



**CCIVS**

Coordinating Committee for  
International Voluntary Service

Est. 1948

# STRONGER TOGETHER

## 2022-2027

CCIVS Strategic Plan





Cover copyright ©FSL India

Copyright © 2021 CCIVS

All rights reserved. This publication or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the publisher except for the use of brief quotations.

Coordinating Committee for International Voluntary  
Service (CCIVS)  
UNESCO House  
1 rue Miollis  
75015 Paris

<https://ccivs.org>  
[secretariat@ccivs.org](mailto:secretariat@ccivs.org)

# Contents

**01 About us**

**02 Vision, Mission and Impact**

**03 Analyses**

**04 Strategic framework**

**05 Indicators**

# Introduction to Strategic Plan

## Here we are!

*After 2 years of having online discussions, revising what we already had from the past and bringing together many different voices from the CCIVS membership and various key partners we have come to the final stage of the CCIVS strategic planning process: "Building CCIVS together". After the famous "White Paper for the IVS movement" there was a need to reassess the situation and to plan a next stage with clear priorities for the CCIVS network.*



Ingrid Danckaerts,  
CCIVS President

A reflection process started and included evaluation meetings with members, brainstorming sessions, questionnaires, consultation sessions and focus groups. While the process was initiated by the Executive Committee, they counted on the support of several former EC members, experts and the strategic planning team (composed of several members and staff) to guide the whole process and to bring this huge work to an end. So now we are here! Presenting you the plan for 2021- 2025, a 5-year plan that will steer us in a common direction, that will bring us closer together and that will make IVS stronger and more visible: a common framework that will guide our work in the coming years.

The pandemic has seriously disrupted seriously our way of working but at the same time it has made us reflect on many things we took for granted. The strategic planning process started way before the pandemic appeared and took into account the certainties that existed in those pre-pandemic times. We will now have to be resilient and adapt our way of working to the changing realities.

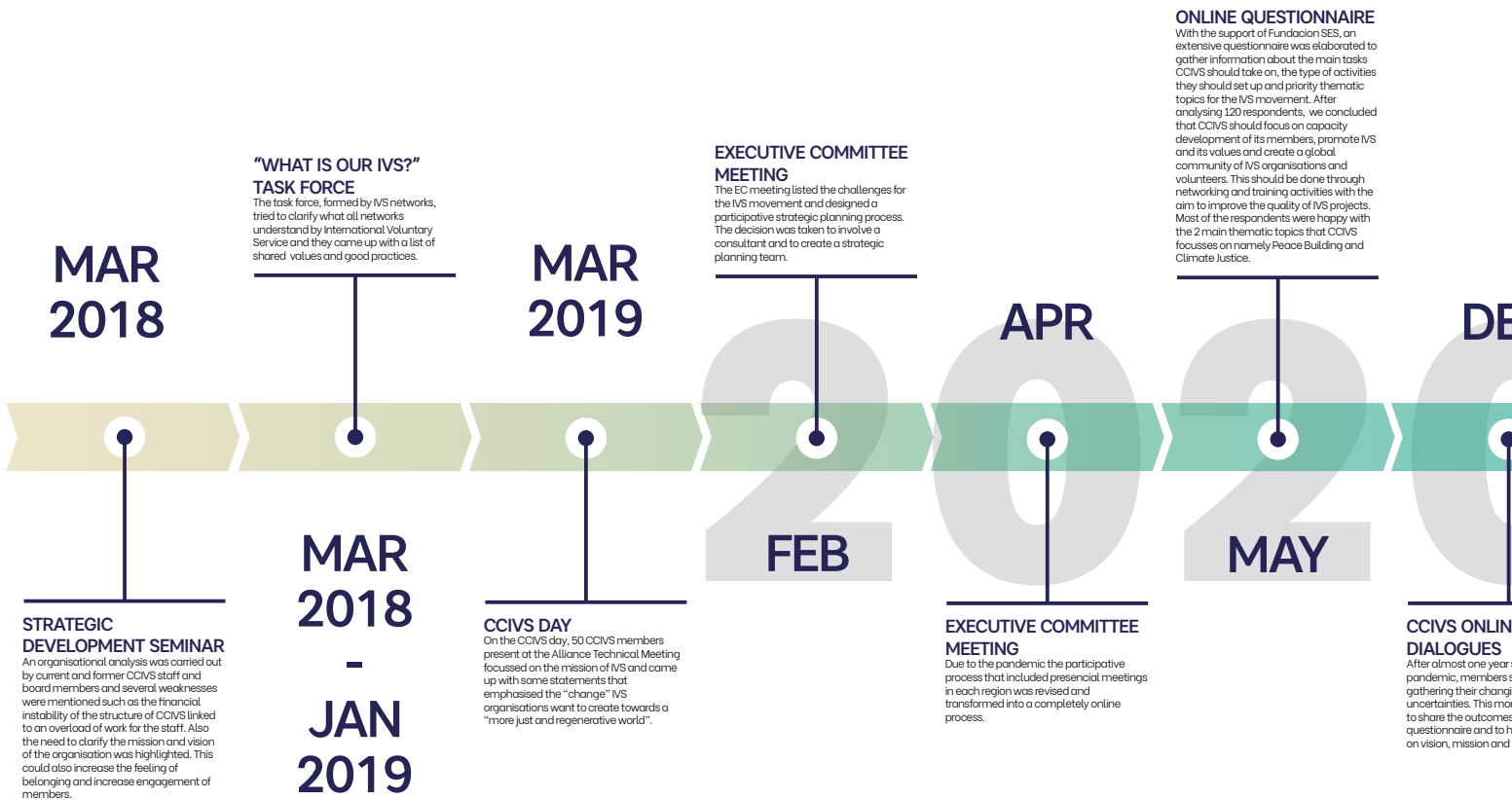
The process we have gone through to redefine the mission, vision and values

