



# Strategic Plan 2024-2027

*“Together, we can create a ripple effect of positive change, inspiring individuals worldwide to become agents of peace.”*





# Executive Summary

This Strategic Plan for 2024-2027 outlines SCI's goals and actions for the next four years as we strive to create a peaceful and just world through international volunteering projects. Our vision is to have a world where people live together peacefully, treating each other with respect and without resorting to violence. Our mission is to promote peace by organising volunteer projects with local and global impact.

To achieve our goals, we will focus on four main areas:

- First, we aim to **expand SCI** by increasing awareness of the impact of our activities, forming partnerships, recruiting more volunteers, and diversifying our projects.
- Second, we will work towards **sustaining SCI** by strengthening our branches, diversifying funding sources, and improving our internal processes.
- Third, we will **empower our activists** by providing them with peace education training, encouraging knowledge sharing, and supporting them in implementing peace projects.
- Lastly, we will actively address the **climate crisis and social justice issues** by incorporating these into our activities, connecting with global movements, and promoting sustainable practices within our organisation.

Throughout the plan, we emphasise values such as volunteering, practising non-violence, respect for human rights, solidarity, environmental responsibility, inclusion, empowerment, and cooperation.

By implementing this plan, we aim to make a lasting impact on global peacebuilding, personal growth, and environmental sustainability. We invite you to join us on this journey towards a peaceful and just world where individuals live together harmoniously and respect the planet we call home. We have made an effort to create what we hope is a practical plan that resonates with you and allows branches to engage and embrace the goals on a practical level.



# Introduction

Welcome to the Service Civil International (SCI) Strategic Plan 2024-2027. We are a global movement, with a history of over a century, dedicated to promoting peace, fostering understanding, and addressing pressing issues such as the climate crisis and its effect on peace. This plan sets the direction for our organisation over the next four years and our commitment to peace education and actions.

SCI consists of a large group of people from different countries and backgrounds who want to make the world a better place by acting for peace. Our volunteers and branches work together to support communities and promote peace. In this plan, we want to highlight our branches and volunteers because they are the heart of our movement. They know their partners and communities best and can create projects that really make a difference.

We believe that making people aware of peace is essential. That's why we focus on peace education. We want to help our volunteers and activists learn about peace, understand different perspectives, and have the skills to solve conflicts peacefully. This will make our projects even better and more effective.

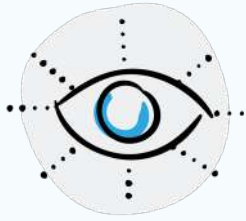
We also know that the climate crisis is a big problem that affects everyone and threatens peace. SCI wants to do its part in fighting the climate crisis. We will include climate action in our projects and activities. This means we will try to reduce our impact on the environment and show others how to do the same. By linking peace education with climate action, we can illustrate that peace and taking care of the planet go hand in hand.

We invite our branches, volunteers, activists, partners, and everyone who cares about peace and the environment to join us on this journey. Together, we can make a difference and build a more peaceful and sustainable world. Let's work together to create a better future for everyone.





# SCI mission and vision



## SCI's vision

is a world of peace; social justice and sustainable development, where all people live together with mutual respect and without recourse to any form of violence to solve conflict.



## SCI's mission

is to promote a culture of peace by organising international volunteering projects with local and global impact.



# SCI values



SCI is guided in all its activities by our core values. Every voluntary project, meeting, exchange or training has to be in line with these values:



## Volunteering

in the sense of acting out of self-initiative, without seeking material reward and for the benefit of civil society, as a method and a statement for social change, whilst never competing with paid labour nor seeking to contribute to strike-breaking



## Non-violence

choosing peaceful resistance and conflict resolution without recourse to violence as a principle and a method



## Solidarity

international solidarity for a more just world and solidarity between human beings on all levels



## Human rights

respect for individuals as stated in the Universal Declaration of Human Rights



## Respect for the environment

and the ecosystem of which we are a part and on which we are dependent



## Inclusion

to be open and inclusive to all individuals who share the aims and objectives of the movement, without regard to gender, colour, religion, nationality, social status or political views and any other possible grounds for discrimination



## Empowerment

providing people with means (knowledge, tools) to understand and act in order to transform the social, cultural and economic structures that affect their lives at all levels



## Cooperation

with local communities as well as other local, national and international actors to strengthen the positive potential within civil society as a whole

# Goals

## Preamble

We have organised our goals and actions in a clear and straightforward format to guide our efforts effectively. Each goal represents a specific focus area, while the accompanying actions outline the steps we will take to achieve those goals.

