

What is Strategic Planning?

Strategic Planning helps us organize our work & ourselves.

It makes us analyse & helps us adapt to a changing environment. By planning strategically, we can do our educational programmes better and do more of them.

CISV's purpose is Education

...to prepare individuals to become active and contributing members of a peaceful society. CISV endeavours to stimulate the lifelong development of amicable relationships, effective communication skills, cooperative abilities, and appropriate leadership towards a just and fair world...**CISV's educational purpose** defines everything we do.

Strategic Planning doesn't change our purpose – by pushing us to focus & prioritize our efforts & resources, Strategic Planning helps us achieve CISV's purpose better.



Our Current Strategic Plan 2004 - 2009

Over the last four years, the whole organization has been involved in a global effort in Strategic Planning to help define our priorities and channel our work.

At AIM04, based on grassroots input, the organization set out one overall and concrete goal for CISV: *“By 2009, become a larger network of strong National Associations in every continent.”*

In order to achieve this goal, CISV identified five strategic priorities:

- SP#1: Leadership
- SP#2: Cooperation with NGOs
- SP#3: Financial support
- SP#4: Strengthening chapters
- SP#5: Addressing exclusion

These are the areas, which the organization decided should be given priority in terms of human and financial resources, over the five-year period from 2004 to 2009.

There is now only one year left of the current plan.

It is, therefore, essential to ensure that all the work to-date is pulled together effectively with new/ongoing work over the coming year so that we can achieve as many of our goals as possible. We also want to make sure that what we achieve is sustainable and will carry us forward into the next Strategic Plan and the years to come.



SP#1: Leadership is the key to success

What has already been achieved?

- Helped us review and restructure our leader training
- Develop the TTT
- Set standards for training and start delivering
- Helped us review our educational content and evaluation procedures
- Decision to invest in the position of Education Officer

ILTC, IPT, and the new TTTs

By Mark and Jane
International Leadership Training
Committee

Since the revised curriculum for the TTT (Training The Trainers) was developed in late 2007, and the newly-formatted TTT Workshops were implemented in 2008, 65 people from 28 National Associations and three (3) International Program Committees have been internationally-certified as CISV trainers. More National Associations will be added to the total by the end of this first year of implementation when the fifth and final 2008 TTT concludes in Sweden.

Following an application and selection process in 2009, the six original members of the International Pool of Trainers (IPT) who deliver the TTT curriculum will be growing by as many as four members. It is hoped by increasing

the number of IPT members that the TTT workshops can be offered more often and in more locations.

What's in store for TTT participants?

The new TTT Curriculum offers CISV participants a new perspective by using an Experiential Learning approach in training methodologies. Part of the workshop is a practicum session wherein the participants design and lead an actual session applying the learning gained from the previous sessions.

What's unique about the new TTT Workshop is that Peace Education is integrated in all the discussions and activities. Since all our facilitators are also CISV leaders in different capacities, they are able to relay a deeper understanding of CISV's Educational Philosophy to all participants.

Specifically, some of the modules of the TTT include: Creating a Favourable Learning Climate, Self-awareness, Working in a Team, Experiential Learning Cycle, Designing a Session, Presentation Skills, among others.

In an effort to help NAs and program committees conserve financial resources but support the continuing education of CISV's certified trainers, the ILTC hopes to develop a web-based education module that will allow Internationally-certified trainers to renew their certification online every three years.



TTT at APRW in Indonesia

Education and Training

By Kiran
Education Officer

TTT in Brazil



As many of you will be aware we are currently working on a number of significant educational and training projects. These include:

- Pocket T
- Big T
- Fat T
- Gizmo
- PDPEF
- Training materials

At first glance this looks like a very long list and you may well ask why are there so many different projects going on all at once?

One reason is that they are all very interlinked and so this presents a fantastic opportunity to ensure consistency of content and language. The other reason is that we also want all of them to be available for the next Regional Training Forums.

So then you may be thinking, how are they going to be able to complete all these tasks in time? Well, the good news here is that we were very successful at recruiting new members at AIM. We are also trialling a new 3 team approach to the allocation of tasks; these are **Curriculum and Content, Research and Evaluation, Training**.

The intended benefit of this structure is to connect EDR and ILTC more directly to the programmes and encourage a more collaborative approach to operations and development.

