

Strategic Plan 2011-2014



**Service Civil International
December 2010**

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Introduction

Ninety years after its founding, SCI is still determined to propagate its core values of peace, non-violence, anti-militarism & international solidarity both in words and deeds. Ten years into the new Millennium, the challenge we are now facing is how best to apply our limited human and financial resources to meet and overcome the major threats facing peace, humankind and the world as a whole, the scale & scope of which remains enormous:

Growing militarism. According to figures released by SIPRI, world military expenditure is estimated to have been \$1531 billion in 2009 - a real-terms increase of 6 per cent over 2008 and of 49 per cent since 2000 and there is no sign of relent. Despite the end of the Cold War and the dissolution of the Warsaw Pact, NATO continues to expand and has long since abandoned its defensive character in favour of an aggressive, worldwide interventionist strategy such as in Afghanistan.

Continuing threat of nuclear weapons worldwide. Sixty-five years after their first use, the world's major powers still store 20,000 nuclear weapons with a combined destructive power of 600,000 Hiroshima bombs and still threaten to use them as a means of solving interstate conflicts. If they did, the "survivors would envy the dead" (Schweizer).

Declining North-South solidarity. Despite the adoption of the Millennium goals at the turn of the century, there remain huge gaps in the distribution of wealth throughout the world. Whilst according to latest UN figures 1% of the world's richest people together own 40% of the world's wealth 22,000 children are dying every day of the year due either to hunger, disease or malnutrition which are easily preventable.

Climate Injustice. As greenhouse gases continue to heat up the earth's atmosphere and the most powerful governments remain largely inactive, the very existence of millions of people, particularly in the South, is now threatened by both the inevitable immediate & long-term catastrophic effects of climate change.

Less peace among the people. As recent events on the European continent have demonstrated, racism, xenophobia, Islamaphobia, anti-Semitism, discrimination of minorities and right-wing extremism are again on the rise and continue to pose a major threat to peace among individuals, communities & nations.

Lack of social justice. The recent worldwide economic & financial crisis of the capitalist system has highlighted the need to protect particularly those living on the edge of society from further cuts in benefits as well as dismantling of social services and social safety nets as a whole.

Human rights violations & gender inequality. The human right for food, access to education, medical treatment, proper housing, as well as freedom of speech, freedom of association & freedom from arbitrary arrest and torture, is still denied to millions of people on our planet. In many countries, women are still discriminated at work, study and in society and are not allowed to develop their full potential.

It is against this background that the new SCI strategic plan for the period 2011-2014 has been developed. It defines the key areas in which branches, groups and individual members throughout the world can all combine their efforts and work together to combat these threats to peace by means of voluntary service, and in so doing, continue to promote SCI's aims, values and ideology in the modern world.

It is in these key areas that SCI has set its strategy: its **mission, vision, strategic goals** and **core values**.

MISSION STATEMENT

Service Civil International strives towards 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.

VISION STATEMENT

Service Civil International is an international non-governmental organization promoting a culture of peace by organizing international volunteering projects with local and global impact.

STRATEGIC GOALS

In order to accomplish its mission, SCI has set three strategic goals for the years 2011-2014:

- **GOAL #1. Contribute to a non violent approach to global issues through education on a local level.** This goal is meant to contribute to a more peaceful dialogue within society, more awareness about social injustice and a more sustainable lifestyle by all individuals. The main tool to reach this goal is (peace) education. Education is to be understood as helping people to obtain knowledge and understanding of the concepts as well as empowering people to apply the knowledge in daily life and to multiply the information. The final goal is to be perceived as a sustainable organization that promotes peaceful and intercultural dialogue and acts as an expert on non-violent solutions to armed conflict.
- **GOAL #2. Empower people to take an active stand for a culture of peace in the world.** This goal is meant to facilitate acts of solidarity on a global and local level. The main tool to reach this goal is the organization of voluntary projects. The final goal is to facilitate acts of solidarity with people that suffer social injustice, as well as to raise awareness on the current situation in the world.
- **GOAL #3. Build capacity / strengthen the organization to reach its goals.** This goal is meant to contribute to SCI's possibilities to reach the above mentioned goals. In order to accomplish the mission, SCI should improve its external communication to attract volunteers and to retain human resources. At the same time, SCI should be financially secure and ensure proper quality management. The final goal is to build the organization's capacity to execute all activities outlined in this Strategic Plan.