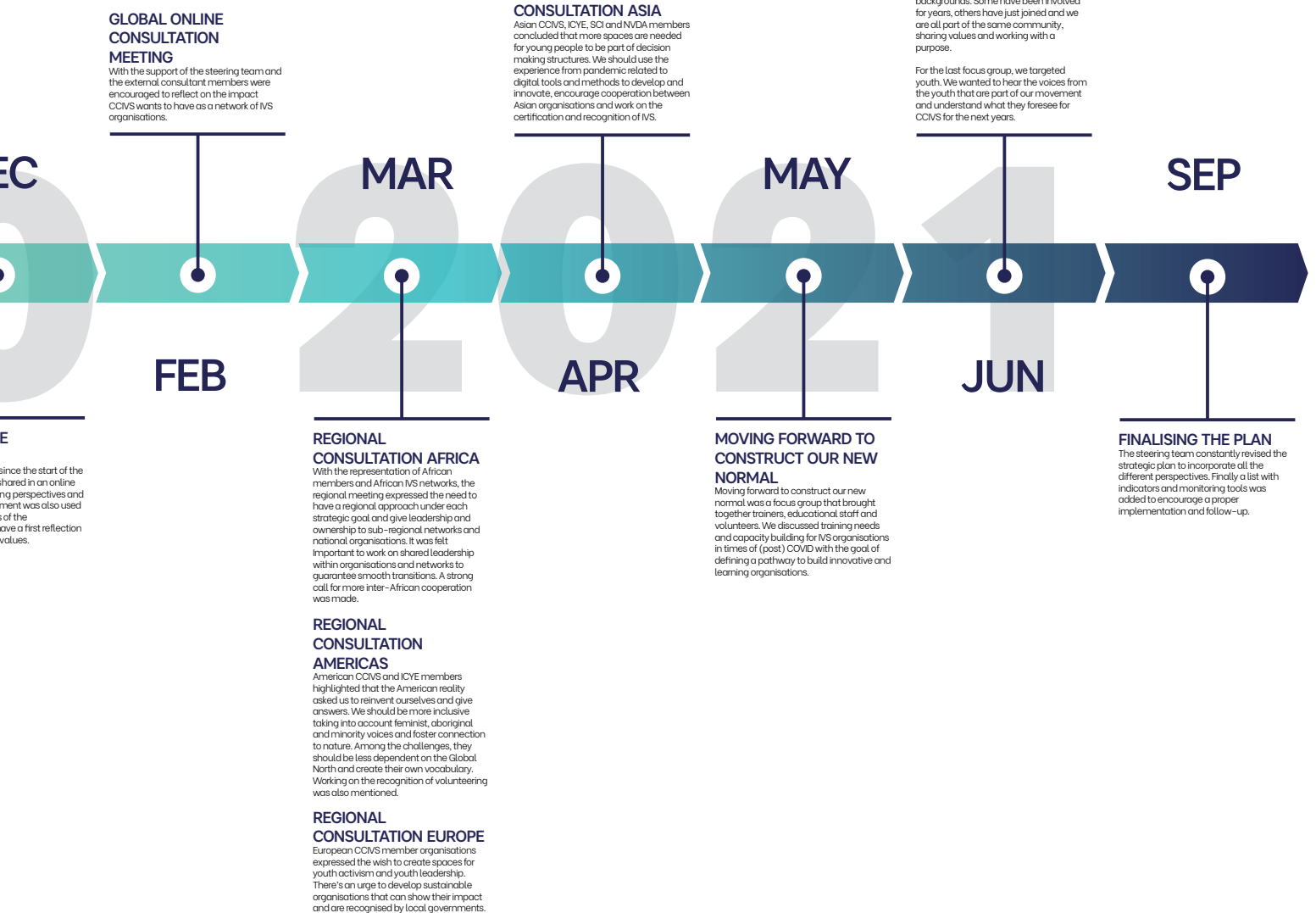
of CCIVS and to decide on the 4 strategic goals and their strategic objectives has been of great value for all involved. That's why we believe that this plan can still be a source of inspiration, a roadmap for all those who are part of CCIVS so that all activities and actions initiated and carried out in the next years contribute to the overall vision of CCIVS:

*"Building a global inclusive community of changemakers who contribute to a peaceful, just and regenerative world through international voluntary service."*

Now it's time to start working so that we can:

- Build the capacity of IVS organisations so they can implement high quality and transformative IVS programmes.
- Make the voice of IVS organisations heard
- Create a diverse and inclusive global community of empowered IVS organisations
- Strengthen the CCIVS structure to become a learning, resilient and innovative organisation.









**Chapter**

**01**

# History

**CCIVS was created under the aegis of UNESCO in 1948. During 1947, several discussions took about the ways to coordinate and upscale the efforts of volunteering in the field of reconstruction and reconciliation. This led to the organisation of a conference on work-camps in October 1947 where the need for co-ordination was expressed, followed by the International Work-camp Organisations Conference on 22-23 April 1948, at UNESCO Headquarters. At this Conference the Coordinating Committee for International Work-Camps, usually known as CoCo was proposed and accepted.**

In the period between 1948 and 1959, CoCo conducted study visits and training courses to study and develop youth and volunteer organisations in Latin America and South-East Asia.