One of the many benefits of working in the IO and attending International events such as RTFs, AIM ETG etc is that it gives me the opportunity to talk to volunteers from all programmes and all regions. This gives me an insight into the educational needs of the organisation, which I then discuss with the teams so we can decide what tasks need to be done and when.

This year we trialled the educational evaluation process (PDPEF) in all programmes and had a 95% return rate which is absolutely fantastic. Tamara and Jennifer in the research and evaluation team are currently analysing this data, and will help all committees make best use of the results. We have also learned a lot during this process which is why we are reviewing the training content and materials we have been using in TTT and leadership training. This will be done in conjunction with Mark and Jane from the Training team who will use their networks to share the new materials with trainers in time for the RTFs.

With an organisation focussing on educational evaluation it became increasingly clear that many people wanted more help integrating the educational content into their programmes. Rodolfo and the Curriculum team, in conjunction with liaisons from the programme committees all programmes are working on a number of content based materials; including Pocket T, Big T, Fat T (new project in conjunction with CISV Sweden) and the Gizmo (names still to be confirmed). The new documents will



TTT in Portugal



provide information on the new education content categories and ideas on how to use it. They will also define what it is we mean by 'Peace' and contextualise the contribution CISV within the Peace Education field.

In summary we are making the most of this opportunity to refresh many of our educational materials in a way that promotes consistency across our programmes and collaboration between

them. We will also use these materials to raise the profile of the organisation within the field of education and recruit new participants and volunteers.

My thanks to everyone who has contributed to these projects for your hard work and ideas. We are really looking forward to sharing these materials with you in March 2009.

Summary Chart

Project/task	Purpose	Status
Pocket T	Summary of educational principles	Content ready by end of Dec. Ready to distribute at RTFs.
Big T	Full version of educational principles	Content ready by end of Jan. Ready to distribute at RTFs.
*Fat T	Coffee table book on Peace, Peace Education and how CISV contributes	First launch in Sweden in March. Will be available for RTFs. Second launch at AIM.
Gizmo	Database for programme themes, activities, LMOs, campaigns, websites, research, articles and more!	Currently requesting activities, themes etc. On going project with first year focus on Human Rights education for 09 programmes.
PDPEF	Form and Guidance notes for educational evaluation	Looking to provide feedback to all programmes by RTFs.
Training materials	Education and evaluation materials for leadership training and TTT	Once Pocket and Big T complete we will work on training materials in time for RTFs
Guides	Education and evaluation content for general and programme guides	Big T will replace the education and evaluation chapters of the general guide. Programmes committees will need to update their guides in line with new content by RTFs

* It is worth noting that the Fat T, which now has significant financial backing from UNESCO, is an additional project which has been introduced into the work plan after AIM. As this book will contain some similar content to Pocket T and Big T all are being written at the same time. This accounts for some of the slippage in the completion dates in the EDR work plan.

SP#2: Increasing quality through cooperation with other organizations

What has already been achieved?

We have strengthened our commitment to one of CISV's founding goals

Internationally

- NGO in Operational Relations with UNESCO
- Expanded our activities as an NGO with Participatory Status at Council of Europe
- Partnership with Newcastle University
- Relations with SIETAR

Nationally/Locally

- Increased participation
- JB Peace One Day

Programmes

- Seminar Camp includes LMO activity
- More than 40 Mosaic projects in over 30 chapters working with NGO partners

at that time was representing CISV-Denmark in the Danish National Youth Council and then representing the Danish Youth Council in the European Youth Forum. Through that engagement, she got in contact with the youth directorate of the Council of Europe. All of those experiences in this 'other' form of co-operation; learning and sharing brought to her believe that not only CISV-Denmark (as well as CISV-Sweden and CISV-Norway at that time) should benefit from being involved in the wider community of NGOs in their countries and region, but the whole of CISV. Together we pursued this idea for a while and finally in 2004 the idea was 'elected' as the Strategic Priority that actually got one of the highest mark in the rating process of the Strategic Planning exercise during the AIM in Israel.

The whole idea is basically that CISV isn't the only organisation that does camps with children and youth, that conducts international non-formal education programmes, that works with volunteers and that strives to educate in human rights, intercultural dialogue, conflict transformation and so on. There are many, many other organisations out there and it is worthwhile to get to know them and learn from them. It is also worthwhile to be recognised as a valuable partner for joint initiatives or projects and to increase the visibility of CISV in order to enhance our chances for public funding, sponsorships and more volunteers to help us in organising our activities.

