

(draft)
**Outline of
Strategic Plan
for Europe**

2018-2021



Introduction

Global Vision

- Be a positive influence in communities worldwide - so that one day, all children will wake up in communities that believe in them, nurture them and provide the support they need to thrive.

Global Mission

- Empower communities to improve the world by making lasting differences in the lives of children.





Introduction

Global Values

- To **give** primacy to the human and spiritual rather than to the material values of life.
- To **encourage** the daily living of the Golden Rule in all human relationships.
- To **promote** the adoption and the application of higher social, business and professional standards.
- To **develop**, by precept and example, a more intelligent, aggressive and serviceable citizenship.
- To **provide**, through Kiwanis clubs, a practical means to form enduring friendships, to render altruistic service and to build better communities.
- To **cooperate** in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism and goodwill.





Introduction

Global Definition

- **What**
 - A global volunteer organization
- **What for**
 - Serve the children of the world
- **Who**
 - About 600,000 members
- **Where**
 - In over 80 countries
- **How**
 - By donating 18 million hours and raising US\$100 million for 150,000 service projects, every year
- **Why**
 - To change the world one child and one community at a time





Introduction

Global Expected results

Increased membership footprint worldwide

Increased number of projects that will help (disadvantaged) children thrive

Implemented projects/solutions to fight children poverty

Developed/enhanced partnerships with organizations which focus on improving the living conditions of (disadvantaged) children

Increased brand recognition and reputation worldwide

Note: In Europe, networking and fellowship is also an important reason for joining Kiwanis



Kiwanis in Europe

SNAPSHOT

- 55 years existence
- 18 districts & nations
- 29,000 members
- 1,260 clubs
- 61 average age of members
- 81 % men
- 19 % women
- 8 % drop membership since 2004
- 23 % clubs below charter strength



Governance



General Assembly	Elects key leaders & European representatives on Int'l board
	Votes on proposed decisions that affect the future of the organization
Executive Committee and Board	Set the strategic direction for the coming year(s)
	Manage the budget (+/- 400,000€)
Committees	Develop and implement plans to achieve objectives
	Evaluate progress, analyse needs & recommend
MSC Ghent, in liaison with the corporate office:	Support clubs, members & KI-EF (MoU)
	Counsel, advise & execute on behalf of KI-EF





(limited) SWOT

Strengths

- Global footprint and long history
- Unique mission statement (serving children)
- Unique selling point: at club level, 100% of money raised goes to social projects
- Wide network of experienced members
- Will to improve children's lives
- Fellowship

Weaknesses

- Aging members
- Same (old fashioned) structure and club functioning
- Conservatism / shy challenge of status quo
- Continuity not guaranteed (1-year-term)
- Too much internal focus & politics leading to rigid organization and structure

KIWANIS IN EUROPE

Opportunities

- Children needs continue to grow
- Younger generation willing to "do good"
- Partnerships could/should be explored in Europe

Threats

- Dying organization - Image of elderly organization not attractive to younger generations
- Competition – our service organizations counterpart + more and more children organizations



Indications & Concerns



Re-focus Clubs to be at the center of attention

Challenge Dare to challenge the status quo

Develop Innovate in order to increase footprint

Trust Be transparent and communicate

Connect Make Kiwanis better known to the outside world



2018-2019 Priorities



Governance

- Ensure successful transition from KI-EF to KIE
- Implement new format & contents for board meetings

Growth/footprint

- Support the districts with their growth/strategic plans

Competences & skills

- Implement new format and contents for trainings
- Implement PR Coordinator function in each district

