CISV International Strategic Plan, Jan 2010 – Dec 2012

Three-Year Overview

We are ONE ORGANIZATION, WITH ONE PLAN, working together to DO OUR EDUCATIONAL PROGRAMMES BETTER AND DO MORE OF THEM.

The plan has three Priority Areas
- Each Area has 1 overall direction and specific goals
- Each goal has strategies to reach the goal
- Each goal has roles for every level of the organization
- Each goal has identified types of evidence to enable monitoring and evaluation of progress. These will be the basis for establishing indicators for review.

Background for the development of this Strategic Plan

The development of the Plan was led by the International Executive Committee (IEC) and ensured broad consultation and consideration of internal and external factors.
- Evaluation of the process for developing the 2004-2009 Strategic Plan and action to select new process (see minutes of Mid-Way Meeting 2008)
- Review of what has been achieved in the current Strategic Plan –what needs more work
- Survey of National Associations on their progress under the existing Strategic Plan and what they considered to be their major priorities and challenges in the coming years
- Input at Regional Meetings and Training Forums, from International Committees and Office
- Consideration of National Report Forms, Programme Evaluations, Global Hosting Plan, External influences, such as other organizations, quality assurance issues and opportunities offered by technology.

Through this process, there emerged patterns, best practices and concerns. Globally, the organization identified the need to **focus on the health of chapters** and build our capacity in order to ensure that we host more high quality programmes by increasing our:
- understanding and access to **quality CISV educational materials**
- **leadership training**, on all aspects of leadership
- ability to bring in **more members, participants, supporters**.

Though the details of these needs were viewed differently in different parts of the organization, the themes and focus were generally quite consistent, from Chapter, to NA to Regions, to International.

This analysis led very naturally and directly to the identification of three Priority Areas:
- **Education, Training and Evaluation**
- **Chapters**
- **Raising Profile,**

which clearly reflected the needs of the organization. They were presented for discussion at the 2008 Annual International Meeting (AIM). Feedback was collected at AIM and analysed. The basis of the plan was formulated at the Mid-Way Meeting of the IEC in 2009. Initial points were presented for discussion at 2009 Regional Meetings and, in consultation with the International Committees and Office, a draft of this three-year overview of the Plan was developed for approval at AIM 2009. After consideration and some amendments this document was approved.

This Strategic Plan will run for three years, from January 2010 through December 2012. With the new Strategic Plan, workplans, budget, and reports will be aligned using the calendar year. From the overall Plan, a detailed workplan for year one of the Plan (2010) was also developed for consideration and approval at AIM09. Presentation tools will be developed following AIM09 to assist Trustees in explaining the Plan within their NAs and Chapters to promote understanding, opportunities and engagement.

Priority Area: EDUCATION; TRAINING AND EVALUATION
By the end of 2012, to improve the quality of education and training to encourage active global citizenship