VALUES

All SCI activities should be in line with SCI's values. SCI's core values are as follows:

- **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**, as a principle and a method
- **Human Rights**, respect for individuals as stated in the Universal Declaration of Human Rights
- **Solidarity**, international solidarity for a more just world and solidarity between human beings on all levels
- **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**, empowering people to understand and act 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

The following document outlines the strategic objectives and specific activities needed to achieve the strategic goals. There is also a plan for the monitoring and evaluation of the process and an overview of the financial implications of this plan. In the Annexes you can find a dictionary to guide you through this plan as well as an explanation on the role of the international (coordinating) bodies, a short report about the process of compiling this Strategic Plan, and an overview of the strategic objectives committed to by specific branches..

If you have any questions, do not hesitate to contact the Strategic Plan team through sp20102015@gmail.com.

GOAL #1: Contribute to a non violent approach to global issues through education on a local level

Strategic Objective 1.A: Promote peaceful and intercultural dialogue within society

Key result area: the implementation of peace education, intercultural dialogue and non-violence in SCI's projects

Activity	Who?	When?
Maintain and improve the framework for the peace messengers activities	Peace Messenger Network (PMN)	2011
Organize a peace messenger session within voluntary projects	Branches	2011, ongoing
Develop a toolkit for the promotion of Intercultural Dialogue (ICD) in voluntary projects	IS (coordination) Branches (information)	2012
Follow-up and continuation of peace education seminars in Europe and Asia (and other continents)	Branches	2011, ongoing
Train camp coordinators and outgoing volunteers in ICD (based on toolkit)	Branches	2012, ongoing
Train camp coordinators and outgoing volunteers to use units of Non-Violent-Communication (NVC) and Conflict Resolution (CR) in the voluntary projects	Branches (Pool of trainers)	2012

Success criteria

- More voluntary projects with Peace Messengers session
- All branches are covered in the Peace Messenger Network
- There is a toolkit for ICD
- Toolkit is used in the preparation of camp coordinators and outgoing volunteers
- A pool of trainers is established, amongst which are NVC trainers (see 3B)
- Camp coordinators are trained to use units of NVC and CR in voluntary projects
- FINAL GOAL: SCI is perceived as an organization that promotes peaceful dialogue

Strategic Objective 1.B: Educate people to pursue a sustainable lifestyle

Key result area: the implementation of the principles of sustainable living within SCI

Activity	Who?	When?
Actively incorporate the thematic group GAIA in the (international) structure, i.e. support GAIA and give space to their activities	IEC Branches	2011
Develop guidelines "How to run activities in a sustainable way" by branches' input on best practices	GAIA	2012
Spread guidelines within SCI	GAIA	2012
Implement the guidelines in the activities of the branches	Branches	2012
Take part in (international) meetings on climate change	GAIA Branches	2013, Ongoing
Join campaigns and platforms on sustainability	GAIA Branches	2013, Ongoing

Success criteria:

- GAIA has reached the status of an official working group and performs activities on a regular basis
- There are guidelines on running activities in a sustainable way
- Branches are appraised of these guidelines and use them
- SCI has joined at least one Climate Change meeting
- SCI has joined at least one campaign or platform on sustainability
- FINAL GOAL: SCI is an example of a sustainable organization

Strategic Objective 1.C: Raise awareness about armed conflicts in the world and encourage people to promote non-violent solutions

Key result area: the organization of awareness-raising events related to armed conflicts