Service projects

- Continue European project Happy Child

Marketing & Communication

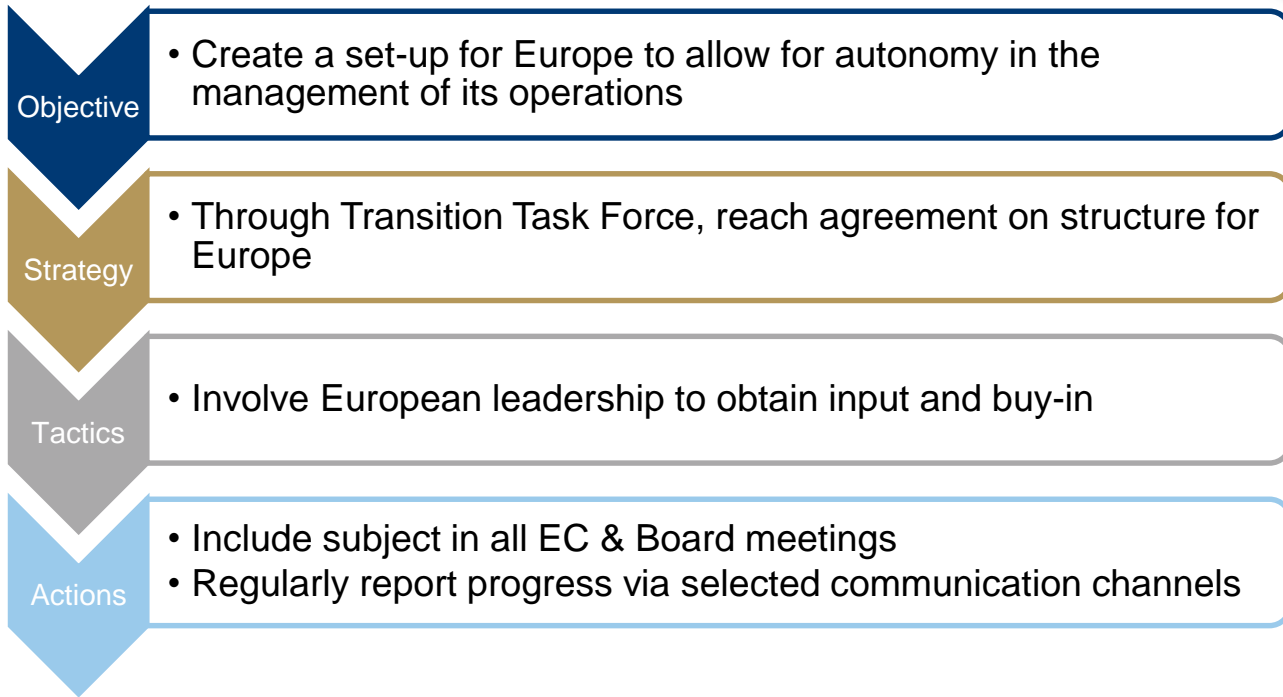
- Ensure European convention in Reykjavik is a success
- Implement short and regular “pop up” surveys

Partnerships

- Develop partnerships at European level (e.g. look at organisation like boy scouts)
- Foster/nurture relationship with JCI and others



From KI-EF to KIE





Committee Chairs' Additional Input on “From KI-EF to KIE”