GOAL	To have high quality educational materials accessible to everyone at all levels of the organization.	To have a sustainable and flexible Train The Trainer (TTT) system	To have a common approach for leadership training (programme and organizational) at all levels of the organization.
Strategies: How we propose to achieve the goal	Conduct an internal action research project to: - Evaluate the implementation and impact of our educational materials at all levels of the organization. - Identify effective strategies for distribution and use of materials for all levels of the organization. - To start in 2009 - Led by the Education and Research committee in conjunction with the Education Officer. - Will include all programme committees, IJB and all NAs/ Chapters - The research will focus on the following educational materials: • The Passport • Big Ed • Activity Template • Education library - The findings and recommendations will be presented to the International Board in time to inform the strategic plan which is due to start in 2013. (plus annual updates through the departmental reporting structure.) The research will focus on implementation and impact at the following levels of the organisation: • Chapter/Programme • National • Regional • International • IJB The research will use the Inter Agency Network for Education in Emergencies (INEE) framework and consider the following aspects of strategy and operation: • Awareness • Utilisation • Institutionalisation • Impact The research will involve the following Committees • Research and evaluation • Education content • Train The Trainer (TTT) • Programmes There will be an active process of feedback from all levels of the organization. The Research and Evaluation Committee and the Education Officer will actively seek research assistance from post graduate students for this	Conduct an internal action research project to: - Evaluate the implementation and impact of TTT workshops and network at all levels of the organization. - Include budget considerations - Identify effective roll out processes - Review materials - To start in 2009 - Led by the Education and Research committee in conjunction with the Education Officer. - Will include all committees and all NAs/ Chapters - The findings and recommendations will be presented to the International Board in time to inform the strategic plan which is due to start in 2013. (plus annual updates through the departmental reporting structure.) Research will focus on the implementation and impact of the TTT at the following levels of the organisation: • NA • Programme • Regional • International The research will use the Inter Agency Network for Education in Emergencies (INEE) framework and consider the following aspects of strategy and operation: • Awareness • Utilisation • Institutionalisation • Impact Committees and groups involved: • Research and evaluation • TTT • ODC • certified trainers There will be an active process of feedback from all levels of the organization. The Research and Evaluation Committee and the Education Officer will actively seek research assistance from post graduate students for this project.	Review, develop and implement training for all leadership roles in CISV (programme and organizational roles) 1. Collect and review existing training materials for all leadership roles 2. Collect and review information from NAs on their training strategies 3. Determine what are the training needs of/for each leadership role, what elements and topics are common and specific 4. Develop format for training content, including how training should be structured 5 Develop training materials as needed - Ensuring ease of maintenance and accessibility 6 Determine how to make training accessible and assess use of existing structures, - who should receive what training - who should deliver training - Appropriate forum for delivery for each level of the organization - How to set up and maintain a global training calendar 7. Determine how to track impact of training and set up structures - system of evaluating training after the programme/role is undertaken - System for ensuring that evaluation data is acted upon 8. Pilot training (likely partially in years one and two of SP) 9. Evaluate year one and two (in year three) There will be an active process of feedback from all levels of the organization. *3-7 (except setting up structures under point 7) would be launched via a comprehensive training writeshop, to be held at the IO in either late 2009 or early 2010. Participants to include: Chair of leader training; lead trainer of International Pool of Trainers; ODC member responsible for training and for RTF; IO Staff; Member of each programme committee and IJB who is responsible for training; member of each organizational committee who is responsible for training.*

	project		