CoCo's priorities between 1960 and 1971 were reconstruction and decolonisation. In May 1965, the official name of CoCo became the "Coordinating Committee for International Voluntary Service". This was the decade when volunteering as development assistance was a main area of growth. The fact that it coincided with the new independence of many formerly colonised countries in Asia and Africa raised the suspicion that this could be a new, subtle form of colonialism. President J.F.Kennedy's launch of the US Peace Corps in 1961 encouraged the growth of similar schemes based in Europe (DED in Germany, MS in Denmark, VSO in the UK, SNV in the Netherlands). Some CCIVS members joined in this trend and CCIVS tried to remain the coordinator of these new developments but over the years the government-led nature of these programmes led them further and further from what most CCIVS members felt were the ideals of volunteering. The two streams began to separate. At this time discussions were beginning about the possibility of a United Nations volunteer programme. CCIVS was

involved in these discussions but in the end, UNV emerged outside of CCIVS.

In the 70s CCIVS' members' projects included a new emphasis on health, education, environmental awareness and natural disaster prevention but CCIVS' most important role at this time was still to keep open the channels of youth exchange between east and west in the cold war. It was in 1971 that the CCIVS participated in the creation of the United Nations Volunteers Programme (UNV), which consecrated the role of International Volunteering at the National and International levels. CCIVS has remained in good relations with UNV and has participated in the annual International Volunteer Day on 5 December and in the International Year of Volunteers (IYV) in 2001 as well as in the preparation of the IYV +10.

Important themes of the 80s were peace and disarmament: the number of East-West encounters and study trips across the "iron curtain" increased. CCIVS continued to play a major role in attempts at rapprochement between young people from East and West and, increasingly, South. Some CCIVS members were actively involved in political movements in western Europe, campaigning for nuclear disarmament, for human rights and against apartheid. In 1985 CCIVS was active in the International Year of Youth. In 1987 CCIVS was awarded the title "Messenger of Peace" by UN Secretary-General, Pérez de Cuellar and made a film entitled "Let's Work for Peace".

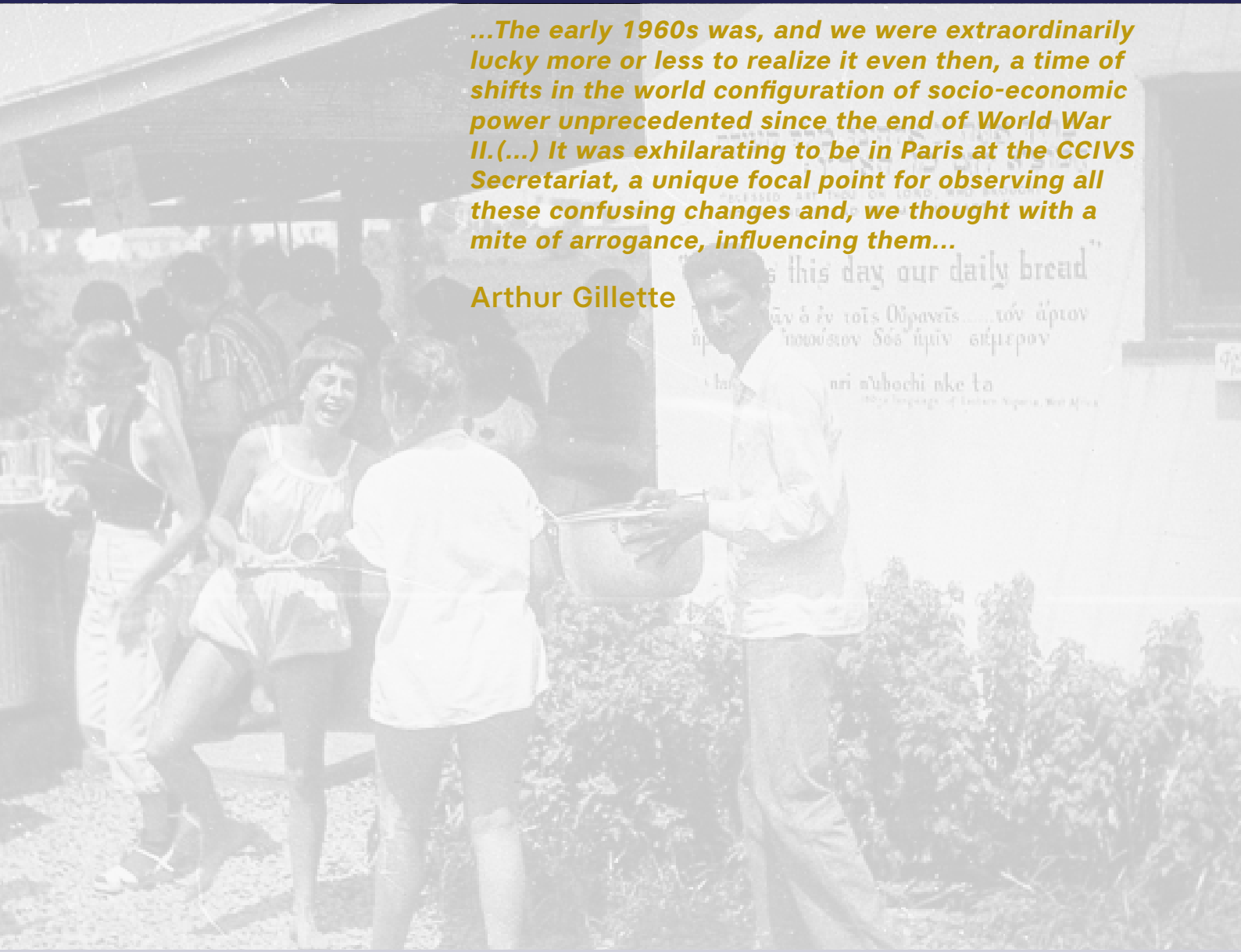
New organisations were born in Africa with CCIVS support and CCIVS invested a lot of effort to set up regional coordination bodies in Africa and later in Asia. In 1997 CCIVS also invested energy in encouraging solidarity and volunteer involvement in conflict areas and a booklet was published on this theme ("Volunteering in Conflict Areas", 1997).