Define

The “new” European mission and goal

The usefulness for the members

Involve

Districts & divisions to assess needs and better respond to expectations

LTGs to help cascade the information

Accelerate

Re-activate communication with KI

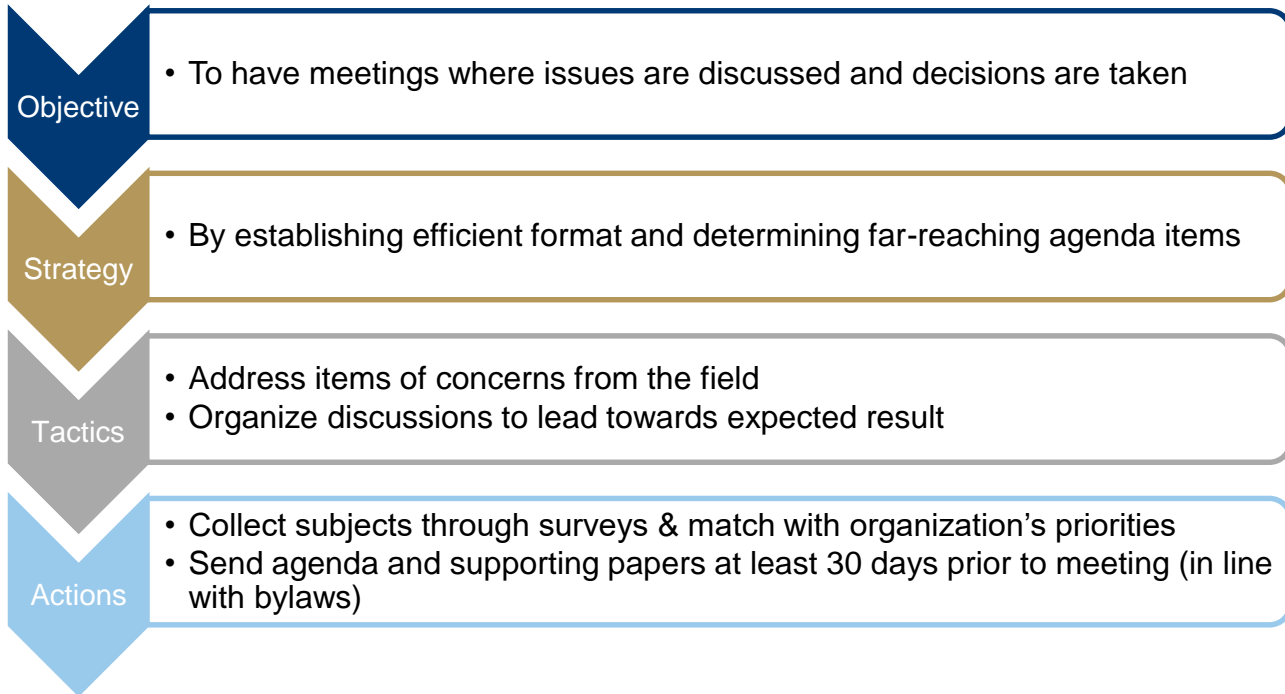
Do away with internal politics

Communicate

More transparency towards members on process and milestones



Meetings





Meetings

Initiate

Time keeper

Online meetings

Invite

Committee chairs to Board meetings

Consider

Mirror KI Board with the 3-year trustee function

Past governors to form the Board

