



MISSION

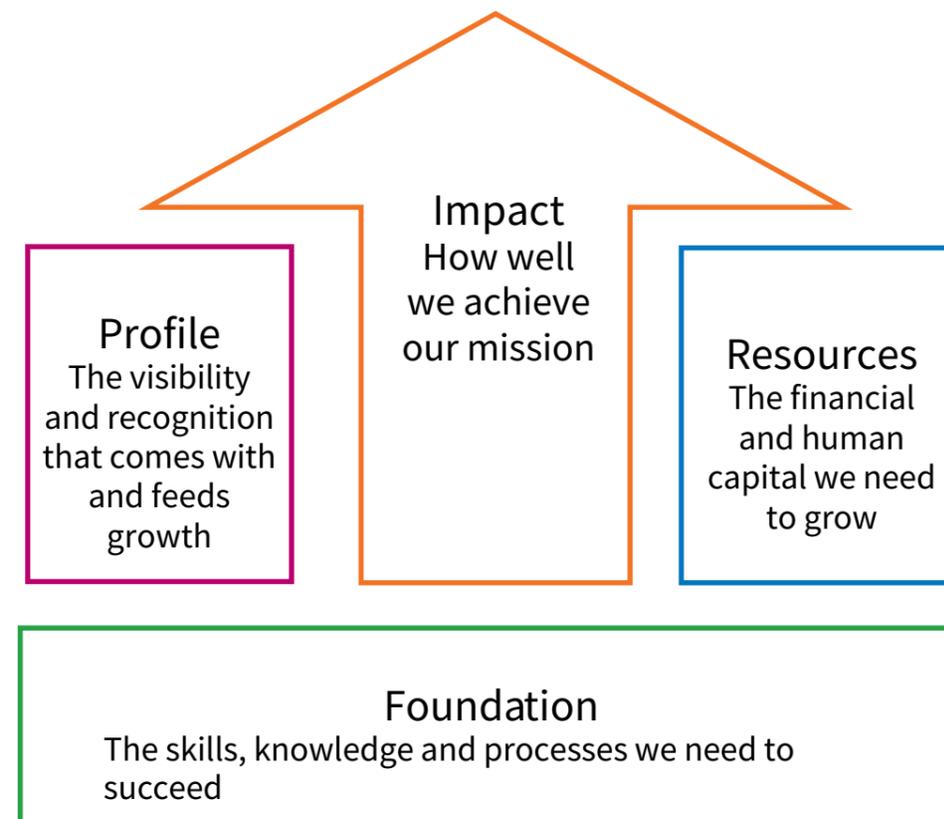
CISV educates and inspires action for a more just and peaceful world

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.

STRATEGIC PLANS

We believe that CISV and CISVers can make a difference in the world and we want to make our educational experiences open to as many people as possible to increase our impact. To guide us toward realizing our vision over the next 15 years, a series of Strategic Plans will be built around four key areas that we have identified as essential for achieving healthy and sustainable growth. For each area, there is a long-term objective indicating where we want to be in 2030.



The first in this series of Strategic Plans will cover the three-year period from January 2016 through December 2018. Within each of the four areas of growth, there are objectives for the three years; for each objectives, there are specific expected outcomes. There will be milestones to signpost and measure our progress, supported by detailed workplans for each area.



Impact– How well we achieve our mission

Where we are headed

2030 Objective -- participation has doubled and programme models optimize educational impact as well as organizational development

