

SCI STRATEGIC PLAN

VISION

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

MISSION

Our mission is to promote peace and intercultural understanding through volunteering and international voluntary projects.

VALUES

We base our work on the following values that colour all the work of SCI:

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 at all levels

Respect for the Environment – and the ecosystem of which we are a part and upon 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, race, 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.

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

LOGICAL FRAMEWORK MATRIX FOR THE SCI STRATEGIC PLAN 2004 – 2009

FOCUS 2004 – 2009

SCI FOCUSES ON PEACE-BUILDING

STRATEGIC OBJECTIVES

Strategic Objective 1:

TO STIMULATE PRO-ACTIVE PEACE-WORK WITHIN SCI

Strategic Objective 2:

TO ENHANCE THE EFFECTIVENESS AND IMPACT OF SCI'S PEACE WORK BY NETWORKING AND LINKING WITH LIKE-MINDED ORGANIZATIONS

Strategic Objective 3:

TO IMPROVE THE QUALITY AND LEVEL OF PEACE EDUCATION WITHIN THE MOVEMENT

Strategic Objective 4:

TO IMPROVE THE EFFICIENCY AND BUILD THE CAPACITY OF THE ORGANIZATION

Strategic Objective 1:

TO STIMULATE PRO-ACTIVE PEACE-WORK WITHIN SCI

Specific Strategic Objective 1.1.: That SCI organises specific voluntary service projects as a statement of conscientious objection to the ideology of war.

Steps	Output indicators	Sources of verification	Risks
1.1.1 Define the criteria for voluntary service projects as a statement of conscientious objection of war. (2005)	➤ List of criteria agreed at ICM 2004	➤ ICM minutes ➤ List available at the IS and on the website	➤ Difficulty to come to common agreement
1.1.2 Audit how many current voluntary service projects that currently fulfill those criteria. (2005)	➤ List of labelled projects in IS by October 2005	➤ List available at the IS and on the website	➤ Projects change from year to year so the list needs constant update ➤ That we don't get a 100% response; that we get a very 'patchy' picture
1.1.3 Increase the number of projects. (2006)			
1.1.4 Put into place a monitoring system for quality management. (2006)			

Interested branches/WGs: Workcamp Support Group, Heinz Gabathuler (SCI-CH) co-ordinates

Specific Strategic Objective 1.1.: That SCI organises specific voluntary service projects as a statement of conscientious objection to the ideology of war.

Steps	Output indicators	Sources of verification	Risks
1.1.1 Define the criteria for voluntary service projects as a statement of conscientious objection of war. (2005)	<ul style="list-style-type: none"> ➤ List of criteria agreed at ICM 2004 	<ul style="list-style-type: none"> ➤ ICM minutes ➤ List available at the IS and on the website 	<ul style="list-style-type: none"> ➤ Difficulty to come to common agreement

1.1.1 Define the criteria for voluntary service projects as a statement of conscientious objection of war. (2005)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Draft proposal on criteria. 	<ul style="list-style-type: none"> ➤ Grant application¹. ➤ Make a call for a Prep. Team at the ICM/ as k the Workcamp Support Group to get involved. ➤ Send an e-mail on 'SCI-Announce' to request the participation of branches not present at the ICM. ➤ Prep. Team do research on existing ideas for criteria and consults external expertise. ➤ And collate criteria for a Voluntary Service Project/ Workcamp. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Prep. Team meeting. ➤ Staff time. 	<ul style="list-style-type: none"> ➤ Grant application approved. ➤ The right people are found for the Prep. Team/ the Workcamp Support Group take an active involvement.
<ul style="list-style-type: none"> ➤ Email discussion on proposal. 	<ul style="list-style-type: none"> ➤ Co ordination of discussion 		<ul style="list-style-type: none"> ➤ Valuable inputs are made.
<ul style="list-style-type: none"> ➤ ICM voting on proposal. 	<ul style="list-style-type: none"> ➤ Document prepared for ICM mailing. 	<ul style="list-style-type: none"> ➤ Space & time in the ICM agenda 2004 (1-1½ hours). 	<ul style="list-style-type: none"> ➤ The proposal for criteria is carried by ICM.

Specific Strategic Objective 1.1.: That SCI organises specific voluntary service projects as a statement of conscientious objection to the ideology of war.

Steps	Output indicators	Sources of verification	Risks
1.1.2 Audit how many current voluntary service projects that currently fulfill those	<ul style="list-style-type: none"> ➤ List of labelled projects in IS by October 2005 	<ul style="list-style-type: none"> ➤ List available at the IS and on the website 	<ul style="list-style-type: none"> ➤ Projects change from year to year so the list needs constant update ➤ That we don't get a 100%

¹ The Grant Application is not necessarily expected to fund an event/ seminar for 1.1.1 alone, but 1.1.1 may be part of a number of 'steps' that collectively might benefit from an event/ seminar, hence there is a reference here to the idea that funding may be necessary or at least helpful.

criteria. (2005)			response; that we get a very 'patchy' picture
-------------------------	--	--	---

1.1.2 Audit how many current voluntary service projects that currently fulfill those criteria. (2005)
--

Projects	Inputs/ activities	Costs	Assumptions
➤ Consult branches before TEM, 2005 with agreed criteria.	<ul style="list-style-type: none"> ➤ As the Human Rights Messenger's Team to get involved. ➤ Write email letter to branches with audit criteria. 	<ul style="list-style-type: none"> ➤ Human resources/ Staff/ LTV/ HR Messengers. ➤ Phone costs. 	<ul style="list-style-type: none"> ➤ That branches respond. ➤ That branches know their projects well enough
➤ Facilitate a session on the audit at the TEM, 2005.	<ul style="list-style-type: none"> ➤ Make presentation ➤ Agree a deadline with branches for workcamp labelling. 	➤ Travel to TEM.	➤ That the group is given space & time on the TEM agenda.
➤ Collate a list of specified workcamps from branch responses before the workcamp season. ² .	➤ Send a reminder to those who don't respond/ Call those who don't respond.	➤ Phone costs.	➤ That branches don't object to having their workcamps labelled in this way.
➤ Have a reference/ question in each specified workcamp evaluation form on whether the individual volunteers consider their workcamp to have been a statement of 'conscientious objection to the ideology of war'.	<ul style="list-style-type: none"> ➤ Draft an appropriate question for inclusion on branch volunteer evaluation forms and ensure its inclusion. ➤ Collect this information from branches. 	➤ Phone costs.	➤ That branches are able to facilitate this information – gathering process.
➤ Produce a list of labelled projects based on branch-consultation.	<ul style="list-style-type: none"> ➤ Write the list. ➤ Present at ICM 2005. 	➤ Human resources.	