We believe that by setting clear objectives and defining the actions needed to reach them, we can work together more efficiently and measure our progress. Each action is designed to contribute to the overall goal and bring us closer to our desired outcomes.

Throughout this plan, we emphasise collaboration, inclusivity, and sustainability. We recognise the importance of involving our branches, volunteers, and partners in shaping our initiatives and implementing the actions necessary for success.

By organising our goals and actions in this simple and understandable format, we aim to ensure clarity, transparency, and accountability. We believe that by working together and staying focused on our objectives, we can make a meaningful difference in creating a more peaceful, just, and sustainable world.

### *To note*

- The baseline year for measurements will be 2023 unless there is no data available then 2024 will be the baseline year.
- All targets are for four years unless otherwise stated.

## Goal 1

Expand SCI

## Goal 2

Reach a higher level of sustainability at branch and international levels by capacity building and diversifying financial resources

## Goal 3

Empower SCI activists with peace education activities to increase our impact around Peace with self, others and nature

## Goal 4

Be proactive in the areas of Climate and Social justice, recognizing the ongoing and future developments in society





## Goal 1

# Expand SCI

Expanding Service Civil International (SCI) is driven by our belief in the transformative power of international volunteering. SCI aims to create a lasting impact on global peacebuilding, personal growth, and environmental sustainability. Through initiatives that foster inner peace, connect individuals with nature, and promote understanding among diverse cultures, we work towards a harmonious world. By expanding SCI, we empower individuals to find peace within themselves, forge a sustainable relationship with the environment, and build bridges of understanding with others. Together, we can create a ripple effect of positive change, inspiring individuals worldwide to become agents of peace.



## Objective 1.1: Increase awareness of SCI

### Action

1. Develop a comprehensive marketing and communications strategy
2. Create engaging content for social media platforms
3. Collaborate with local and international media outlets
4. Organise information sessions and workshops at schools, universities, and community centres

### KPI

1. Marketing and communications strategy
2. Increase in social media followers by 40%
3. Increase in average monthly engagement on our social media platforms by 20%
4. Secure coverage of SCI in at least 12 media outlets, including publications by branches and groups in local media
5. Conduct a minimum of 40 information sessions/workshops reaching 1000 individuals

## Objective 1.2: Strengthen partnerships and collaborations

### Action

1. Identify potential partner organisations and develop relationships with them
2. Maintain, strengthen and evaluate relationships with current partners
3. Attend conferences, networking events, and forums
4. Develop mutually beneficial agreements with partner organisations under a global principle of integrity
5. Collaborate with local authorities and NGOs

### KPI

1. Develop partnerships with four new organisations
2. Develop and implement a partnership engagement plan/assessment
3. Attend and actively engage in 12 international conferences/forums related to volunteering and peacebuilding
4. Successfully implement two major joint projects with partner organisations
5. Create a best practice guide in how to collaborate with local authorities and NGOs
6. Create and implement guidelines around the principle of integrity

## Objective 1.3: Increase volunteer recruitment and participation

### Action

1. Improve our online platform for volunteer applications
2. Develop targeted recruitment campaigns
3. Continue to provide comprehensive training and support for volunteers
4. Improve the international website and support branches in their web design

### KPI

1. Increase the number of volunteer applications by 30%
2. Achieve a volunteer retention rate of at least 30% across all branches and groups by developing return volunteer actions
3. Conduct volunteer satisfaction surveys and maintain an average rating of 4 out of 5
4. Efficiently attracting and engaging more visitors to the international website in order to achieve an increase in the user acquisition and retention by 20%

## Objective 1.4: Diversify project portfolio

### Action

1. Conduct needs assessments in different regions
2. Explore opportunities for collaboration with international development agencies and funding bodies
3. Regularly evaluate and adapt existing projects

### KPI

1. Identify and initiate new projects in three different regions
2. Secure funding from at least two international development agencies or funding bodies
3. Conduct project evaluations annually, incorporating feedback from beneficiaries and stakeholders

## Objective 1.5: Encourage expansion to other regions

### Action

1. Further develop an external representation strategy to create a targeted approach to link organisations that share our values in other regions where SCI does not have a



strong presence

2. Identify and collaborate with like minded partners at the international level

### KPI

1. Increase of contacts with like-minded org – 30- 40%
2. Attract new partners and contacts in the Global South
3. Review and strengthen collaboration with current partners in the Global South



## Goal 2

**Reach a higher level of sustainability at branch and international levels by capacity building and diversifying financial resources**

SCI faces the negative impact of the Covid pandemic as well as a widening range of competing voluntary service activities offered by other organisations/companies and official agencies. Most SCI branches are managed by a small number of paid staff and volunteers. They have expressed the need to strengthen their competences in managing an organisation, organising projects, writing project applications and reports as well as fundraising. At the international level, there is a need to diversify sources of income to avoid becoming dependent upon a small number of donors.



