

## **IFM-SEI Strategy and Work Plan 2019-22**

Back to our roots!

### **Introduction**

Dear comrades,

This three-year mandate - 2019-22 - comes at a landmark time, where we will be celebrating the IFM-SEI centenary in 2022. IFM-SEI was founded in 1922 at a Socialist International conference in Austria, with the aim of offering an alternative, socialist education for children based on our shared values. In the 21<sup>st</sup> century, this is still more necessary than ever. In this rapidly developing globalised world, our key values of peace, democracy and freedom are threatened by far-right extremism, racism, populism and increasing divides in society. The world is becoming more at risk of turbulence due to climate change forcing mass displacement, neo-capitalism putting profit over people and an ever-increasing gap between rich and poor. In order to challenge the capitalist system in which we live, we must use education as a key tool to challenge mindsets and foster new generations of children and young people who will promote equality, internationalism and solidarity, and a world where children's rights are respected.

While the centenary gives us the opportunity to look back, understand what makes IFM-SEI distinctive and relevant a century after its inception, and reflect on the strengths of our movement, it also gives us the opportunity to think about how we can offer the unique experience of IFM-SEI to even more children and young people. We recognise that many of our grassroots members still do not have a contact with IFM-SEI or a clear understanding of what we do, and there is a disparity in how active our different member organisations can be and are motivated to be. We recognise that the world is centred towards Europe - both in political and economic terms - and this remains a barrier to making our organisation truly as global as we would like. While many of our members have worked hard to build and strengthen our regional networks, we find it necessary to give extra support to enable regional structures to become stronger and more autonomous.

This Strategy and Work Plan 2019-22 is the product of consultation and discussion within the movement both formally and informally, led by the Resolutions and Work Plan Committee as elected by you at the International in December 2018. Key feedback and reflections from activities and discussions with member organisations over the past three years has been complimented by an online consultation, putting our members' needs at the centre of the work plan. We want to engage you as much as possible and therefore you are the real owners of this Strategy and Work Plan 2019-22.

The Strategy and Work Plan 2019-22 aims to be able to serve as a tool to facilitate our work in the next three years, while being able to respond to changing trends and funding possibilities, yet at the same time as keeping a core set of values in mind. This strategy aims to bring IFM-SEI back to our roots and foundations, reflecting on what is central and core to our work, achieving a fine balance between being realistic and being ambitious. The Strategy and Work Plan 2019-22 determines specific targets and goals against which the governance bodies and member organisations can measure the effectiveness of our work over this three-year period, rather than outlining specific activities. The governance bodies of IFM-SEI are central to ensuring the delivery, reporting and providing a critical analysis of this work plan, as well as strategically allocating resources to put this plan into action.

In 2019-22, IFM-SEI aims to deliver high quality, challenging programmes on a global level, which can deliver real impact so we can fight for the socialist society we strive to see in the world.

In solidarity and friendship,

Christina Schauer  
IFM-SEI President

Carly Walker-Dawson  
IFM-SEI Secretary General

## Overview of the Strategy and Work Plan 2019-22

The Strategy and Work Plan 2019-22 is divided into seven strategic priorities, which are underlined by our Mission and Vision, that are in turn underpinned by our Aims and Principles as outlined in the IFM-SEI Constitution.

Within each strategic focus, there is a general overview and aim, alongside an analysis on the topic and a set of objectives and performance indicators for the strategic priority upon which our work and progress will be measured. The objectives are a set of steps that we must take to satisfy or achieve a strategic priority, in line with our mission and vision. The performance indicators are measurable goals that are used to determine our success in relation the outlined objectives. The purpose of having the objectives and the performance indicators are to measure outcomes, outputs and impact of our work over the three-year period.

We will also outline what each of these strategic areas and its achievement will mean to our member organisations. The final section will be on the implementation techniques and structures that outline the ‘how’ the Strategy and Work Plan 2019-22 will be delivered and which bodies are responsible for the implementation and monitoring.

Throughout this document, we use the abbreviation ‘MO(s)’, which stands for a ‘member organisation(s)’. The order of the seven strategic priorities in this document does not hold any significance.

