

# AFS INTERCULTURE SOUTH AFRICA



## STRATEGY 2017-2020



### Introduction

This strategic direction document is the result of six months' work by all parts of AFS ISA. In October 2016 a survey was sent out to all volunteers, board members, and staff to collect feedback on the 2014-2016 strategy and initial input into the new strategy. This was followed by a workshop in November 2016, bringing together people from all around the country to draw up a first draft. That draft was built upon by five "pillar working groups" – resulting in a second draft in mid-March 2017. This final document was drawn up at a second workshop held in April 2017, and approved at the Annual General Assembly in May 2017.

AFS Interculture South Africa would like to express its thanks to the following Partners and companies .

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Ecloo (Dominik Scherrer) for guiding and facilitating the transformation and strategic process from beginning to end.

Kefiloe Mokoena (Tiger Brands Foundation) Facilitation

### General Direction

The different stakeholders engaged in deep reflection not only on how to improve quality or increase numbers but going back to the basic question of **WHY** AFS ISA exists and what role it plays in society. The answer to this question inspired staff, volunteers, AFS partners and external partners alike, and guided the direction of the strategy and its five pillars:

*AFS Interculture South Africa actively connects people – in order to learn to live and work together – by creating understanding and harmony between the diverse cultures within South Africa and globally.*

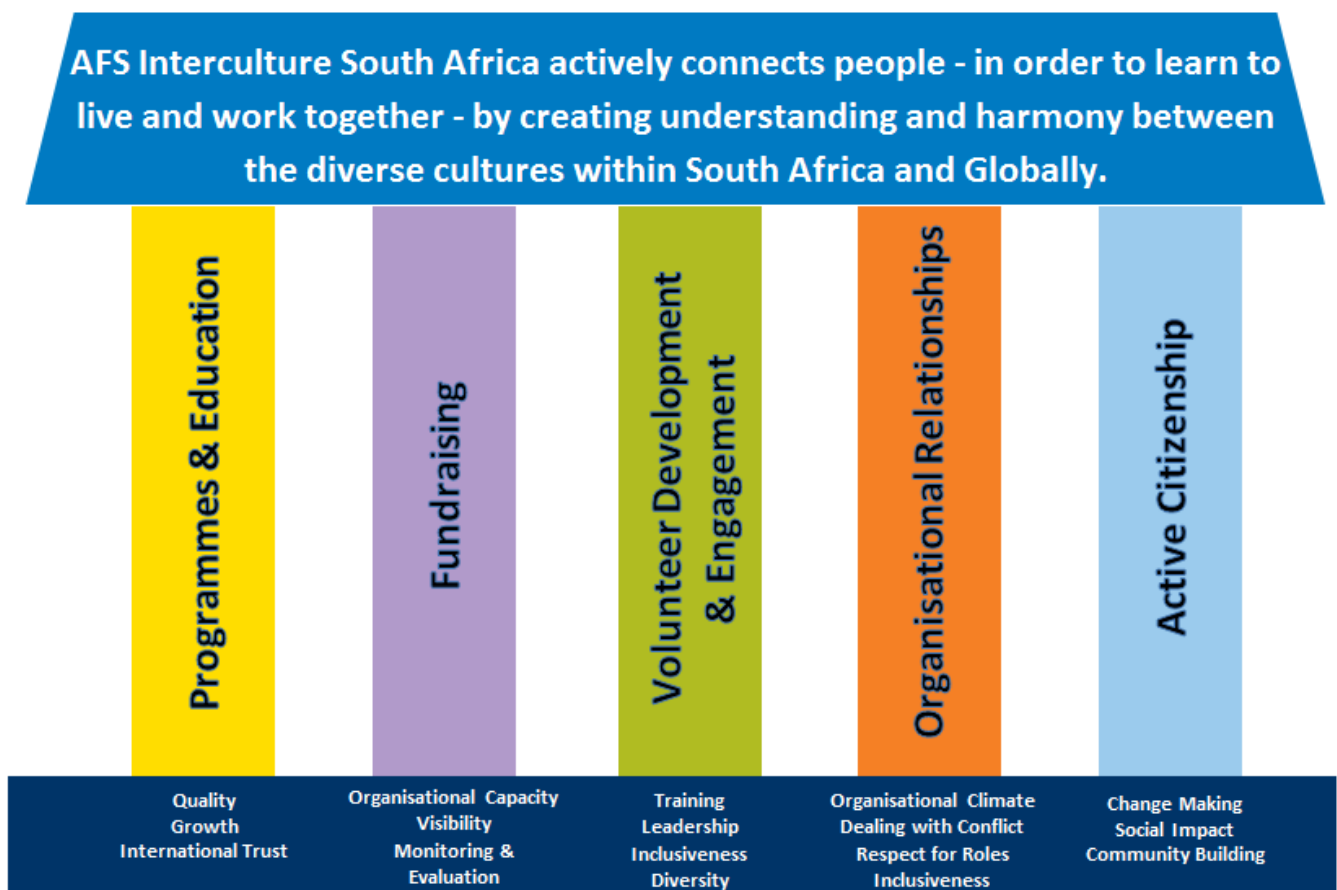
Each of the 5 strategic pillars, as well as the related work groups focusing on their strategic area, were guided by this general direction as well as the respective impact statements of each pillar.