Strategic Plan Overview - Annual Milestones 2016 – 2018

OBJECTIVES By the end of 2018 CISV International will	YEAR 1	YEAR 2	YEAR 3	PROPOSED OUTCOMES BY THE END OF 2018	HOW THIS MOVES US TOWARD 2030
1. Clearly state and be ready to act on the educational and organizational benefits of our seven international programmes	<ul style="list-style-type: none"> ➤ Review all international programmes: <ul style="list-style-type: none"> - alignment to mission / vision (E)(T)* - clarify Educational outcomes (E)(T) - better understand and assess financial models (R) - identify organizational benefits (profile, chapter capacity, fundraising etc) (C) <p>(Note this will be in sync with review of programme training under Foundation)</p>	<ul style="list-style-type: none"> ➤ Produce clear statement on all programmes, their educational and organizational benefits. (P) ➤ In particular, provide new guidance on maximizing organizational benefits (C) ➤ Ensure consistency regarding programme models in guides, support to NAs and Chapters and training (E) 	Continue as in year 2	<p>For our seven international programmes (Village, Step Up, Youth Meeting, Interchange, Seminar Camp, IPP, and Mosaic) we will have:</p> <ol style="list-style-type: none"> 1. Published clear descriptions of all programmes 2. Assessed and clearly stated their educational/mission benefits and reflect this in updated guidance materials and training 3. Assessed and clearly stated their organizational/vision benefits and created guidance for Chapters on how to maximize these benefits 4. Initiated market research to identify the growth potential of each programme 5. Prepared recommendations for any programmes that may require substantive review to align to mission and/or vision and incorporated review into next Strategic Plan 	<p>Our international programmes are critical to attracting people to CISV and are currently the main way we deliver on our mission and our vision. The work under this priority seeks to increase our programming potential to reach and engage people:</p> <ul style="list-style-type: none"> ➤ Our guidance materials and training will facilitate internal and external understanding of our programmes and allow us to market them for growth; ➤ By clearly understanding the organizational benefits of our programmes we can facilitate an increase in membership and Chapter capacity; and, ➤ Enable us to identify opportunities to increase the educational/mission and growth/vision impact through our international programme offerings
2. Be ready to develop and promote successful models for local and national educational experiences	<ul style="list-style-type: none"> ➤ Start planning for year 2 ➤ Start to design method and start collection of information for inventory (cooperation with TQAC) 	<ul style="list-style-type: none"> ➤ Begin compiling an inventory of types and number of educational experiences hosted by NAs/Chapters, including JB (E)(C)(J) 	<ul style="list-style-type: none"> ➤ Complete inventory ➤ Establish the baseline of participation in these 	<ol style="list-style-type: none"> 1. Gathered information on a range of current local and national educational experiences (including JB activities) and analysed their educational and organizational benefits 2. Established the baseline of participation from which our progress can be measured 	<p>Our local programming is essential to achieving our 2030 growth goals and, in particular, to making CISV more accessible, with a more diverse membership.</p> <p>Other than Mosaic and some JB activities, little information is collected. This initial step will allow us to capitalize on successes and to do so more consistently and effectively.</p>

	inventory of training practices) (E)(T)(C)(J)		educational experiences. ➤ Review the inventory and identify educational and organizational benefits of different types of educational experiences (E)(T)(C)(J)	3. Assessed and identified existing models which have high mission and vision benefits and are suitable for replication or further development 4. Ready to develop a range of models, including quality standards, guidance material and a plan for promotion and support within the next Strategic Plan	
3. Continue to grow participation in CISV educational experiences to reach 2030 target	<ul style="list-style-type: none"> ➤ Start internal research to define/measure participation (T) ➤ Uphold the commitment to the growth levels already in the Global Hosting -Encourage regional commitment that no international programme is cancelled without a replacement (C)(E) ➤ Review Global Hosting Plan to increase programmes that generate and attract more income and Chapter benefits. (R)(C) 	<ul style="list-style-type: none"> ➤ Complete internal research projects in support of defining and measuring “participation in CISV educational experiences” (T) ➤ Continue from year 1 ➤ Review Global Hosting Plan with Regions to increase hosting of programmes that generate and attract more income and Chapter benefits (C) 	<ul style="list-style-type: none"> ➤ Continue from year 2 ➤ Reach a revised and agreed Global Hosting Plan that reflects our growth aspirations and sets targets in line with our 2030 vision. (R)(C)(E) 	<ol style="list-style-type: none"> 1. Determined ways to measure participation beyond programme attendance for both international and local programmes; established clear baselines from which to gauge success and included into operations, actions to capture and use the information needed 2. Ensured the Global Programme Hosting Plan reflects the most effective yet sustainable plan for the growth of our international programmes and secured agreement from the Regions 3. Incorporated into the next strategic plan, the development of a growth plan for national and local programmes to ensure that we are on track for 2030 	<p>Our progress towards achieving our vision must begin with a common and clear picture of where we are today and what the measures of our success look like. We know that our programmes have impact on more than the people we list as “participants”, but we do not yet have a way to include that impact in how we measure our success.</p> <p>Given that much of this success will be through our international programmes we must ensure we are deliberate in designing a Global Programme Hosting Plan that is prioritised and targeted to drive the increased participation and financial sustainability required to double our reach by 2030. At the same time, we need to be looking ahead to ensure that we are also able to optimize the opportunities of local programming over the coming years.</p>

