Some highlights from the last 3 year strategic plan

- Over 10,000 international programme participants for the first time
- Comprehensive Programme Review completed
- Revised our logo and brand guidelines
- 2nd Global Conference; largest ever CISV International event
- momondo video watched over 15 million times; school resources used in over 2000 classrooms
- Alumni Association launched
- IO Location study completed
- New training for promoters launched and new approach to Chapter Development developed
- Online recertification for TTT and Risk Managers launched
- New curricula and content developed for all international trainings
- 2nd Junior Branch review completed
Mission
CISV educates and inspires action for a more just and peaceful world

Values
Friendship, Inclusion, Cooperation, Enthusiasm, Engagement

Vision 2030
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

Priority for these 3 years
Create a roadmap for growth to take us toward our 2030 vision and how we all get there together
Priority Action Areas and long-term Goals

CLARITY
Our programmes are clearly aligned to a focussed mission and vision

- We have a broad mission and, so it is difficult to focus efforts as it is open to interpretation.
- Our Members have adopted an ambitious vision for growth - to double our reach.
- Lack of focus is hampering our messaging and efforts to uphold quality and to grow.
- We also lack a shared understanding, not only of what and where to grow, but of whether growth is possible in some areas.
- Lack of clarity is a barrier to growth and efficiency.

We have clarity on who we are for and what we do.
We have a clear plan for how we will grow 'what we do' in line with our mission and vision.

Safety & Quality
Our programmes are safe and high quality

- Our Chapters have identified the lack of well trained and quality leaders and staff as the main obstacle to hosting and sending.
- Our Members are concerned about how to uphold quality in our programmes.
- We are seeing internal and external incidents and trends that point to the need for more and more trained, particularly risk management and child protection.
- We rely largely on people who are not professional educators to deliver complex non-formal education.
- We have programme guides and activity ideas, but no standard curriculum or content.
- Effective quality assurance will require a more professional approach to how we all work and meet the expectations of our stakeholders and ourselves. All the objectives in this Plan (and the operational strategies supporting them) will encourage a more professional approach. For professionalism to be sustainable, it must involve planning and resourcing for our staffing and volunteer structure.

We have programme staff and leaders who are trained and certified in basic risk management and child protection.
We have increased the educational quality, content and relevance of Village.
We have begun to implement a plan for the development and professionalism of our people to meet expectations for quality standards.

Create and enforce minimum standards for training key programme personnel.
We will establish consistent content and a certification and verification process.
In these three years, we will prioritise risk management and child protection training for programme staff and leaders.
Create and enforce more consistency across the quality and content of programmes by developing curricula for our programmes.
In those three years, we will prioritise the curriculum and content of Village, which is the programme that reaches the largest audience.

Develop a “people strategy” to build our levels of professional knowledge, up to 2030, considering organizational structure, roles required, potential locations and likely costs.
Encourage a change of organizational culture without changing our essential volunteer nature.

Funding & Capacity
We are able to host more quality programmes thanks to increased organization and financial capacity

- Our Members tell us that Chapters are struggling under the weight of everything that is required to run high quality programmes and run an organization.
- Host fees do not generally cover the costs of hosting. Many Chapters choose to raise funds to cover costs, rather than charge participants.
- CISV International has limited resources (and limited ability to fundraise for overheads) to provide support and monitoring to Members.
- Not all of our Chapters are hosting regularly.
- New Chapters will bring new energy and we have an opportunity to promote and grow in emerging markets where our programmes have appeal to potential new families.

We have a funding structure that serves our current needs and growth ambitions.
Our Chapters have increased capacity, engagement, and commitment to host.
We have invested in starting an intentional, result-oriented approach to developing new chapters in strategic markets.

- Review our funding and fee structure with a view to enable pricing to cover the costs (locally and internationally) of delivering high quality programmes.
- Increase the impact of Chapter Development and encourage more hosting, by changing our focus and approach.
- In particular, target and support opening new Chapters.
- Build on the change in approach to Chapter Development.
- Pilot a concerted effort to develop new Chapters in specific NA(s), in locations identified by PwC to be a growth market for us.
- This targeted approach includes dedicated staff and resources and clear expectations to ensure return on investment.

PULLING IT TOGETHER
A project in itself - We will have a roadmap for sustainable growth that is agreed with our Members.

Priority for these 3 years
Create a roadmap for growth to take us toward our 2030 vision and how we all get there together
We have a broad mission and, so it is difficult to focus efforts as it is open to interpretation.

Our Members have adopted an ambitious vision for growth to double our reach.

Lack of focus is hampering our messaging and efforts to uphold quality and to grow.

We also lack a shared understanding, not only of what and where to grow, but of whether growth is possible in some areas.

Lack of clarity is a barrier to growth and efficiency.

CLARITY
Our programmes and their development are clearly aligned to a focussed mission and vision

Why we prioritizing these areas:
We have clarity on who we are for and what we do.

We have a clear plan for how we will uphold quality and grow in line with our mission and vision.
Use relevant and current tools to help us to clearly articulate who we are and what we seek to achieve.

Formulate a clear rationale for an effective suite of programmes and how we will grow them, including the supports necessary for that growth.

Develop and implement extensive communication and engagement plans to build shared understanding and direction among our Members.
Our Chapters have identified the lack of well trained and quality leaders and staff as the main obstacle to hosting and sending. Our Members are concerned about how to uphold quality in our programmes. We are seeing internal and external incidents and trends that point to the need for more and more targeted training, particularly in risk management and child protection. We rely largely on people who are not professional educators to deliver complex non-formal education. We have programme guides and activity ideas, but no standard curriculum or content. Effective quality assurance will require a more professional approach to how we all work and meet the expectations of our stakeholders and ourselves. All the objectives in this Plan (and the operational strategies supporting them) will encourage a more professional approach. For professionalization to be sustainable, it must involve planning and resourcing for our staffing and volunteer structure.
| Programme staff and leaders are trained and certified in basic risk management and child protection | We have clear and consistent content and quality standards for Village. | We have begun to implement a plan for the development and professionalization of our people to meet expectations for quality standards |
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Create and enforce more consistency across the quality and content of programmes by developing curricula for our programmes.
In these three years, we will prioritise the curriculum and content of Village, which is the programme that reaches the largest audience.

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Encourage a change of organizational culture without changing our essential volunteer nature
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In particular, target and support opening new Chapters.

Build on the change in approach to Chapter Development

Pilot a concerted effort to develop new Chapters in specific NA(s), in locations identified by PwC to be a growth market for us

This targeted approach includes dedicated staff and resources and clear expectations to ensure return on investment.
Pulling it together

A project in itself –
We will have a roadmap for sustainable growth that is agreed with our Members