Activity	Who?	When?
Collect existing knowledge on solidarity acts in SCI	No More War team, IS (coordination) Branches, Working groups (information)	2011
Organize joint SCI-campaigns	No More War team in cooperation with Branches, Working groups	2012, ongoing
Develop material for campaigns	No More War team in cooperation with Branches, Working groups	2012
Organize workshops on voluntary projects related to SCI-campaigns	Branches	2012, ongoing
Organize infoworkshops/demonstrations for the local society related to SCI-campaigns	Branches	2012, ongoing
Involve returned volunteers (that took part in projects in conflict areas) in the organization of the workshops/infosessions	Branches	2012, ongoing
Network with national and international peace-NGO's and join their campaigns	Branches Working groups	2011, ongoing

Success-criteria:

- A joint SCI campaign has taken place
- At least half of the branches has organized workshops related to the campaign
- There is cooperation between SCI and other peace organizations
- FINAL GOAL: SCI is able to raise awareness about non-violent solutions to armed conflicts, both within and outside of voluntary projects.

GOAL #2: Empower people to take an active stand for a culture of peace in the world

Strategic Objective 2.A: Promote and organize voluntary activities as a means to actively address the problems in society

Key result area: the organization of quality programs, that are inclusive to all

Activity	Who?	When?
Projects that affect the problems in society		
Define the problems of the local society	Branches	2011, 2012
Organize international voluntary projects that address the problems of the local society	Branches	2011, 2012
Evaluate, monitor, and improve the study part of the projects according to the defined problems of the local society	EEM Branches	2011, ongoing
Evaluate, monitor and improve the cooperation with the local community in the projects (study part, meeting afternoons etc)	EEM Branches	2011, ongoing
Social inclusion		
Organize international voluntary projects with people with fewer opportunities	Branches YUWG	2011, ongoing
Include people with fewer opportunities in ordinary international voluntary projects	Branches YUWG	2011, ongoing
Organize trainings on working with people with fewer opportunities	Branches YUWG IS	2012
Extend the practice of social inclusion to more branches	Branches YUWG	2012, ongoing

Success criteria

- An increased number of branches are involved in social inclusion projects
- An increased number of volunteers with fewer opportunities take part in SCI projects and are active in SCI
- At least one training on working with people with fewer opportunities has been organized
- An increased number of volunteers involved in the projects are members of the local community where the projects take place
- FINAL GOAL: SCI organizes voluntary projects that address the (problems in the) local society and the level of participation in social inclusion projects has improved

Strategic Objective 2.B: Organize voluntary projects with a statement against the ideology of war

Key result area: the implementation of a clear framework for the organization of voluntary projects with a statement against the ideology of war

Activity	Who?	When?
Revise and communicate the existing criteria for voluntary projects with a statement against the ideology of war (the former PVP)	PMN No More War team IEC	first half of 2011
Collect initiatives within SCI that fulfill the criteria	IS Branches	2011

Increase the number of projects that fulfill the criteria	Branches	2011, ongoing
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Success-criteria

- There are (improved) criteria for voluntary projects with a statement against the ideology of war
- All SCI branches are appraised of these criteria
- The number of projects that fulfill the criteria has increased
- FINAL GOAL: SCI has a clear framework for organizing voluntary projects with a statement against the ideology of war

Strategic Objective 2.C: Facilitate acts of solidarity with victims of organized violence and oppression

Key result area: the level of volunteering / solidarity work of SCI in/for (post) conflict areas

Activity	Who?	When
Sustain solidarity work in the (post) conflict areas in which SCI is currently active, in cooperation with experienced local NGO's.	Branches Regional Working groups	ongoing
Organize projects with refugees who fled affected areas	Branches	2011, ongoing
Increase the number and quality of LTV-positions in (post) conflict areas	Regional Working groups LTEG	2012
Organize trainings to improve the knowledge and skills of branches and volunteers to work in (post) conflict areas	Regional Working groups Branches	2012
Encourage and give space to follow-up activities for volunteers following their return from voluntary projects. (see also 1C)	Branches	2011-2014

Success-criteria

- The number of solidarity projects in (post) conflict areas has remained stable or increased
- The number of LTV-positions in (post) conflict areas has increased
- There is a tool for quality management and quality of the projects is increasing
- The number of branches with volunteers trained and/or experienced in working in (post) conflict areas has increased
- Volunteers going to (post) conflict areas receive proper training on the topic before departure
- The number of follow-up activities for returned volunteers has increased
- FINAL GOAL: SCI organizes a diverse set of solidarity acts in/for (post) conflict areas