Main Role of International	- Develop / complete materials and resources, communicate about them and make them available - Design and publish an implementation strategy for educational materials - Design and publish a feedback mechanism for NAs to report on the implantation and use of educational materials - Coordinate and conduct research, including supervising students - Provide annual updates on research project to the board - Share best practice on use of educational materials - Participate in research - Analyze and report on research, making recommendations - Act on any approved recommendations	- Deliver TTTs at Regional Training Forums - Maintain the International Pool of Trainers and TTT curriculum - Design a strategy for the roll out of TTTs - Coordinate and conduct research, including supervising students - Participate in research - Analyze and report on research, making recommendations - Act on any approved recommendations throughout the project - Provide annual updates on research project to the board	- Organize and hold Writeshop - delivery of training (incl TTT) at regional level - participate in training - Coordination of global training calendar - Coordination of global evaluation effort - Request NA/chapter curriculum materials and training strategies - Communicate with NAs to support them in implementing new training strategies/tools and ensure they are being used - Establish a mechanism to monitor training in NAs and chapters
Main Role of Regions	- Support research through facilitation and providing forums for discussion and training - Support any actions on approved recommendations	- Support research through facilitation and providing forums for discussion and training - Support any actions on approved recommendation	- Organize regional training forums - Assess training needs on regional basis and liaise to ensure that content is reflected in RTF - Networking with NA Training Coordinators - Input info into global training calendar
Main Role of NAs	- Raise awareness of and use materials and resources - Encourage chapters to raise awareness of and use materials and resources - Participate in research by providing feedback on the implementation strategy and use of educational materials - Share best practice materials with the Education Department - Encourage/support chapters to participate in research - Act on any approved recommendations	- Raise awareness of TTTs - Send appropriate volunteers to TTTs - Encourage chapters to send appropriate volunteers to TTTs - Participate in research - Encourage/support chapters to participate in research - Act on any approved recommendations	- Inform the Education Department of their training strategies before the Writeshop - Provide NA curriculum materials and training strategies to the Education Department - Ensure that NA Training Coordinator has attended an RTF and TTT - Liaise with chapter training coordinators and deliver training nationally - Send people as appropriate to receive training at RTFs - Review national training in light of developments and implement new elements - Ensure that only approved training materials are used in NA and chapter training - Input info into global training calendar - Participate in evaluation of training
Main Role of Chapters	- Raise awareness of and use materials and resources - Participate in research by providing feedback on the implementation strategy and use of educational materials - Share best practice materials with the Education Department - Act on any approved recommendations	- Raise awareness of TTTs - Send appropriate volunteers to TTTs - Participate in research - Act on any approved recommendations	- Liaise with NA training coordinators - Share existing training strategies with NA - Provide chapter curriculum materials and training strategies to the Education Department - Ensure that only approved training materials are used in chapter training - Send people as appropriate to receive training at national trainings or RTFs - Review national training in light of developments and implement new elements - Input info into global training calendar - Participate in evaluation of training
This builds on	- The successful development of a range of educational materials as set out in CISV's strategic plan 05-09. These materials are being launched during each of the Regional Training Forums (RTFs) in 2009. - Consideration of 'impact' of the educational materials will include changes in working practice and organisational culture e.g. training, sharing best practice, use of IT and development of network groups. - Some baseline data on educational achievement within programmes has been collected from the 2008 programmes, through the first round of PDPEF data collection. Subsequent PDPEF data from 2009/10/11 will also be included as part of the impact of the educational materials.	- The successful establishment of a pool of International Trainers, and the Train The Trainer (TTT) workshops within the annual Regional Training Forums (RTFs). - Consideration of impact will also include changes in working practice and organisational culture e.g. improvements in training at all levels of the organisation, sharing best practice, use of IT and development of network groups. - Some baseline data has already been collected from trainee evaluations of the TTT workshops during 2008. This will be added to by subsequent TTT evaluations from 2009/10/11as well as other performance data including interviews and surveys with certified trainers.	- A general audit of current programme and organization training, which suggests that though we have some elements which are very good, we have no common approach, no central review of training, no consistency in content or quality, no shared understanding of how training can best be delivered. - Existing organizational best practice model info - Existing training material - TTT and RTF structures - Experience with developing with developing TTT curriculum
Types of evidence to know if we have achieved the goal	- Research data - Findings - Reports - Recommendations for action	- Research data - Findings - Reports - Recommendations for action	- Materials - Delivery - Workshop evaluation - Longitudinal evaluation and follow-up to track cascade of training through NA and chapters