### Strategy Process, Implementation and Accountability

At its April 2017 meeting, the stakeholder meeting finalised the strategic direction and proposed concrete actions in each of the five strategic areas. While the actual written strategy is important to give direction for future decisions and give clarity and transparency to the organisation, the really important work will start once the strategy is implemented and monitored. The following strategy implementation process was agreed:

1. The Board is responsible for the overall strategic direction of the organisation – including supporting the implementation, and monitoring of the implementation of this strategy.
2. The National Director, with the staff and local volunteers, is responsible for the implementation of the strategy.
3. For each of the strategic pillars, Pillar Work Groups were formed; composed of one Board member, volunteers from a range of chapters, and at least one staff member. The role of the Pillar Work Groups is to ‘champion’ the pillar and to work with all stakeholders to ensure continued progress towards the Key Goals. The National Director will work closely with each pillar (both individually and collectively). The Board member for each pillar will report on progress to the Board.
4. It is important that the strategy remains a living document and that the Pillar Work Groups can suggest adjustments especially at the action level.

### The Five Pillars That Support What We Do and Their Foundations



## Pillar 1 – Active Citizenship

<b>Background</b>	<p>AFS's role in the community is to reflect on the diversity and inclusiveness of our organisation. We must represent the communities that we want to serve and include their voices in our AFS Network.</p> <p>Many communities need to be exposed to the importance of intercultural learning (ICL) and exchange; changemaking should be the cornerstone of each chapter and there should be a new appreciation for civic engagement in the regions. Changemaking projects not only give back to the communities where these projects are implemented, but also create exposure for AFS ISA by displaying key organisational values of active citizenship.</p> <p>Many returnees return back to their communities after exchange and carry on with life without placing effort into giving back to the organisation, sharing their exchange experience, or even failing to come back and teach the youth in their communities about the skills they managed to gain while on exchange. Community Service is a great way to not only grow the spirit of volunteerism that could benefit AFS ISA, but could also assist in forging a value system in Alumni to be encouraged to take on their own projects.</p> <p>In order for AFS ISA to meet its goal of actively connecting people, it needs to be part of the various discussions going on in South Africa; it should use its standing as a leader in ICL to positively affect the discourse around difference in South Africa.</p>				
<b>Impact Statement</b>	Create cohesive communities that thrive on diversity and inclusion.				
<b>Key Goals</b>	<p>To become more active within South African communities through:</p> <ul style="list-style-type: none"> <li>• One Changemaking Project Per Major Region</li> <li>• A Community Service Policy for Returnees</li> <li>• Active Citizenship Visibility Events</li> </ul>				
<b>Key Performance Indicators</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	Number of successful changemaking projects.	0	1	2	3
	Trained changemaking champions in major regions.	3	3	3	3
	Percentage of returnees completing community service hours.	50%	70%	80%	90%
	Number of active citizenship visibility events attended (as AFS).	3	5	7	9
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>• Host changemaking workshops</li> <li>• Develop a community service policy</li> <li>• Research active citizenship events</li> </ul>				
<b>Notes</b>					