*Each of the highlighted letters in parentheses represents the area of CISV International that is responsible for this action. See last page for the key/list.



Profile - the visibility and recognition that comes with and feeds growth

Where we are headed

2030 Objective – We have measurably increased the visibility of our Chapters and our International organization.

Strategic Plan Overview - Annual Milestones 2016 – 2018

OBJECTIVES By the end of 2018 CISV International will	YEAR 1	YEAR 2	YEAR 3	PROPOSED OUTCOMES BY THE END OF 2018	HOW THIS MOVES US TOWARD 2030
4. Be ready to launch a global profile raising campaign by building excitement internally about our brand and developing the knowledge and tools to share it	<ul style="list-style-type: none"> ➤ Branding 10 year Check-up, (P) ➤ Review our brand promise, incl values (P) ➤ Determine methods for measuring visibility, establish baseline from which we can measure progress ➤ Review our marketing strategy as CISV International (P) ➤ Begin development of a new range of marketing tools (P) 	<ul style="list-style-type: none"> ➤ Promote reviewed brand guidelines etc (P) ➤ Ensure website/social media content and look consistent with new guidelines (P) ➤ Based on the International marketing strategy and Member input already received, develop strategy for supporting NAs and Chapters in marketing. (P) ➤ Launch new range of marketing tools (P) 	<ul style="list-style-type: none"> ➤ Based on years 1 and 2, pull together global communications campaign to be launched next year ➤ Promote use of new tools (P)(C) 	<ol style="list-style-type: none"> 1. Conducted a review of our brand to make sure it will take us through the next 15 years 2. Established the baseline and measuring progress in increasing our visibility 3. Implemented brand recommendations 4. Updated profile raising guidance and training and are delivering it and built excitement internally about our brand 5. We will have a visual identity adaptable for new and emerging media → International and a majority of NA and Chapter websites/social media/promotional look and have content with new guidelines 6. Developed a range of on-line marketing tools and materials that can be adapted and translated → NAs and Chapters are using and giving feedback on the new marketing tools 7. Developed a global profile raising plan (focusing on volunteer recruitment) and have incorporated its implementation 	<ul style="list-style-type: none"> ➤ Ensuring that our branding is clear and adaptable to new media to carry us through the next 15 years ➤ Promoting organization-wide understanding and compliance to enable us to market effectively and globally ➤ Laying the groundwork for a global profile raising campaign to encourage growth

				into the next Strategic Plan and operational work.	
5. Raise our organizational profile through our Global Conference, which will be an opportunity for interaction with other organizations	<ul style="list-style-type: none"> ➤ Develop communications/marketing plan for the Global Conference (P) (CE) 	<ul style="list-style-type: none"> ➤ Promote Global Conference in line with plan (CE) (P) ➤ Start planning for the 2021 Global Conference (CE) (P) 	<ul style="list-style-type: none"> ➤ Hold Global Conference and engage other organizations in line with plan (CE) (P) ➤ Have a plan in place for organizing the 2021 Global Conference, in a way that will more specifically raise our profile (CE) (P) 	<ol style="list-style-type: none"> 1. Promoted the 2018 Global Conference internally and externally <ul style="list-style-type: none"> → CISV Chapters are more fully represented at the Global Conference → Other organizations are engaged with/participate at the Global Conference 2. Developed plans to increase engagement with other organisations and alumni association for the 2021 Global Conference and implementation is incorporated into the next Strategic Plan 	<p>Capitalising on the Global Conferences as a profile raising event</p> <ul style="list-style-type: none"> ➤ Well-attended Global conferences area an opportunity to raise our profile ➤ Greater Chapter participation will support profile raising work on the ground ➤ Participation of other organisations will extend our reach through cross-marketing initiatives <p>We are setting the bar higher for future global Conferences to grow and to engage with organizations and alumni</p>