GOAL #3: Build Capacity / Strengthen Organization to reach its goals

Strategic Objective 3.A: Raise SCI's profile as a peace organization

3.A.1: Appraise volunteers of the international movements mission, aims and objectives

Key result area: the level of knowledge and appreciation of SCI's aims among participants of SCI projects

Activity	Who?	When?
Develop and spread common guidelines and minimum standards for branches concerning information for volunteers	IS EEM	2011
Implement the guidelines in the voluntary projects	Branches	2012, ongoing
Develop common basic informational material (poster) for all SCI projects to use during the projects	IS	2011

Success criteria:

- Common guidelines / minimum standards for branches are created
- All branches are informed about these guidelines
- All branches have implemented the guidelines in their voluntary projects
- There is standard basic informational material for SCI projects available
- FINAL GOAL: the number of incoming volunteers that know about the aims of SCI has increased

3.A.2: Improve external representation and promotion

Key result area: the representation of SCI in (international) networks and the improvement of external communication

Activity	Who?	When?
Identify existing like-minded networks and organizations both on a national and international level	IS IEC Working Groups Branches	2011
Attend meetings of (international) networks on a regular basis	IEC Branches IS	2012, ongoing
Organize activities in cooperation with like-minded networks and organizations	Branches	2012, ongoing
Implement the communication plan (see annex)	IS	2011
Recruit experienced IT-specialists to run the IT activities in the offices	Branches	2012, ongoing
Promote the international archives in the main communication tools (e.g. the website, leaflets and posters)	IS	2013

Success criteria

- Like-minded networks and organizations are well known by all structures of SCI
- SCI activists attend meetings of international networks on a regular basis and at least once per year
- At least one project or activity is organized by SCI in cooperation with a like-minded organization
- The communication plan has been implemented
- The number of visitors to the international archives has increased
- FINAL GOAL: SCI has increased visibility in (international) networks and there is a clear and implemented communication plan for external representation

Strategic Objective 3.B: Retain and strengthen human resources

Key result area: the number of active SCI volunteers

Activity	Who?	When?
Retain human resources		
Organize follow-up activities for volunteers after projects	Branches	2011, ongoing
Promote the Working Groups among returned volunteers	Branches	2011, ongoing
Strengthen human resources		
Create guidelines for (preparation teams of) seminars and meetings	IS	2012
Create a "Pool of Trainers"	IEC	2012
Organize regular Summer Universities	IS	2012, ongoing
Involve former SCI volunteers as experts (resource persons) in pending issues and activities	Branches	2012, ongoing

Success criteria:

- The number of follow up activities after projects and seminars has increased
- There is a guideline for running seminars / meetings
- There is an annual Summer University
- The Pool of Trainers has been established
- The number of branches that actively involves former volunteers as expert / resource person has increased
- FINAL GOAL: the number of active members / volunteers has increased

Strategic Objective 3.C: Secure the organization's financial position

Key result area: the diversification of ways to increase income

Activity	Who?	When?
Develop a policy/set the criteria for private companies donations/sponsors	IEC	2011
Diversify funding sources	IS	2011, 2012
Explore national and local possibilities for co-financing international activities (trainings, meetings etc)	Branches	2011, ongoing

Success criteria:

- A policy on private companies / donations has been established
- SCI has applied for a diverse set of funding possibilities
- FINAL GOAL: SCI's income has increased

Strategic Objective 3.D: Increase solidarity and cooperation between branches

Key result area: the increase of inter-branch cooperation and support

Activity	Who?	When?
Provide a comprehensive and free placement tool for branches	LTEG IS OPS Team	2011
Maintain and develop support of the IS for Working	IS	2011, ongoing

Groups		
Create an internal funding system for international initiatives (Train Fund)	IS IEC	2012
Find funding possibilities for cooperation between Europe and Asia (+other continents)	IEC IS Branches	2013, ongoing
Develop a strategy for sustainable intercontinental cooperation addressing the questions of geographical extension and its financial implication, ways of promoting the cohesion of the movement on the different continents.	IEC IS	2014