## Pillar 2 - Fundraising

<b>Background</b>	<p>Fundraising is not only a key route to finding the resources needed to deliver the AFS ISA mission; the act of fundraising itself enables us to interact with different sections of society and begin the conversation about our mission.</p> <p>There is a close (and circular) relationship between the impact that we see in our work, the communication of stories about the impact, and fundraising to do more of what we do.</p>				
<b>Impact Statement</b>	<p>Create new streams of revenue and increase unrestricted funding available to the organisation. Increase the number of scholarships the organisation is able to provide.</p>				
<b>Key Goals</b>	<ul style="list-style-type: none"> <li>• Increase the number of funders and financial support.</li> <li>• Increase the number of scholarships available.</li> <li>• Diversify sources of income.</li> <li>• Develop a fundraising culture and the capacity to fundraise.</li> </ul>				
<b>Key Performance Indicators</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Increased Resources</b>				
	Total amount raised in new funding.	200k	500k	600k	800k
	Number of scholarships provided.	37	40	45	50
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>• Conduct assessment of where we are now.</li> <li>• Develop fundraising targets.</li> <li>• Develop fundraising plan and budget.</li> <li>• Establish fundraising structure.</li> <li>• Develop donor database.</li> <li>• Develop or update marketing materials.</li> </ul>				
<b>Notes</b>					

## Pillar 3 - Organisational Relationships

<b>Background</b>	The key to successful organisations is having an organisational culture that supports the mission, based upon effective, supportive relationships. In order to ensure that we are living our mission, AFS ISA should systematically build and monitor relationships between chapters and the national office, between chapters and schools/local community organisations, between AFS ISA and AFS Partners, and between AFS ISA and other stakeholders in South Africa. Two key areas to focus on will be <b>communications and commitment</b> .				
<b>Impact Statement</b>	Working harmoniously to achieve an effective and efficient organisation.				
<b>Key Goals</b>	<ul style="list-style-type: none"> <li>• Have a Customer Satisfaction Agreement in place.</li> <li>• Maintain healthy external relationships.</li> <li>• Foster eye-level engagements with all stakeholders.</li> <li>• To consciously ascribe to non-violent communication.</li> </ul>				
<b>Key Performance Indicators</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Quality of Service</b>				
	Create and put in place measurement and research tools to better measure our quality of service (based upon the CSE and PSE indicators).	X			
	Number of assessments per year.		1	2	3
	Report to the AGA.		X	X	X
	<b>Level of Harmony</b>				
	To provide all within AFS ISA with training to become more globally competent, with the skills needed to sensitively deal with conflict.		Quarterly Trainings	60% of people trained	80% of people trained
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>• Review available stakeholder agreements, adapt and circulate to stakeholders.</li> <li>• Collect ideas from stakeholders as to best practices for maintaining a healthy atmosphere.</li> <li>• Provide avenues for stakeholders to interact on regular basis.</li> <li>• Encourage individual stakeholders to tap into available resources to improve intercultural competencies.</li> <li>• Give continued training and support within the chapters and national office around dealing with conflict (e.g. non-violent communication).</li> </ul>				
<b>Notes</b>					

