global South and non-European regions
  - Seasonal timing accommodates both Northern and Southern Hemisphere contexts
  - Regional voices included in campaign development and delivery
  - Annual planning shared transparently with clear timelines
- **Regional structures and representation strengthened**
  - Support provided for developing regional organisations equivalent to EuNat
  - Associate membership recognised as pathway to broader regional organisation
  - Correspondent networks maintained and expanded where possible
- **Clear, equitable value proposition demonstrated**
  - The INF-FNI's support for each federation clearly articulated and evidenced
  - Shared branding and resources create sense of global belonging
  - Regular communication reinforces international connection and support

### **4. Strengthen How the INF-FNI is Governed**

**Objective:**

Make sure the INF-FNI is well-run, fair, and trusted by its members.

**Key Results:**

- **Strong governance practices modelled at the INF-FNI level**
  - Good governance standards adopted and maintained
  - Clear roles, responsibilities, and decision-making processes documented and followed
  - Transparent communication about leadership structure and responsibilities
- **Robust organisational INF- FNI infrastructure maintained**
  - Financial systems and banking arrangements support global operations reliably
  - Technological infrastructure that meets modern communication and resource-sharing needs

- **Sustainable leadership and volunteer development supported**
  - Succession planning and leadership development practices embedded
  - Decision-making frameworks used consistently and transparently across the organisation
  
- **Accountability and transparency enhanced**
  - Regular, accessible reporting on the INF-FNI activities and decisions provided to federations
  - Resource allocation aligned with strategic priorities and member needs
  - Financial reserves invested purposefully in movement development and support

## Implementation Approach and Priorities

**Adaptive Implementation:** This strategy sets out the INF-FNI's commitment and direction, but the pace and focus of delivery will be shaped by federation interest, volunteer enthusiasm, and emerging opportunities. We will prioritise initiatives where there is strongest engagement and clearest value.

**Phased Launch Approach:** Within the first six months, we will focus on strengthening our communications capabilities and identifying volunteers to support other strategic initiatives. The pace of subsequent projects will be determined by volunteer engagement levels and federation enthusiasm. This approach ensures we build capacity strategically rather than overcommitting our resources across all objectives simultaneously.

**Strategic Investment:** The INF-FNI maintains healthy financial reserves whilst committing to purposeful investment in movement development.

Following auditor recommendations and strategic priorities, we will increase spending on initiatives that demonstrably support federations and advance our work globally. Reserve funds will be allocated to initiatives that meet our decision-making criteria (outlined in the annex), with priority given to projects that: have strong federation support, benefit multiple regions, align with volunteer capacity, and can demonstrate clear value within 12-18 months

**Funding Approach:** Our model balances sustainability with accessibility:

- **Core operations** funded through federation membership fees
- **Strategic initiatives** funded through targeted reserve investment
- **Enhanced services** (communications role, resource hub) funded initially through reserves with evaluation for return on investment and ongoing sustainability

Resource allocation decisions will be guided by our decision-making principles, prioritising high-impact initiatives with strong federation support that align with our values and capacity.

**Tracking Success:** Progress will be assessed through:

- **Federation feedback** - perceived value and impact of the INF-FNI initiatives
- **Participation metrics** - resource hub usage, webinar attendance, campaign engagement, volunteer recruitment
- **Capacity indicators** - new federations supported, partnerships established, advocacy wins
- **Volunteer engagement** - number of active contributors, skills developed, retention rates

- **Regular Central Committee meetings** - progress discussed and decisions made following decision-making criteria (see Annex B)
- **Annual strategy review** – retrospective and planning exercise carried out by the Central Committee

Implementation speed will be determined by volunteer availability and federation enthusiasm rather than rigid timelines, allowing us to move quickly where there is energy and more gradually where support develops over time.

## Making This Strategy Real - We Need You

This strategy represents our collective vision, but it can only succeed through active federation participation and volunteer leadership. The INF-FNI Central Committee will provide coordination, resources, and support, but the real work happens when passionate members step forward to make change happen.