| Links to other Strategic Priorities | - SP Development re auditing internal communications systems and re regional structures
- Educational outcomes are an important factor for Profile Raising | - SP Development re RTFs and TTT as a means for cascading organizational and programme training
- SP Profile also re the success of the RTFs and TTT for transmitting training in specific areas | - SP Profile and Chapters re the success of the RTFs and TTT for transmitting training in specific areas
- SP Profile re specific training for PR
- SP Chapters on org leadership development |

Priority Area: CHAPTERS

By the end of 2012, to improve the organization's structure, management and practices across all levels

GOAL	To define and evaluate organizational management, structures and practices	To develop healthy organizational structures, management and practices	To improve human resources management	To develop a strategy for sustainable programme growth
Strategies : How we propose to achieve the goal	1. Analyze, discuss and define the role and status of all parts of and levels in, CISV (including international including IO, regions, national and promotional associations, local chapters and junior branch 2. Analyze, discuss and define the role and status of all international meetings in CISV (including AIM, IJBC, regional meetings, regional JB meetings and Regional Training Forums). 3. Based on the roles and definitions (1 and 2 above) evaluate each of the parts/levels/meetings 4. Based on 3 above recommend to the Board any developments needed in the organisational and meeting structure of CISV International and its regional structures. 5. Implement changes to meeting structures as approved. *This review would be done preferably by an external consultant.*	National and Local 1. Based on the roles and definitions (1 and 2 in the column to the left), finalize chapter development guide and role profiles. Set out indicators of a healthy chapter. 2. Based on 1 above, develop a self-evaluation tool for NAs and Chapter to use for the purposes of self-improvement. This tool must include a system to follow-up analysis of self-evaluation. 3. Develop and deliver training to assist NAs and Chapters in applying the guide and using the self-evaluation tool. 4. Implement self-evaluation and report on results 5. Act on self-evaluation results International and Regional 1. As with 2 above, develop role profiles and a self-evaluation tool for International Committees and Regions. 2. Develop and deliver training to assist Committees and Regions in applying the guide and using the self-evaluation tool. 3. Implement self-evaluation and report on results 4. Act on self-evaluation results	1.. Develop effective recruitment methods (incl role profiles from column 2) and on-line tools for International committees 2. Develop and deliver training or guidance for Committees to use and maintain the recruitment methods/tools (1 above) 3 Implement International recruitment methods/tools 4. Define the major recruitment needs of NAs/Chapters 5. Based on 4 above, develop appropriate and effective recruitment methods and on-line tools for NA/Chapter use (incl role profile for chapter from column 2 + positions of prog responsibility). 6. Develop and deliver training or guidance for NAs/Chapter to use and maintain the recruitment methods/tools (2 above) 7. Implement NA/Chapter recruitment methods/tools 8. Evaluate usage and impact of the recruitment methods/tools (1 and 6 above) 9. Act on evaluation results 10. Develop general human resource policies for volunteers, unpaid positions and for paid personnel. (Note the specific policies are already in place for the IO staff.)	1. Enhance the global hosting plan including the following: - Develop a means of taking long term participation numbers into account - Develop greater reliability in reaching targets - Emphasize the need for diversity of programmes - Emphasize the need for appropriate geographical and seasonal spread of programmes - Consider promotion of programmes to various audiences 2. Develop training or guidance to assist NAs/Chapters in being strategic in their long term programme planning and 3. Evaluate impact of 1 and 2 on the global hosting plan 4. Act on evaluation results
Main Role of International	- Coordinate definition process (strategies 1 and 2 above) - Coordinate evaluation process as is applies to International and regions - Coordinate any implementation as it applies to International and regions	- Identify indicators of health - Develop tools and training - Deliver training - Participate in training - Implement at International and Regional levels - Support implementation at national/local levels - Coordinate analysis - Act and support action on results	- Develop methods/tools - Consult with NAs - Build tools - Develop and deliver training or guidance for users - Coordinate evaluation - Provide forums for open discussion on optimizing volunteer/professional working relationships	- Analyse and coordinate global plan - Keep statistics - Publish - Develop a training or guidance to help NAs in planning strategically and in line with the global approach plan - Coordinate evaluation
Main Role of Regions	- Discuss and give input into the definition and evaluation process, as facilitated by Regional Coordinators	- Provide forums for training - Implement self-eval re regions - Support implementation for NAs and Chapters through facilitation by Regional Coordinators - Act and support action on results	- Discuss and give input into the development and evaluation process, as facilitated by Regional Coordinators - Provide forums for training if needed - Promote recruitment at regional forums - Provide forums for open discussion on optimizing volunteer/professional working relationships	- Discuss and give input into the development and evaluation process, as facilitated by Regional Coordinators - Develop a 5 year hosting plan in line with the global hosting plan - Provide forums for training if needed - Promote regional cooperation to reach targets - Encourage NAs to help each other re expertise

			and resources
Main Role of NAs	- Participate via regions in discussing and giving input to the definition and evaluation processes - Communicate the process to Chapters and obtain chapter input to feed in to the discussion and evaluation process.	- Participate in training - Implement self-eval in NA/Chapters - Participate in analysis - Act on results and support chapters in their actions	- Give input into development process via regions or other channels - Communicate the process to Chapters and obtain chapter input to feed in to the development process - Participate in training or use guidance - Implement methods/tools and support chapters in doing so - Participate in evaluation process - Obtain chapter input to feed in to the evaluation - Act on results and support chapters in their actions - Participate in open discussions on optimizing volunteer/professional working relationships	- Participate via regions in discussing and giving input to the definition and evaluation processes - Participate in training or use guidance - Use the tools and resources to plan nationally in line with the regional and global plan - Develop a 5 year programme hosting plan in line with the regional and global hosting plans - Support Chapters to plan accordingly - Encourage chapters to diversify – offer more types of CISV programmes
Main Role of Chapters	- Discuss and give input into the definition and evaluation process, as facilitated by NAs	- Participate in training - Implement self-eval in Chapters - Participate in analysis - Act on results of evaluation	- Give input into development process via NAs - Participate in training or use guidance - Implement methods/tools Participate in evaluation process - Act on results of evaluation - Participate in open discussions on optimizing volunteer/professional working relationships	- Give input into development process via NAs - Participate in training or use guidance - Use the tools and resources to plan locally in line with national plan - Consider diversifying – offering more types of CISV programmes - Develop a 5 year hosting plan in line with the national/regional/global plan
This builds on	- Organizational History - Trend toward regionalization already begun and to be expanded within this Strategic Plan	- Existing organizational best practice model info (C-16, ODC NA research) - Existing organizational training material	- Rebranding which laid the foundations to enable us to craft clear and consistent messages and launch a PR plan - Wide array of communications media which CISV has developed	- Success of Hosting plan - Regional cooperation
Types of evidence to know if we have achieved the goal	- levels of cooperation, vertically and horizontally - definitions documented - Action plan developed and progress monitored	- More complete process for annual health checks - Improved annual health check results - Increased number of programmes	- Recruitment tools - Recruitment levels	- Analysis of plan vs actuals improved - More reliable spread of programmes - More chapters hosting more types of programmes
Links to other Strategic Priorities	- SP Evaluation and Profile re RTFs and TTT as a means for cascading organizational and programme training - SP Profile also re the success of the RTFs and TTT for transmitting training in specific areas - Share goals on communications and training	- SP Evaluation and Profile re RTFs and TTT as a means for cascading organizational and programme training - SP Profile also re the success of the RTFs and TTT for transmitting training in specific areas	- SP profile re increased numbers	- SP profile re increased numbers