Specific Strategic Objective 1.1.: That SCI organises specific voluntary service projects as a statement of conscientious objection to the ideology of war.
--

Steps	Output indicators	Sources of verification	Risks
1.1.3 Increase the number of projects. (2006)			

² There was some debate at the ICM working group session as to whether we should be trying to collect a list from braches of which of their camps they felt would fulfil the criteria before the workcamp season took place, or only after the camps were over.

1.1.3 Increase the number of projects. (2006)			
Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 1.1.: That SCI organises specific voluntary service projects as a statement of conscientious objection to the ideology of war.			
Steps	Output indicators	Sources of verification	Risks
1.1.4 Put into place a monitoring system for quality management. (2006)			

1.1.4 Put into place a monitoring system for quality management. (2006)			
Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 1.2.: That SCI organises international voluntary service activities in violent or potentially violent conflict areas in order to contribute to non-violent conflict resolution as well as to increase international awareness of such conflicts.

Steps	Output indicators	Sources of verification	Risks
1.2.1 Define conflict areas. (2005)	➤ Definition agreed at ICM 2005	➤ ICM minutes ➤ Definition available at the IS and on the website	➤ Difficulty to come to common agreement
1.2.2 Develop a strategy and an operational system for working in conflict areas. (2006)	➤ Strategy and operational system adopted at ICM 2006	➤ ICM minutes ➤ Strategy and operational system available at the IS and on the website	➤ The world and the ways conflicts works are in constant change. ➤ That SCI can't convince relevant funders of our skills & suitability to be effective in conflict areas
1.2.3 Set up a pilot project to evaluate our methodology. (2007)			
1.2.4 Put into practice a program for working in conflict areas. (2008)			

Interested branches/WGs: Best Peace Practice Follow-up team, Midi WG, SCI Sri Lanka, SCI Belgium, SCI Italy

Specific Strategic Objective 1.2.: That SCI organises international voluntary service activities in violent or potentially violent conflict areas in order to contribute to non-violent conflict resolution as well as to increase international awareness of such conflicts.

Steps	Output indicators	Sources of verification	Risks
1.2.1 Define conflict areas. (2005)	➤ Definition agreed at ICM 2005	➤ ICM minutes ➤ Definition available at the IS and on the website	➤ Difficulty to come to common agreement

1.2.1 Define conflict areas. (2005)			
Projects	Inputs/ activities	Costs	Assumptions
➤ Elaborate definition/ define conflict areas. ³	<ul style="list-style-type: none"> ➤ Research on what has been done and planned & an overview of results.⁴ ➤ Define what information we want; identify what we already have; identify what is still needed; get it and make an overview) ➤ Dissemination of this overview to the whole movement ➤ Summarize and make a draft conclusion. 	➤ Human resources	➤ The needed time and expertise is found.
➤ E-mail discussion on proposal.	<ul style="list-style-type: none"> ➤ Co ordination of discussion within the movement. ➤ Confrontation and/ or comparison of results with other actors in the field. ➤ Make a new overview/ new conclusion. 		➤ Valuable inputs are made.
➤ ICM voting on proposal.	➤ Document prepared for ICM mailing 2005.		➤ That sufficient common ground can be agreed.
➤ Disseminate results to the whole movement.	<ul style="list-style-type: none"> ➤ Produce concise report from ICM discussion. ➤ Launch report. 		➤ That on the basis of the above, a common set of criteria is adopted by this ICM.

³ The ICM working group asked that there be “No mapping”, i.e. that the outcome, the definition, should not be a map, or a list of conflict areas around the world but a more practical & philosophical reflection of what, in the specific context of SCI, constitutes a conflict area.

⁴ An inductive approach is preferred, i.e. the group asks that SCI does not “start from scratch”, come to a definition, distribute it and start applying it (deductive approach), but rather that we start from the multitude that we have already: what, in various parts of SCI, is identified as conflict areas, what kind of work is being done there, and what kind of a big picture can be drawn from all this. The sum of this should be the basis for the first draft definition.

Specific Strategic Objective 1.2.: That SCI organises international voluntary service activities in violent or potentially violent conflict areas in order to contribute to non-violent conflict resolution as well as to increase international awareness of such conflicts.

Steps	Output indicators	Sources of verification	Risks
1.2.2 Develop a strategy and an operational system for working in conflict areas. (2006)	<ul style="list-style-type: none"> ➤ Strategy and operational system adopted at ICM 2006 	<ul style="list-style-type: none"> ➤ ICM minutes ➤ Strategy and operational system available at the IS and on the website 	<ul style="list-style-type: none"> ➤ The world and the ways conflicts works are in constant change. ➤ That SCI can't convince relevant funders of our skills & suitability to be effective in conflict areas

1.2.2 Develop a strategy and an operational system for working in conflict areas. (2006)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Consultative process to elaborate a strategy.⁵ 	<ul style="list-style-type: none"> ➤ Preparatory team does research on existing ideas for strategy (e.g. Best Peace Practice GATE 2003) and consults external expertise. ➤ Aim for a two-pronged approach: <ul style="list-style-type: none"> 1. <u>In writing</u>: - Establish a place/ method to make information accessible and attractive, e.g. SCI's web-site, a booklet etc.⁶ ➤ Ensure a continuous process (make the place/ method easily updateable). 2. <u>Face-to-face</u>: - Establish a place/ method to make information accessible & attractive, e.g. Study visits, seminars etc. ➤ Again ensure a continuous process (make the place/ method easily updateable). 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That 1.2.1 produces a set of common criteria/ common guidelines. ➤ The right people are found for the preparatory team.

⁵ The ICM working group asked that SCI avoid attempts at producing a "recipe", i.e. that the outcome should not be a cookbook: "Take a conflict area, then do this and this and in the end you will get what you want". The outcome should be a strategy for spreading information (as gathered during 1.2.1 above), exchanging good practices and learning from each other.

⁶ Here "information" is seen as information about local conflicts as SCI actors identify them; information about SCI volunteer activities in the above conflicts (what has already been done, what has been learnt etc.); relevant information from other actors (e.g. other NGO's).

➤ High-profile training for experienced SCI activists to develop the strategy.	➤ Grant application. ➤ Selection of preparatory team. ➤ . ➤ Training is organised.	➤ Human resources. ➤ Preparatory team meeting. ➤ Training event.	➤ Grant application approved. ➤ The right participants are found for the training. ➤ The needed external expertise is found.
➤ E-mail discussion on strategy proposal.	➤ Co-ordination of discussion.		➤ Valuable inputs are made.
➤ ICM voting on proposal.	➤ Document prepared for ICM mailing.		➤ The proposal for definition is carried by ICM.

Specific Strategic Objective 1.2.: That SCI organises international voluntary service activities in violent or potentially violent conflict areas in order to contribute to non-violent conflict resolution as well as to increase international awareness of such conflicts.