Resources - the financial and human capital we need to grow

Where we are headed

2030 Objective – We have increased our global membership and developed more diversified and reliable funding streams to enable operational sustainability and aspiration

Strategic Plan Overview - Annual Milestones 2016 – 2018

OBJECTIVES By the end of 2018 CISV International will	YEAR 1	YEAR 2	YEAR 3	PROPOSED OUTCOMES BY THE END OF 2018	HOW THIS MOVES US TOWARD 2030
6. Grow CISV International revenue streams and make them more diverse	<ul style="list-style-type: none"> ➤ Recruit and set up Fundraising Team in Americas, develop regional funding plan, contract with consultant. (R) ➤ Set targets for Americas (R) ➤ Start recruiting for AP Fundraising Team (R) 	<p>(Start to see results from Americas)</p> <ul style="list-style-type: none"> ➤ Recruit and set up Fundraising Team Asia-Pacific, develop regional funding plan, contract with consultant (R) ➤ Set targets for AP (R) ➤ Seed work in EMEA re fundraising (R) 	<p>(See results from Americas and start to see results from Asia-Pacific)</p> <ul style="list-style-type: none"> ➤ Recruit and set up Fundraising Team EMEA, develop regional funding plan, contract with consultant (R) ➤ Set targets for EMEA (R) 	<ol style="list-style-type: none"> 1. Established Fundraising Teams established in all three regions and working with consultants → Revenue is already being generated, in two regions, funding programmes that increase growth 2. Plan for further development of teams and capacity-development within NAs is incorporated into next Strategic Plan 3. Established independent International Alumni Association, with its own constitution board and staff → Increased alumni engagement → Financial return beginning to be seen 4. Along with fundraising teams and the Alumni Association development, we are exploring creative ways to increase and diversify income 	<p>Financial stability and resource strength are essential to our growth aspirations.</p> <ul style="list-style-type: none"> ➤ The regional work is an essential step in building up our fundraising infrastructure and capacity ➤ Alumni are a key population with strong potential to support CISV, as donors, members and volunteers. Developing our relations with alumni has been on our “to do” list for many years. We now have a plan and a proposed structure, which will at last enable us to take that step and open the door to the human and financial resources that it can provide. ➤ We are exploring creative ways to increase and diversify income so that we can keep our programme fees as accessible as possible.

