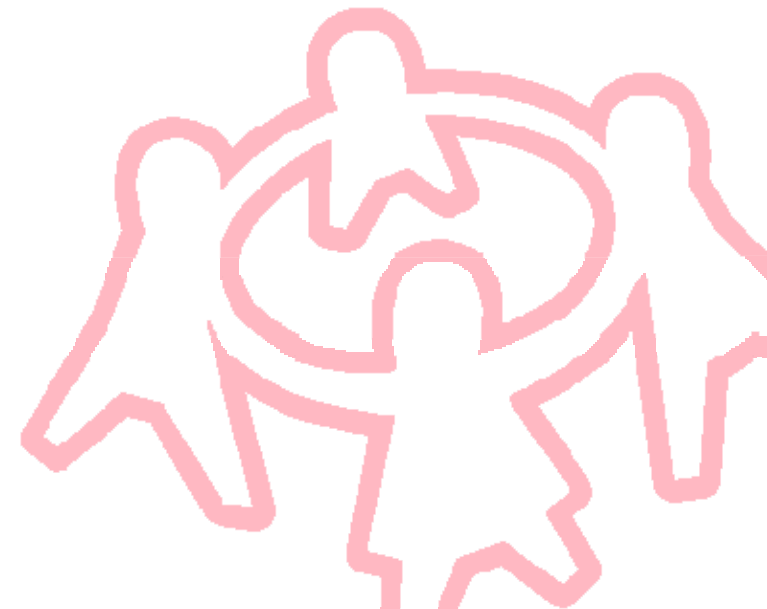




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IFM-SEI 2010 – 2013
Strategy and Work-plan
(DRAFT)



IFM-SEI 2010 – 2013 Strategy and Work-plan (DRAFT)

Strategy Summary

IFM-SEI organisational development			IFM-SEI in action: politics, methodology, philosophy			
Finances / membership fees cross-cutting			Finances / membership fees cross-cutting			
Inclusion	Volunteering	Communication	Children's rights	Millennium Development Goals	International partnership / solidarity	Education and action for social change
All Together next steps	Volunteer network	Strategic approach to external representation	Long-term project on children's rights education	Peers without frontiers network seminars	Organisational twinning	IFM-SEI camp 'Train for Change'
Communication	Ownership and sense of belonging	Partnerships	Advocacy	Local peer education projects	Sharing good practice	Educational debate
Inclusive democracy	Communication and division of workload	Communication between & to members	Sharing approaches to children's rights education	Focus on reproductive health education	Strategies for international partnership	Outdoor education and the importance of the group
Peers without frontiers	Volunteer recognition	Annual report	Connecting children	Focus on climate change	Communication	YIA Coordination
Language		Materials + merchandise	Child poverty and child labour	Resource development and communication		

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Cross-Cutting Priority: Financial Development

Analysis

Financial Development is a cross-cutting theme of the 2010 – 2013 IFM-SEI strategy and work-plan. It is a priority to secure the continued financial stability of IFM-SEI in order to allow us to focus on organisational development and the fulfilment of our aims. Our financial strategy is three-fold:

- 1) Membership fees** IFM-SEI faces the on-going problem of unpaid membership fees. The administrative and financial burden this places on the central organisation means that investment of time in solving the membership fees problem is an appropriate and necessary response. In addition, an imbalance has been identified with regards to membership fees. The reliance on three or four large, western European organisations is worrying and unsustainable and priority will be given to developing a more effective division.
- 2) Diversifying our sources of income and decentralising fundraising.** IFM-SEI relies on two main income sources, European youth funding structures and membership fees. Diversifying our sources of funding will relieve some of the pressure on the organisation.
- 3) Improving the image of IFM-SEI.** In order to secure the funds needed, we analysed that we need to be more attractive to our members and better known by foundations and potential partners.

Aim for 2013

To develop a sustainable financial strategy that ensures stability for the coming years, and makes the best use of our financial assets.