Steps	Output indicators	Sources of verification	Risks
1.2.3 Set up a pilot project to evaluate our methodology. (2007)			

1.2.3 Set up a pilot project to evaluate our methodology. (2007)			
Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 1.2.: That SCI organises international voluntary service activities in violent or potentially violent conflict areas in order to contribute to non-violent conflict resolution as well as to increase international awareness of such conflicts.

Steps	Output indicators	Sources of verification	Risks
1.2.4 Put into practice a program for working in conflict areas. (2008)			

1.2.4 Put into practice a program for working in conflict areas. (2008)			
Projects	Inputs/ activities	Costs	Assumptions

Strategic Objective 2:

TO ENHANCE THE EFFECTIVENESS AND IMPACT OF SCI'S PEACE WORK BY NETWORKING AND LINKING WITH LIKE-MINDED ORGANISATIONS

Specific Strategic Objective 2.1.: That SCI raises its profile as a peace organization.

Steps	Output indicators	Sources of verification	Risks
2.1.1 Put peace issues on the agenda of the external platforms in which SCI participates. (2004 and onwards)	<ul style="list-style-type: none"> ➤ By ICM 2005 50% of the platforms of which SCI is a member have either: ➤ adopted a resolution in support of non violent conflict resolution in conflict areas or ➤ initiated specific activities to promote peace 	<ul style="list-style-type: none"> ➤ Minutes of AGM of relevant platforms ➤ Plan of Actions of particular platforms involved 	<ul style="list-style-type: none"> ➤ That SCI lacks resources to stay in the particular platform ➤ Suitable, motivated and skilled volunteers to undertake external representation work are not found.
2.1.2 Identify and analyse existing peace networks both at a national and international level. (2004)	<ul style="list-style-type: none"> ➤ By ICM 2004 a working document is presented summarising the guiding principles and PoAs of international peace networks. 	<ul style="list-style-type: none"> ➤ ICM mailing 2004 	
2.1.3 Co-develop peace activities with like-minded organizations. (2005)			

**Interested branches/WGs: External repr mailing-list, SCI-Belgium
For only 2.1.2.: SCI-India, SCI-Italy, OWA-Poland, VIA-Belgium**

Specific Strategic Objective 2.1.: That SCI raises its profile as a peace organization.

Steps	Output indicators	Sources of verification	Risks
2.1.1 Put peace issues on the agenda of the external platforms in which SCI participates. (2004 and onwards)	<ul style="list-style-type: none"> ➤ By ICM 2005 50% of the platforms of which SCI is a member have either: ➤ adopted a resolution in support of non violent conflict resolution in conflict areas or ➤ initiated specific activities to promote peace 	<ul style="list-style-type: none"> ➤ Minutes of AGM of relevant platforms ➤ Plan of Actions of particular platforms involved 	<ul style="list-style-type: none"> ➤ That SCI lacks resources to stay in the particular platform ➤ Suitable, motivated and skilled volunteers to undertake external representation work are not found.

2.1.1 Put peace issues on the agenda of the external platforms in which SCI participates. (2004 and onwards)

Projects	Inputs/ activities	Costs	Assumptions
➤ A) Identify & analyse the current situation with regard to SCI representation on external platforms.	<ul style="list-style-type: none"> ➤ Draw up a list of platforms on which SCI is currently represented. ➤ Re-evaluate the relevance of all platforms in relation to SCI's Strategic Plan 2004-2009. ➤ Agree on the priority platforms for 2004-2009 (or 2004/05 initially). 	<ul style="list-style-type: none"> ➤ Human resources ➤ Liaison with IS/ IS staff time. ➤ Admin. Costs. ➤ Meeting costs (?) 	<ul style="list-style-type: none"> ➤ That agreement can be reached on a sufficiently limited list of priority platforms.
➤ Be able to send 'qualified' SCI delegates to external platform meetings.	<ul style="list-style-type: none"> ➤ Use the 'Peace Action' mailing list to encourage ideas to come from the grassroots of SCI. ➤ Prepare a policy document on who precisely is responsible within the organization for following each topic. ➤ Make this list transparent and accessible, e.g. put on the SCI web-site. ➤ Organise a seminar/ training workshop to help SCI delegates prepare and plan for representational work (2005). 	<ul style="list-style-type: none"> ➤ Human resources ➤ Liaison with IS/ IS staff time ➤ Admin. costs. ➤ Staff time (?) 	<ul style="list-style-type: none"> ➤ Availability of suitable volunteers. ➤ That there are sufficient volunteers to prepare and organize such a seminar/ training event.
➤ B) Set up peace issues press release group.	<ul style="list-style-type: none"> ➤ Define terms of references (re; transparency & accountability) ➤ Call for volunteers. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Travel costs. ➤ Attendance at meeting/ meeting 	<ul style="list-style-type: none"> ➤ Availability of suitable volunteers.

		costs.	
➤ Set up criteria for formulating 'political' statements/ motions	<ul style="list-style-type: none"> ➤ Identify those responsible for formulating motions & statements within SCI. ➤ Collect info. from reputable sources/ models of good practice. 	<ul style="list-style-type: none"> ➤ Human resources. 	
➤ Write basic guidelines document compiled from rules of procedures from relevant platforms.	<ul style="list-style-type: none"> ➤ Collect info. from relevant platforms on their procedures and timetables for the submission & adoption of proposals. 	<ul style="list-style-type: none"> ➤ Human resources. 	
➤ Present statements/ motions	<ul style="list-style-type: none"> ➤ Formulate statements/motions. ➤ Submit to platform ➤ Write follow-up report(s) 		
➤ Develop lobbying strategy	<ul style="list-style-type: none"> ➤ Enhance visibility of SCI in build up to presentation of proposals. ➤ Appropriate advance preparation & support. ➤ Presence at relevant meeting. ➤ Follow-up. 		<ul style="list-style-type: none"> ➤ That SCI remains a member of the particular platform. ➤ Access to suitable, motivated and skilled volunteers to undertake external representation work.
➤ C) Facilitate the Youth Forum study visit to the Middle East	<ul style="list-style-type: none"> ➤ Appraisal of current level of priority for this planned activity within the Youth Forum in conjunction with SCI's YF representative. ➤ Formation of lobbying strategy. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Travel costs. 	<ul style="list-style-type: none"> ➤ That external factors do not force the Youth Forum to de-prioritise this existing project.
➤ Facilitate one non-violent conflict resolution project of non-youth, voluntary service organisations in the South.	<ul style="list-style-type: none"> ➤ Review evaluation of the recent CCIVS project in the Congo. ➤ Hold exploratory talks with CCIVS (i.e. involving the president) on a future or follow-up project. 		<ul style="list-style-type: none"> ➤ That SCI make concrete progress on this matter in 2002 before the term of the current president ends.

Specific Strategic Objective 2.1.: That SCI raises its profile as a peace organization.