“

*...The early 1960s was, and we were extraordinarily lucky more or less to realize it even then, a time of shifts in the world configuration of socio-economic power unprecedented since the end of World War II.(...) It was exhilarating to be in Paris at the CCIWS Secretariat, a unique focal point for observing all these confusing changes and, we thought with a mite of arrogance, influencing them...*

Arthur Gillette



01

photo credit ©REMPART



photo credit ©VSA



The space for the improvement of quality standards for exchanges and for discussion on the development of IVS was provided by CCIVS. Leading the reflections of the organisations on the impact, recognition and policies related to IVS, CCIVS members focus around the key topics such as Intercultural Dialogue, Sustainable Development, Cultural Heritage, Health and Conflict Transformation. By the end of 1990, the CCIVS Charter for International Voluntary Service was created by CCIVS member organizations (Universal Charter for International Voluntary Service, 27th General Conference of CCIVS, 8-13th November 1998, Rabat – Morocco).

In order to reinforce its global coordinator role, CCIVS proposed a new approach for the IVS movement through the creation of the White paper for International Voluntary Service (2011-2021), this followed by an internal re-organisation of its Executive Committee (EC), as its previous regional vice presidencies were transformed according to the major thematic missions while attributing the role of regional referents to members of the EC of the region in question. The global activities implemented by CCIVS and IVS networks that lead to an increased engagement of member organisations and partners was the second important support tool that was set in place. The role of the Global Meeting, as the third main supporting tool, became even more important in ensuring the participation and commitment of as many IVS organisations and networks as possible. The new thematic areas proposed by CCIVS are Peace and Human Rights, Environment and Sustainability, Poverty Eradication and Health Promotion, Cultural Heritage and Diversity, Social Inclusion and Active Participation. The support measures focus on Finances, Capacity Building and Human Resources, Networking and International Representation, Public Relations, and Impact and Recognition. A series of programmes, campaigns and capacity building actions were developed to focus on these areas.

During the last 8 years, CCIVS has been developing Impact Assessment tools working closely with Universities and tool testing with the member organisations and sister networks. In 2016 CCIVS





started projects focusing on quality improvement of the network implementing organisational management training in 4 regions of the world, as the project continues through 2019 the objective is to create a long-term training programme which focuses on the specific needs of the members.

CCIVS maintained its engagement in UNESCO and its office space in the UNESCO HQ. In 2009 the World Heritage Volunteers Initiative was created in collaboration with the World Heritage Centre of UNESCO, celebrating its 10th year in 2018. CCIVS engages with different sectors of UNESCO including Social and Human Sciences, the Man and Biosphere Programme and the Education sector. Communication is maintained with the members' states, and their participation is encouraged in CCIVS Stakeholder events.

CCIVS continued its participation in the NGO-UNESCO Liaison Committee, promoting IVS and Youth engagement, in the past CCIVS had always been active on the board level holding Presidency on several occasions. In 2014 CCIVS was elected once more to the board and took on the role of Vice President for Youth and Public Relations from 2016-2018 and Vice Presidency from 2020-2022.

2018 marked the 70 years of CCIVS, this opened with a

stakeholder event on the occasion of the official founding date on the 23 April celebrated in the UNESCO HQ and under its patronage, it closed with the CCIVS General Conference and General Assembly in November. Keynote speakers in the two events included Dr Mechtild Rössler, Director of the World Heritage Centre and Mr Eric Falt former Assistant Director-General of UNESCO and current Regional Director at UNESCO New Delhi Office.

As we move to become a more cooperative movement, the 2018 GA validated the proposal to start to work on a new strategic plan for the CCIVS (2021-2026) taking into account the current challenges facing IVS and the need to adapt and move forward in face of these. The actions of CCIVS were reformulated in order to respond better to the needs of the network today and focus on Advocacy and Networking, Capacity Building and Training, UN Cooperation projects and Impact Measurement and Quality Improvement and the Campaigns; Raising Peace and IVS for Climate Justice. It was also commonly agreed that as the IVS movement contributes to the achievement of the Sustainable Development Goals we would promote these in all of our projects.



**Chapter**

**02**



# 02







# Our Vision

## CCIVS builds a global inclusive community of changemakers who contribute to a peaceful, just and regenerative world through International Voluntary Service

**International Voluntary Service is about collaboration between different actors to make projects happen and to obtain change. Volunteers, volunteer organisations, local communities, donors and policy makers are important actors. By supporting the networking of all IVS actors, CCIVS reinforces the social transformation that grassroots members are working on.**

CCIVS considers volunteers and International Voluntary Service organisations as changemakers who are committed to social change and human rights and who are eager to create lasting change for both the volunteers and the community.

CCIVS believes that a peaceful world is based on mutual understanding, building trust and solidarity while embracing each other's cultural differences. This is achieved through working voluntarily side by side thus fostering participatory and intercultural dialogue and learnings. This leads to more equitable and inclusive social relationships and challenges existing power dynamics and discriminatory practices.

Through International Voluntary Service, CCIVS and its members promote the human rights framework as a basis for a just world. We advocate for everyone to live in dignity, be able to take informed decisions and be valued equally – irrespective of gender, skin colour, religion, nationality, age, ability, sexual orientation, social status or political views. CCIVS rejects all forms of repression, violence, abuse, exclusion, discrimination and inequality.