The timescales for implementation have not been specified to allow for flexibility with regards to funding avenues, as project funding provides the foundations for the majority of IFM-SEI’s work and it is not often reliable or regular so flexibility is required. The IFM-SEI Presidium will approve an annual implementation plan of the work for the following year in their meeting in September-November. The implementation plan will be shared and open for consultation with MOs after it is agreed.

### **Mission - what our organisation does**

The mission of IFM-SEI is to contribute to the education of young people, through socialist values and non-formal education, where children and young people are able to become critical thinkers and active decision-makers in their lives and communities. We believe that through empowering our members to bring about small changes we can bring about a bigger change in society - we call this education for social change.

## Vision - where we want to go

By 2022, IFM-SEI will have developed its theory and practice of socialist education enabling over half a million children and young people to advance their understanding of the unique principal of IFM-SEI's work in the approach to the IFM-SEI centenary in 2022.

## Seven strategic priorities

1. **Socialist education:** IFM-SEI should foster shared socialist values with our members through non-formal education on local, national and international levels. This is our unique quality as a socialist educational movement.
2. **Children's rights:** IFM-SEI should be a key stakeholder in the fight for children's right across the world. In order to work towards a world where children's rights are respected, our members must be made aware of their rights through education and empowered to be ambassadors for children's rights.
3. **Child and youth participation:** IFM-SEI should promote the active and meaningful participation of our beneficiaries in our structures, activities and programmes, ensuring our movement and member organisations are led by children and young people, not simply for or with them.
4. **Inclusion and diversity:** IFM-SEI should be inclusive of all children and young people regardless of their background, beliefs or social class. Inclusion and diversity should be promoted through our educational work with a focus on peace education to promote inclusive societies. We strive towards a non-violent society where all forms of structural discrimination are confronted.
5. **Climate change and environment:** IFM-SEI should promote environmental sustainability from a socialist educational perspective. We recognise the impact climate change will have on our young people and generations to come, and that education is a key tool to address climate change to empower, inform and motivate young people to fight for systemic change.
6. **Reach out - group work, volunteering and internationalism:** IFM-SEI should support our member organisations to enact group work and develop grassroots structures, and share good practices on group work and volunteering between member organisations. Volunteerism is at the heart of IFM-SEI and is a key tool for social impact. As part of this, IFM-SEI should offer capacity building opportunities for our member organisations and grassroots members.

7. Centenary celebrations: IFM-SEI should put a focal point on the 100 years celebration of IFM-SEI in 2022, marking 100 years the conception of the movement in 1922 through the Socialist International. This is an opportunity to look back on the last 100 years and look forward to the future development of our movement.

## Strategic priorities

### 1. Socialist education

**Aim:** IFM-SEI should foster shared socialist values with our members through non-formal education on local, national and international levels. This is our unique quality as a socialist educational movement. It is our firm belief that a systemic change is necessary to fight the roots of poverty, discrimination and other inequalities. We want to educate children, young people and ourselves on the causes and consequences of the inequalities in the world and to empower them to stand up for a world where friendship, cooperation and good living conditions for all are more important than profit and competition.

**Analysis:** Socialist education is the foundation on which IFM-SEI was established - non-formal education underpinned by socialist values. Despite this being something that is enacted in all IFM-SEI member organisations, it is not always understood in the same way or operates under the same principles. Therefore, it is important to be able to create a shared understanding, user-friendly tools and regular capacity building on the topic to ensure quality, meaningful socialist education on all levels.