Steps	Output indicators	Sources of verification	Risks
2.1.2 Identify and analyse existing peace networks both at a national and international level. (2004)	<ul style="list-style-type: none"> ➤ By ICM 2004 a working document is presented summarising the guiding principles and Plans of Action of international peace networks. 	<ul style="list-style-type: none"> ➤ ICM mailing 2004 	<ul style="list-style-type: none"> ➤ That no persons/ groups volunteer to take on this work.

2.1.2. Identify and analyse existing peace networks both at a national and international level. (2004)

Projects	Inputs/ activities	Costs	Assumptions
➤ Define "international peace network" for SCI.	➤ Draft a definition based on SCI's vision, mission and values as put in the Strategic Plan (2004-2009).		
➤ Collect information on international peace networks at national, regional & international levels.	<ul style="list-style-type: none"> ➤ Gather information from branches, groups, working groups etc. ➤ Analyse the findings and identify gaps in the overall international SCI picture. ➤ Summarise this information and present back to branches, groups etc. with suggestions for action, making links with platforms vis-à-vis the Strategic Plan. ➤ Make inquiries through other platforms of which SCI is a member, via Internet research. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Branches & working groups staff/ volunteer time. ➤ Admin. costs. ➤ Staff time (?) 	<ul style="list-style-type: none"> ➤ That branches, groups, working groups etc. are both able to provide such information in a useful form and prioritise its collection. ➤ That the information provided actually shows potential links between networks and SCI's Strategic Plan.
➤ Prepare summary paper for ICM.	<ul style="list-style-type: none"> ➤ Standardise information received from networks. ➤ Compile information. 		
➤ Present Draft to ICM 2004 for adoption.	<ul style="list-style-type: none"> ➤ Prepare presentation for ICM ➤ Facilitate session at ICM 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	➤ That there is space on the ICM agenda

Specific Strategic Objective 2.1.: That SCI raises its profile as a peace organization.

Steps	Output indicators	Sources of verification	Risks
2.1.3 Co-develop peace activities with like-minded organizations. (2005)			

2.1.3. Co-develop peace activities with like-minded organisations. (2005)

Projects	Inputs/ activities	Costs	Risks

Specific Strategic Objective 2.2.: That SCI plays an active role in the World Social Forum (WSF), here understood not just as a meeting but as a process carried by the so called “World Social Movement”.

Steps	Output indicators	Sources of verification	Risks
2.2.1 Raise the knowledge level in SCI of the process and potential of WSF. (2004)	➤ By end of 2004 100 SCI activists in Europe and Asia have been reached by a SCI-WSF project/campaign	➤ Project/campaign report	➤ Difficulty to reach out
2.2.2 Identify the place of SCI within the WSF. (2004)	➤ Clear agreement in ICM 2004 on SCI role in and contribution to WSF	➤ ICM minutes	➤ Difficulty to agree ➤ The need for more clarity on the issue especially since WSF might have changed since ICM 2003.
2.2.3 Raise the profile of SCI in WSF. (2005)			
2.2.4 Co-develop peace activities in the framework of WSF. (2005)			

Interested branches/WGs: WSF Informal group, SCI-Belgium, SCI-India, SCI-Switzerland, KVT-Finland

Specific Strategic Objective 2.2.: That SCI plays an active role in the World Social Forum (WSF), here understood not just as a meeting but as a process carried by the so called "World Social Movement".

Steps	Output indicators	Sources of verification	Risks
2.2.1 Raise the knowledge level in SCI of the process and potential of WSF. (2004)	<ul style="list-style-type: none"> ➤ By end of 2004 100 SCI activists in Europe and Asia have been reached by a SCI-WSF project/campaign 	<ul style="list-style-type: none"> ➤ Project/campaign report 	<ul style="list-style-type: none"> ➤ Difficulty to reach out

2.2.1 Raise the knowledge level in SCI of the process and potential of WSF. (2004)			
Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Produce an overview of current participation in WSF (Asian Social Forum, European Social Forum etc.) by branch/ group etc. 	<ul style="list-style-type: none"> ➤ Establish a consultation team from the current SCI WSF group, interested branches/ activists etc. ➤ Collect and disseminate information on national & regional affiliation to WSF. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Project costs (material, travels, coordination etc.) 	<ul style="list-style-type: none"> ➤ That branches provide the relevant information.
<ul style="list-style-type: none"> ➤ Encourage greater branch/group participation. 	<ul style="list-style-type: none"> ➤ Disseminate information on practicalities of affiliation/ participation. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That more branches seek to participate.
<ul style="list-style-type: none"> ➤ Make a SCI project/ campaign to disseminate and discuss the debates from WSF meetings. 	<ul style="list-style-type: none"> ➤ Use the WSF in India 2004 to develop a SCI project/ campaign. ➤ Select project preparatory team. ➤ Make a grant application. ➤ Carry out project. ➤ Write a follow-up report. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Project costs (material, travels, coordination etc.) 	<ul style="list-style-type: none"> ➤ Good idea for project comes up as well as people willing to realise it. ➤ Grant application accepted.
<ul style="list-style-type: none"> ➤ Increase reference to WSF etc. on workcamps. 	<ul style="list-style-type: none"> ➤ Compile general information on WSF and a SCI-related information on WSF, for distribution to workcamp volunteers. ➤ Initiate sessions on workcamps to raise awareness about WSF etc. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That the information is accessible and appropriate for a workcamp situation. ➤ That branches/groups etc. prioritise such inputs in order to make them a reality.
<ul style="list-style-type: none"> ➤ Place links on the SCI International web-site to WSF information & related web-sites. 	<ul style="list-style-type: none"> ➤ Collect information and make links. ➤ Write relevant WSF-SCI articles for the web-site. ➤ Put them online. 	<ul style="list-style-type: none"> ➤ Human resources 	<ul style="list-style-type: none"> ➤ That there is a genuine commitment to collecting and compiling such information/ articles. ➤ That staff maintain the web-site.

Specific Strategic Objective 2.2.: That SCI plays an active role in the World Social Forum (WSF), here understood not just as a meeting but as a process carried by the so called "World Social Movement".

Steps	Output indicators	Sources of verification	Risks
2.2.2 Identify the place of SCI within the WSF. (2004)	<ul style="list-style-type: none"> ➤ Clear agreement in ICM 2004 on SCI role in and contribution to WSF 	<ul style="list-style-type: none"> ➤ ICM minutes 	<ul style="list-style-type: none"> ➤ Difficulty in reaching a common agreement ➤ The need for more clarity on the issue especially since WSF might have changed since ICM 2003.