The Sustainable Development Goals are a good framework to show how International Voluntary Projects contribute to the global agenda for a sustainable world. Yet, CCIVS adopts a more radical and holistic approach that acknowledges and integrates our interdependent existence, based on a peaceful, cohabitation model with other species and within the planet's limits. IVS projects support the social, cultural, economic and ecological transition that is needed to build a regenerative and reconciliatory world that promotes a circular-inclusive economic model based on global, social and climate justice.



*“Before starting the work, I want to know the purpose of this work [...]*

*The purpose is our motivation. So I want to know the purpose of everything we do.”*

Masako, volunteer from Japan in Kysice, Czech Republic

02

# Our Mission

## This is how we change the world

*CCIVS strengthens International Voluntary Service worldwide by connecting and empowering its members, promoting and advocating for International Voluntary Service and its values locally and globally*

IVS mission: International Voluntary Service acts as a catalyst for social change within individuals and in communities, building bridges between people locally and globally while engaging together in meaningful, productive and socially useful voluntary work.

# Our Values



## Valorising the importance of voluntary work and learning by doing

We commit to empower each other, by believing and engaging in learning by doing, working together for a common cause and valorising voluntary work and volunteering.



## Embracing diversity, openness and mutual understanding

We believe in accepting others without judgement and recognise the right to dignity and respect of all, regardless of gender, skin colour, religion, nationality, age, ability, sexual orientation, social status, political views and any other possible ground for discrimination.



## Acting according to the principles of Nonviolence

We strive to live and act in a way which respects and benefits not only oneself, but includes all living and nonliving elements in an integrated, whole Earth system.



## Striving towards equity, reciprocity and solidarity

We challenge inequality, exclusion and discrimination, by showing solidarity and empathy, appreciating differences while valuing each other equally, thereby critically questioning power relations and working towards equity on all levels.



## Fostering cooperation, participation, commitment and engagement from all members

We are working together in a cooperative and united way to reach our common goals and achieve significant and lasting impact. We agree that the active participation of all IVS actors is the way towards change and to having a meaningful impact on society. We strive to be trustworthy, honest, transparent and accountable and make an effort to both send and host volunteers.



## Respecting the planet and ensuring well being for all

By focussing on core and immediate environmental issues such as environmental protection and biodiversity, ecosystem restoration, waste reduction, access to clean water, food sovereignty and peaceful cohabitation we seek to reduce our carbon footprint and to raise awareness about the limits of the planet ensuring well being for all.



# 02

## Impact

In this section we preview the expected impact in the coming 5 years of

- IVS projects on volunteers and the hosting community
- CCIVS on its members

This is based on the results of the performed impact measurements and the ambition we have for the future. CCIVS has been monitoring the impact of IVS projects on volunteers and the community since 2013 with a very positive outcome. Measuring the direct impact of CCIVS on its members is new to us.

The results of the impact measurement will be used to promote IVS and CCIVS to our stakeholders.

- We provide greater visibility for our activities.
- We convince more volunteers and communities to participate in IVS projects.
- We want donors to fund and support IVS projects.

### Desired impact of IVS projects on our volunteers

*Our aim is that every volunteer participating in an IVS project in the coming five years acquires:*

- On the personal level: Increased technical/manual skills, leadership and problem solving skills, greater autonomy, increased self-awareness and confidence.
- On the interpersonal level: increased conflict management and intercultural skills, communication and teamwork, ability to cooperate and contribute to a common project and overall goals.
- On the sociocultural level: Positive attitude towards an inclusive, just society and increased knowledge of the local community and hosting country, a better knowledge and understanding of global North-South relations and interdependencies, valuing global solidarity and norm criticism, increased capacity to engage in society as an active citizen.

The importance of manual work will remain crucial in the future. Research shows that manual work connects motivation, knowledge, active participation, but also trust, feelings of integration, inclusion and respect.

### The expected impact of IVS on the hosting community

*Hosting volunteers in the framework of IVS projects aims to have the following positive effect on the communities:*

- Supporting and strengthening civil society organisations in the community
- Fostering cooperation between civil society organisations and the local community
- Increased problem solving skills and a greater support for a nonviolent approach to conflicts
- Positive change in attitude towards an inclusive society by creating positive intercultural relationships within/outside the community and increased awareness and valorisation of the community's own cultural diversity while also questioning/ challenging existing discriminatory norms.
- Increased participation and involvement of community members (especially young people) to counter local challenges and to actively engage in civic and climate transitions; building resiliency of the local community.

The hands-on work performed together by volunteers and community members is the catalyst around which intercultural learning, active participation and conflict management are - literally - built every day in workcamps and long-term volunteer programs around the world

### The expected positive impact of CCIVS on its members

CCIVS members have gained improved knowledge about how to engage (youth) volunteers in the promotion of global solidarity, climate justice and inclusion.

CCIVS members have increased understanding about global interdependence mechanisms and are encouraged to engage in international solidarity initiatives while working on structural changes.

CCIVS members have improved their organisational, management and technical skills:

- in the field of shared leadership, nonviolent and intercultural communication, conflict mediation, organisational management, fundraising and networking to effectively ensure high quality volunteering that has a lasting positive impact on the volunteers and the communities.
- coaching, nonviolent conflict mediation and intercultural communication skills to effectively and respectfully support volunteers and local communities in their projects
- fundraising, advocacy and organisational development
- networking skills to connect to and work together with local stakeholders (communities, local authorities, civil society organisations,...) and other IVS organisations.
- CCIVS members are more aware of the overall quality standards for IVS projects and implement their projects respecting these quality standards.