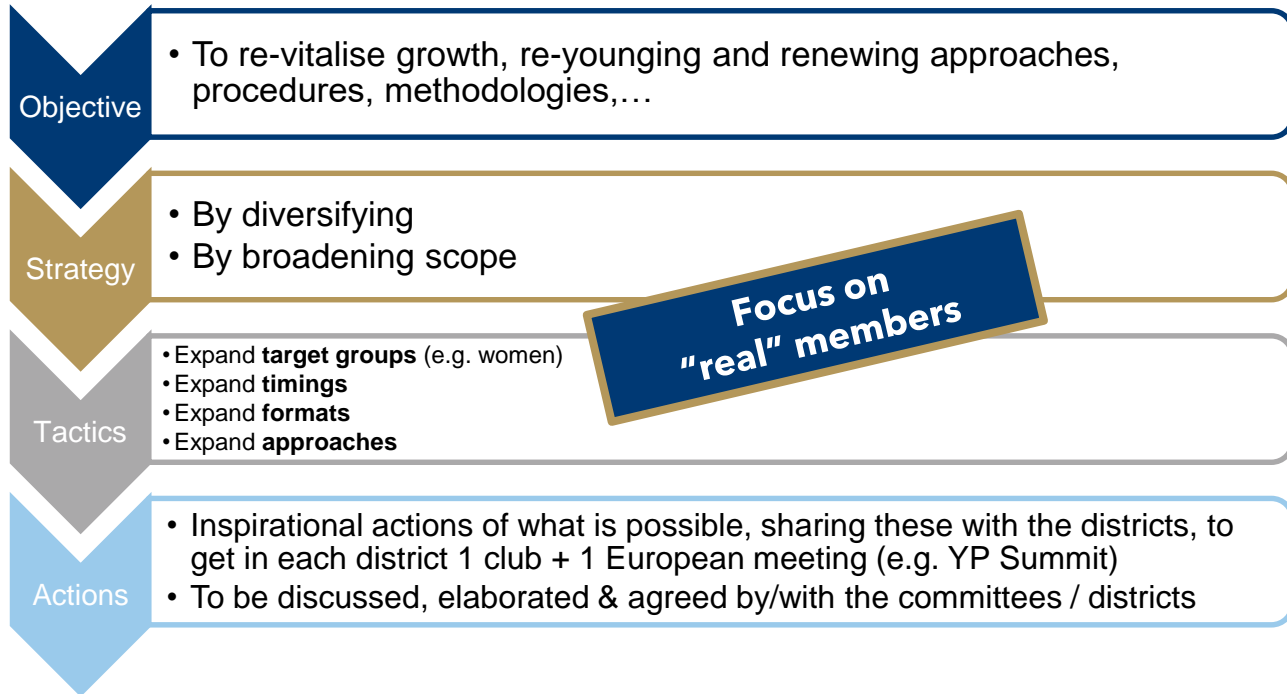
Avoid

Boring meetings

Too many welcome addresses



Growth





Committee Chairs' Additional Input on "Growth"

Motivate

Districts & divisions to experiment new forms of club creation

Clubs to exchange of good practices between them

Uplift

LTG function as essential in increasing footprint

Create

A network of motivated and trained LTGs to work on growth
Experiment with new formats, exchange expertise, multiplying effect

Develop

Specific approach for Nations

Innovative programs for different age-groups (e.g. YP program)