Success criteria

- There is a placement toolkit available for branches
- At least four meetings of activists financed by the international coordination have taken place
- There is a strategy for intercontinental cooperation
- FINAL GOAL: The number of inter-branch (including intercontinental) activities has increased

Strategic Objective 3.E: Ensure proper quality management

Key result area: the increase of activities that enhance quality management

Activity	Who?	When?
Evaluate and improve the existing tools to evaluate the projects, exchange and cooperation between branches and between branches and partners	IEC EEM NSPM Working Groups	2011, ongoing
Organize / take part in trainings on staff management and organizational management	Branches IS	2012, ongoing
Prioritize projects and activities in line with the Strategic Plan	IEC IS Branches	2011, ongoing

Success criteria:

- The EEM and NSPM are maintained and have improved effectiveness
- The number of volunteers that took part in trainings on staff and organizational management has increased
- All branches are appraised of the content of this Strategic Plan and prioritize their activities accordingly
- FINAL GOAL: SCI organizes quality programs as a result of good quality management

Monitoring and evaluation of Strategic Plan

The main responsible for evaluation and monitoring this Strategic Plan is the **IEC**. To inform the IEC, an “SP Team” will be created to follow the implementation of the Strategic Plan and report back to the IEC. The following section outlines the responsibilities of this SP Team and the IEC, as well as a plan to ensure input from branches and working groups on the progress.

1. The SP Team: composition and responsibilities

The SP Team consists of **4 SCI activists, 1 or 2 IEC members and 1 contact in the IS**. The SP Team should be composed in January/February 2011 by the IEC after a call has been sent out for applications. The mandate of the team members lasts one year. At each ICM a new SP team should be appointed and provided with a clear task list for the following year. If team members leave the team, either after their mandate or during, they are bound to take care of a proper transfer of knowledge and information to the replacing team member. There is no maximum number of terms to be served in a row.

At least once a year, the SP Team will meet physically. The first meeting will take place in April or March 2011, after compiling the team. The team is responsible for encouraging branches to carry out activities in line with the SP and to collect information on the progress.

The SP Team reports back to the IEC and writes a detailed **annual report** for each ICM. These reports should at least contain answers to the key questions outlined below. As a result, the SP Team can propose changes to the Strategic Plan if needed. These changes should be adopted by the ICM. Lastly, the SP Team is responsible for writing a Plan of Action as far as the SP is concerned.

Next to that, the SP team is responsible for coordinating the **communication** of the SP. Firstly, there will be a section allocated to the SP in the monthly e-zine. This will be coordinated by the International Secretariat in Antwerp. The SP team, however, is responsible for regularly updating the Facebook page and the international website concerning the SP. Finally, a comprehensive and attractive summary of the SP should be published to use for internal communication and/or communication towards donors. The SP team is responsible for coordinating this.

KEY QUESTIONS

- Are goals and objectives being achieved or not? If they are, then the IEC will acknowledge, reward and communicate the progress. If not, then the IEC will have to consider the following questions.
 - Will the goals be achieved within the timeline specified in the plan? If not, then why?
 - Should the deadlines for completion be changed?
 - Does the movement have adequate resources to achieve the goals?
 - Are the goals and objectives still realistic?
 - Should priorities be changed to put more focus on achieving the goals?
 - Should the goals be changed (here one should be careful -- know why efforts are not achieving the goals before changing the goals)?
- What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

2. Branches and working groups: responsibilities

To ensure the work of the SP Team, branches and working groups are expected to be **available** for the SP Team to answer questions. For this reason we kindly ask you:

- to provide us with the name and email address of your contact person and any changes in this during the process
- to answer questions and emails if needed
- for branches who have committed to one or more objectives: to be willing to provide more elaborate information on the progress (for a list, see Annex 2)

3. The IEC: responsibilities

The IEC is responsible for the **overall process**. It is the task of the IEC to support the SP Team and the implementation of the Strategic Plan by branches and working groups. Alongside this, the IEC should complete the Plan of Action compiled by the SP team and provide it to the ICM to be voted on. Finally, a **midterm evaluation** should be carried out by the IEC in 2012, in close cooperation with the SP Team, to be presented and discussed at the ICM on the “SP day” that should be planned during the ICM 2012.