Now, the NGO-Relations team is trying to steer this development and co-ordinate the efforts that are happening on a global scale. We are doing this by direct and indirect management of the relations. Indirect management means that we are making tools available that can facilitate the contact making and the

Improving the quality of our work by co-operating with other organisations

Bastian Küntzel

Chair – NGO-Relations Team, External Relation Committee

Since the first day of the existence of CISV it has always been an integral part of our work to co-operate with other organisations. Not necessarily CISV-International, but certainly each local and national branch of CISV has been co-operating, learning from others and sharing their own experiences. This was never too apparent, because it was all happening within one large network, namely CISV International. However, the principle of learning, sharing, co-operating and co-ordinating efforts was always there.

In 2002 I had my first conversation with Camilla Blomquist from Denmark, who

co-operation on a local or national level. We can't know all organisations everywhere and help everyone in building up relations. But we can give tools. One of those tools is the **NGO-Relations Support Kit** (downloadable here http://resources.cisv.org/erc/ngo/Support_Kit/Support_Kit.html) that is an easy to read guide (ngo-relations for dummies so to say) in making contact with other organisations and starting co-operation. Another tool that is currently being finalised is a **Database**, where we want to insert all the co-operations that are and have been going on everywhere in the CISV sphere. This helps us to archive all of those activities and know what's going on. But it also helps CISV's volunteers to inform themselves about possible partners for projects and if CISV has already worked with them and when and where. This can be very helpful in starting a co-operation. The database can also help to inspire those who would like to work with another organisation but don't know with whom and on what. Hopefully the database will be fully populated quite soon (it is a long process) so that it can be put to use. We thank Helen at IO for her hard work on it.

Directly the NGO-Relations team is managing the co-operation with **UNESCO** (thank you to Beatrice from France!), the **Council of Europe** (thank you to Anna from Italy) and the **European Youth Forum** (thank you to Daniel from Sweden). Also Mark from the US is working on establishing contact with the **Latin American Youth Council** and on coordinating efforts in South- and Central-America to establish further work with other organisations. Within the NGO Community at UNESCO and the Council of Europe, CISV is already seen as a very reliable partner with particular expertise on youth, non-formal education and intercultural dialogue. We are being invited to send speakers to conferences

(at UNESCO) or to represent the INGO-Conference of the Council of Europe at the youth-policy development body (at the Council of Europe).

Hopefully not far from now CISV-International will be globally a respected and valued partner in the international community of civil society actors that is incorporating the knowledge and skills of others into our work and who others ask for advice and support. We have a lot to learn and we have a lot to give. If we do so humbly, honestly and with quality, there's no way we cannot benefit from relations with other organisations. CISV is one of many great organisations out there. We have no reason to believe we do a better job in bringing young people together, but we also have no reason to believe that we do it worse than others. There is, however, always potential to learn, to grow and develop as an organisation.

SP#3: How to find a fair way to financially support the organization in every continent

What has already been achieved?

- Re-branding has helped us express who we are to potential members, volunteers, participants, donors...
- Commitment to making Friends an on-line community and a means to increase alumni relations
- Fundraising guide and plan
- Investment in Development Officer position
- Taskforce for reviewing the Fee Structure and Hospitality Point System.

PR, Marketing, Fundraising

By Denise
Development Officer

Since commencing with CISV International in February 2008, I have spent much time establishing the role of Development Officer and determining the scope of the post. Coming into the organization at the end of the current strategic plan, there was inevitably some work to do on helping ensure current priorities are met. More particularly, I have been looking at putting systems and tools in place that would allow CISV to develop its capacity to fundraise and raise its profile effectively to meet the ambitions and challenges of the next Strategic Plan.

Friends

<http://friends.cisv.org/>



I believe that I have quietly achieved a good deal but, due to the size and complexity of the organization, not as much as I had hoped. I am, however, on track with the schedule for this year. One of my priorities is to gain some clarity on the complementary roles that the ERC and I have and where our respective energies are best focussed. I look forward to being further involved at a more strategic level in the future; as I work part-time, there is a limit to the amount of detailed work I can be involved in.