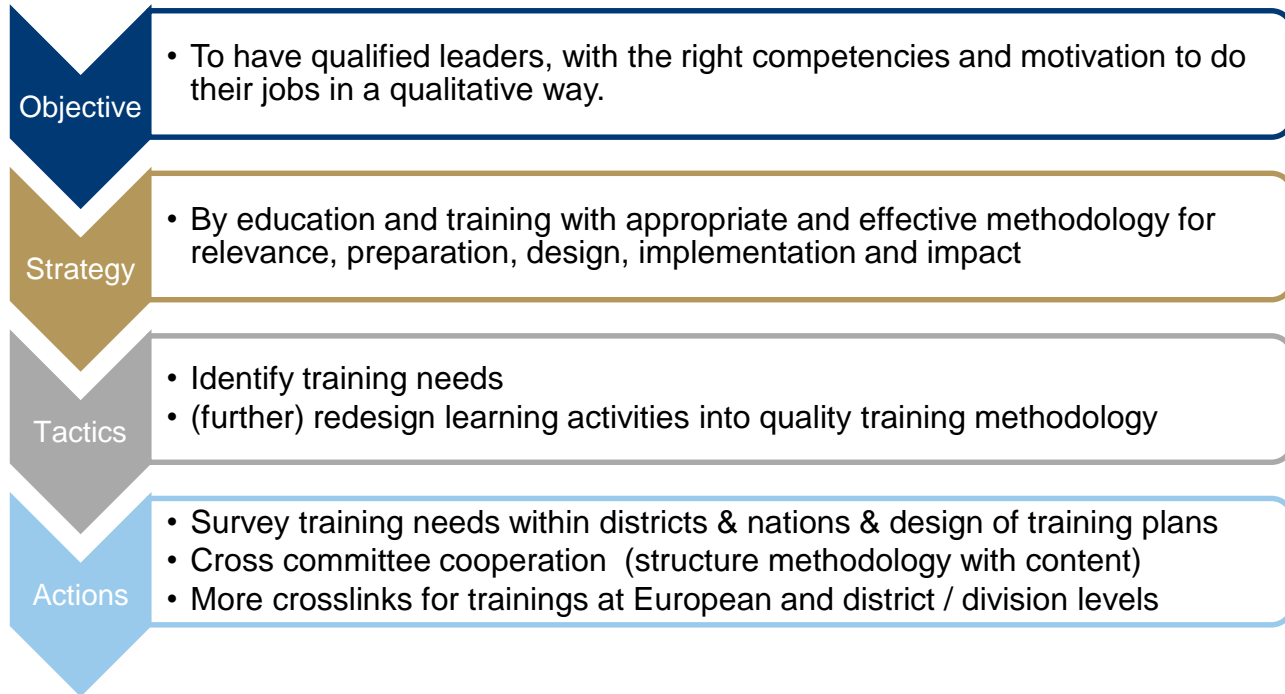
Support

Work directly with districts to develop their growth plans

Follow up, evaluate and adjust using appropriate tools



Competences & Skills





Committee Chairs' Additional Input on “Competences & Skills”

Conduct

- Strategic reviews on WHY, WHAT, HOW with teams of upcoming years
- Surveys to identify needs
- Evaluations to assess impact

Link

- Training & Growth, e.g. LTG training to include Growth
- LTGs trainings & Growth (e.g. Austria)
- Expertise of volunteers and staff

Support

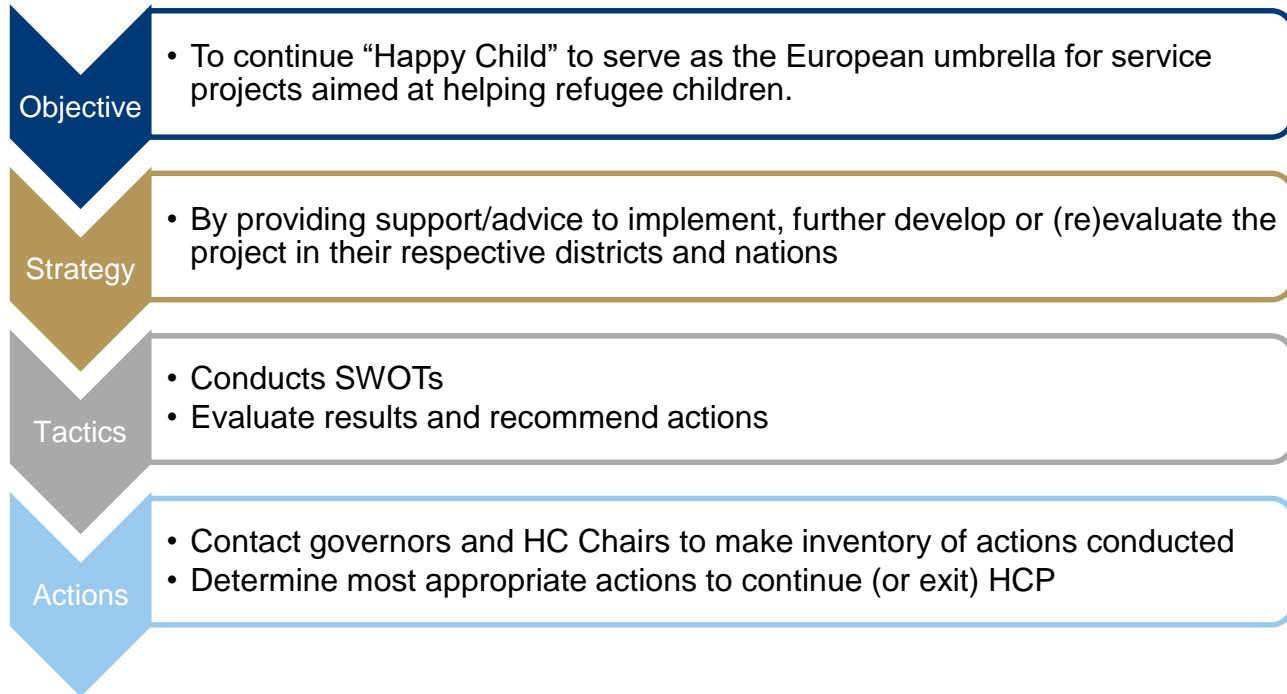
- Districts with their trainings
- In defining roles within districts/divisions
- In finding the “right trainer”