Final evaluation

This Strategic Plan ends in 2014. This means that at the ICM 2014 a new Strategic Plan for the years 2015-2018 should be adopted. Therefore, at the ICM 2013 either an “evaluation team” should be appointed to ensure proper evaluation of the current plan or the SP Team should commit to carrying out this evaluation.

Financial implications of the Strategic Plan

Executing this plan has financial consequences.

- First of all, **the SP Team** should be financially supported to meet at least once a year. There is €2000,00 allocated for this in the budget 2011, to ensure the possibility of intercontinental cooperation concerning the SP.
- Setting up the TRAIN Fund (or a similar fund with a different name) should have priority, as this Fund will also enable **other SCI activists to meet each other** to work on strategic activities. It has been decided to not set up this fund in 2011. It should, however, be taken into account when taking financial decisions in the longer run.
- Another crucial part of this Strategic Plan that will have financial consequences is the focus on **networking with like-minded organizations**. These (mainly travel) costs can not always be covered internally. Branches and working groups are expected raise funds to attend meetings of like-minded organizations and networks. Only if this fails and there are people from more than one branch attending the meeting, branches or working groups can apply to the TRAIN Fund, when this has been established..
- Finally, the **implementation of the Communication Plan** will have financial consequences, which will be carried by the International Secretariat.

By adopting this Strategic Plan, SCI (the IEC, the IS, as well as the branches and working groups) accept the financial consequences of this plan and agree to allocate the costs in the budget. On an international level the total amount of money allocated is €2000,00 for the year 2011.

Annex 1. Dictionary

Peace. A set of values, attitudes, modes of behaviour and ways of life that reject violence and prevent conflicts by tackling their root causes to solve problems through dialogue and negotiation among individuals, groups and nations. Peace means the absence of physical and structural violence inflicted by human beings: it is more than the absence of war, although war is the ultimate form of non-peace. Phrased positively, it means a way of living together, in which people give their fellow creatures the space and, if necessary, the mutual support to live their lives to the full. This includes social justice, mutual respect, community spirit, freedom of opinion and speech, a healthy environment and sustainable use of natural resources. Sources: www.unesco.org; www.spaceforpeace.net

Voluntary project. The word voluntary project is in this document used as synonym for 'workcamp', a more common name in SCI. At the same time, the word 'voluntary project' may refer to more than only workcamps, but imply for example LTV projects, and events as well.

Non-violent, non-violence. The use of peaceful means, not force, to bring about social or political change. Source: Oxford Dictionary.

Non-Violent Communication (NVC). A way of communication developed by Marshall Rosenberg, based on the principles of non-violence. Practitioners of NVC experience deeper understanding of and connection with each other and therefore NVC contributes to conflict resolution. Source: www.cnvc.org

Intercultural Dialogue. Intercultural dialogue is a process that comprises an open and respectful exchange or interaction between individuals, groups and organisations with different cultural backgrounds or world views. Source: www.interculturaldialogue.eu

Peace education. Education activities meant to help people obtain knowledge and understanding of the meaning of 'peace' on different levels as well as learning the skills, attitudes and values that one needs in order to contribute to peace and help maintain it. Source: www.spaceforpeace.net

Sustainability. The potential for long-term maintenance of well being. Sustainability has environmental, economic, and social dimensions. In SCI, we focus on the environmental dimension, striving towards a "sustainable lifestyle" by all individuals, as defined by the Brundtland Commission in 1987: "[...] that meets the needs of the present without compromising the ability of future generations to meet their own needs". Source: www.un-documents.net

Campaign. A series of organized, planned actions for a particular purpose. Source: www.yourdictionary.com

Annex 2. The International Coordination, an explanation

The backbone of the organization

SCI exists of 43 member organizations - **branches and groups** – which carry out the work of SCI on a mostly national level. They organize the voluntary projects (short term and long term), they prepare and send volunteers abroad and they receive volunteers from other countries. Without branches and groups SCI would not exist; they are the backbone of the organization. The status of those branches* is quite autonomous, however they share the ideals and working methods of SCI as organization.