#### Objectives:

- Develop structures to support the development of quality socialist education in IFM-SEI on a theoretical and practical level
- Create materials for members and educators on the theory and practice of socialist education
- Develop a model for the regular training of members and member organisations on socialist education in practice
- Increase the quality and quantity of IFM-SEI educational materials underpinned by socialist values
- Create a common identity as socialist educators
- Utilise Common Ground 2020, and other international camps, as a platform for celebrating and practicing our socialist values

#### Performance indicators:

- 15 MOs will engage with the Pool of Socialist Educators (POSE) with representation from 3 world regions
- IFM-SEI will create a toolkit on socialist education that be available in 5 languages
- 20 MOs will incorporate socialist education in their own programmes through national initiatives
- 100 peer educators from 15 countries will complete training on socialist education

- 8 open source educational resources will be produced in print, digital or e-learning format
- Engage at least 3000 children and young people from at least 25 organisations in Common Ground 2020

What this means for children and young people: We aim to improve the quality of the socialist education delivered on all levels of IFM-SEI, which will directly affect children and young people. Only by being clear about what values we educate on, can we develop new generations of critical thinkers and ambassadors for our core values of solidarity, peace, equality, democracy and social justice. Through socialist education we are giving children and young people the tools to be active decision-makers in their own lives and develop their own understanding of the world. Our young members will also be able to start their journey as educators themselves through our training programmes in socialist education, so they can continue the cycle to educate a new generation of children and young people. This is education for social change in action!

What this means for MOs: By developing a common understanding of socialist education, MOs will be better equipped to enact socialist education on a local level, which will be supported by concrete tools and materials on socialist education specifically, and on other thematic areas related to the IFM-SEI Aims and Principles and strategic priorities in this work plan. Through capacity building training, we have a vision of a system whereby IFM-SEI trains your members to become multipliers on a local level. The Pool of Socialist Educators will not only be a resource for IFM-SEI, but a pool for upon which MOs can call.

## 2. Children's rights

**Aim:** IFM-SEI should be a key stakeholder in the fight for children's right across the world. In order to work towards a world where children's rights are respected, our members must be made aware of their rights through education and empowered to be ambassadors for children's rights.

**Analysis:** Many of our member organisations are recognised as key stakeholders in pushing for the recognition and realisation of children's rights on a national level and the children's rights approach is instrumental in the work of IFM-SEI. The Convention on the Rights of a Child<sup>1</sup> is a core document in IFM-SEI however we still have work to do to understand as a movement how to put the instruments into practice through education. Many members consulted reflected there has not been enough emphasis on the children's rights approach in the past years, therefore this strategic priority aims to put children's rights at the forefront of this mandate's work.

### Objectives:

- Promote a children's rights educational framework and Convention of the Rights of a Child within IFM-SEI
- Offer spaces to share programmes and good practices on children's rights education and advocacy within IFM-SEI
- Promote IFM-SEI as an ambassador for children's rights in external organisations and networks
- Celebrate the 30<sup>th</sup> anniversary of the Convention on the Rights of the Child adopted on 20 November 1989

### Performance indicators:

- Deliver 2 educational programmes on children's rights and Convention of the Rights of a Child
- 15 MOs will engage in a platform to share good practices on children's rights programme or advocacy
- Create a toolkit on children's rights advocacy translated into 3 languages
- Engage in 3 networks working on children's rights on a regional and/or global level

**What this means for children and young people:** We want to give our young members the tools and ability to understand their rights and fight for their rights in their own lives and communities. Through working with their group helpers and MOs, we want to inform them about the UN Convention on the Rights of a Child. Through advocacy efforts, IFM-SEI wants to

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<sup>1</sup> <https://www.ohchr.org/en/professionalinterest/pages/crc.aspx>



contribute to the struggle for rights for all children alongside other partners and institutions with the same goal - only together can we strive for this, to support all children worldwide.

What this means for MOs: This is a chance for MOs to learn from other organisations on the topic of children's rights and to engage in a dialogue on their good practices on the topic. IFM-SEI will create a framework on how to approach non-formal education from the children's rights approach and create a toolkit on the topic. MOs will also be encouraged to nominate their members who have expertise on the topic to represent IFM-SEI externally in this sphere.

### 3. Child and youth participation

**Aim:** IFM-SEI should promote the active and meaningful participation of our beneficiaries in our structures, activities and programmes, ensuring our movement and member organisations are led by children and young people, not simply for or with them.