	<ul style="list-style-type: none"> ➤ Support set up of International Alumni Association (R) 	<ul style="list-style-type: none"> ➤ Complete set up of International Alumni Association and consider options for national associations, focus Americas and AP (R) <p>(Begin seeing income into Alumni Association)</p>	<ul style="list-style-type: none"> ➤ Support Alumni Association to act on any decisions re national alumni associations (R) <p>(See increasing income in Alumni Association and return to CISV International)</p>		
			<ul style="list-style-type: none"> ➤ Begin to consider how CISV might explore ways (other than our programmes) to sell services for the financial benefit of the organization (B) 		
7. Develop a defined set of support mechanisms and expectations for Chapter Development	<ul style="list-style-type: none"> ➤ Assessment of and dialogue with all NAs and PAs under Chapter Development care (C) 	<ul style="list-style-type: none"> ➤ Acting on year 1, put in place clear agreed progress plan for all NAs and PAs under Chapter Development care (C) 	<ul style="list-style-type: none"> ➤ Act on work of years 1 and 2 (C) 	<ol style="list-style-type: none"> 1. Assessed and put in place development plans for all NAs and PAs currently under the care of Chapter Development. 2. Clarified the role of Chapter Development and mutual expectations with NAs and PAs in their care now and in future (including the review or development of any relevant policies and procedures) 3. Develop Promoter Training and delivered it in at least two regions 4. Ran an internal communication campaign around the 15 year vision and the strategic plan 5. Developed a user-friendly strategic planning workshop package to assist NAs and Chapters to develop and implement tailored strategic plans in line with the global plan and vision. 6. Put in place the specialist skills in regional teams to support the NA/Chapter in the strategic planning process 	<p>The 2030 vision is not for CISV International alone; it is for CISV the global organization. We will only achieve it if we are all working together, pulling in the same direction, aligned to the vision.</p> <p>Every NA's and Chapter's strategic plan should demonstrate its role in achieving that vision. Only then will we grow sustainably. Beyond these NAs and Chapters, we must have clear and shared expectations with emerging and struggling Associations in order to allocate resources effectively.</p>
	<ul style="list-style-type: none"> ➤ Develop Promoter Training (C)(T) <p>(Updated Chapter Development modules will be used in 2016 RTF training)</p>	<ul style="list-style-type: none"> ➤ Deliver promoter training in at least 1 region (C) 	<ul style="list-style-type: none"> ➤ Deliver promoter training in at least 1 region (C) 		
	<ul style="list-style-type: none"> ➤ Start communication on the strategic plan (P)(C) 	<ul style="list-style-type: none"> ➤ Develop Strategic planning workshop package to assist NAs and Chapters to develop and implement tailored strategic plans in line with the global plan and vision. Includes monitoring mechanism. Assess support needs (C) 	<ul style="list-style-type: none"> ➤ Put in place specialist skills necessary to support national/local Strategic Planning (C) ➤ Roll out strategic planning package and including planning as needed in the next SP(C) ➤ Support NAs in identifying possible growth 		

			opportunities within their NAs and planning for it (C)		
	➤ Identify policies and procedures/guidance that need to be developed to support chapter development and prioritize, begin development (C)	➤ Put in place the necessary policies and procedures/guidance most needed to support chapter development (C)	➤ Implement (C)		
8. Assess the impact of location (city/country) on the role of the International Office and set a clear course of action	<ul style="list-style-type: none"> ➤ Complete professional study (Consultant, supported by Working Group/Board) ➤ Receive recommendations (B) 	<ul style="list-style-type: none"> ➤ Assess recommendations (B) ➤ Finalize action plan (and funding plan if needed) (B) ➤ Approve plan as needed (B) 	➤ Implement approved action plan (B)	<ol style="list-style-type: none"> 1. Professional study completed in line with the Terms of Reference, giving the organization clear and objective information on the impact of location and the pros, cons and purpose of considering a move. 2. An informed decision has been made in light of the recommendations and in the operational and strategic interests of the organization. 3. Clear action plan put in place 	<p>Our ability to meet our long term targets hinges on the effective operation of CISV International. Location of our International Office is a consideration for the long term operational and strategic interests of the organization.</p> <p>This professional study will set out the benefits and the costs of a potential move as well as the pros and cons of different locations. This will allow us to weigh the possibilities and the implications, make an informed decision and agree a course of action.</p> <p>It is noted that a decision to move will have significant impact and will require a reconsideration of 3 and 15-year outcomes.</p>



Foundation - the skills, knowledge and processes we need to succeed

Where we are headed

2030 Objective CISVers in positions of responsibility are better prepared, supported and able to fulfil their roles thanks to improved governance and training