## Pillar 4 - Programmes and Education

<b>Background</b>	<p>Much of what AFS ISA does is carried out through its programmes, whether that be the international exchange programmes, or other programmatic work. In order to maximise the impact of AFS programmes, there needs to be close collaboration with stakeholders in South Africa to enable AFS ISA to use its specialist knowledge (e.g. intercultural learning or changemaking) to create programmes that actively work towards the aim of a more just and peaceful world.</p> <p>Programmes working with South African stakeholders, developing intercultural learning and global competence within the people of South Africa, have the potential to create a much wider impact than exchange programmes alone.</p>				
<b>Impact Statement</b>	AFS Interculture SA to be recognised as a provider of diverse and sustainable, quality programmes, that link to the AFS mission and create trust in our network partners and SA stakeholders.				
<b>Key Goals</b>	<ul style="list-style-type: none"> <li>• To grow and diversify our programmes.</li> <li>• To improve programme quality.</li> <li>• To make AFS ISA the leading cultural learning and exchange organisation in South Africa.</li> </ul>				
<b>Key Performance Indicators</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Level of programme activity</b>				
	Number of new programmes	1	1	1	1
	Number of additional participants	10	20	30	40
	Number of network partners	2	2	2	2
	Number of new schools, CPO's etc.	5	5	5	5
	<b>Appropriate quality measures in place, with the systems for measuring them</b>				
	Quality Improvement Plan in Place	X			
	Pilot Improvement Project Run	X			
	Percentage of systems and processes undergoing Continual Process Improvement		33%	66%	100%
	<b>Number of strategic partnerships (e.g. DBE, NYDA, UNESCO, TBF etc.)</b>	1	1	1	1
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>• Identify and develop relevant and mission-driven programmes in new areas or with new partners.</li> <li>• Develop practical, supportive and collaborative relationships with relevant key stakeholders (e.g. DBE, UNESCO, DHA, Embassies, etc.).</li> <li>• Put in place an advertising strategy and community outreach programme.</li> <li>• Put in place a quality improvement plan, develop measures and continually monitor process improvement.</li> </ul>				
<b>Notes</b>	The numbers related to programme activity are for <b>new</b> programmes, <b>additional</b> pax etc. In relation to the 'traditional' programmes, there will still be a plan to grow.				

## Pillar 5 - Volunteer Development and Engagement

<b>Background</b>	<p>AFS is a volunteer-based organisation and so it is critical that we have a volunteer force with a strong sense of ownership and leadership; that volunteers are provided with opportunities to grow as a person and to develop skills.</p> <p>In order to develop and retain volunteers, AFS needs to offer interesting and rewarding opportunities, which include the acquisition of life skills that cultivate open-minded, motivated, excited and competent volunteer teams across South Africa that contribute to the principles of learning to live and collaborate together.</p>				
<b>Impact Statement</b>	AFS ISA has an engaging long-term perspective to develop a volunteer force with a strong belief in the principle of ubuntu whilst providing a variety of opportunities for personal growth and the acquisition of life skills.				
<b>Key Goals</b>	<ul style="list-style-type: none"> <li>To increase volunteer numbers in order to increase our effectiveness and to give quality service to our partners.</li> <li>To have a structured approach to recognition and appreciation; this will show appreciation for effort and dedication, and help retain volunteers.</li> <li>To provide an effective service to our partners, to empower volunteers, and improve social cohesion – through the provision of training sessions for volunteers.</li> </ul>				
<b>Key Performance Indicators</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Growth in volunteer numbers</b>				
	Percentage increase in numbers based on a 171 volunteer baseline.	10%	12%	15%	20%
	Volunteer numbers.	188	211	243	291
	<b>Local Recognition Awards</b>				
	Awards presented at chapter, regional, and national level.	1 per chapter 1 nationally	2 per chapter 2 per region 2 nationally	2 per chapter 2 per region 3 nationally	3 per chapter 3 per region 3 nationally
	<b>Trainings</b>				
	Number of Leadership Development/Chapter Management/Finance Trainings	10	13	16	21
	Number of Volunteer Journey/ Student Journey/ Host Family Journey Trainings	10	13	16	21
	Number of Strategic Pillar related Trainings (e.g. changemaking, non-violent communication etc.)	10	13	16	21
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>To use “mall drives” as a way of engaging the public and recruiting new volunteers.</li> <li>To increase the visibility of activities through the use of social media.</li> <li>To use partnerships at local, regional and national level to provide rewards/certificates etc. to be distributed to volunteers.</li> <li>To develop a training plan that meets the needs of all of the various pillars of the strategy.</li> </ul>				
<b>Notes</b>					