Objectives

- To carry out research to find out why member organisations do not always pay their membership fees on time and to explore options for a more balanced fee system.
- To make individual agreements and payment plans with member organisations
- To better meet the needs of member organisations to motivate them to fulfil their membership obligations
- To develop a realistic fundraising strategy involving the regional secretariats and Vice Presidents
- To diversify our funding sources, recognising that reliance on one or two sources is not sustainable.
- To develop a more balanced membership fee system with less reliance on a few large organisations
- To ensure IFM is more attractive to our members and external partners to maintain sustainable financing.

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Working methods

Research

We aim to research the membership fee situation, discussing individually with member organisations the reasons that they do not pay and trying to find some common approaches to solve the problem. (for example covering the transfer costs for non-European payments). An individual approach is required to understand the financial situation and motivation of each member. The research will also explore possible amendments to the membership fee system.

Involvement and ownership of IFM-SEI

Encouraging a greater sense of ownership of and identity with IFM-SEI will help to develop a sense of responsibility to fulfil membership obligations. Through a variety of strategies detailed throughout this work-plan, we hope to encourage a stronger feeling of identity with IFM and stimulate a common sense of responsibility over the international.

Finance committee

The finance committee will develop detailed strategies with the regional Vice Presidents for:

- Decentralising fundraising,
- Becoming more attractive/ relevant to our members and potential funders
- Setting up systems to support regional and national fundraising
- Reviewing the membership fee system.

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IFM-SEI Organisational Development

Priority Area: Inclusion of young people with fewer opportunities in our activities and our democratic processes

Analysis

Following the launch of the All Together strategy in 2007, we have seen a number of tangible results in IFM-SEI member organisations in Europe:

- 1) Increased awareness of inclusion and the need to be pro-active in our inclusion work
- 2) Confident volunteers undertaking local-level inclusion work following participation in All Together training courses
- 3) The production of the All Together Handbook and website to support inclusion work
- 4) A network of inclusion workers throughout Europe sharing effective approaches to inclusion.

However, it is also apparent that inclusion is a long-term objective and needs a long-term approach. Inclusion is not a one-off project, it needs to be mainstreamed throughout our movement to ensure that we are inclusive at all levels of the organisation.

Over the last few years the inclusion steering group has discussed the terms 'young people with fewer opportunities' and 'inclusion' in some detail, arriving at common agreed interpretations of these terms, detailed in the newly published All Together Handbook. As a result of this process, the steering group has also identified the need to look not only at treating the symptoms of social exclusion but also to explore the root causes and consider ways to prevent social exclusion in society. This will be a focus of the 2010 – 2013 inclusion strategy.

Aim for 2013

To mainstream the All Together inclusion strategy to have a stronger impact on all areas of the movement.

Objectives

- To expand the All Together strategy, supporting young people with fewer opportunities to have a fulfilling role in shaping the movement as well as participating in our activities
- To develop methods for better including young people with fewer opportunities in our democratic structures
- To explore the root causes of social exclusion, considering the roles that we can play as youth organisations in tackling them.
- To develop more effective methods of communication to better reach and engage more young people
- To explore ways of better including people in IFM-SEI who do not speak English.
- To provide training and support to our member organisations to be more inclusive at all levels

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Working methods

In order to achieve our objectives, the following working methods will be used:

All Together Next Steps

Educational activities will be organised throughout the period 2010 - 2013 aiming to contribute to the fulfilment of our inclusion objectives in the following ways:

- Training young leaders in inclusion work
- Training young people with fewer opportunities in different topics to ensure they have a fulfilling role in the international organisation
- Exploring ways to better involve disadvantaged young people in decision-making at local, national and international levels
- Strengthening the support network of young inclusion workers

Communication

Effective communication is vital for a more inclusive organisation. In order to be more inclusive, a new system of communication and reaching out to more members directly will be put into place including ensuring all calls are open to all and circulating information using a wide variety of media and distribution channels.