CCIVS members are more able to adapt to change and innovate their ways of working e.g. using new technologies, setting up new projects or reaching out to new target groups.

CCIVS members are more equipped to challenge the existing power structures in their own organisations, the global CCIVS network and the overall societies to which they belong; working towards more peaceful, just and regenerative societies.

CCIVS members have increased youth participation in their own governance/ leadership structures while promoting intergenerational dialogue and cooperation.

CCIVS members feel supported and strengthened to advocate for non-formal education and a regenerative and human rights based IVS in relevant local and national fora and on global platforms leading to better recognition and support for IVS on local and global level.

CCIVS members feel more part of a growing global movement of IVS organisations and have more opportunities to meet on and offline.

# What makes us unique

This is how we change the world

## CCIVS all over the world

CCIVS brings together members, projects and activities from across the entire globe, uniting people of all classes, ages and backgrounds, promoting intercultural diversity and valuing each person's contribution.

## CCIVS and the power of working and dreaming together

International Voluntary Service as promoted by CCIVS focuses on hands-on work creating collective knowledge and motivation to change the world. Through active participation and intercultural dialogue a culture of peace is promoted.

## CCIVS connecting the global with the local

International Voluntary Service connects volunteers with grassroots communities worldwide within a common global framework to build a more solidary, equitable and regenerative world promoting a global citizenship in which together we are responsible for the well being of all.

photo credit ©IBG

02







**Chapter**

**03**

# Strategic Goal 1

## Building the capacity of IVS organisations to implement high quality and transformative IVS programmes

*IVS organisations are empowered through training programs and regional initiatives by CCIVS*

*“Sometimes they would need more basic things, but I think it’s not the role of civil society to provide them. There are children who live in extreme poverty, really bad conditions, their parents use drugs, and we can’t help with them. International volunteering is not going to solve these issues. But what we provide is certainly something that is not there [...] and it shows them something that they wouldn’t see otherwise. So it’s difficult, because it’s not a need on the level of you know, the Maslow-pyramid, it’s not needs on the level of self-sustaining, but it’s something that is missing.”*

Vera, local coordinator of High Energy Reloaded, Egyesek Youth Association

photo credit ©SAVWCA



# 03





## CCIVS members improve their organisational skills and competences through CCIVS capacity building training

CCIVS improves the quality of its training by increasing the team of skilled trainers who respond to the actual training needs of the movement and create an improved set of training materials to be used by organisations worldwide.

CCIVS organises training on shared leadership and nonviolent ethical communication, transition processes and quality management in IVS organisations and creates permanent modules on these core issues as part of the CCIVS Long-term empowerment programmes which are permanent and cross-cutting to the whole chain of actors of IVS and use the STEP methodology as an empowering practice.

CCIVS initiates training on innovation and digitalisation taking into account existing good practices in IVS organisations and/or trends in society.

CCIVS sets up a support system for new IVS staff and starting IVS organisations with specific needs.

## CCIVS members improve their programmes by harmonising their quality and placement procedures and by optimising the use of existing resources.

CCIVS facilitates cooperation between IVS networks encouraging closer cooperation and harmonisation of placement procedures and quality standards.

CCIVS updates the handbook for International Voluntary Service providing up-to-date guidelines for the exchange of volunteers and the quality development of IVS projects.

CCIVS sets up a monitoring system based on continuous self-reflection and learning to ensure high quality projects, trustful cooperation and relevant impact research.



# Strategic Goal 2

## Making the voice of IVS organisations heard

*IVS as a way to build a peaceful, just and regenerative world is advocated by CCIVS at the global level and by its members with CCIVS support at the national and grassroots level.*

***“We raised awareness for the importance of trees and our environment in small villages through Public Rural Awareness meetings and Cultural Street Programs. In the PRA-meetings, we conducted speeches and drew illustrations. In the end, I helped to transport and planting the trees. Furthermore, we collected data for the micro plan book from the government and connected with farmers who want to participate in this project to get free trees.”***

Sophie Elisabeth, volunteer of Women Empowerment!, FSL India

photo credit ©NICE



# 03



## **CCIVS and its members advocate for an inclusive, qualitative IVS framework at global, regional and national level**

CCIVS maps the national, regional and global impact of IVS and builds a solid narrative about inclusive qualitative value-based IVS.

CCIVS develops an advocacy framework defining the goals and strategies for the advocacy work for the network and its members.

CCIVS members participate in strategic global, regional and local fora with a clear advocacy agenda in line with the priorities set in the advocacy framework.

CCIVS develops policy papers for the key advocacy asks based on solid research.

CCIVS supports members in taking up advocacy work for a qualitative value-based IVS, support for IVS organisations and more inclusive volunteer opportunities.

## **CCIVS strengthens the partnership with volunteers, like-minded organisations, universities and other institutions to jointly advocate for a value based inclusive International Voluntary Service locally and globally.**

CCIVS maps the strategic partners for the advocacy activities and creates “campaign” coalitions to engage all partners in the advocacy work.

CCIVS develops campaigns to find wide public support for the policy proposals.

CCIVS actively engages with other like-minded organisations or platforms to work together on common IVS related issues.

# Strategic Goal 3

## Creating a diverse and inclusive global community of empowered IVS organisations

*CCIVS is a strong and growing global network of committed members creating impact around the world regional initiatives by CCIVS*

***“When we finished [the work] we were just the group for sharing the moment. [...] And I think the most important is when you recognise what you did together. When we finished the first work that we did, the wall, I started to cry, I mean... because you have a good feeling, a really good feeling that you have done something, and you are like, capable of making that. I think that everybody felt that in the end.”***

Clara, camp leader, Raising Peace project in France

photo credit ©Subir al Sur



# 03





## **CCIVS strengthens and deepens relations with and between members through the meaningful participation in projects, campaigns and diverse activities**

CCIVS brings members together through at least one global campaign a year.