2.2.2 Identify the place of SCI within the WSF. (2004)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Develop a proposal (for ICM mailing). 	<ul style="list-style-type: none"> ➤ Establish a consultation team from the current SCI WSF group, interested branches/ activists etc. ➤ Define 'the place of SCI'. ➤ Up-date on previous agreements and discussions in ICM. ➤ Write a draft for consultation with activists. 	<ul style="list-style-type: none"> ➤ Human resources. 	
<ul style="list-style-type: none"> ➤ Email discussion. 	<ul style="list-style-type: none"> ➤ Co-ordinate discussion. ➤ Formulate draft in time for ICM mailings. 	<ul style="list-style-type: none"> ➤ Human resources. 	<ul style="list-style-type: none"> ➤ That there is sufficient common ground after less than one year to make a proposal to the ICM.
<ul style="list-style-type: none"> ➤ Present Draft to ICM 2004 for adoption. 	<ul style="list-style-type: none"> ➤ Prepare presentation for ICM. ➤ Facilitate session at ICM. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That there is space on the ICM agenda.

Specific Strategic Objective 2.2.: That SCI plays an active role in the World Social Forum (WSF), here understood not just as a meeting but as a process carried by the so called "World Social Movement".

Steps	Output indicators	Sources of verification	Risks
2.2.3 Raise the profile of SCI in WSF. (2005)			

2.2.3 Raise the profile of SCI in WSF. (2005)			
Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 2.2.: That SCI plays an active role in the World Social Forum (WSF), here understood not just as a meeting but as a process carried by the so called "World Social Movement".			
Steps	Output indicators	Sources of verification	Risks
2.2.4 Co-develop peace activities in the framework of WSF. (2005)			

2.2.4 Co-develop peace activities in the framework of WSF. (2005)			
Projects	Inputs/ activities	Costs	Assumptions

Strategic Objective 3:

TO IMPROVE THE QUALITY AND LEVEL OF PEACE EDUCATION WITHIN THE MOVEMENT

Specific Strategic Objective 3.1.: That Volunteers are appraised of the international movements' mission, aims and objectives.

Step	Output indicators	Sources of verification	Risks
3.1.1. Conduct research on the current situation by collection information from volunteers that have participated in SCI workcamps. (2004)	➤ Survey report on summer 2004 workcamp season to be presented to ICM 2004	➤ ICM mailing 2004	➤ That branches don't sufficiently prioritise this work, since it is they who have the most direct contact with the volunteers.
3.1.2 Conduct in depth interviews with a smaller group of volunteers to assess the best way to improve the knowledge of SCI's mission, aims and objectives. (2004)	➤ That by TEM 2005 SCI has drawn up 5 steps in the practical procedures booklet to improve volunteer understanding and knowledge	➤ Practical procedures booklet	➤ Not sufficient volunteers agree to be interviewed ➤ Branches not participating in TEM excluded
3.1.3 Develop common guidelines and minimum standards for branches. (2005)			
3.1.4 Set up a continuous and standardized evaluation system to monitor the situation. (2006)			

Interested branches/WGs: SCI-Belgium, SCI-India, SCI-Malaysia, SIV-Mauritsius, VIA-Belgium, Africa WG, Workcamp Support group co-ordinates

Specific Strategic Objective 3.1.: That Volunteers are appraised of the international movements' mission, aims and objectives.

Step	Output indicators	Sources of verification	Risks
3.1.1 Conduct research on the current situation by collection information from volunteers that have participated in SCI workcamps. (2004)	<ul style="list-style-type: none"> ➤ Survey report on summer 2004 workcamp season to be presented to ICM 2004 	<ul style="list-style-type: none"> ➤ ICM mailing 2004 	<ul style="list-style-type: none"> ➤ That branches don't sufficiently prioritise this work, since it is they who have the most direct contact with the volunteers.

3.1.1. Conduct research on the current situation by collection information from volunteers that have participated in SCI workcamps. (2004)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Prepare survey. 	<ul style="list-style-type: none"> ➤ The Workcamp Support Group forms a survey team. ➤ Consult expert/ look for guidance in the scientific set up of the research ➤ Identifying the size and content of a representative sample of workcamp volunteers based on the figures for 2003 (gender, age, class, region, etc.) ➤ Write questionnaire, explaining how it is to be used and how the results are to be processed. 	<ul style="list-style-type: none"> ➤ Human resources ➤ Admin. costs. ➤ Consultation fee. 	<ul style="list-style-type: none"> ➤ Underestimating the time & energy required by the Workcamp Support Group.
<ul style="list-style-type: none"> ➤ Carry out survey on workcamps between June & August, 2004. ➤ Carry out survey in Branches that don't have a Summer workcamp programme. 	<ul style="list-style-type: none"> ➤ Workcamp leaders to be trained/ instructed by the Workcamp support group to carry our survey using questionnaires.⁷ ➤ Surveys undertaken. ➤ Results compiled & processed and results collected. ➤ Identify survey team. ➤ Train survey team. ➤ Clarify lines of responsibility/ accountability for survey team 	<ul style="list-style-type: none"> ➤ Meeting costs. ➤ Training Travel of survey team. 	<ul style="list-style-type: none"> ➤ Difficulty in accessing funds. ➤ Getting the volunteers/ workcamp leaders to do the survey and file their results.

⁷ The idea of using workcamp leaders is to ensure that the questionnaire-oriented procedure is standardised.

➤ Compile results.	➤ Prepare report with recommendations included. ➤ Presentation to ICM	➤ Report publication by Workcamp Support Group.	➤ That a sufficient and appropriate sample has been taken.
➤ Present Draft to ICM 2004 for adoption.	➤ Prepare presentation for ICM ➤ Facilitate session at ICM	➤ Human resources. ➤ Admin. costs.	➤ That there is space on the ICM agenda.
➤ Prepare survey.	➤ The Workcamp Support Group forms a survey team. ➤ Consult expert/ look for guidance in the scientific set up of the research ➤ Identifying the size and content of a representative sample of workcamp volunteers based on the figures for 2003 (gender, age, class, region, etc.) ➤ Write questionnaire, explaining how it is to be used and how the results are to be processed.	➤ Human resources ➤ Admin. costs. ➤ Consultation fee.	➤ Underestimating the time & energy required by the Workcamp Support Group.

Specific Strategic Objective 3.1.: That Volunteers are appraised of the international movement's mission, aims and objectives.