I initially found CISV quite confusing and it certainly took the first six months to come to a reasonably informed understanding of processes and protocols. Attending AIM was a great help in this, as up until that point I felt very much as though I was working for a 'virtual' organization, and it was great to put faces to names. Overall, I have really enjoyed my first ten months with CISV and look forward to a busy and exciting 2009.

Re-branding

<http://resources.cisv.org/branding/>



SP#4: How to consolidate (strengthen) existing chapters

What has already been achieved?

- NA research on key aspects of healthy chapters
- Guides and training for positions of organizational responsibility
- Emphasis on Regional Coordination/Coordinators
- Regional Training Forums
- Analysis of training needs of the regions
- Three year hosting plan

Chapter Development

By Ana

Organizational Development
Committee Chair

ODC's purpose as a committee is to build organizational capacity to enable sustainable growth. This means that one of ODC priorities is to provide support to all NA's and PA's and develop training materials, guidelines for different chapter roles. All these materials should be adequate, updated and useful whether you come from a one chapter or a multi chapter NA/PA or whether you come from an existing chapter wanting to grow or a chapter that has just started.

This is also closely linked to CISV's next Strategic Plan, since Strategic Priority 2 is Organizational Development – whereby we want to provide support and ensure the health and development of every CISV chapter.

ODC provides day to day support to all chapters and all NA's and the ReCos, as the Regional Coordinators, should be your primary source for information. ODC and the ReCos are there to help you and your chapter.

In order to better provide you with help in *developing your chapter*, we have started by gathering all the materials we have been using in the past for Chapter Development. We are analyzing them, redrafting some and creating new ones. All these materials will then be available in a format that is clear and useful to every CISV chapter around the world. We have a small team of people within ODC that are already working on this, in cooperation with the IO.

Some of the projects we are currently working are:

- development of a *chapter handbook* (a first draft): this should cover all the basics of the organization of chapter, such as programme coordination, training, fundraising, risk management, among many other topics;
- reviewing the *list of the NA's health indicators* in connection with C-16: this is an important tool for all NA's and PA's that may use it to evaluate themselves, know their strengths and their weaknesses;
- create a *list of chapter key roles* with the respective job profile for each one: a simple, easy access check list that all chapters can rely on.

All these projects fall under two of ODC's areas of priorities: POLICY and SUPPORT, as well as Goal 1 of our strategic plan for 2009. We are busy but moving forward !

Regional Training Forums (RTF)

By Marta

Organizational Development Committee

Regional Training Forums (RTF) are groups of regional workshops sponsored and promoted by ODC under the umbrella of a forum. The organization of RTFs in this format is done in order to achieve several benefits: help build a regional support network, encourage participants to share experience and create the CISV atmosphere to motivate people and, of course, leveraging on costs and logistic issues.

As expressed by the Board, it is the responsibility of ODC to coordinate the RTFs in order to achieve the strategic goals of the organization. ODC has made a very big effort in the past 2 years to promote regional workshops, concentrating as international committees in that region for the year.



RTF in Spain

In the past, different regions were hosting their trainings in different formats, sometimes leading to parallel trainings, lack of information and waste of human and economic resources. Following the great success of the APRW, we have tried the Forum format in Europe and the Americas in the last two years. Besides the great effort showed by the committees and the hosting countries, all of them were a great success in general lines.

At the moment, ODC is focusing part of its attention in assisting, developing and ensuring the quality of these Forums. 8 RTF



RTF in Portugal

are taking place during the CISV year of 2008/2009, one in December 2008, and the rest will be hosted between March and May 2009.

<http://resources.cisv.org/>



Click this icon on the Resource for 2009 TTT and RTF information

A new training web page has been kicked off inside our resources page, with detailed information of each forum. It was spearheaded and coordinated by Bebbe at IO. ODC has also published the RTF guidelines and global calendar for trainers, committees and coordinators, and we are working, together with Kiran, on the evaluation reports.

During 2009 ODC will focus on both supporting and assisting the RTF taking place, evaluating the results of each one of them, and simplifying processes, calendar and format of the RTF. As well, by June 2009, the goal of ODC is to develop a 2 year calendar for the RTF and the identification of the potential hosting countries so that the committees work at AIM is simplified regarding their training calendar.