CCIVS facilitates spaces for members to share in joint initiatives and encourage them to work together.

## **CCIVS actively reaches out to potential IVS organisations especially in areas where IVS is less known or established to build a more diverse and global IVS community**

CCIVS engages potential members in projects and networking activities in close cooperation with regional networks.

CCIVS systematically follows-up on new contacts and potential members ensuring good induction and mentoring.

## **CCIVS supports regional and thematic networking spaces facilitating exchange and cooperation in the region and around IVS related topics**

CCIVS creates a global online communication platform to facilitate peer-to-peer communication.

CCIVS develops a decentralised dynamic of peer support, staff exchange and competence development which is based on strategic partnerships and inter- and intra-regional cooperation.

CCIVS creates a global common platform for resource and knowledge sharing.

CCIVS experiments with the model of “competence centre” ; gathering expertise around IVS issues and ensuring knowledge sharing and capacity building.

CCIVS encourages members to experiment with new volunteering practices (group, family, innovative community development projects, ...)

# Strategic Goal 4

## Strengthening the CCIVS structure to become a learning, resilient and innovative organisation

*CCIVS is a participative, financially healthy and learning organisation, able to adapt to the changes in society.*

*“I feel it is better [...] to have an aim in the end because the work is different from day to day and you don't know exactly what you're gonna do, maybe just some small tasks. So yeah if you are asking if people know what are the important things at the end, we do yeah, we know we do important things but probably not every day [...] There are like... many small moments, it's like a mosaic.”*

Olga and Alla, volunteers in Hlasnice, INEX-SDA

photo credit ©ICJA



# 03





## CCIVS diversifies its sources of income towards financial sustainability

CCIVS reforms its membership system guaranteeing a minimum income for the coordination of the network and taking into account the fair share principle.

CCIVS will test Crowdfunding platforms linked to major campaigns in order to fund specific campaign activities.

CCIVS develops a working relationship with a number of selected foundations whose values are closely linked to CCIVS's values.

CCIVS increases external visibility and donor-communication in order to strengthen the positive image of CCIVS and to show tangible impact of funded projects.

CCIVS invests in financial literacy (analysing budgets, planning the economy) of staff, board and members to guarantee a healthy financial management and to set up long-term financial strategies.

## CCIVS regularly challenges its own governance and operational structures to adapt in a constantly evolving world

CCIVS reorganises its management and governance structure including principles of shared leadership and self-management.

CCIVS explores new/ innovative ways of (digital) training and IVS promotion and placement systems to ensure a modern service that is attractive to potential volunteers.



**Chapter**

**04**

## Strategic Goal 1

### Building the capacity of IVS organisations to implement high quality and transformative IVS programmes

<i>Objective</i>	<b>Objective 1.1</b> <b>Building on the CCIVS capacity building training and the peer-to-peer sharing of expertise, CCIVS members have used their acquired organisational skills and competences in their organisation</b>	<b>Objective 1.2</b> <b>CCIVS members have improved their programmes by harmonising their quality and placement procedures and by optimising the use of existing resources</b>
<i>Outcome Indicators</i>	<p>1.1.1. CCIVS full members have improved their knowledge on: external communication/marketing, fundraising and financial management, advocacy, collaborative leadership, decolonial thinking and inclusive IVS, international volunteer management, youth leadership and intergenerational collaboration, digital skills and quality monitoring of IVS projects.</p> <p>1.1.2 80% of the CCIVS full members participating in the training opportunities are satisfied with the organisational skills they acquired. (to be defined when setting up the training plan)</p> <p>1.1.3. 70% of full CCIVS members participating in the training opportunities have strengthened the competences outlined in the training plan.</p> <p>1.1.4. 80% of all participants in the training courses are using the gained knowledge and skills in their organisation.</p> <p>1.1.5. CCIVS has a trainers base that can respond to the needs of the organisation and deliver training and facilitation services for members and likeminded organisations.</p>	<p>1.2.1. CCIVS full members have annually monitored the quality of their programmes based on the quality standards outlined in the IVS handbook.</p> <p>1.2.2. CCIVS full members are contributing to and consulting regularly the resources section in the upgraded online member space.</p>
<i>Output indicators</i>	<p>10 trainings realised (2/year) balancing soft skills and more organisational management skills)</p> <p>5 new modules on the I-learn site (online learning)</p> <p>1 induction course/year for new IVS staff</p> <p>100 pax/year from different regions take part in the on- and offline training courses with at least 80 pax coming from members.</p> <p>List of basic trainers' competences for CCIVS trainers</p> <p>trainers database with at least 20 "certified" CCIVS trainers question</p>	<p>A regularly updated and easily accessible handbook for International Voluntary Service providing up-to-date guidelines for the exchange of volunteers and the quality development of IVS projects.</p> <p>A horizontal monitoring system encouraging members to practice self-reflection, including feedback mechanisms and mutual learning opportunities.</p> <p>An online regularly updated member space in which members can easily find and consult all documents needed for setting quality standards in their IVS activities.</p>
<i>Evaluation tool</i>	<p>Overall questionnaire and data analysis</p> <p>After each training, do a short evaluation of the training</p> <p>For selected trainings, do a 6-month follow up questionnaire</p>	<p>Overall questionnaire and data analysis</p>