Inclusive Democracy

Working with our member organisations to share effective methods of inclusive democracy will help to raise awareness of the need to be more inclusive in our democratic structures as well as highlighting the inherent barriers to participation in our traditional structures. We will approach this task in a pro-active and positive way,

Peers without frontiers

Peers without frontiers will be launched in January 2010, combining the dual aims of supporting young people to contribute to the achievement of the Millennium Development Goals and involving young people with fewer opportunities as role models in our movement. The first phase of the project will see 36 young people forming a network of peer educators spanning the globe and working together to contribute to the achievement of the MDGs. They will be trained and will set up projects in their local communities, involving larger numbers of people in the network. They will also develop tools to support MDG peer education and will train more peer educators at the global youth festival in July/ August 2010.

Language

In an international organisation, language is a big barrier to effective inclusion. Language strategies will be prioritised in 2010 – 2013, to ensure more effective inclusion. The following strategies will be engaged:

- Development of a pool of volunteer translators to increase the number of written documents produced in three languages (Spanish, French and English)

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- Contact universities to ask for support with translation work
- Consider further-reaching methods to involve members who don't speak English or Spanish
- Aim to engage a Spanish speaking EVS volunteer to assist in the communication with Latin America.

Priority Area: Volunteering and ownership of IFM

Analysis

A need has been identified to increase the sense of ownership IFM-SEI volunteers feel over the movement. Some young people drew attention to the fact that they were not always sure how they could contribute to IFM at international level. Some also felt that a more formalised structure for young volunteers to contribute with their skills, energy and ideas would help to strengthen the international movement.

Aim for 2013

To create a stronger feeling of identity with and ownership over IFM-SEI by giving volunteers a clear role in the international organisation.

Objectives

- To develop a network or pool of volunteers committed to contributing at international level
- To ensure the network has clearly defined terms of reference and scope of activity
- To support volunteers in finding a place to contribute to the international organisation
- To develop improved means of connecting local volunteers to the international movement whilst continually ensuring the support and commitment of member organisations.
- To involve a wider diversity of members in contributing to shaping the international movement
- To share the workload of IFM between more shoulders to strengthen the international.
- To better involve the member organisations and give them a deepened sense of ownership of IFM-SEI
- To put in place systems to ensure the needs and ideas of the member organisations are regularly translated into IFM's workplan
- To create a better sense of IFM-SEI identity
- To ensure member organisations benefit from their members' involvement at international level and are committed to supporting their volunteers

Working methods

Volunteer Network

We aim to formalise the network of volunteers active at international level, providing them with regular training and support as well as space to discuss and share ideas and approaches. The network will have clear terms of reference and scope of activity to ensure there is a common understanding about their role and the relationship between member organisations, the Presidium and the network. The network will be

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predominantly self-organised, the volunteers will identify their training and support needs and consider ways to ensure those needs are met. They will be supported by the secretariat and Presidium in applying for funding and organising logistics

Ownership and sense of belonging

We have received feedback that many members of IFM-SEI would feel more connected to the international movement if they had something more tangible to identify themselves as members. The Presidium and communications team will work with volunteers to identify materials for production.

Communication and division of workload

Communication is key to effective delegation of tasks and an efficient system of communicating and updating each other will be put into place. Widening the pool of IFM-SEI volunteers will ensure we can achieve more but a sound overview of capacities will be necessary. We will make a realistic assessment of volunteer capacity and will regularly monitor progress towards goals.

Volunteer recognition

Ensuring volunteers feel appreciated and respected is essential to the development of a strong team. It is important that volunteers feel that they are learning and developing as well as contributing. The means for recognising volunteering has not yet been finalised but will be developed with the pool of volunteers themselves.

Priority Area: Communication

Analysis:

The period 2007 – 2010 saw the launch of IFM-SEI's communication strategy and several achievements are clearly visible:

- A cleaner, more recognisable house-style
- New materials produced for external and internal audiences
- Stronger external presence as a children's rights movement

In the next period, the focus will be two-fold:

- 1) Enhancing internal communication (between and with member organisations)
- 2) Maintaining and further developing our external recognition through active involvement in children's rights and global youth processes.