Step	Output indicators	Sources of verification	Risks
3.1.2 Conduct in depth interviews with a smaller group of volunteers to asses the best way to improve the knowledge of SCI's mission, aims and objectives. (2004)	➤ That by TEM 2005 SCI has drawn up 5 steps in the practical procedures booklet to improve volunteer understanding and knowledge	➤ Practical procedures booklet	➤ Not sufficient volunteers agree to be interviewed ➤ Branches not participating in TEM excluded

3.1.2 Conduct in depth interviews with a smaller group of volunteers to assess the best way to improve the knowledge of SCI's mission, aims and objectives. (2004)

Projects	Inputs/ activities	Costs	Assumptions
➤ Prepare survey/ interviews	➤ The Workcamp Support Group forms a survey team/ overseas the	➤ Consultation fee. ➤ Human resources.	➤ Right people are found for the survey team

	<ul style="list-style-type: none"> project. ➤ Consult expert⁸/ look for guidance in the scientific set up of the research. ➤ Identifying the size and content of a representative sample as above. ➤ Devise plan for survey ➤ Identify willing volunteers (for interview) at the time of the application.⁹ 	<ul style="list-style-type: none"> ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ Sufficient volunteers are willing to be interviewed ➤ Funding
<ul style="list-style-type: none"> ➤ Carry out survey. 	<ul style="list-style-type: none"> ➤ Devise interview outline & methodology, based on findings at General Survey Report ➤ Train interviewers. ➤ Carry out interviews. 	<ul style="list-style-type: none"> ➤ Communication costs. ➤ Travel costs. 	
<ul style="list-style-type: none"> ➤ Produce report including the 5 steps. 	<ul style="list-style-type: none"> ➤ Compile interview results ➤ Prepare report with 5 steps. ➤ Presentation to TEM 2005. 	<ul style="list-style-type: none"> ➤ Report publication. ➤ Travel to TEM. 	Time in the TEM agenda

Specific Strategic Objective 3.1.: That Volunteers are appraised of the international movement's mission, aims and objectives.

Step	Output indicators	Sources of verification	Risks
3.1.3 Develop common guidelines and minimum standards for branches. (2005)			

3.1.3 Develop common guidelines and minimum standards for branches. (2005)

Projects	Inputs/ activities	Costs	Assumptions

⁸ One could be Hazel Low /EIP, who undertook a similar survey approx. 10 years ago. It would be important before proceeding to far to read the report of her findings and consult if appropriate.

⁹ Volunteers could be asked at the time of their workcamp application in their branch, whether they would be willing to be interviewed after the workcamp is over/ their return home, the branch could then compile such details and pass them onto the Workcamp Support Group.

Specific Strategic Objective 3.1.: That Volunteers are appraised of the international movement's mission, aims and objectives.

Step	Output indicators	Sources of verification	Risks
3.1.4 Set up a continuous and standardized evaluation system to monitor the situation. (2006)			

3.1.4 Set up a continuous and standardized evaluation system to monitor the situation. (2006)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.1. Define 'peace education' within the context of SCI. (2004)	<ul style="list-style-type: none"> ➤ Adoption of Strategic Plan at ICM 2003 ➤ Adoption of education definition paper at ICM 2004 	<ul style="list-style-type: none"> ➤ Strat. Plan ➤ ICM mailing 2004 	<ul style="list-style-type: none"> ➤ No general agreement/ inability to define Peace Education effectively
3.2.2. Identify peace education base within SCI in terms of people and knowledge. (2004 – 2005)	<ul style="list-style-type: none"> ➤ That SCI has a database of 'peace educators' and peace education resources by ICM 2005 	<ul style="list-style-type: none"> ➤ Database on SCI web-site (members' only section?) ➤ Working paper ICM 	<ul style="list-style-type: none"> ➤ That SCI doesn't find suitable persons. ➤ That educators' skills are not suitable/appropriate for SCI's work.
3.2.3. Develop a strategy and operational system for improving the level of peace education within SCI with a special focus on existing activities. (2006)			
3.2.4. To prioritise the empowerment of volunteers to enhance their multiplier effect as peace educators. (2006)			
3.2.5. Identify research possibilities for SCI activists to improve the quality and level of peace-education in SCI. (2007)			

Interested branches/WGs: GATE trainers pool, Youth Forum trainers pool, SCI-Belgium

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.1 Define 'peace education' within the context of SCI. (2004)	<ul style="list-style-type: none"> ➤ Adoption of Strategic Plan at ICM 2003 ➤ Adoption of education definition paper at ICM 2004 	<ul style="list-style-type: none"> ➤ Strategic Plan ➤ ICM mailing 2004 	<ul style="list-style-type: none"> ➤ No general agreement/ inability to define Peace Education effectively

3.2.1 Define peace education within the context of SCI. (2004)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Collect existing references on peace education within SCI. 	<ul style="list-style-type: none"> ➤ Establish a consultation team from interested branches/ activists etc. ➤ Research SCI archives for references on peace education. ➤ Examine latest seminar reports. ➤ Appraisal of references to peace education in current or ongoing applications and projects. ➤ Look for some definitions /working terms used outside of SCI. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Meeting costs. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That we find clear and concise references/ definitions to Peace and Peace Education within SCI. ➤ That such references are consistent.
<ul style="list-style-type: none"> ➤ Analyse information collected in order to facilitate a response on definitions/ understanding of Peace Education in SCI from for example, working groups, branches, trainers' pools, activists, etc. 	<ul style="list-style-type: none"> ➤ To develop a facilitation module based on results of research above. ➤ Carry out the workshops¹⁰. ➤ Summarize outcome of each workshop. ➤ Condense common elements into a definition paper. 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Meeting costs. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That the responsible group can condense the findings into a form that is received favourably by the 'test audience' and that such an audience responds.
<ul style="list-style-type: none"> ➤ Compile a draft Conclusion of Peace Education for SCI. 	<ul style="list-style-type: none"> ➤ Define actors in the drafting process 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That there is something concrete and final to present to the ICM.

¹⁰ See also *Inputs/activities* under 3.2.2 below.

	<ul style="list-style-type: none"> ➤ Define procedure. ➤ Formulate draft in time for ICM mailings. 		
➤ Present Draft to ICM 2004 for adoption.	<ul style="list-style-type: none"> ➤ Prepare presentation for ICM ➤ Facilitate session at ICM 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs 	➤ That there is space on the ICM agenda.

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.2 Identify peace education base within SCI in terms of people and knowledge (2004 – 2005)	<ul style="list-style-type: none"> ➤ That SCI has a database of 'peace educators' and peace education resources by ICM 2005 	<ul style="list-style-type: none"> ➤ Database on SCI web-site (members' only section?) ➤ Working paper ICM 	<ul style="list-style-type: none"> ➤ That SCI doesn't find suitable persons. ➤ That educators' skills are not suitable/appropriate for SCI's work.