## Objective 2.1: Strengthen organisational capacity

### Action

1. Invest in staff training and development programs
2. Improve internal processes and systems
3. Increase fundraising efforts
4. Establish monitoring and evaluation mechanisms
5. Create tools for effective resource and knowledge management

### KPI

1. Provide training to staff members on relevant skills, with at least one training session per quarter
2. Improve internal processes by reducing time required for project implementation
3. Increase fundraising revenue by 15% through diversification of funding sources
4. Implement a monitoring and evaluation system for projects, conducting regular impact assessments and reaching a minimum average rating of 4 out of 5 by 2027
5. Develop a talent bank/database of SCI experts

## Objective 2.2: Support to branches

### Action

1. Capacity building in application writing, donor contacts and alternative fundraising
2. Sharing of advice and best practices among branches
3. Undertake special efforts to provide support to smaller branches/groups and branches/groups outside of Europe/EU

### KPI

1. Identify suitable trainers-facilitators within SCI and like-minded organisations
2. Undertake on-line and in-person capacity-building activities
3. Review, update and use practical suggestions with regard to fundraising
4. Provide capacity building through 1 to 1 advice and support
5. Promote collaboration among branches within a region and in neighbouring countries
6. Create, make available and update a database of funding opportunities for branches, groups, partners and contacts in the global South

7. Explore opportunities to provide improved support to and collaboration among Asian branches via the establishment of a regional liaison office
8. Frequently share suggestions with regard to funding opportunities through our various means of communication

## **Objective 2.3: Encourage networking and collaboration among the branches, partners and groups**

### **Action**

1. Organise in-person meetings with SCI branches, groups partners and contacts to share experiences, skills, strengths, weaknesses, projects, potential long-term activities etc.
2. Develop a peer to peer support system
3. Diversify promotion of activities by branches, partners and volunteers

### **KPI**

1. Create a peer-to-peer support structure including meetings and an annual shared experience
2. Keep improving and developing our impact assessment
3. Develop a diverse system of promoting (volunteering for) peace

## **Objective 2.4: Ensure financial stability and sustainability**

### **Action**

1. Make efforts to ensure diversification of funding, by exploring and engaging in alternative ways of fundraising, in particular donations, inheritances, events
2. Review and relaunch a fundraising campaign
3. Maintain and use a database of funding opportunities
4. Explore the legal and administrative aspects of making donations and inheritances to SCI
5. Seek partnerships with like-minded organisations in organising projects

### **KPI**

1. Create a reviewed fundraising strategy
2. Approach potential donors for projects and for specific support, such as Information Technology
3. Undertake continuous research into funding opportunities
4. Have the knowledge to provide advice with regard to making donations and in-



heritances to SCI at national and international levels

5. Have partnerships projects with like-minded organisations



## Goal 3

# Empower SCI activists with peace education activities to increase our impact around Peace with self, others and nature

SCI has extensive experience, tools, and resources on peacebuilding and peace education, which can be great resources for peace activities. They need to be further promoted and used within and outside the movement. In addition, due to the new world developments, there is a need to develop new tools and methods that are open and accessible to everyone. Activists play a crucial role in extending peace activities and organising them with high quality and impact on an international and local level. To achieve such an impact, activists and members have to be empowered, and then encouraged and supported to practice and share what they have learned. We encourage sustainable activism, practise what we preach by using three levels of peace (self, others and nature) by using for example environmentally-friendly means of transport, sustainable use of materials, as well as practising non-violent communication in our branches, with volunteers and with all of our partners outside the movement.

*Note: With activists we refer to members of the SCI structure, activists and volunteers.*

## Objective 3.1: Empower activists through capacity building on peacebuilding and peace education

### Action

1. Organise capacity building trainings on peacebuilding and non-violent conflict resolution for activists and trainers (training for trainers)
2. Organise networking and exchange meetings among activists to share peace actions, methods and experiences, encourage and organise joint actions
3. Identify and share with members peace activities, actions, and materials organised by other organisations with the aim of participating, learning, and sharing
4. Develop new tools and methods on peacebuilding that are open and accessible to everyone
5. Improve, promote and increase the usage of the peace tools and methods developed. All members can access and use them as resources on peace activities within and outside the movement
6. Expand the number and improve the quality of training for trainers in peace education and create a diverse pool of trainers on peacebuilding and peace education
7. Translate peace materials from English to other languages, and vice versa to increase accessibility
8. Continue to hold peace education activities in our voluntary service projects