Aim for 2013:

To further develop IFM-SEI's communications strategy to ensure better ownership and shared responsibility over the international and to

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improve external recognition.

Objectives:

- To develop internal communications strategies to ensure ownership as well as to better meet the needs of our member organisations
- To develop IFM-SEI's external recognition through maintaining regular external representation in the children's rights and youth fields
- To develop new partnerships with other organisations and institutions to increase our external recognition.

Working methods:

Strategic approach to external representation

In the period 2010 – 2013, we will ensure continued active involvement in key international processes, particularly in relation to children's rights and the youth field.

Partnerships

We will seek to develop strategic partnerships with new organisations and institutions to increase our external recognition.

Communication between and to members

- Online networking space. Our members have requested that more focus be placed on networking between them. We will develop an online, attractive space for networking and sharing approaches and projects.
- Face-to-face networking. We will integrate sharing sessions into IFM-SEI activities and meetings. The sharing sessions will focus on different themes according to the particular interests and needs of the participants. This work began in 2008 and will be further developed between 2010 and 2013

Annual Report

The newly revised annual report model will be used to improve both internal and external communication. We will produce a high-quality, attractive annual report to share our work more widely.

Materials and merchandise

The IFM-SEI newsletter has proved to be a successful way to generate communication between member organisations. We will ensure newsletters are regularly produced in the next three years and will encourage member organisations who have not yet used the newsletters to contribute. Additionally, we will produce merchandise for members to encourage a sense of belonging

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IFM-SEI in Action: Politics, methodology and philosophy

Priority Area: Children's Rights

Analysis:

In 2007, IFM-SEI developed a new strategy for its work on children's rights. The strategy rested on two main pillars: education and external representation. Several important achievements have been made during the last congress period:

- 1) Better sharing of member organisations' approaches to children's rights particularly with regards to contributing to the writing of national shadow reports on the implementation of the UN CRC
- 2) Recognition of IFM as an important child rights movement at international level including:
 - Appointment to fill one of 13 NGO seats to the European Commission's Forum on the Rights of the Child
 - Appointment to fill one of three NGO seats in the Steering Group of the European Forum
 - Election to the Council of Europe's ad hoc expert group on child participation
 - Meeting with the UN Committee on the Rights of the Child alongside other youth organisations to develop our engagement at the global level.

During the next congress period, member organisations have identified the need to maintain our strong external presence but also to devote more time to sharing approaches to children's rights education. The 2009 Study session on children's rights education was seen to be a great success and more activities of this nature will be organised in the coming period.

Aim for 2013:

To enhance IFM-SEI's advocacy work at global level on children's rights as well as prioritising supporting member organisations' work on children's rights education.

Objectives:

- To organise further activities on children's rights education to support members working directly with children.
- To consider ways to effectively share member organisations' approaches to children's rights education online and in person
- To develop methods for co-ordinating global action on children's rights
- To particularly focus on the key areas of child poverty and child labour

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Working methods:

Long-term project on Children's Rights Education

In the period 2010 – 2013 IFM-SEI will develop a global, multi-annual project to support member organisations in working with children and young people on children's rights issues. The project will include the following elements:

Advocacy

Providing support for member organisations to contribute to the national shadow reports on the implementation of the UN CRC. This will be in the form of training and communication. Additionally, our global and regional advocacy work will continue to be prioritised.

Sharing approaches to and methods for children's rights education

This will be done through the development of a method-bank of methods and better bi-lateral connections between member organisations

Connecting children

Connecting children and young people throughout the world to learn about children's rights in different parts of the world and to empower young people to feel they have a stronger voice together.

Child poverty and child labour

Facilitating member organisations to work more effectively on child poverty and child labour

Priority Area: Millennium Development Goals

Analysis:

The UN Millennium Development Goals should be achieved by 2015. Young people have a vital role to play in the achievement of the MDGs but they need empowerment and training in order to contribute effectively. It is important that they feel that they can make a positive difference both in their communities and as part of a global network of young people.