International coordination

International coordination of SCI is needed to ensure the shared ideals and working methods. Otherwise, we cannot speak of one organization. This strategic plan, for example, serves as a guideline for the entire organization.

There is also institutional coordination. Once a year (delegates of) the branches of SCI gather to discuss and decide upon the Plan of Action, policies, proposals and international budget at the **International Committee Meeting (ICM)**. This is the highest decision-making body of SCI.

As this is only once a year, there is a body needed to make decisions in between two ICM's as well as to follow up / monitor decisions made at the ICM. This body is called the **International Executive Committee (IEC)**, the board of SCI. The Committee is chosen at the ICM and normally consists of eight members. All members are volunteers.

The practical work on international level (international fundraising, coordination tasks, communication) is carried out by the **International Secretariat (IS)**. Staff members work in the IS (which has its office in Antwerp) under supervision of the IEC.

Last but not least, delegates of branches meet at the **EEM (Exchange Evaluation Meeting)**, with the aim of evaluating the (summer) exchanges, and to make the evaluations more stream-lined for the following year.

Working groups

There are other forms of international cooperation within SCI. Out of the branches official international **Working Groups (WG's)** have been formed. WG's consist of at least 3 branches, which cooperate together on a certain field. There are regional working groups, such as SAVA (Balkan-region), the Africa Working Group, the Asia Working Group, Abya Yala (Latin America) and the MIDI Group (Middle East and North Africa). They work together with SCI's **partner organizations** in the mentioned areas. Partner organizations are not a member of SCI, but SCI does exchange with them. Note that partner organization do not only exist in the mentioned areas, but all over the world. In countries with an active SCI branch, a partner organization can also be active. Regional working groups all have an annual meeting, and the Africa WG, Asia WG, Abya Yala and MIDI Group meet annually at the **North South Platform Meeting (NSPM)**.

There are also thematic WG's, such as **LTEG** (Long Term Exchange Group) and **YUWG** (Youth and Unemployment Working Group). There are also unofficial working groups within SCI. At the moment these are **GAIA** (sustainable development, environment), **AWT** (Anti-War Team) and **PMN** (Peace Messengers Network). All of them are specifically mentioned in the strategic plan in the 'who?' section.

* as everywhere in this strategic plan, wherever 'branches' is mentioned, we also mean 'groups'

Annex 3. Report on the process of compiling the Strategic Plan

SCI has been working with a Strategic Plan since 2004. In 2009, the Strategic Plan 2004-2009 expired. In the course of 2010, a thorough evaluation of this plan has been executed and a new plan for the years 2011-2014 has been drafted.

The current document (SP 2011-2014) is not only based on the evaluation in 2010, but on several meetings and activities during the past years:

- Summer University in Romania (2007)
- Volunteering in Conflict Areas Seminar (2008)
- ICM in Ireland (2008)
- Summer University in Austria (2008)
- Strategic Plan seminar in Serbia (2009)
- Feedback from branches on the draft (2009)
- ICM in Mauritius (2009)
- An evaluation survey among branches (2010)
- Meeting of the Strategic Plan team in Greece (2010)
- Feedback from branches on the draft (2010)
- Meeting of the Strategic Plan team in the Netherlands (2010)

The SP 2011-2014 has been compiled by the SP Team, set up during the ICM 2009 on Mauritius and enlarged in January 2010. The team consists of five people, representing different branches, and working groups of SCI. The SP team was supervised and supported by the International Executive Committee, more specifically by Grazyna Pulawska, Stephen Nah and Paolo Pagano.

The SP team has mainly worked through email. However, after the first round of feedback (the evaluation survey in April 2010) the SP team had a meeting in Athens. Here we decided on the Strategic Goals and objectives we would focus on in the coming years. We based our choices mainly on the outcome of the questionnaire and took (not yet achieved) objectives from the previous plan (SP 2004-2009) into account as well as objectives from the draft SP 2011-2014.