### KPI

1. 30% more activists trained in the mentioned fields
2. 20 peace activities and projects implemented by activists
3. Creation of a new and accessible tools in peacebuilding
4. 80% of branches groups and partners are aware, use and promote peace materials, and the impact assessment
5. 25% of peace materials translated in other languages
6. 30% more activists equipped with skills in training others in peace-education
7. Have a diversified pool of trainers on peacebuilding (conflict resolution, gender, refugees, anti-militarism, peace and art, etc.)
8. Provide material, advice and support for holding peace education activities in our voluntary service projects



## Objective 3.2: Encourage and support activists to practise and share what they have learned by organising follow-up peace activities

### Action

1. Activists organise follow-up peace activities online and offline
2. Activists disseminate results and share gathered knowledge within and outside the movement
3. Apply and implement qualitative peace projects between the branches and partners by trained and experienced activists
4. Continue organising peace campaigns and collating them to be shared (continuance of 100 actions of peace)
5. Continue and stimulate the organisation of diverse peace actions on the International Day of Peace

### KPI

1. Activists practise what they have learned and have better impact on the international and local levels
2. Peace actions are more visible within and outside SCI
3. 10 more peace projects applied and implemented by activists
4. 20% more peace actions on the International Day of Peace by activists

## Objective 3.3: Practise what you preach on all levels of peace (selves, others and nature)

### Action

1. Practise Inner peace and reflections during national and international seminars, work-camps, and local activities organised by SCI
2. Promote the culture of peace with others in the movement
3. Practise peace with nature by informing volunteers, activists and staff members , about the climate aspect of flying, food and material consumption and encouraging the use of sustainable transportation, materials and food during all our activities, practising green lists in the organisations, and reducing the ecological footprint of our offices

### KPI

1. More practice of inner peace in SCI activities was measured by evaluation forms, feedback and reports of activities
2. The SCI network has an international recommendation for a climate and social just

travel policy. All SCI branches have a travel policy to reduce carbon emissions

3. Implementing and monitoring conflict transformation and mediation framework
4. Reduce mobility emissions (especially those caused by flying), reduce waste and use sustainable materials and food during workcamps, projects and seminars, and in offices
5. Include information on climate impact of transport on our websites, studyparts and infosheets



## Goal 4

**Be proactive in the areas of Climate and Social justice, recognizing the ongoing and future developments in society**

Building on our more than 100-year history of volunteering for peace that makes SCI unique in this field, we seek to meet the ongoing and future developments in society in the areas of Climate and Social Justice. We will do this by being proactive and committed to continuing our work as an international volunteering network of change makers to the benefit of society and the planet. As Climate and Social Justice issues threaten world peace, SCI has a specific role to play in awareness raising and empowering people to face these challenges and promote peace, using an intersectional approach. We also seek to collaborate with other like-minded IVS organisations to spread our peace message through volunteering actions.



## **Objective 4.1: SCI IEC/IS/Branches engage actively towards peace actions streamlined to address new emerging social, environmental and political ideas which fit into its values**

### **Action**

1. SCI IEC/IS/Branches seek to collaborate with other IVS organisations to face the new challenges and promote peace jointly

### **KPI**

1. Increasing number of SCI members involved with social justice and climate crisis workcamps/projects and campaigns

## **Objective 4.2: Connect more with both social and climate justice movements worldwide, seeking grants and funding for both climate-related projects and social justice projects**

### **Action**

1. Ensure SCI representation in different social and climate justice actions and events, both locally and internationally
2. Seek grants and funding for climate and social justice related projects

### **KPI**

1. Increased number of SCI members engaged and representing the organisation in collective actions regarding social justice and climate crisis events
2. Number of quality projects/campaigns and training funded for climate and social justice issues and its links to world peace

## **Objective 4.3: Be more visible as a relevant actor in motivating and enabling collective action and collaboration between members, to address social and environmental challenges**

### **Action**

1. Communicate motivating posts regularly in social media and in newsletters regarding issues and events on social and environmental challenges
2. Support and give visibility to the work of thematic teams within SCI

### **KPI**

1. Increased numbers of followers and views in SCI social media

2. Increased numbers in newsletter subscriptions
3. Published posts on thematic groups

**Objective 4.4:** Make a priority to incorporate climate-related concerns into all activities and new projects, given the urgency of the climate crisis, the need for collective action to address it, as well as its connection to peaceful cohabitation between all species of the planet

