



One World:

A vision for the future

Canadian Crossroads International Strategic directions

2005-2010

One World: A vision for the future sets out Canadian Crossroads International's (CCI) strategic directions for the next 5 years. The plan builds on CCI's expertise in cross-cultural exchange, partnership and capacity-building, and strengthens CCI's unique approach of bringing individuals, organizations and communities into partnerships to create a more equitable and sustainable world. *One World* commits CCI to engaging more Canadians in this work, ensuring that Crossroaders, as CCI volunteers are known, continue to be essential agents of change in our work overseas and in Canada.

In the next five years, CCI will focus its resources to strengthen women's rights, mitigate the impact of HIV and AIDS and reduce poverty through local economic development. To ensure that our work can have a measurable impact, CCI will also focus on three regions of the world — West Africa, Southern Africa and the Andean Region of South America where there is urgent need and where we have strong relationships on which we can build. And, while we increase our concentration regionally and sectorally, we will expand our approaches beyond volunteer exchange.



A process for change

A SHARED VISION FOR THE FUTURE

Consultation for *One World* began at our international conference held in Montreal in June 2004. More than 30 community organizations from Canada and the South were represented. Throughout the year, CCI spoke to our peer organizations and to our partners. We interviewed funders, volunteers, board members, staff and more than 70 volunteers. After a year of discussion and planning, CCI has renewed its mission and vision and articulated the values that guide our work.

BUILDING ON OUR HISTORY

CCI has a long history of building international solidarity for social change. Our inspirational founder Dr. James Robinson brought black and white Americans and Canadians together to work on development projects in Africa, just as newly independent African states were emerging. He championed the concept of one world and saw these volunteer exchanges as means to addressing larger systemic issues. In the 1950s, in a country divided by racism and discrimination, his vision was radical and it remains relevant today.

This plan builds on Dr. Robinson's vision. By bringing together individuals, organizations and communities working on common goals, we are creating space at the crossroads where ideas can take root, lessons are shared, civil society grows and international solidarity lives...this is where change begins.

What we heard

INTERNATIONAL VOLUNTEERING IS RECOGNIZED AS A POWERFUL MECHANISM IN DEVELOPMENT

- International volunteers are seen to forge bonds between individuals, civil society organizations in Canada and in the South, creating the basis for meaningful co-operation, action and results around common goals at community, organizational and societal levels
- CCI has a long history of involving Crossroaders in its program upon their return to Canada and its volunteer networks are one of its strongest assets
- Canadians have a renewed interest in international development. Globalization and recent events such as the Tsunami and the war in Iraq have heightened awareness of international issues

CCI'S PARTNERSHIP MODEL IS SEEN TO BE LEADING EDGE

- Our peers told us the model was unique among volunteer cooperation agencies internationally
- Our partners told us that they value the way CCI develops partnerships. Many said CCI respected and trusted partners and that CCI really listened and promoted dialogue. While they appreciated CCI's flexibility and responsiveness, they would benefit from more flexibility in placements and other means to improve their capacity
- Partners said that placements and exchanges had contributed to building their organizational capacity, that they valued international relationships and would like more opportunities to collaborate sectorally, regionally and internationally
- Canadian organizations working in community economic development, HIV/AIDS and women's rights see these issues as global and have a desire to increase their organizational capacity to collaborate internationally

INCREASED COMPETITION AND PRESSURE TO DEMONSTRATE RESULTS

- Southern civil society organizations have to work harder for fewer available resources. Additional financial resources are required to support capacity building
- To provide additional resources to our partners, diversifying and expanding our own funding is essential
- CCI needs to effectively communicate results — what difference Crossroaders and CCI partnership projects are making in the lives of people, communities and organizations

A new mission and vision for the future

Mission Canadian Crossroads International works to create a more equitable and sustainable world by engaging and strengthening individuals, organizations and communities through mutual learning, solidarity and collective action

Vision ONE WORLD where human rights are respected, poverty is eliminated and the impact of HIV/AIDS is reduced

Values Active Global Citizenship, Equity & Diversity, Reciprocity, Innovation & Learning, Transparency & Accountability

How will we get there?

CCI will:

STRENGTHEN OUR PARTNERSHIP MODEL, ENSURING CCI PROGRAMS REMAIN INNOVATIVE, RELEVANT, RESPONSIVE AND EFFECTIVE

- be innovative and flexible, expanding the ways we support partners to strengthen their organizational capacities
- develop shared goals and define expected results at sectoral, country and regional levels that will increase our impact

INCREASE THE IMPACT IN COMMUNITIES BY INCREASING OUR FOCUS

- concentrate all partnership projects in the areas of HIV/AIDS, poverty reduction or women's rights
- intensify the level of CCI activities in three regions of the world — West Africa, Southern Africa and the Andean Region of South America where there is urgent need and where we have strong relationships on which we can build

ENGAGE CITIZENS AND WORK WITH OTHERS TO INFLUENCE POLICY AND EFFECT CHANGE

- collaborate with partners and peer organizations on joint program initiatives and to influence decisions and policies that perpetuate poverty and inequity
- increase the involvement of returned Crossroaders and volunteers in CCI programming and public education campaigns in Canada

COMMIT TO LEARNING AND INNOVATION

- introduce a new monitoring and evaluation system that supports learning, identifies good practice and ensures programs remain innovative, responsive and effective
- create a mission driven culture where staff are empowered to innovate and feel valued and recognized in their work

STRENGTHEN ORGANIZATIONAL CAPACITY

- enhance communications and information management across the organization, taking full advantage of possibilities offered by information technologies
- initiate a proactive communications strategy to raise the profile of CCI in the broader community

INCREASE AND DIVERSIFY OUR FUNDING

- renew funding for existing programs and proactively pursue opportunities to enable us to expand support for our partners
- build CCI's professional fundraising capacity and establish an advisory committee of concerned and committed volunteer leaders to lead the CCI development program



One World: A vision for the future defines our strategic directions for the next five years. Our shared vision enables us to take action now, but is flexible enough to ensure that CCI can remain responsive to the changing context and needs of our partners. It is challenging and ambitious plan. To succeed we need the combined efforts of many individuals and organizations committed to one world. Please join us.

One World: A vision for the future is available on our Web site. For more information and to learn how you can make a difference, visit: www.cciorg.ca or contact info@cciorg.ca

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