**Analysis:** IFM-SEI prides itself being frontrunners in child and youth participation. For many years, external organisations have approached IFM-SEI to support them in this work and it is a key criterion for member organisations to join IFM-SEI. Despite this, we cannot take it as a given that our structures always facilitate participation and there is always progress to be made in this area. A big obstacle is how to engage children meaningfully in our international work and in our member organisations' structures. This strategic priority aims to develop this area of work and help us become to be trailblazers of participation again. IFM-SEI and our MOs provide young people with practical experiences of democratic self- organisation. Children and young people need to have spaces, which they can shape and organise themselves to practice democracy, to experience self-efficacy and to learn to take over responsibility.

**Objectives:**

- Promote greater engagement of children and young people on regional and international levels within IFM-SEI and its MOs
- Create and test ways through which innovative child and youth participation structures can be practiced in IFM-SEI
- Develop a feedback system for child and youth participation within MOs
- Offer spaces to share good practices on child and youth participation
- Engage with external key stakeholders in child and youth participation on a global level
- Offer spaces on Common Ground 2020 for children and young people to self-organise

**Performance indicators:**

- 50% of members of statutory bodies and 70% of members on IFM-SEI non-statutory structures and working groups consist of children and young people aged 30 and under
- IFM-SEI will create a strategy on establishing a child participation structure in IFM-SEI
- All MOs will have at least two young people aged 30 or under in their leadership structures by June 2022
- 15 MOs will engage in good practice sharing initiatives of IFM-SEI on child and youth participation
- Engage actively in 5 external networks on child and youth participation

**What this means for children and young people:** This strategic priority is grounded in giving young people a voice in a meaningful and authentic way. We want to hear more voices of children and younger young people in our movement and this will facilitate that. It will also

encourage organisations to enact child and youth participation structures on a local level, giving them ownership over their programme and structures, as well as developing transferable skills and giving them confidence to actively participate in other arenas in their lives.

What this means for MOs: IFM-SEI aims to equip member organisations with ideas and tools to better enact child and youth participation in structures, including offering spaces to learn from good practices of other organisations. MOs can also feed in their best examples of participation to an IFM-SEI wide structure, increasing the feeling of ownership over this strategic priority. MOs will also have the opportunity to engage with external networks by potentially sending representatives on behalf of IFM-SEI to external representation opportunities on the topic of participation.

#### 4. Inclusion and diversity

**Aim:** IFM-SEI should be inclusive of all children and young people regardless of their background, beliefs or social class. Inclusion and diversity should be promoted through our educational work with a focus on peace education to promote inclusive societies. We strive towards a non-violent society where all forms of structural discrimination are confronted.

**Analysis:** We are a world organisation that puts diversity into practice through our everyday work as an internationalist movement - this is our strength. In the past 10 years, many of the core thematic focuses of IFM-SEI have been on topics in relation to inclusion, such as gender, sexuality, migration and accessibility. Peace education is a core part for this, recognising that peaceful societies not only mean just the absence of war but the promotion of inclusion and inclusive dialogue. The thematic networks have been developed in relation to these themes and the need for focusing on this work is still as strong as ever. IFM-SEI has a strong reputation when it comes to these topics and now is the time to take this work to a more strategic focus, ensuring the work is being led by the members whom have vast expertise in these topic areas.

##### Objectives:

- Ensure that IFM-SEI's membership reflects the diversity of local communities where IFM-SEI exists including young migrants and refugees
- Support the creation and development of IFM-SEI thematic networks to organise and steer the inclusion work of IFM-SEI, including (but not exclusive to) the Rainbow, Feminist, Migration and Accessibility Networks
- Deliver educational programmes on topics relating to inclusion both within IFM-SEI and with external partners such as fraternal sister organisations and associated educational centres
- Collaborate with other external actors promoting inclusion and diversity in the wider sector civil society sector
- Promote and develop activities and materials on peace education, tackling violence and oppression from a systemic and individual approach