## Strategic Goal 2

### Making the voice of IVS organisations heard

Objective 2.1 CCIVS and its members advocate for an inclusive, qualitative value-based IVS framework at global, regional, national and grassroots level	Objective 2.2 CCIVS has strengthened the partnership with volunteers, like-minded organisations, universities and other institutions to jointly advocate for International Voluntary Service and its values locally and globally
<p>2.1.1. 80% of the full members are well aware of the advocacy work carried out.</p> <p>2.1.2. 50% of the full members have actively contributed to the network's advocacy work.</p> <p>2.1.3. 20% of full members are actively engaged in local or national advocacy work related to IVS.</p> <p>2.1.4 All regional/international networks which are part of the CCIVS network take up an active role in the advocacy work</p>	<p>2.2.1. CCIVS has increased its partnership base.</p>
<p>An advocacy framework defining the goals and strategies for the advocacy work for the network and its members.</p> <p>Minimum 4 policy papers, based on solid research, related to the advocacy tasks (defined in the advocacy framework).</p> <p>Follow-up plan for advocacy work including database of main actors and results achieved.</p> <p>Establishment of an advocacy group (including the international /regional networks) developing and monitoring the advocacy framework.</p> <p>CCIVS is an active member in the NGO-UNESCO Liaison Committee</p>	<p>An up-to-date advocacy partner database</p> <p>At least one campaign/year coordinated by CCIVS and in collaboration with at least 1 external partner.</p>
<p>Overall Questionnaire</p> <p>2- year survey on advocacy work and its impact</p>	<p>Overall data analysis</p>

## Strategic Goal 3

### Creating a diverse and inclusive global community of empowered IVS organisations

<i>Objective</i>	<b>Objective 3.1</b> CCIVS has strengthened and deepened relations with and between members through the meaningful participation in projects, campaigns and diverse activities	<b>Objective 3.2</b> CCIVS has supported regional and thematic networking spaces facilitating exchange of expertise and cooperation in the region and around IVS related topics	<b>Objective 3.3</b> CCIVS has actively reached out to potential IVS organisations especially in areas where IVS is less known or established.
<i>Outcome Indicators</i>	<p>3.1.1. 80% of full members participate at least once/year in activities organised by CCIVS or other network members.</p> <p>3.1.2. An increase in the number of members actively initiating cross-continental projects projects (involving network members in the set-up, implementation and evaluation of the projects).</p> <p>3.1.3. An increase in the members' participation in the global online member space.</p>	<p>3.2.1. Increased participation of CCIVS members in regional and thematic cooperation spaces.</p>	<p>3.3.1. CCIVS has 5 new members in countries where IVS is less known or established by 2027.</p>
<i>Output indicators</i>	<p>Yearly one global activity offering networking and cooperation possibilities for members.</p> <p>Yearly analysis of members' participation in CCIVS activities showing increase in participation.</p> <p>Creation and monitoring of a global online communication space offering online networking and cooperation tools.</p> <p>Yearly increase of 10% in use of the global online communication space.</p>	<p>Creation and monitoring of thematic/regional online space for resource and knowledge sharing.</p> <p>Increased use of the thematic/regional online space (members uploading and downloading materials)</p> <p>A re-organised system of decentralised peer support, staff exchange and competence development has been set up.</p> <p>At least one pilot "competence center" has been set up to gather expertise around IVS issues and ensure knowledge sharing and capacity building in the region.</p>	<p>A database of potential organisations is set up and monitored.</p> <p>CCIVS invites on a yearly basis at least 2 potential members to CCIVS activities where networking and peer-learning are possible.</p> <p>CCIVS participates at least once/year in global and regional networking spaces where IVS interested organisations can get to know IVS.</p> <p>A mentor for each potential IVS organisation that has been invited is appointed.</p>
<i>Evaluation tool</i>	Overall questionnaire and data analysis	Data analysis	Data analysis

<b>Strategic Goal 4</b> <b>Strengthening the CCIVS structure to become a learning, resilient and innovative organisation</b>	
<b>Objective 4.1</b> <b>CCIVS has diversified its sources of income towards financial sustainability</b>	<b>Objective 4.2</b> <b>CCIVS has regularly challenged its own governance and operational structures to adapt in an evolving world</b>
4.1.1. CCIVS has built up a reserve of 40000 euros by 2027.	4.2.1. CCIVS has improved its governance and management structure.
<p>At least 5 foundations have been approached to find co-funding for existing programmes and campaigns and at least two new donors have supported CCIVS activities. .</p> <p>A training on financial management and planning has been organised for staff, board members and members.</p> <p>Donor specific communication showcasing the impact of IVS has been developed.</p> <p>At least 2 successful crowdfunding campaigns have been organised.</p>	<p>Development of self assessment matrix. Self assessment process is carried out yearly by the Secretariat and EC using the evaluation matrix.</p> <p>Each year 2 working points or areas of improvement are taken up and reported about.</p>
Data analysis Auditor report	Results from the self-assessment process





# Acknowledgements

Thank you to the all those who have actively contributed to this Strategic Plan through the various strategic plan consultations and workshops. A special thanks goes to:

- Fundacion SES for the development of the online questionnaire and the overall support;
- the strategic planning team for their continuous support (Mercie Kubasu, Anja Stuckert, Mariela Ortiz Suarez, Rolando Kandel, Rakesh Soans, Julia Perez Lema, Victoria Lovelock, Isabel McLean, Ismi Novia Fidosheva, Aleksandr Kurushev, Hemamali, Ingrid Danckaerts);
- the CCIVS Secretariat and Executive Committee;
- and Juliska Van Hauwermeiren from Strategies and Leaders for the guidance and support.