In August, we sent the last draft around for a final round of feedback. We received a lot of reactions and considered it useful (and necessary) to meet again to analyse the comments and finalise the plan. We had a meeting in the Netherlands and managed to specify the plan and make it more point-focused and concrete.

After this, members of the team have worked separately on different parts of the plan, commenting on each other's work through email, to finally come up with the Strategic Plan 2011-2014 for the third mailing of the ICM 2010.

To compile this document, the input from the branches in the form of their elaborate feedback on the previous and the current Strategic Plan was crucial. We greatly encourage you to keep communicating with the Strategic Plan team throughout the process through: sp20102015@gmail.com

Amities,

Yota Arvaniti
Floor Bakker
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Annex 4. List of branches committed to the Strategic Objectives

Together with the request for feedback on the strategic plan, the SP Team sent out a question in order to see the extent to which branches/groups/WGs might help to implement the draft strategic plan.

Branches were asked to go through the draft SP and **identify at least 3 (sub) objectives to work on** and note them in order of priority.

In total 11 responses came, including one from VIA-NL, indicating that they did not want to commit to any objectives due to very limited human and financial resources (and therefore not included in the list below), but they were interested in sustainability and activities in the Middle East.

We still invite branches/groups/WG that have not replied yet to do so by sending their answers to sp20102015@gmail.com before the ICM 2010.

Strategic Objectives

Strategic Objective 1.A: Promote peaceful and intercultural dialogue within society

- Peace Messenger work: PVN Albania, SCI Austria, SCI Catalonia,
- NVC: SCI Germany
- General: OWA Poland, KVT Finland, SCI Hungary, SCI Belgium

Strategic Objective 1.B.: Educate people to pursue a sustainable lifestyle

SVI Brasil, KVT Finland, SCI Hungary, SCI Belgium

Strategic Objective 1.C: Raise awareness about armed conflicts in the world and encourage people to promote non-violent solutions

SCI Catalonia

Strategic Objective 2.A: Promote and organize voluntary activities as a means to actively address the problems in society

PVN Albania, SVI Brasil, OWA Poland, LTEG, SCI Germany (dependent on human resources), SCI Hungary

Strategic Objective 2.B: Organize voluntary projects as a statement against the ideology of war

SCI Austria (as part of Anti War team), OWA Poland, SCI Germany (dependent on human resources)

Strategic Objective 2.C: Facilitate acts of solidarity with victims of organized violence and oppression

SCI Catalonia, LTEG, SCI Germany (dependent on human resources)

Strategic Objective 3.A: Raise SCI's profile as a peace organization

- 3A1: OWA Poland, SCI Hungary
- 3A2: SVI Brasil, LTEG, OWA Poland, SCI Hungary

Strategic Objective 3.B: Strengthen and retain human resources

SVI Brasil, KVT Finland, SCI Hungary

Strategic Objective 3.C: Secure the organizations financial position

SVI Brasil, SCI Germany, SCI Hungary

Strategic Objective 3.D: Improve solidarity and cooperation between branches

SVI Brasil, SCI Hungary

Strategic Objective 3.E: Ensure proper quality management

SVI Brasil, SCI Hungary

Branches / Working groups

PVN Albania

1A (as PVN already has active peace messengers)
2A

SCI Austria

1A (related to peace messengers)
2B (anti-war team)

SVI Brasil

2A
Goal 3 (especially 3A2 + 3B)
1B

SCI Catalonia

1C
2C
1A

KVT Finland

3B
1A
1B

SCI France

1A (peace messengers)
1B (eco-messengers)

SCI Germany

1A (already has workshops on NVC)
3C
Goal 2 (dependent on human resources)

OWA Poland

1A
2A
2B
3A

LTEG

2A (LTV-work)
3A2
2C

SCI Hungary

1A
1B
2A
3

SCI Belgium

1A
1B

Peace Messengers

Wherever peace-education and the role of Peace Messengers is mentioned.