3.2.2 Identify peace education base within SCI in terms of people and knowledge. (2004 – 2005)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Audit peace education base in branches. 	<ul style="list-style-type: none"> ➤ Establish a consultation team from interested branches/ activists etc. ➤ Check which branches already have a database, which criteria they use and if they are willing to share their database with the international movement 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That some branches do actually run a database of the kind required.
<ul style="list-style-type: none"> ➤ Audit the peace education base within working groups. 	<ul style="list-style-type: none"> ➤ Make use of the workshops mentioned in 3.2.1. above, to compile an overview of a peace education skills base in the working groups or other relevant groups¹¹ 	<ul style="list-style-type: none"> ➤ Human resources. ➤ Meeting costs. ➤ Admin. costs. 	<ul style="list-style-type: none"> ➤ That there is sufficient energy, resources & time to carry out this work (as well as that in 3.2.1) during such meetings.
<ul style="list-style-type: none"> ➤ Develop and maintain a user-friendly, up to date and accessible database system open to all activists in SCI. 	<ul style="list-style-type: none"> ➤ Compile the results of the audits above. ➤ Brainstorm on the format of the database system. ➤ Implement database. ➤ Identify procedure for up-date of database. 	<ul style="list-style-type: none"> ➤ Consultancy fee. ➤ Extra resources for web-site? 	

¹¹ This could include for example, the existing trainers' pools, seminar preparatory/ follow-up teams and other ad hoc groups.

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.3 Develop a strategy and operational system for improving the level of peace education within SCI with a special focus on existing activities. (2006)			

3.2.3 Develop a strategy and operational system for improving the level of peace education within SCI with a special focus on existing activities. (2006)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.4 To prioritise the empowerment of volunteers to enhance their multiplier effect as peace educators. (2006)			

3.2.4 To prioritise the empowerment of volunteers to enhance their multiplier effect as peace educators. (2006)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 3.2.: That SCI sets up a framework for peace education within the movement to raise the knowledge level and enhance volunteers' multiplier effect.

Step	Output indicators	Sources of verification	Risks
3.2.5 Identify research possibilities for SCI activists to improve the quality and level of peace-education in SCI. (2007)			

3.2.5 Identify research possibilities for SCI activists to improve the quality and level of peace-education in SCI. (2007)

Projects	Inputs/ activities	Costs	Assumptions

Strategic Objective 4:

TO IMPROVE THE EFFICIENCY AND BUILD THE CAPACITY OF THE ORGANISATION

Specific Strategic Objective 4.1.: To Strengthen and retain human resources.

Steps	Output indicators	Sources of verification	Risks
4.1.1 SCI will develop a volunteer involvement & support programme. (2004)	➤ A plan agreed at ICM 2004	➤ ICM minutes	➤ No common agreement
4.1.2 SCI will implement the above programme ensuring that at least half of the volunteers will be invited to participate in it. (2005 – 2006)	<ul style="list-style-type: none"> ➤ Increased numbers of international volunteers ➤ Increased number of member in national branches 	<ul style="list-style-type: none"> ➤ SCI Annual report ➤ Branches annual reports 	➤ The right people are not reached
4.1.3 SCI will develop a consistent staff management policy. (2005)			

Interested branches/WGs: SCI-Belgium

Specific Strategic Objective 4.1.: To Strengthen and retain human resources.			
Steps	Output indicators	Sources of verification	Risks
4.1.1 SCI will develop a volunteer involvement & support programme. (2004)	<ul style="list-style-type: none"> ➤ A plan agreed at ICM 2004 	<ul style="list-style-type: none"> ➤ ICM minutes 	<ul style="list-style-type: none"> ➤ No common agreement

4.1.1 SCI will develop a volunteer involvement & support programme. (2004)			
Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Identify needs to support international activists 	<ul style="list-style-type: none"> ➤ Consultation of activists by email ➤ Summarize and make conclusions from results 	<ul style="list-style-type: none"> ➤ Human resources 	<ul style="list-style-type: none"> ➤ There are international activists
<ul style="list-style-type: none"> ➤ Offer training programmes on identified needs 	<ul style="list-style-type: none"> ➤ Grant application (including thinking on sustainable funding for making the program not an one-off event ➤ Group of trainers and activists form preparatory team to build up training program in different steps 	<ul style="list-style-type: none"> ➤ Meeting ➤ Trainers 	
<ul style="list-style-type: none"> ➤ Make a 'SCI for Dummies' 	<ul style="list-style-type: none"> ➤ Grant application ➤ Group of experienced volunteers and staff writes a 'SCI for Dummies' ➤ Activists are asked to give feedback ➤ Final version is edited and printed 	<ul style="list-style-type: none"> ➤ Meeting for authors and editors ➤ Printing costs 	<ul style="list-style-type: none"> ➤ That the writers of the dummy are experienced enough but also able to see the needs of a "SCI-beginner"

Specific Strategic Objective 4.1.: To Strengthen and retain human resources.			
Steps	Output indicators	Sources of verification	Risks
4.1.2 SCI will implement the above programme ensuring that at least half of the volunteers will be invited to participate	<ul style="list-style-type: none"> ➤ Increased numbers of international volunteers ➤ Increased number of member in national branches 	<ul style="list-style-type: none"> ➤ SCI Annual report ➤ Branches annual reports 	<ul style="list-style-type: none"> ➤ The right people are not reached

in it. (2005 – 2006)			
----------------------	--	--	--

4.1.2 SCI will implement the above programme ensuring that at least half of the volunteers will be invited to participate in it. (2005 – 2006)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Training programme in different steps is offered by the international movement ➤ Targeted invitations depending on level of experience ➤ Follow up assured 	<ul style="list-style-type: none"> ➤ Grant application (long term) ➤ Prep team ➤ Selection of trainers ➤ Training events take place 	<ul style="list-style-type: none"> ➤ Travels ➤ Trainers ➤ Accommodation & food ➤ Material 	<ul style="list-style-type: none"> ➤ Right people participate ➤ Activists stay in SCI after the training

Specific Strategic Objective 4.1.: To Strengthen and retain human resources.

Steps	Output indicators	Sources of verification	Risks
4.1.3 SCI will develop a consistent staff management policy. (2005)			

4.1.3 SCI will develop a consistent staff management policy. (2005)
--

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 4.2.: To secure the organisation's financial position.

Steps	Output indicators	Sources of verification	Risks
4.2.1 SCI will identify a variety of ways to facilitate an increase in structural income for SCI's International Coordination. (2004-2009)	➤ Lower deficit in financial results for 2004 (as seen at ICM 2005) and 2005 and break even accounts for, 2005 (as seen in accounts at ICM 2006)	➤ Annual accounts as presented to the ICM of the subsequent year	<ul style="list-style-type: none"> ➤ External factors in the world politics and economy influence SCI negatively ➤ This goal is met on the cost of the soul of the organisation
4.2.2 Project fundraising that contributes to a higher proportion SCI's coordination costs is to be prioritised. (2004 – 2009)			
4.2.3 SCI will develop projects which will substantially contribute to the income of participating branches. (2006 – 2009)			
4.2.4 SCI will set up and maintain a database of former activists with a view to increasing the level of material donations to the international movement. (2004)			

Interested branches/WGs:
For 4.2.4: SCI-Switzerland, David Axtell (IVS-SCI-USA)

Specific Strategic Objective 4.2.: To secure the organisation's financial position.