IFM-SEI has developed a long-term global project to support young people in contributing to the achievement of the MDGs at local and global level. 2010 will see 'peers without frontiers' launched in 18 countries world-wide.

Aim for 2013:

To set up a global network of young people actively contributing to the achievement of the Millennium Development Goals. We will do this by training and supporting a network of peer educators in 18 IFM organisations world-wide (nine European organisations and nine non-European organisations). The young people involved in the project will share approaches to peer education and develop peer education projects in their

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local communities in Europe, Africa, Asia and Latin America, focusing on youth contribution to the achievement of the MDGs.

Objectives:

- To empower, train and support young people to become peer educators in their communities on the MDGs
- To provide the space for peer educators to share and analyse approaches to peer education
- To develop tools for effective peer education on the MDGS including training and educational materials, videos and a website.
- To educate young people on the MDGs and empower them to contribute to achieving the goals as part of a global network
- To create an effective living network of peers through the use of media and face-to-face encounters.

Working methods (for 2010, the project will be further developed during 2010 to ensure it is self-sustaining in subsequent years):

Project co-ordination team meetings

The project co-ordination team is made up of 6 people from four continents and will co-ordinate the whole project

Peer Education Network Seminar 1

36 people will participate in this seminar (2 from each organisation). They will meet for a week in April to share approaches to peer education, receive training and to begin to develop peer education projects at the local level.

Phase one – starting local projects

From April to July, the 36 peer educators will work at home at the local level. They will begin to develop peer education projects on the MDGs and will stay in contact with the network.

Peer education network seminar 2

The second network seminar will take place immediately before the IFM-SEI camp, 'Train for Change'. The peer educators will meet again for a week to share their experiences, support each other and plan the peer education space at the camp. They will also start to produce the MDG educational materials and videos for IFM-SEI members to use. By now the peer educators will have formed a strong group, will trust each other and will work well together.

Peers without frontiers peer education space at the IFM-SEI global youth festival, Dobriach, Austria and Jedovnice, Czech Republic

During the IFM camp, there will be a peers without frontiers space. They will run fun workshops for children about the MDGs and will train others who are interested to be peer educators.

Phase two – local projects

After the camp, the peer educators will return home full of energy to build their projects further. They will continue to be in close contact with

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each other for support and friendship.

Resource Development meeting

In September, a core group will meet together to develop the MDG resources.

Evaluation and follow-up meeting

The co-ordination team will meet to evaluate the project and to consider ways to continue and develop it.

Resource development and communication

During the project, we will organise **video conferences** to retain the links between the group and to involve more people. The peer educators will also write **blogs** and make **video diaries** of their experiences.

Project results:

- **A pack of tools for peer educators** to support their work including peer education training materials and educational materials about the MDGs. These will be published in English, French and Spanish
- **A child and youth-friendly educational website** to raise the awareness of more young people regarding the MDGs including video-diaries from the peer educators, inter-active games on the MDGs and downloadable resources. The website will also provide the space for peer educators and motivated young people to communicate effectively and share their experiences.
- **Short, catchy videos** about the project and the MDGs to inspire others and share the project widely
- **Strengthened network** of young people committed to working together through IFM-SEI

Focus on reproductive health education

Reproductive health education is a priority work area identified by all regions. We will develop ways to support the regional networks in Africa, Asia and Latin America particularly to contribute to MDG 6.

Focus on climate change

IFM-SEI member organisations have identified climate change as a priority action area for 2010 – 2013, particularly with regards to contributing to MDG 7. A study session will be organised in early 2010 and further educational activities will be organised on a regional basis.

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Priority Area: International partnership and solidarity

Analysis:

International solidarity is a core principle of IFM-SEI. 'Span the World with Friendship' is our motto and working together across borders has been our principle activity since the movement's establishment. Throughout 2008 and 2009, IFM-SEI began a process of re-defining our vision for international partnership, developing approaches that reject charity and embrace equal partnership.