Priority Area: PROFILE RAISING
By the end of 2012, to increase our capacity to raise profile at all levels of the organization

GOAL	Communicate a consistent message effectively with each other and external audiences	Have refined messages for key target audiences	Increase the impact of profile raising activities at every level of the organization	Make the most of our 60th Anniversary as an opportunity to raise our profile and build our profile-raising capacity
Strategies : How we propose to achieve the goal	1. Conduct joint review of our internal and external communications, including - Homepage - Resources/Committee pages - Friends - SharePoint - IJB communications methods - Printed and electronic publications (incl education materials) E-mail lists *Are medium and message/needs currently well matched?* *Do they support the organizational structures and do what we want them to do?* *Do they support the interactions we want among the structures/roles?* • **External audiences** - participants (segment by age groupings) - parents - volunteers (segment by age groupings) - educators/academics - alumni * (this is a priority area) - donors/supporters • **Internal audiences** -Chapters -NAs -volunteers -participants -committees 2. Implement recommendations and develop resources. Through more streamlined communications, - ensure that our external communications are supported by our internal communications - ensure we have right messages/s for our internal audience/s - ensure that we are reaching, or intending to reach, our internal audience/s in the most effective way - make sure all our new and existing media incorporate our key messages - ensure that we are as 'on-message' as possible - allow us to communicate and promote ourselves effectively	Further develop and use key messages and media for target audiences (i.e. What we want them to think, feel and do with regards to CISV, how we will reach them and the benefits we hope we will gain) Following on from the work in the columns to the left, **through targeted messages,** - ensure we have right messages for our target audiences - ensure that we are reaching, or intending to reach, our target audiences in the most effective way - make sure all our new and existing media incorporate our key messages - ensure that Organisational Development and Education activities and priorities are supported - allow us to promote ourselves effectively	Embed profile raising throughout CISV, through the following. 1. Training (See SP on Training Development) Training workshops and sessions in Profile/Fundraising to be delivered at RTFs (with aim of delivering at each RTF annually in some capacity to allow for turnover/new campaigns/development of skills/networking) Through training, - increase skills, knowledge and confidence at national level Increase Profile/fundraising activities reported against KPIs 2. Networking Develop network of NA Profile/Fundraisers through training at RTFs, Regional Advisors (see below) and raising profile of profile-raising through internal communications. - build list of contacts, such as IJB - monthly reminders on tools/resources/key messages/campaigns/and update on activities/successes/calls for assistance - identify and promote potential buddying/mentoring relationships - ensure Profile/Fundraising role is represented on local/national Boards and that profile/fundraising is integral to strategic planning process - Identify and train people to act as "ambassadors", giving presentations on CISV locally Through networking, - identify key volunteers and reinforce their role - share experiences and good practice - share effective marketing tools - build knowledge, skills and confidence - raise awareness of and promote key messages/tools/resources/campaigns etc - improve internal communications - Increase number of skilled "ambassadors". 3. Regional Advisors Recruit and develop 5 key volunteers to encourage networking, deliver training, advise NA Profile/fundraising contacts within their region and to work as a team to help improve internal and external communications at regional and international levels Through the regional advisors, - share experiences and good practice - build regional knowledge and expertise - reinforce networking, buddying etc - promote key messages/tools/resources/campaigns etc - improve internal communications	Raise the profile of CISV as a long-established, credible and respected organisation. Coordinate our profile raising around a universal theme 1. Develop strategy and 'toolbox' of resources for use at every level 2. Suggest a menu of options for actions (eg. recruitment) that would benefit from the momentum of an event like the Anniversary 3. Specific push re materials to obtain celebrity endorsements 4. Specific effort to attract alumni interest in Anniversary events
Main Role of International	- Coordinate and conduct review - Implement recommendations at International level	- Develop resources for use by all levels of org	- Design, develop and deliver training - ensure profile/fund raising training included in RTFs	- Develop menu of ideas - Act on ideas that relate to International