##### Performance indicators:

- 10 MOs will develop national inclusion and diversity strategies with the support of IFM-SEI
- Facilitate 2 thematic network meetings per year for each statutory thematic network
- Engage actively with 5 external organisations or structures on inclusion topics
- Deliver 1 seminar or educational activity per year on inclusion themes
- Promote already available resource books on the topic of diversity-conscious education, peace education and inclusion an updated version
- Create 1 resource on dialogue for inclusive societies in open source format

- 15 MOs in 4 world regions will enact national projects on peace education using IFM-SEI resources and materials

What this means for children and young people: We want every child to be able to participate in our movement regardless of their background or identity. We want to provide the tools for this to happen, both within our member organisations and within our international, so that a greater number of children and young people can take part in IFM-SEI and we will support and train organisations to analyse the diversity of their members. For our children and young people from marginalised and minority groups, this will help them to feel better included or supported in their IFM-SEI involvement. Through our peace education programmes and projects, we aim to bring in new groups of children and youth to our movements and contribute to building more inclusive and peaceful societies, which will be to the benefit of whole communities of children and young people.

What this means for MOs: IFM-SEI is committed to using its expertise on inclusion and diversity to support MOs to create their own national strategies on inclusion, using existing and new resources on the topic. There will be numerous opportunities for members to engage on the topic of inclusion and peace education, through educational seminars, participation in thematic networks and representation opportunities. This strategic priority will also focus on providing new educational resources for member organisations and their local groups to deliver on a grassroots level. A core outcome will be national projects on peace education during this mandate, which will be actively supported through the Building Bridges: Youth Work for Peace and Dialogue project.

## 5. Climate change and environment

**Aim:** IFM-SEI should promote environmental sustainability from a socialist educational perspective. We recognise the impact climate change will have on our young people and generations to come, and that education is a key tool to address climate change to empower, inform and motivate young people to fight for systemic change.

**Analysis:** Even though environmental sustainability is one of the Aims and Principles of IFM-SEI, the thematic work on the topic has not been present for the last years since the All Together Against Climate Change project was completed in 2012. There has been a strong will and desire from members to renew the focus on this work, in light of the school strikes against climate change and the increasing political focus on this topic, largely led by young people. It is important to IFM-SEI to challenge the focus on individual responsibility and also approach this topic from a systemic, anti-capitalist standpoint that holds big business and governments to account and outlines our vision for a sustainable, anti-capitalist society.

### Objectives:

- Promote greater awareness of climate change and environmental issues from a systemic approach with a capitalist critique outlining alternative perspectives for the future
- Increase knowledge and understanding of the United Nations' Sustainable Development Goals and foster ownership over the development agenda and its processes
- Support and implement global programmes challenging climate change and promote environmental awareness
- Fight on political level for climate change and demanding systemic change
- Recognise the crucial role of young people in the protests, support them and integrate the protests on climate change into our structures, where it is useful

### Performance indicators:

- Establish a working group or thematic network on climate change and environmental sustainability involving members from 4 regions
- Deliver 1 global educational project and 1 global campaign on climate change and environmental issues
- 20 MOs will deliver national or local projects on climate change and environmental issues
- Attend 3 advocacy or educational activities coordinated by the United Nations or other global organisations or networks on the Sustainable Development Goals

**What this means for children and young people:** Climate change and environmental awareness is on the lips of masses of children and young people across the world - by focusing on this

issue, we are listening to the voices of children and young people demanding change. We want to give our young members the opportunity to engage with this topic on a global and regional level to be able to collaborate with other children and young people and come up with their own ideas and solutions to fight for climate justice. We want to offer this at all levels - global, national and local, which will also be accompanied by a campaign that our members of all ages can engage with.

What this means for MOs: Members will primarily be able to take part on activities in relation to this theme through participation in a global project and/or global campaign. These opportunities will be a springboard for MOs to deliver their own programmes on the theme, supported by IFM-SEI. IFM-SEI will also give MOs the opportunity to put forward their experts on the topics, either through nominating members to join the thematic network on the topic or putting forward their young people as external representatives on the topic.