International solidarity and partnership should be mutually beneficial involving:

- Sharing and learning from each other
- Working together to reach a common aim
- Supporting each other with ideas, approaches and methods
- Building friendship

Aim for 2013:

To develop a detailed IFM-SEI approach to international partnership, rejecting the charitable view and exploring means to equal partnership.

Objectives:

- To set up a system of 'organisational twinning' to develop closer and more sustainable partnerships
- To share expertise of organisations who have experience of undertaking international solidarity work
- To develop partnerships between regional networks to strengthen them
- To support the further development of regional platforms in Africa and Asia through international partnership

Working methods:

Organisational Twinning

We aim to set up a voluntary twinning programme to partner up member organisations from different regions. The twinning programme will contribute to the fulfilment of several aims:

- To strengthen the connection between IFM-SEI member organisations in different regions
- To strengthen national-level work through the input of another organisation's experience.

The twinning programme will be as decentralised as possible. IFM-SEI will support partners getting in contact and will provide an online space for sharing ideas but partnerships will be 'owned' by the member organisations involved to ensure continued commitment. Twinning may include study visits, exchanges, common projects and deeper, sustained connections between children and young people

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Sharing good practice

We will provide the space (both online and during activities) for member organisations to share their good practice related to international partnership and to find new partners to work with.

Strategies for international partnership

Based on the experience of our member organisations and challenges identified by those undertaking international partnerships, we will develop improved approaches to partnership to support member organisations in this important area of work.

Communication

Ensuring effective communication channels to support the work of member organisations in building partnerships

Priority Area: Education and Action for Social Change

Analysis:

Between 2007 and 2009, IFM-SEI began a process of evaluating our educational approach, gathering input from member organisations to feed into our new educational strategy. In 2010 we will see the culmination of this work in the form of the IFM-SEI festival 'Train for Change'. Train for change will bring together 1200 children and young people to participate in a programme of educational activities around the theme of 'Action for social change'. Train for Change will be used as a springboard to engage more young people in our educational work. We plan to build on the results to ensure the event is not a one-off but one activity in a longer youth-led process

Aim for 2013:

To build on the energy and results of Train for Change to further explore IFM-SEI's educational approach, bringing the best of the member organisations' work together in our common activities

Objectives:

- To organise an energising, empowering and motivating event for 1200 young people from all over the world to launch our new educational approach
- To continue the IFM-SEI educational debate, particularly focusing on our connection to the wider political community
- To provide effective spaces for member organisations to share ideas, approaches and methods
- To focus on the important role of the group in our educational approach
- To explore the theme of outdoor education and its role in our movement
- To explore the inclusion of older members in our international seminars and activities (youth leaders over 30)

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- To put in place a system to better support member organisations that apply to the Youth in Action programme through the co-ordination of partnerships

Working methods:

Train for change

'Train for Change' is IFM-SEI's global youth festival to be held in the summer of 2010. The festival will bring together 1200 children and young people from all over the world to participate in and lead a programme of activities on the theme of 'action for social change'. Young people chose the theme and subthemes and will prepare a programme of activities based on peer education. The sub themes of the activity will be:

- Children's Rights
- Stereotypes and prejudices
- Gender and sexuality
- World economic system
- Climate change

The activity itself will last two weeks and will take place in two countries (Austria and Czech Republic). A week will be spent in each country with a special train taking all the participants between the two on 31st August. The event will just be the beginning however, we plan to build on the momentum created at the event to develop IFM-SEI's educational strategy and define our direction for the coming years.

Educational debate and sharing approaches

We will continue gathering input to the educational debate and the contributions will be translated into the future educational strategy. Activities and meetings will be used as spaces for sharing educational approaches and discussing our common educational aims. We will ensure that we involve a wide section of the membership.

Outdoor education and the importance of the group

Outdoor education and exploring the role of the group in our educational approach have been prioritised by member organisations. We will explore these topics at international level, considering their importance to our movement and organising activities to support member organisations at national level.

Youth in Action co-ordination

Member organisations have requested that we set up a system of co-ordinating youth in action applications made by member organisations. We will provide support and information in this regard.