Allow

- For serving different levels of the organization
- For exchange of good examples
- For online discussions rather than (academic) e-learning



Service Projects



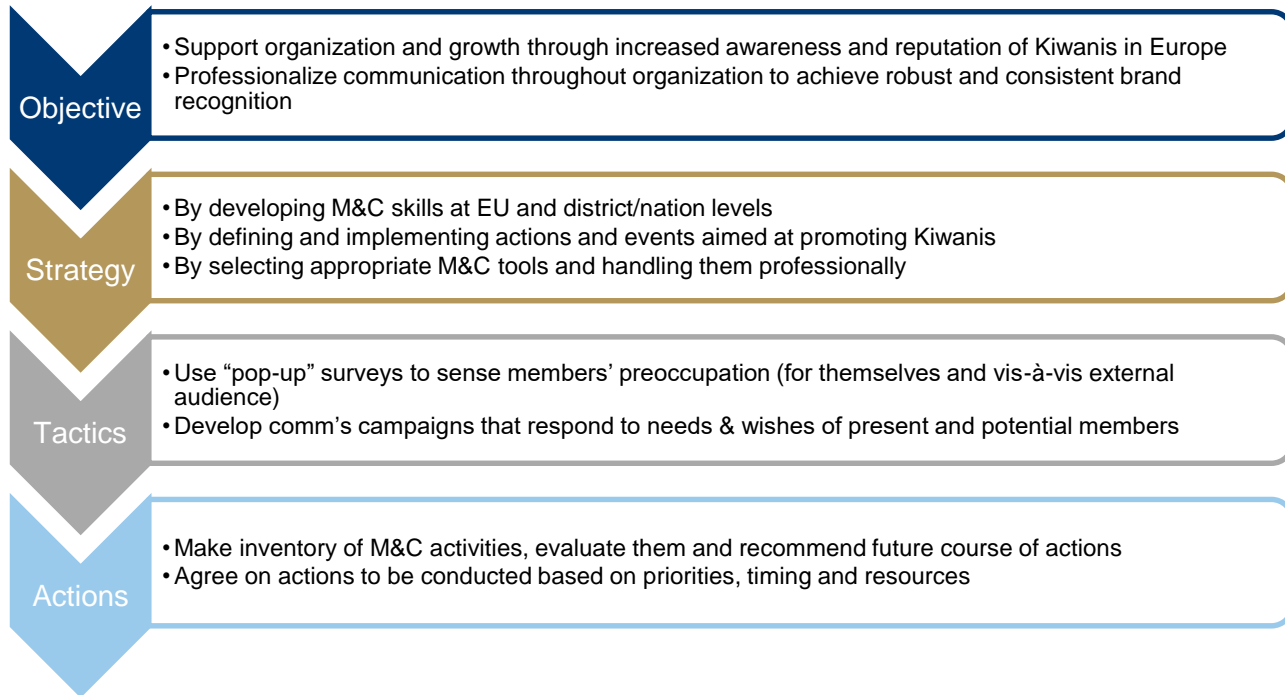


Committee Chairs' Additional Input on “Service Projects”

Introduce	Possibility for direct donation
Evaluate	Lessons learned from Eliminate The need for a European project
Consider	Change wording to “Service Project” Re-launching “Happy Child”
Communicate	Regular updates on progress, money collected and donated



Marketing & Communication





Committee Chairs' Additional Input on “Marketing & Communication”

Initiate

Communication policy (who authorizes content)