Steps	Output indicators	Sources of verification	Risks
4.2.1 SCI will identify a variety of ways to facilitate an increase in structural income for SCI's International Coordination. (2004 - 2009)	<ul style="list-style-type: none"> ➤ Lower deficit in financial results for 2004 (as seen at ICM 2005) and 2005 and break even accounts for, 2005 (as seen in accounts at ICM 2006) 	<ul style="list-style-type: none"> ➤ Annual accounts as presented to the ICM of the subsequent year 	<ul style="list-style-type: none"> ➤ External factors in the world politics and economy influence SCI negatively ➤ This goal is met on the cost of the soul of the organisation

4.2.1 SCI will identify a variety of ways to facilitate an increase in structural income for SCI's International Coordination. (2004 - 2009)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Develop a widely accepted SCI donation programme 	<ul style="list-style-type: none"> ➤ Collect information about donation programmes in other organisations ➤ Explore practical possibilities for SCI to do this ➤ Consult the movement and reach good agreement between national branches and international SCI ➤ Set it up ➤ Produce leaflets about donating money to SCI monthly, inherit money to SCI or give one-off donations ➤ Put information about donations to SCI visible on the website 	<ul style="list-style-type: none"> ➤ Human resources ➤ Costs related to practicalities and accounting ➤ Produce leaflets ➤ Printing leaflets 	<ul style="list-style-type: none"> ➤ That SCI has good projects and good image so that it is attractive to people to donate money.
<ul style="list-style-type: none"> ➤ Practice of co-funding projects (have funding from at least two sources) 	<ul style="list-style-type: none"> ➤ Staff time always allocated for co-funding 	<ul style="list-style-type: none"> ➤ Human resources 	<ul style="list-style-type: none"> ➤ Possible co-funding available
<ul style="list-style-type: none"> ➤ More effort in fundraising from foundations 	<ul style="list-style-type: none"> ➤ Research on foundations ➤ Build personal contacts and have dialogue with funders on potential projects 	<ul style="list-style-type: none"> ➤ Human resources 	

Specific Strategic Objective 4.2.: To secure the organisation's financial position.

Steps	Output indicators	Sources of verification	Risks
4.2.2 Project fundraising that contributes to a higher proportion SCI's coordination costs is to be prioritised. (2004 – 2009)			

4.2.2 Project fundraising that contributes to a higher proportion SCI's coordination costs is to be prioritised. (2004 – 2009)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 4.2.: To secure the organisation's financial position.

Steps	Output indicators	Sources of verification	Risks
4.2.3 SCI will develop projects which will substantially contribute to the income of participating branches. (2006 – 2009)			

4.2.3 SCI will develop projects which will substantially contribute to the income of participating branches. (2006 – 2009)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 4.2.: To secure the organisation's financial position.

Steps	Output indicators	Sources of verification	Risks
4.2.4 SCI will set up and maintain a database of former activists with a view to increasing the level of material donations to the international movement. (2004)			

4.2.4 SCI will set up and maintain a database of former activists with a view to increasing the level of material donations to the international movement. (2004)

Projects	Inputs/ activities	Costs	Assumptions

Specific Strategic Objective 4.3.: To develop and implement an effective internal & external communication mechanism.

Steps	Output indicators	Sources of verification	Risks
4.3.1 To develop an internal and external communication plan consistent with the Strategic Objectives 2004 - 2009, with particular emphasis on enhancing the democratisation and transparency of information within SCI. (2004 – 2005)	<ul style="list-style-type: none"> ➤ That at the ICM 2004 an internal and external communication plan consistent with the Strategic Objectives 2004-2009 be adopted 	<ul style="list-style-type: none"> ➤ ICM 2004 minutes, available at IS and on web-site 	<ul style="list-style-type: none"> ➤ No agreement on how this plan should look like
4.3.2 Ensure all parts of SCI adopt and implement the relevant parts of the Internal and External Communication Plan. (2004 – 2005)	<ul style="list-style-type: none"> ➤ Communication runs smoothly and efficiently in the organization 	<ul style="list-style-type: none"> ➤ Revised Strategic Plan 2004 	<ul style="list-style-type: none"> ➤ The plan is ignored by the movement

Interested branches/WGs:

Specific Strategic Objective 4.3.: To develop and implement an effective internal & external communication mechanism.

Steps	Output indicators	Sources of verification	Risks
4.3.1 To develop an internal and external communication plan consistent with the Strategic Objectives 2004 - 2009, with particular emphasis on enhancing the democratisation and transparency of information within SCI. (2004 – 2005)	<ul style="list-style-type: none"> ➤ That at the ICM 2004 an internal and external communication plan consistent with the Strategic Objectives 2004-2009 be adopted 	<ul style="list-style-type: none"> ➤ ICM 2004 minutes, available at IS and on web-site 	<ul style="list-style-type: none"> ➤ No agreement on how this plan should look like

4.3.1 To develop an internal and external communication plan consistent with the Strategic Objectives 2004 - 2009, with particular emphasis on enhancing the democratisation and transparency of information within SCI. (2004 – 2005)

Projects	Inputs/ activities	Costs	Assumptions
<ul style="list-style-type: none"> ➤ Develop a draft internal and external communication plan 	<ul style="list-style-type: none"> ➤ Grant application for develop the plan ➤ A strategic group of well informed and skilled activists meet together with staff and look on the current ways of communication in SCI ➤ An analysis is made in the light of the needs of the movement ➤ Communication plans of other international organisations are consulted ➤ A new model is developed 	<ul style="list-style-type: none"> ➤ Human resources ➤ Travel and meeting costs 	<ul style="list-style-type: none"> ➤ The grant is approved ➤ The suitable people are available
<ul style="list-style-type: none"> ➤ Consultation and discussion by email and in relevant meeting 	<ul style="list-style-type: none"> ➤ The model is circulated by email and to relevant meetings ➤ Discussion is co-ordinated by the strategic group 		<ul style="list-style-type: none"> ➤ That relevant inputs are made
<ul style="list-style-type: none"> ➤ Vote at ICM 	<ul style="list-style-type: none"> ➤ Final draft sent with ICM mailing 		<ul style="list-style-type: none"> ➤ That the plan is carried by the ICM

Specific Strategic Objective 4.3.: To develop and implement an effective internal & external communication mechanism.

Steps	Output indicators	Sources of verification	Risks
4.3.2 Ensure all parts of SCI adopt and implement the relevant parts of the Internal and External Communication Plan. (2004 – 2005)	➤ Communication runs smoothly and efficiently in the organization	➤ Revised Strategic Plan 2004	➤ The plan is ignored by the movement

4.3.2 Ensure all parts of SCI adopt and implement the relevant parts of the Internal and External Communication Plan. (2004 – 2005)

Projects	Inputs/ activities	Costs	Assumptions