### We're Looking For:

- **Federation champions** to pilot new initiatives and share learnings
- **Skilled volunteers** to help develop resources, run campaigns, and support other federations
- **Regional leaders** to strengthen connections and representation
- **Enthusiastic participants** in webinars, mentoring, and knowledge-sharing
- **A Volunteer Coordinator** to help us reach out and engage with members contributing their time, skills and enthusiasm

Annex C gives more details.

The pace of our progress will ultimately be determined by federation and volunteer engagement.

**Getting involved is straightforward:** Contact any Central Committee member to express your interest, and we'll work together to agree on time commitments that suit your availability - whether that's a few hours monthly or more intensive project involvement. We're committed to matching opportunities with your skills, interests, and capacity.

## One Movement, Many Voices

This strategy reflects the collective wisdom of the leaders of our global community and our shared commitment to building a more inclusive, supportive, and effective international movement. Success will be measured not just by what the INF-FNI accomplishes, but by how well we enable every federation to flourish whilst strengthening our positive impact worldwide.

We're excited to implement this vision together, learning and adapting as we go, always guided by our values of respect, inclusion, and collaboration.

## Annex A: How Our Objectives Address SWOT Analysis Findings

Our strategic objectives directly respond to the key themes identified through extensive consultation with Federation leaders.

[See the accompanying SWOT Analysis report for details.](#)

<b>SWOT Strategic Area</b>	<b>Strategic Response</b>
<b>Global Influence and Inclusion</b>	Objective 3: Global diversity in all activities, regional structure support
<b>Modernising Communication</b>	Objective 1: Professional communication capacity, inclusive campaigns
<b>Youth and Diversity Engagement</b>	Objectives 1 & 3: Body positivity campaigns, inclusive terminology
<b>Federation Support &amp; Resource Sharing</b>	Objective 2: Resource hub, mentoring, practical support systems
<b>Advocacy and Public Perception</b>	Objective 1 & 2: Expanded campaigns, partnerships, lobbying guidance
<b>Organisational Capacity</b>	Objective 4: Governance practices, succession
<b>Membership Value Demonstration</b>	Objectives 1, 2 & 3: Clear value communication, visible the INF-FNI support

## **Annex B: Our Decision-Making Criteria**

To ensure consistent, fair decisions that align with our mission and capacity, the Central Committee is using this framework:

### **Core Evaluation Criteria**

#### **1. Impact Potential**

- **Global Reach:** Will this benefit multiple regions and federations?
- **Value Add:** Does this clearly demonstrate the INF-FNI value to our membership?
- **Movement Advancement:** Will this advance our movement's acceptance and understanding?

#### **2. Alignment with Our Values**

- **Philosophical Consistency:** Does this align with core principles?
- **Ethical Standards:** Does this maintain our commitment to our organisation's values?
- **Inclusivity:** Does this support our commitment to diversity and inclusion?

#### **3. Resource Feasibility**

- **Financial Requirements:** Can we afford this within our budget constraints?
- **Volunteer Capacity:** Do we have sufficient volunteer time and expertise?
- **Timeline:** Can this be achieved within reasonable timeframes?

#### **4. Federation Support**

- **Consensus Level:** How much federation support exists for this initiative?
- **Regional Balance:** Does this address needs across different regions?
- **Practical Benefit:** Will federations see tangible benefits from this initiative?

This framework helps explain why some ideas move forward while others may wait or need more development.

## **Annex C: Volunteer Skills and Opportunities**

The INF-FNI seeks passionate volunteers to help deliver this strategic vision. Opportunities will be promoted annually to federations, with flexible commitments to suit different availability levels.

### **Current Priority Areas:**

- **Communications and campaigns** (social media skills, content creation, graphic design)
- **Resource development** (writing guides, translating materials, sharing successful practices)
- **Training and mentoring** (experienced federation leaders supporting newer organisations)
- **Technical support** (website development, digital tools, online hosting)
- **Regional coordination** (building connections, facilitating collaboration)
- **Advocacy and partnerships** (legal expertise, campaign experience, media relations)

### **Commitment Levels:**

- **Project volunteers** (specific tasks over 2-6 months)
- **Ongoing supporters** (regular monthly contributions)
- **Working group members** (quarterly coordination meetings plus project work)