

This policy sets out CISV International's general approach to organizational development, and the direction the whole organization - including all of its structures, National Associations and Chapters - will take to grow. This document will provide a framework for strategies, plans and actions and acts in support of our mission and 15-year vision:

“By 2030 we will be well-known for creating educational experiences that reach at least twice as many people as we do today (2015). We will stand together to lead, act, and inspire change in our communities to help build a more just and peaceful world.”

Background

In 2013, CISV Members approved Motion 21, which mandated a “process of establishing for the organization **a clear plan for growth and sustainable development**”. The conclusions and recommendations of the Organizational Review of CISV International, completed in 2012, also reflected this direction. In 2014, the Governing Board implemented two different mechanisms:

- (1) A vision for growth, supported by a series of strategic plans: including short and mid-term targets, actions and metrics
- (2) Growth policy: overarching rules that explain CISV International's general approach to growth in terms of numbers, activity and impact.

1. CISV PRINCIPLES AROUND GROWTH

We have based CISV's common vision for growth on key principles that include:

- The broad CISV community has provided a clear mandate for the organization to strive to grow and become stronger in a way that is sustainable.
- Growth will be defined through a holistic concept of specific “areas of growth”, that apply to and engage all levels of CISV: International, National/Promotional Associations and Chapters.
- International programmes and local initiatives / projects are complementary actions.
- The financial viability of any growth strategy or plan must be considered and efforts to grow must be sustainable
- We will link the growth of CISV to growth in the delivery of its mission.

2. OUR DEFINITION OF GROWTH

Through a worldwide consultative process, we have understood that our sustainability and the potential to further our mission relies on defining growth through these areas:



This approach suggests that we will strive for growth in the three main areas:

- Growth in terms of the **impact** we have on individuals and communities around the world through our mission
- Growth in terms of the **resources** we have to carry out our mission
- Growth in terms of raising our **profile** to allow us to achieve our goals

In the chart, impact is in the centre, as it is the reason why CISV exists; we want to create positive change in the world. This cannot happen without growth in resources and profile.

Lastly, the chart shows how we will not be able to grow in any of the three main areas, if we do not have a minimum starting point. We have represented this starting point by **Foundation**, the element that sustains the other three.

AREA OF GROWTH	DEFINITION	EXAMPLES*
IMPACT	How well we achieve our mission	Programme delivery & efficacy, national and local chapter initiatives –including Junior Branch–, working with partner organizations to create local impact, understanding of the 4 Areas of Growth, hosting & sending delegates to international programmes, diversity in membership.
RESOURCES	The financial and human capital required to run successfully and sustainably	Volunteers, staff, alumni, fundraising, financial management practices, succession planning, recruitment, retention, resources (physical and financial) required to host programmes
PROFILE	How recognised we are locally and globally	Branding, communications, profile raising activities
FOUNDATION	The basic processes and policies required to run successfully and provide support to the other areas of growth	Governance, legal requirements, short-term and long-term strategic planning, risk management, basic CISV requirements to be a chapter, establishment of policies & procedures

3. IMPACT

CISV's programmes play a key role in ensuring that our Member Associations and Chapters are able to develop and grow. Our Impact can grow through:



- 1) **International programmes¹.** They are a key model for delivering on our mission and vision. We will encourage and support Chapters and National Associations to increase the impact we have through international programmes.
- 2) **National and local projects and initiatives.** The ability of our Chapters and National Associations (including Junior Branches) to deliver local and national educational projects and initiatives – that complement Mosaic and IPP – will be encouraged and further developed to increase our impact in the communities in which we operate. This will also make CISV more accessible and more prepared to deliver on our mission and vision at the local level.

3.1 Impact – What we want to achieve

CISV will grow in:

- Number of people who have been educated and inspired to act for a more just and peaceful world
- Number of international, national or local educational programmes and projects
- The number of local educational programmes or projects run by CISV or that result from collaboration with partner organizations

3.2 Considerations for international programmes in impacting growth

We are committed to increase our programme hosting and participation to grow our organization's impact, holistically and coherently, and with a focus on the sustainable development of our Chapters.

Our international programmes are currently our most comprehensive mechanism of achieving our mission effectively. More high quality programmes provide growth in impact. We will establish guiding principles on “International programme growth and sustainability” to help secure a growth in programme hosting and participation.

3.3 National and local educational initiatives impacting growth

CISV International is committed to encouraging and supporting our Member Associations and Chapters to increase their local impact through national and/or local projects and initiatives.