	- and support implementation by NAs/Chapters - Develop resources for use by all levels of org	- Communicate them	- Develop volunteer role descriptions - Coordinate networking, including regular contact with national contacts - Promote buddying/mentoring relationships - Recruit and train ambassadors - Recruit and train Regional Advisors as members of International committee	- Develop materials and resources for NA use - Collect and report on info on NA efforts - Evaluate overall success a means of profile raising
Main Role of Regions	- Cooperate with and give input as required in review - Implement recommendations at regional level - Use resources developed - Promote implementation and use by NAs in region	- Implement recommendations at regional level - Use resources developed - Promote implementation and use by NAs in region	- Provide Regional Training Forums and ensure that profile raising training can be delivered on a regular basis within each region - Promote buddying/mentoring relationships between NAs - Promote the sharing of best practices and tools within the region and with International	- Support the process
Main Role of NAs	- Cooperate with and give input as required in review - Implement recommendations at national level - Use resources developed - Support implementation and use by chapters	- Implement recommendations at national level - Use resources developed - Support implementation and use by chapters	- Send appropriate volunteers to regional training - Encourage chapters to send people to regional training - Promote buddying/mentoring relationships between Chapters - Ensure that the profile/fundraising role is represented at Board or similar level - Communicate with the International Committees, especially via regional Advisors - Share best practices and tools with other NAs and International - Encourage people to become "ambassadors" and once trained, support their efforts nationally	- Develop idea relevant to NAs - Make use of International materials - Act on ideas that relate to NA - Engage and support chapters in this initiative - Share experiences - Help evaluate success
Main Role of Chapters	- Cooperate with and give input as required in review - Implement recommendations at chapter level - Use resources developed	- Implement recommendations at chapter level - Use resources developed	- Send appropriate volunteers to regional training - Ensure that the profile/fundraising role is represented at Board or similar level - Communicate with the National/International Committees, especially via regional Advisors - Share best practices and tools with other Chapters and the NA - Encourage people to become "ambassadors" and once trained, support their efforts locally	- Develop idea relevant to Chapter - Make use of International materials - Act on ideas that relate to Chapter - Share experiences - Help evaluate success
This builds on	- Rebranding which laid the foundations to enable us to craft clear and consistent messages and launch a PR plan - Wide array of communications media which CISV has developed - Revised Educational materials and guides - Organizational History - Trend toward regionalization already begun and to be expanded within next SP - Communications experience to date, policy, guide and training materials developed within the current SP	- Rebranding which laid the foundations to enable us to craft clear and consistent messages and launch a PR plan - Wide array of communications media which CISV has developed - Revised Educational materials and guides - Organizational History - Trend toward regionalization already begun, to be expanded within next SP - Communications experience to date, policy, guide and training materials developed within the current SP	- The RTF and TTT systems now in place - Trend toward regionalization already begun and to be expanded within next SP - PR/Fundraising experience to date, policy, guide and training materials developed within the current SP	- Rebranding which laid the foundations to enable us to craft clear and consistent messages and launch a PR plan - Wide array of communications media which CISV has developed - Organizational History
Types of evidence to know if we have achieved the goal	- use of communication channels - levels of cooperation, vertically and horizontally - Action plan developed and progress monitored	- use of communication channels - growth in certain key audience areas	- IO/ERC to develop evaluation methods and develop/adapt reporting systems - NAs to evaluate and evidence their activities and outcomes - NRFs to track impact of training, networking and advisors - Shared good practice stories - Contributions to NGO database - NA contacts and Regional Advisors recruited and trained - Ambassadors recruited and trained – level of activity	- hits on websites - Shared good practice stories - Endorsements obtained - Anniversary "celebrations" held
Links to other Strategic Priorities	- SP Evaluation and Chapters re RTFs and TTT as a means for cascading organizational and programme training and transmitting training in specific areas - SP Chapters re auditing internal communications and supporting org structures		- SP Development re auditing internal communications systems and re regional structures and recruitment - SP Evaluation re the success of the RTFs and TTT for transmitting training in specific areas	- SP Chapters as this is an excellent opportunity for outreach and chapter development