Strategic Plan Overview - Annual Milestones 2016 – 2018

OBJECTIVES By the end of 2018 CISV International will	YEAR 1	YEAR 2	YEAR 3	PROPOSED OUTCOMES BY THE END OF 2018	HOW THIS MOVES US TOWARD 2030
9. Consistently deliver high quality international training	<ul style="list-style-type: none"> Produce revised, aligned training materials packages for all programme trainings (E)(T) 	<ul style="list-style-type: none"> Roll out revised programme training at RTFs and make packages available (E) 		<ol style="list-style-type: none"> Have a complete set of approved and revised training curricula for all CISV International trainings 	<p>Training is a key aspect of CISV International's role in enabling and supporting our Members and their Chapters. It also represents a significant expenditure on the part of CISV International and the NAs/Chapters/individuals who pay to attend. Currently, quality standards are agreed, but not yet enforced and, in many areas, there is little consistency in the training content from one RTF to another.</p> <ul style="list-style-type: none"> Organizing our current training, updating it and ensuring that it adheres to quality standards is an essential foundation piece in our commitment to our Members and assisting them to be successful in their roles. Currently, our international training is based on in-person workshops, which are costly in terms of time and money. If we want to increase our reach, we also want to increase the reach and accessibility of the international training that supports our Members. One way of doing that is to develop (cost) effective virtual training opportunities. Some of this will be progressing within the work on (re)certification below and more general investigation will be started within this SP, to be developed further in the next SP. <p>Currently, we have minimal knowledge gathered centrally on how training is developed and delivered nationally and locally. This process will enable us to</p> <ul style="list-style-type: none"> Develop a better understanding of training needs and how to address them
	<ul style="list-style-type: none"> Complete set of approved (revised) training curricula for all CISV International trainings completed (T)(C) 	<ul style="list-style-type: none"> Produce revised, aligned training materials packages for all organizational trainings (C) 	<ul style="list-style-type: none"> Roll out revised organizational training at RTFs and make packages available (C)(T) 	<ol style="list-style-type: none"> Revised, aligned training materials packages for all current international trainings; they are available to NAs and Chapters online RTF evaluation system is working well and contributing effectively to training quality assurance 	
	<ul style="list-style-type: none"> Review RTF evaluation process (T) Design method for gathering information on national and local training (T) 	<ul style="list-style-type: none"> Implement RTF evaluation changes (T)(CE) Implement system for gathering information on national and local trainings, begin analysis (T) 	<ul style="list-style-type: none"> Define a training quality/effectiveness baseline combining RTF evaluation data (international training) with local and national training data and chapter trainings and develop plan for next SP(T) 	<ol style="list-style-type: none"> We have started exploring options for blended (complementary combination of virtual and in-person) training; plan for further development is incorporated into the next Strategic Plan Have documented overview of national training systems and the training needs of Chapters and NAs. 	
	<ul style="list-style-type: none"> Develop a pilot online recertification for Risk Managers (T) 	<ul style="list-style-type: none"> Test/evaluate Risk Manager recertification (T) Develop and test new online recertification for TTT (T) Consider overall needs for 	<ul style="list-style-type: none"> Evaluate both recertification trials (T) Develop policy and procedures for (re)certification requirements for Risk Managers, TTT certified trainers 	<ol style="list-style-type: none"> Established a training quality baseline from which to measure progress and which can be used to address NA and Chapter training needs. Developed policy and procedures for (re)certification requirements for those roles for which training is currently mandatory (Risk Managers, trainers and programmes Staff and Leaders) 	