## 6. Reach out - group work, volunteering and internationalism

**Aim:** IFM-SEI should support our member organisations to enact group work and develop grassroots structures, and share good practices on group work and volunteering between member organisations. Volunteerism is at the heart of IFM-SEI and is a key tool for social impact. As part of this, IFM-SEI should offer capacity building opportunities for our member organisations and grassroots members.

**Analysis:** Reach Out was a structure that was established in the 2016-19 mandate to respond to feedback that of some MOs wanting increased focus on group work and bridging the gap between international and local levels. This work was supported by the establishment of the Reach Out Working Group, which worked on creating programmes and resources to address these issues, and was supported by the 2016 Group Matters project. This strategic priority aims to build on this work, bringing together even more member organisations on this topic and offering much needed space for collaboration, dialogue and exchange among our members.

### Objectives:

- Support the development of IFM-SEI regional networks and structures with an autonomous, self-led approach
- Offer capacity building trainings for MOs based on their organisational needs
- Facilitate the creation of bilateral or multilateral partnerships between MOs
- Provide spaces and platforms for MOs to share their good practices and create spaces for collaborative problem solving
- Enact a programme to bringing internationalism and IFM-SEI to a grassroots local level
- Improve the communications of IFM-SEI with MOs and external stakeholders

### Performance indicators:

- Establish 4 self-led regional networks with agreed governance structures and strategic priorities that reports annually to the International Committee or Congress
- 1 face-to-face regional meeting of each regional network involving 65% of MOs in the region
- Deliver 3 capacity building training courses for MOs with a global dimension
- Create 20 bilateral or multilateral partnerships between MOs or their local branches through a partnerships platform and buddying system
- Create and implement 3 tools for meaningful exchange between MOs
- Deliver 1 global summer camp, 1 global campaign, 1 educational activity and 1 toolkit on bringing global to local
- 80% of MOs will report an improvement on internal communications by the end of 2021
- The reach of external communications will increase by 50% by the end of 2021

- Establish a communications platform for IFM-SEI member organisations to share and communicate between each other easier
- Create 1 hands-on activity/time-slot accessible for IFM-SEI members to give space to try out IFM-SEI resource books (this can also be part of an existing activity)

What this means for children and young people: This strategic priority has its focus on local work with the aim to improve the local experiences and promote quality group work. This will result in more children and young people want to be involved in IFM-SEI member organisations and will help to retain existing members of our movements. Through the Reach Out initiative a greater number of children and young people will have an understanding of IFM-SEI, our work and the feeling of being part of a bigger global movement. By enhancing the regional networks, our young members will have the opportunity to engage more on a regional level, which is often more accessible to people new to the international world than getting involved at a global level. This can offer a stepping stone from local to regional and potentially to global level. We envisage our reach and engagement in our communications getting stronger, therefore more children and young people within and outside of our movements can find out about IFM-SEI, our projects, our programmes and our values.

What this means for MOs: The Reach Out initiative has its foundations in the grassroots work of our MOs. This area of work facilitates the links between organisations or groups, provides materials to improve the quality of group work and offers opportunities for members to bring the topic of internationalism to a local level. This area of work will also support the creation of stronger regional structures to support MOs on a regional level, which includes at least one face-to-face regional meeting per mandate to give the much-needed direct interaction. This strategic priority will also give MOs better information through work on the communications channels both internally and externally, and will ensure that there are global cooperation opportunities where all young members will have the chance to apply for a global educational experience.

## 7. Centenary celebrations

**Aim:** IFM-SEI should put a focal point on the 100 years celebration of IFM-SEI in 2022, marking 100 years the conception of the movement in 1922 through the Socialist International. This is an opportunity to look back on the last 100 years and look forward to the future development of our movement.

**Analysis:** We are approaching a milestone in our organisational history as we approach the 100-year anniversary of IFM-SEI. It is important we take this opportunity to promote our movement and values internally and externally, while taking this opportunity as a chance to reflect on our past and create our vision for the future. We hope the centenary will be something to remember and also create a concrete outputs for the movement's collective memory.