Three Year Global Hosting Plan

By Bebbe
Administration Officer

The Global Hosting Plan is a multi-year plan and a tool to help CISV plan how many programmes to host over the next years; its purpose is to help CISV to (a) maintain hosting stability, and/or (b) grow. It shows what the hosting plan is globally (and for each of the five regions) as well as what NAs are actually offering to host. An important aspect of the Global Hosting Plan is that the NAs within each region coordinate their hosting offers with the facilitation of their ODC Regional Coordinator (ReCo).

One of CISV's strategic priorities is growth, and in order to grow as an organization and reach more people we need a plan. Part of this plan is to ensure that our hosting figures are steady and reliable. That is where the Global Hosting Plan comes in. By planning several years in advance, we will have time to (A) consolidate the host offers that match the plan and/or (B) work on the number of host offers if they do not meet the plan.

This is a big difference from the recent past. Until 2009, the final number of host offers has been based largely on chance and not on a plan. Sometimes it increased; sometimes it decreased. We did not know until the year before and then it was too late to look for new hosts offers.

The basic concept is to have a set plan in place before NAs put forward their host offers, so that, in the end, the number of programmes we host reflect what we want and not what we accidentally end up with.

The concept of a Global Hosting Plan was initiated several years ago by the IO/IEC. It was brought up at an EEC/IEC meeting at 2005 AIM, introduced to the board at 2006 AIM, adopted at 2007 AIM, and at 2008 AIM the ODC together with the Programme Committees formulated the global and regional hosting goals for 2010-2013.

SP#5: How to avoid excluding people, groups, NAs and nations from CISV

What has already been achieved?

- Research on exclusion
- Identifying key issues of exclusion/inclusion that we can address within CISV
- Strategy paper and principles of inclusion
- Taskforce and Plan for roll-out of systems and activities across the organization

See SP#5 MWM Report for more details about this Plan.

<http://resources.cisv.org/docs/main?action=document.view&id=1306>

Update of Current Strategic Plans

Going forward, all programme committees have a combined focus on four major areas.

- **Evaluation:** consolidating and analysing the new evaluation system, based on the PDPEF, in cooperation with the Education Officer and EDR
- **Guides:** revising the education and evaluation sections of the programme guides, based on the new chapters and format to be provided by the Education and Administration Officers
- **Training:** revising training materials in cooperation with ILTC; delivering training via the Regional Training Forums (RTF); and, ensuring that each committee has members who have received certification for training through the Train-the-Trainer (TTT) system.
- **Hosting/Participation Levels:** work with ODC and the IO to ensure that the targets in the hosting plan are met.

All development and operational committees also have parallel goals to revise guides and training materials in cooperation with ODC and ILTC and delivering training via the RTFs; and, ensuring that each committee has members who have received certification for training through the TTT system.

Developing the Next Strategic Plan, January 2010 – December 2012

At AIM 2008, the IEC presented a proposal for structuring and focusing the

next Strategic Plan, in line with their Mid-Way-Meeting 2008 commitment to take an overall leadership role in identifying key strategic issues and developing an effective long-term plan.

The IEC and IO had done a thorough study of many sources of information, These were reviewed with the EEC during pre-AIM 2008 and there was broad agreement on the three Strategic Priorities and the basic goal for each one. The IEC and EEC were, therefore, able to present them to the Board in draft form:

- **Evaluation of Education and Training** – *Review our evaluation procedures. Analyse and implement the results of evaluation to make CISV content and methods of education and training clear and credible for CISVers and for external audiences*
- **Organizational development** – *Provide the supports to ensure the health and development of every CISV chapter.*
- **Raising Profile** *(to bring in more participants, volunteers, donors and other supporter) – Make PR, marketing, fundraising and cooperation with LMOs an integral part of planning and management at every level of CISV.*

Given the positive reactions to the proposal, the IEC will work throughout the year to develop a more detailed Strategic Plan based on the three draft priorities. An update will be provided after MWM09 and final Board approval will be sought at AIM09. The new Strategic Plan will have been fully thought through and ready to begin officially in January 2010. It will run for three years, through the end of 2012.

EEC Updates No.2 (January 2009)

Your comments and suggestions on the EEC Update are most welcome. Please send to:
Junko.imanishi@jp.cisv.org

The editor would like to thank Secretary General for her assistance in writing and editing the articles.

The third issue will be published in June and it will be about the Regional Training Forums.