Develop

Action plan (what, when, how, who)

Support

Districts with their M&C plans

Allow

For implementation of tools such as SLACK and Web-to-print solution

Harmonize

Look & feel of Kiwanis brand across all clubs (corporate logo)

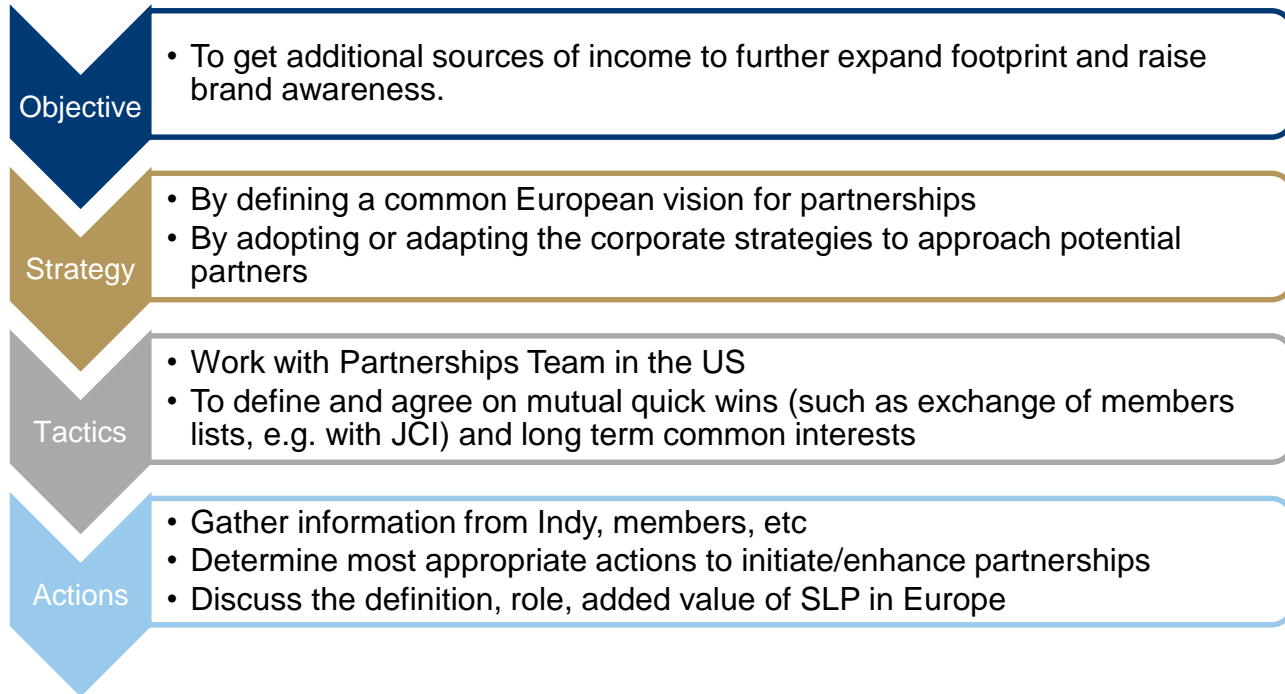
Ensure

KI-EF's Convention's Host Committee gets support

Promotion of the convention



Partnerships





Committee Chairs' Additional Input on “Partnerships”

Reflect

On our thinking about the JCI cooperatio

On European partnership strategies (financial, growth,...)

Consider

Reinventing the membership card

Office depot outside the US

Re-integrating a logistics advisor to be responsible for partnerships

Find

Possible partners

An official function in the European structure



Where do we go from here?

Let's

Look again at what has been said and **decide** on way to go for working out the different steps, e.g.:

- ✓ *Explore expansion suggestions during Growth Summit*
- ✓ *Uplift LTG function for increasing footprint*
- ✓ *Develop/enhance strategic plans in the districts*
- ✓ *Define the role of SLP in Europe*