**Objectives:**

- Deliver an extensive and accessible programme of activities for the IFM-SEI centenary in 2022
- Promote the history and legacy of IFM-SEI through a history project chronicling the last 100 years of IFM-SEI and storytelling
- Review the external brand and external messaging of IFM-SEI
- Evaluate what it means to have good governance in an international non-governmental organisation the 21<sup>st</sup> century and its application in IFM-SEI
- Use Common Ground as a platform to prepare for the centenary celebrations

**Performance indicators:**

- Create a task force mid-2020 to consult, plan and deliver a programme of centenary celebration with representatives from 4 regions
- Create a documentary, book or exhibition about the history of IFM-SEI (1922-2022) by mid-2022
- Engage 100,000 people through a campaign on the core values, aims and history of IFM-SEI using storytelling
- 25 MOs input into a consultation on the IFM-SEI brand and messaging
- Conduct a brand review of IFM-SEI by the end of 2021
- 25 MOs input into a strategy to improve governance structures and MO engagement in IFM-SEI
- 200 children and young people engage in activities at Common Ground to prepare for the centenary celebrations

**What this means for children and young people:** The centenary is the perfect time to share our understanding, experiences and memories around IFM-SEI and this is something our members

young and old can engage with. We want to reach as many of our young members as possible, regardless of what level of the movement they are involved with and no matter how long they have been a member. We want children and young people across the world to understand what IFM-SEI, how it can impact them and the knowledge they are part of a global socialist community. Fun will be at the heart of our centenary celebrations and we want all of our children and young people to be part of it!

What this means for MOs: We want as many IFM-SEI organisations and members as possible to engage with the centenary celebrations. By creating chances to meet in person through activities, using the task force and Common Ground camp for members to contribute to the development of the centenary and engaging members through creative and traditional media, we hope a huge number of members from our MOs are able to feel ownership over IFM-SEI in this landmark occasion. We want to hear from MOs about their future vision for IFM-SEI, including on our branding, messaging, governance structures and MO engagement in IFM-SEI.

## Implementation techniques

Our structures and bodies:

- Congress and International Committee: the highest decision-making bodies in IFM-SEI, which are our all member representative bodies that take place once a year usually in May-June
- Presidium: the elected body by the membership to work for a three-year period to deliver and monitor the Strategy and Work Plan and defines the annual implementation plans
- Thematic networks: open groups of members that work on specific thematic areas of work, especially in relation to the Inclusion and Diversity strategic priority, led by a coordinator(s) from the wider membership
- Working groups: these ad-hoc groups can be established by the Congress, International Committee or Presidium to work on a specific area that responds to a need of the organisation or membership over a continuous or medium- to long-term period. An example of this is the Reach Out Working Group, supporting one of the strategic priorities.
- Volunteer pools: this includes the Pool of Socialist Educators (POSE) and Pool of Representatives, which brings together experts in specific areas, who can provide IFM-SEI with expertise in delivering their work, e.g. in training or external representation
- Task forces: these groups are set up for a fixed-term timeframe and work on a specific topic, such as a consultation, review or planning process on a certain area bringing together a group of experienced persons or experts that are elected or appointed. A recent example is the Governance Review Group and the future Centenary preparations.

Possible types of activities:

- International camps
- Global projects
- Study sessions
- Seminars
- Campaigns
- Consultations
- Capacity building trainings
- Educational resources

**Monitoring:**

- The International Committee is the highest body in IFM-SEI responsible for monitoring the Strategy and Work Plan 2019-22 - the Presidium reports to the International Committee against the objectives and performance indicators in the Strategy and Work Plan
- The Presidium approves an annual implementation of the work for the following year in their meeting in September-November. The implementation will be shared and open for consultation with MOs after it is agreed.
- The responsible team for activities, programmes and campaigns - as well as coordinators of different structures above - will produce reports according to the objectives and performance indicators in the Strategy and Work Plan 2019-22
- There will be a feedback system created and implemented by the IFM-SEI Presidium to gain inputs and information from MOs and their work in relation to the Strategy and Work Plan 2019-22. As well as gathering data to measure progress against the performance indicators, this will also facilitate sharing of activities and good practice with the rest of the membership and external stakeholders.