CISV Chapters will seek to grow our local impact and further our mission through educational projects and initiatives that are both appropriate to the needs of their communities and follow minimum CISV International quality standards. Chapters are encouraged to engage with other organizations to develop and deliver these initiatives.

¹ These refer to programmes officially recognised by CISV International. Currently, we have 7: Village, Step Up, Interchange, Youth Meeting, Seminar Camp, Mosaic and IPP.

3.4. CISV's development to new geographic areas

CISV is committed to growing the number of Chapters and Member Associations so that CISV's programmes, projects and initiatives can reach more individuals and communities. We will plan such development through effective strategies and allocation of resources.

We will not leave **development** to improvised action and will incorporate proper assessment (which will include how well it meets our mission and vision, cost-effectiveness, likely return on investment, and our ability to deliver), setting of clear targets, and monitoring to ensure and measure successful outcomes. We will use long-term plans that set development targets and allocate resources as the mechanism to develop and implement such actions. These will include:

- Development of single-chapter NAs to become multi-Chapter NAs, where such development is forecasted to lead to sustainable growth
- Development of new Member Associations in geographical regions where CISV's presence is weak
- Development of CISV's presence where our programmes and initiatives are most needed
- Development to increase the intra-regional coverage of CISV's Member Associations and Chapters

4. RESOURCES

This growth area involves building capacity to maximize our resources, both human and financial. CISV's human resources are all of its volunteers and staff; growth is in direct relation to the organization's ability to support volunteers' capacity to contribute to our mission. We believe that Chapters, PAs, NAs and CISV International should all have sustainable financial bases that minimise the costs to individual members. We believe that we can achieve this by generating income through more diverse sources, specific to local environments, which will allow NAs and Chapters to rely less heavily on programme fees and help make CISV more accessible. A more inclusive organization—one with more, and more diverse members, volunteers and participants—is one that will be more financially sustainable.



4.1 Human Resources – what we want to achieve

Growth in this area should focus on the following at all levels of the organization:

- Number of new volunteers recruited per year
- Number of volunteers retained in leadership positions
- Number of volunteers receiving training per year

4.2 Financial Resources – what we want to achieve

Growth in this area should focus on the following at all levels of the organization:

- External funds raised
- Funds generated through programme-related income
- New types of funds raised

We will maximise our efforts in this area by:

- Further developing financial management policy and best practices
- Further developing effective and relevant funding strategies at a local/national/regional and international level

4.3 Improved human resource management

CISV International is committed to develop and implement effective human resources practices, in line with our mission, vision and values.

To be effective, our human resources (HR) require continuously improving management from our organization, just as any other types of resources. Proper HR management involves the following:

- Comprehensive human resources policies, including fostering effective volunteer-staff relations
- Appropriate training and development policies and mechanisms

4.4 Enhanced Fundraising

CISV International is committed to implementing fundraising actions that increase financial sustainability at all levels of the organization.

In order to promote sustainable growth and reduce participation costs, CISV must seek diverse income sources through fundraising; this may also help offset the organizations fixed operational costs and their impact on Member and volunteer fees.

4.5 Role of international programmes in resource growth: Planning, forecasting and coordinating programme hosting and participation

CISV International and its Member Associations are committed to recognising, optimising and prioritising the resource-building benefits of our international programmes. We will take these benefits into account in our Global Hosting Plan, as well as in the Hospitality Point System that underpins participation, promotes effective development and incentivises hosting.

While our programmes are generally associated with “Impact”, they also demand and develop resources; some attract or generate income as well as capacity for the organization. A set of “Guiding Principles for International programme growth and sustainability” will guide the process of future hosting of international programmes.

5. PROFILE

Maximizing our profile, at all levels of the organization, is key to ensuring that CISV is a known brand. Being able to understand and explain what we do, both internally (Communications) and externally (Profile Raising), is essential and ensures the CISV Brand, Mission, Vision and Values are communicated and



implemented effectively and consistently. Ultimately, growing our profile means CISV increases its capacity to attract new volunteers, participants and supporters.

5.1. What we want to achieve – Profile

Raising our profile will lead to growth in:

- Number of people that are reached by our brand
- Number of partnerships with like-minded organizations
- Number of forums where CISV International is represented

5.2. Brand management

CISV International is committed to effective profile raising, to increase brand recognition and appeal and to promote its mission and vision.

The CISV brand is a powerful tool in our quest to reach more people and inspire those who want to support us and work with us. A strong and recognisable brand, that represents our values and high quality standards, gives people a reason to trust in what we offer and motivates them to get involved and stay involved with us.

Increased brand recognition will open the doors for our Chapters and Member Associations to expand our impact. Profile raising efforts should include consideration of relevant and emerging media (especially digital media) and more opportunities for enabling translation or easier access in languages other than English.