		(re)certification for Risk Managers, TTT certified trainers and programmes staff and leaders (T)	and programmes staff and leaders(T) ➤ Develop plan for how (re)certification will be supported and incorporate into next SP and operation(T)	8. Trialled and implemented Recertification systems for Risk Managers and TTT 9. Developed a plan for extending recertification system to programme roles and incorporated it into the next Strategic Plan	➤ Identify good practices/materials that can be shared and replicated ➤ Consider any quality issues raised In the meantime, the newly updated international training packages will provide NAs and Chapters with training tools that they can adapt.
	➤ Begin to explore options for blended learning (T)	➤ Continue to explore other options for blended learning. Document findings (T)	➤ Include in next SP further development of blended learning (T)		
10. Develop a healthy culture of accountability and performance evaluation	➤ Assess and improve the 2015 pilot peer/group evaluation process for Board and Committees. (R)	➤ Trial roll out or peer/group evaluation to Regional Teams (R)	➤ Peer/group evaluation systems fully implemented for all members of International board, committees and regional teams (R) (1. Rolled out peer/group evaluation system (trialled in 2015) for persons in roles of responsibility in CISV International – Board, Committees, Regional Teams	➤ People management is an area which has been identified as an important area for work to support growth (Growth Policy). CISV International has recently started to work more extensively in this area and has begun to put policies and procedures in place. Having a suite of materials and a tried and tested evaluation process in place is needed, along with the guidance to implement them. Eventually these can be adapted to assist NAs in doing the same ➤ ReCos have a pivotal role in informing and implementing the operations and strategies of CISV International. They have told us that they struggle with certain aspects of their role. Investing in their development will assist in empowering and enabling them to succeed. By extension, they will be able to contribute more effectively to achieving our vision ➤ The people who come into direct contact with our children are at the ‘front end’ of what we do. Ensuring that they are vetted and evaluated is essential to accountability, risk management and to the safety of our children and the future of our organization.
	➤ Develop Performance Management Policies and Procedures for CISV International (R)	➤ Implement / support Performance Management Policies and Procedures for CISV International (R)	➤ Cont’d support to implement Performance Management Policies and Procedures for International (R) (B)	2. Incorporated into next SP a plan for sharing best practice HR policies and procedures with Members and supporting their implementation 3. Conducted first ReCo development workshop; have induction, support and development opportunities in place for ReCos	
	➤ Deliver and document learning from first ReCo development workshop (C)(CE)(E)(T)	➤ Develop induction package for ReCos (C)(CE)(E)(T)	➤ Assess impact of ReCo development efforts and plan accordingly (C)(CE)(E)(T)	4. Developed an effective evaluation tool to provide National Associations with more feedback on programme Leaders and Staff; trialled the system with national Risk Managers and incorporated into next Strategic Plan and operations, a plan for rolling this out to programme positions	
	➤ Develop peer evaluation for persons in key roles of programme responsibility (T)(E)(R)	➤ Trial peer evaluation system with test group of NA Risk Managers (T)(R)	➤ Based on trial, prepare for roll out of peer evaluation system for leaders and staff in programmes so that NAs and individuals receive effective feedback. (T)(E) ➤ Incorporate implementation and support plan in next SP (T)(E)	5. Developed a plan for evaluating the effectiveness of the overall structure and incorporated it into next Strategic Plan	

		<ul style="list-style-type: none"> ➤ Begin to plan for evaluation of International structure (T) 	<ul style="list-style-type: none"> ➤ Develop and incorporate in next SP a plan for evaluating International structure (T) 		
11. Decide the way to more fully integrate youth throughout CISV	<ul style="list-style-type: none"> ➤ Continue JB Review (B)(J)(C) 	<ul style="list-style-type: none"> ➤ Complete JB Review, including implementation plan. (B)(J)(C) ➤ Propose any changes to relevant bodies (B)(J)(C) ➤ Arrive at decisions by Board/ Members (B) 	<ul style="list-style-type: none"> ➤ Act on Member decision / implementation plan (B)(J)(C) 	<ol style="list-style-type: none"> 1. Completed JB Review 2. Decisions made by relevant parties (Board/Members) 3. Developed implementation plan and incorporated it into next SP and operations 	As the future leadership of the organization, the JB and CISV youth play critical role in achieving our vision. As highlighted in the 2013 Organizational Review, the JB currently operates as an almost parallel organization and that we are missing out on many opportunities and the amazing organizational resource that the JB represents.

***Key**
The milestone activities for each year of this Strategic Plan are outlined in the second, third and fourth columns above. Beside the actions, there are letters in parentheses, highlighted in different colours. They represent the areas within CISV International, which are responsible for that action.

(B)	Governing Board
(C)	Chapter Development
(CE)	Conference & Events
(E)	Educational Programmes
(J)	International Junior Branch
(P)	Profile/Communications
(R)	Resources & Infrastructure
(T)	Training & Quality Assurance