## Action

1. Ensure that there is at least one annual climate-related theme included in all initiatives as a component (training, workcamps, projects)
2. References to climate justice concerns should be made to most activities e.g. on, world peace and climate crisis, refugees and climate crisis, vulnerable people and climate crisis, north-south relations and climate crisis, urban-rural life and climate crisis etc.
3. SCI ensures that the peer-to-peer sharing of expertise in environmental protection and biodiversity, ecosystem restoration, mobility-emission reduction, waste reduction, access to clean water and sanitation, access to clean and affordable energy is used to raise awareness about the reduction of the human footprint and give emphasis on a regenerative, peaceful and inclusive world
4. organise projects on decolonization policies in volunteering and climate justice
5. Create more climate and environment related educational materials, toolkits etc, and promote the ones that already exist
6. Create an SCI campaign on climate crisis issues and link it as appropriate to the peace activism campaign, involving the whole movement
7. Develop new ideas for alternative climate just projects and ways to address the structural obstacles of emissions through our project mobility

## KPI

1. At least 10 webinars/in-person projects/trainings; more publications; info papers; toolkits
2. Increase the number of people reached and the attitude change observed in them
3. Increase the number of SCI members engaged in capacity building projects/campaigns and training in climate crisis and world peace
4. 90% satisfaction level of those receiving the information/participants in wcs/projects, trainings, campaigns
5. Reduced carbon footprint of SCI offices by 40% compared to the one measured in the Impact Measurement Tool of 2023

6. Reduced carbon footprint of mobility in SCI projects and SCI structure by 30% compared to the one measured in the Impact Measurement Tool of 2024
7. At least 6 international projects which are climate just (no flying, plant-based regional food...) organised on 3 continents

**Objective 4.5: Make a priority to incorporate social justice-related concerns into all activities and new projects, given the disrespect for human rights and the unequal distribution of resources among the members of global society, the need for collective action to address this as well as its connection to peaceful co-habitation between all people**

## Action

1. Ensure that there is at least one annual social justice theme included in all initiatives as a component (trainings, workcamps, projects) References to social justice concerns should be made to most activities e.g. on ensuring world peace through social justice, on north-south relations, refugees, disadvantaged people, gender issues, human rights, urban life etc
2. Ensure that there is peer-to-peer sharing of expertise in social justice
3. Create more social justice related materials, and promote the ones that already exist
4. Create an SCI campaign on social justice issues, link it as appropriate to the peace activism campaign and involve all the movement
5. Organise at least one cross national project on Decolonization in IVS to challenge how colonial legacies and neo-colonial practices influence the way we perceive and organise volunteering projects and how this is linked to Global Justice issues, e.g. white saviorism, white privilege, volunteering in a neo-colonial setting, inclusivity, diversity, environmental sustainability etc.

## KPI

1. At least 10 webinars/in-person projects/trainings; more publications; info papers; toolkits
2. Number of people reached and the attitude change observed on them
3. Number of SCI members engaged in capacity building projects/campaigns and training in social justice issues and the world peace
4. 90% or high satisfaction level of those receiving the information/participants in training, workcamps, projects, campaigns
5. At least one cross national project organised on Decolonization in IVS challenging our structures, values, practices



# Glossary

In this document, certain terms may have multiple interpretations. To provide clarity, we have compiled a glossary of terms below. Please be aware that some terms can be used in various contexts, and their precise meaning should be determined based on the specific context within this Strategic Plan.

## Member

**SCI branch or group:** A local or regional branch or group affiliated with SCI (Service Civil International).

**Individual member of a specific SCI structure:** A person who is formally associated with a particular component of SCI.

## Partner

**SCI-partner:** An IVS (International Voluntary Service) organisation that is not a formal member of SCI but engages in volunteer exchanges and collaborations with SCI.

**Partner in an international project or campaign:** An organisation or entity that collaborates with SCI on specific international initiatives or campaigns.

**On branch/group level: camp partner/local partner:** Organisations or entities that cooperate with SCI branches or groups at the local level for specific projects or initiatives.

## Contact

**Candidate-member of SCI:** an organisation that is seeking membership within SCI.

## Peace education

Learning activities designed to promote understanding and knowledge related to peace, conflict resolution, and non-violence.

## Peace

SCI's working-definition of peace, as outlined in the [Peace Education Policy Paper](#) (2005) to be found in the Members Area.

## Like-minded organisation

An organisation that shares similar values and principles with SCI and may be inclined to collaborate on common goals or projects.

## KPI (Key Performance Indicator)

A quantifiable measure used to evaluate the performance and progress over time toward achieving a specific objective or goal. Please note that the KPI's in the strategic plan are for four years.



## SERVICE CIVIL INTERNATIONAL



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