5.3 Organizational Relations

CISV International will direct appropriate actions and resources to becoming more widely known within the global arena of Non Governmental Organizations (NGO).

CISV International is committed to taking a more focused leadership role within the global NGO arena. To advance this ambition, we will develop policies that clarify the guiding criteria that specify where we wish CISV to be represented, which organizations or forums we wish to sustain partnerships with, and how our organizational structure will support this work.

5.4 National and local profile-raising

CISV International will promote our Member Associations and Chapters to participate in events and develop partnerships nationally and locally to increase their profile.

CISV International should provide appropriate guidance to support such efforts, and establish appropriate tools and actions to secure:

- Enhanced national and local participation in events, conferences, seminars, or workshops relevant to CISV
- Developed relationships with relevant organizations through programmes or alternative types of partnerships



- Develop –and benefit from the work of– a better connected network of former CISV participants

6. FOUNDATION

‘Foundation’ comprises all the elements that we will use to determine the minimum standards for CISV International, Member Associations and Chapters to exist, function and interact in a way that is interconnected and engages us all. This will allow Chapters to focus and deliver on the other three areas of growth in a successful and sustainable way.



6.1 Foundation – What we want to achieve

Developing organizational structures and capacity should lead to growth in:

- Number of healthy and sustainable Chapters
- Number of National Associations
- A reduction in the severity and frequency of reportable incidents
- Increased compliance in reporting

6.2 Starting New Chapters

Before starting a new Chapter –whether it is in an existing National Association or not– it is important that we ensure that they meet minimum conditions.

CISV International must provide clear guiding principles that facilitate the process for National and Promotional Associations to establish new local Chapters.

6.3 Minimum standards for Chapters

CISV International will provide the support required for all National Associations’ Chapters to fulfil quality standards completely and for the majority of Promotional Associations’ Chapters to be working towards complying with them.

The Chapter is the local unit of administrative organization within the CISV structure. It is the responsibility of all Member Associations to ensure that their Chapters meet minimum requirements or characteristics of organizational health and sustainability. CISV International will clarify and determine these requirements in line with the following objectives:

- Develop a sustainable local CISV community
- Be active in the local community
- Host and participate in CISV peace education programmes and/or activities
- Be active in the CISV community nationally and internationally

6.4 Categorisation of Member Associations

CISV International is committed to establishing, improving and maintaining a category system for Member Associations that is simple and effectively supports healthy organizational development.

The CISV category system will:

- Categorise Member Associations according to their levels of activity, capacity and plans for the future to allow CISV International to assess resources and customise the support that is available and offered, as well as to track the organization's overall development and growth.
- Establish the minimum standards that CISV Member Associations must achieve and maintain in order to belong to each category.
- Be reviewed annually, and will involve National Boards and Promoters.

7. SUPPORT MECHANISMS FOR GROWTH

CISV International will develop and deliver sound, coherent, cost-efficient and effective support mechanisms (that go beyond training) to boost growth within our Member Associations in the four areas: Impact, Resources, Profile and Foundation.

CISV International will complement training with a new set of support mechanisms that allow improved support to Member Associations and Chapters. These will include participation and actions at all levels: international/regional, national and local. Support mechanisms will use the movements in the category system to ensure:

- That Member Associations that lose capacity are able to return to their initial category status as quickly and efficiently as possible
- That Member Associations that move towards full category status are capable of long-term sustainability

8. POLICY MONITORING AND EVALUATION

8.1 The Healthy Chapter Index

CISV will create an index that supports the implementation of this policy by providing better information on the strengths and weaknesses of our Chapters and Member Associations so that the organization – at all levels – can take more effective and efficient measures to promote growth.

The index will support:

- the categorisation of CISV Member Associations
- the assessment of Chapters' capacity and development, their impact and growth

The index will:



- measure Chapter capacities according to the four areas of growth
- provide inputs to: a) determining the category status of Member Associations and b) guiding the training strategies (and contents) to be implemented at international, national and local levels

8.2 Policy Performance Evaluation

We will monitor and evaluate this policy regularly to ensure the organization learns from past experience and understands the most effective ways in which to grow, in the terms defined in this policy.

We will carry out monitoring through Key Performance Indicators, in line with the “What we want to achieve” sections of the policy, periodically and together with the monitoring of Strategic Plans. We will evaluate this policy towards the end of every strategic plan, to understand the level of growth reached during this period and identify the success and improvement opportunities for upcoming years, with the support of the Senior Management Team and the Training and Quality Assurance Committee.