

IMPACT.

# 2014-2018 JCI Strategic Plan

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Updated September 2013



# Introduction

# JCI

WILL BE THE  
**ORGANIZATION**

JCI will be the organization that unites all sectors of society to create sustainable impact. The world is evolving. Traditional solutions to global issues are no longer sufficient. Finding new solutions is a challenge. An intimidating challenge. The young people of today should see this challenge as an opportunity. Are you willing to dream? Willing to envision a better world? Willing to make it a reality?

# THAT UNITES

From the beginning JCI members have been driven toward the vision of a better world. In 1915, one man had a dream. A dream for the 20th century. This dream became a voice. "To make a citizen a better citizen." This voice mobilized others to act. Together as active citizens these young people addressed challenges, created solutions and transformed communities. In today's world is this still enough?

# ALL SECTORS OF SOCIETY

We are no longer living in the 20th century. This century presents new challenges. In the world today young people should recognize the time is now. Young people must rise up and embrace individual social responsibility. Poverty, hunger, economic crisis, deteriorating environment, youth unemployment, corruption, inequality. These are today's challenges. These are the issues that society presents.

Has JCI found the solution? Are we doing enough to solve these challenges? For too long our focus has been on the individual. It's not about the numbers. It's not about the titles. It's not about the money. It's about the impact. We need a new focus fit for the 21st century.

A vision where JCI leads the world in a new direction over the next several decades. It's not just about the people. The challenges of our world today connect all sectors of society. Each sector, including government, business and civil society, has unique Resources Expertise Knowledge Experience Power. They are still working independently. What if they shared their unique strengths? What if they collaborated? This is our long-term ambition. JCI will be the organization that unites all sectors of society to create sustainable impact.

# TO CREATE

# SUSTAINABLE IMPACT

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## Core Philosophy

In order to be successful in a changing world, an organization needs principles to guide decisions and inspire people over a long period of time. This core philosophy remains the same, as practices and strategies may evolve over time.

### JCI's core philosophy is:

JCI exists out of a common trust that taking action together for human security\* will:

- inspire confidence,
- unite communities,
- enhance equal opportunities,
- establish justice,
- embrace cultural diversity, and
- create sustainable impact.

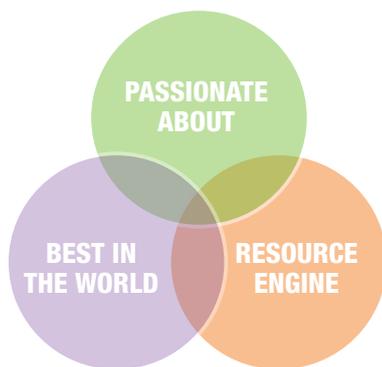
Guided by our core philosophy, we are responsible for creating sustainable impact, which ensures human security. JCI is a membership-based nonprofit organization of young active citizens ages 18 to 40. JCI members are **engaged and committed to creating impact** in their communities. With around 5,000 Local Organizations in more than 100 countries, JCI forms a **vibrant global community** of active citizens. Active citizens are individuals **invested in the future** of their community. They develop the skills, knowledge and understanding to make informed decisions and take action. JCI members are active citizens from all sectors of society. Business owners. Government officials. Doctors. Entrepreneurs. Teachers. Public officials. Social workers. Students. JCI members embrace new ideas, collaboration and diversity.

That **faith** in God gives meaning and purpose to human life  
That the **brotherhood** of man transcends the sovereignty of nations  
That **economic justice** can best be won by free men through free enterprise  
That government should be of **laws** rather than of men  
That earth's great treasure lies in **human personality**  
And that **service to humanity** is the best work of life.

\*Human security is the protection of an individual's human rights while ensuring social, economic and environmental opportunity, development and well being for every individual and their communities.

## Strategic Concept

A successful organization must define a strategic concept, which guides all decisions and development. There are three intersecting areas of this concept: what we are deeply passionate about, what we can be the best in the world at, and what drives our resource engine. When all activities are aligned with these three areas, the organization will reach its strategic position.



### What is JCI deeply passionate about?

**JCI Mission:** To provide development opportunities that empower young people to create positive change.

### What can JCI be the best in the world at?

**JCI Vision:** To be the leading global network of young active citizens.

### What drives JCI's resource engine?

**Impact Index:** Number of JCI Active Citizen Framework projects per number of JCI Local Organizations.

Committed to creating positive change, JCI members run impactful projects. They are not just focused on charity or service to the community. Active citizenship is about **creating sustainable impact**. We encourage young people to take responsibility for local issues, and find **targeted, sustainable solutions** that benefit our communities and the world. Guided by the passion to lead the world in a new direction, JCI members have the courage to address the critical challenges of our time. Solutions to these challenges can only be reached by **involving all sectors of society**. Solutions that ensure healthy communities, drive economic empowerment, and secure a sustainable world. JCI will be the driving force to unite government, businesses and the civil sector to collaborate for impact.

# STRATEGIC POSITION STATEMENT

## Strategic Position Statement

By aligning all activities with the strategic concept, an organization reaches its strategic position. An organization defines their strategic position based on how they desire to be perceived in society and the world. A strategic position statement defines a specific need and how the organization is uniquely positioned to address this need.

**JCI will be the organization that unites all sectors of society to create sustainable impact.**



Sustainable impact is achieved through **collective action** of active citizens across local communities. Designed to address all types of community issues, JCI members are guided by the JCI Active Citizen Framework, which provides a methodology for conducting impactful projects. The process consists of assessing community needs, formulating sustainable solutions and evaluating results to ensure sustainability. **Community partners, business owners** and **government officials** are engaged throughout each step of the process. The **collaborative ownership of challenges and solutions** by all community stakeholders is what produces sustainable impact.

## Impact. im·pact /'impakt/

Impact is change. Impact is action. Change for the future.  
 Action for society. Impact for the better.  
 Impact created by engaged active citizens at all levels of society.  
 Impact is the result of collective action.

## Motivate. mo·ti·vate \mō-tē-vāt\

Motivate is empowerment. Motivate is passion.  
 Empowerment for young people. Passion for stronger  
 communities. Motivate to transform the world.  
 Motivation propelled toward the creation of positive change.  
 Motivate active citizens to step up to the challenge.

## Invest. in·vest \in-'vest\

Invest is support. Invest is responsibility.  
 Support for advancing our goals. Responsibility for financial  
 stability. Invest in the ideas and efforts of active citizens.  
 Investment that sustains progress.  
 Invest in the dream to unite for a better world.

## Collaborate. col·lab·o·rate \ke-'la-bə-rāt\

Collaborate is unite. Collaborate is partnerships.  
 Unite for common goals. Partner for community development.  
 Collaborate for mutual impact. Collaboration focused on sharing  
 resources, expertise, knowledge, experience and power.  
 Collaborate to engage like-minded partners and organizations  
 across all sectors of society.

## Connect. con·nect \kə-'nekt\

Connect is link. Connect is network.  
 Link to share tools. Network for stronger support.  
 Connect people, communities and society.  
 Connection leads to sharing ideas, best practices and results.  
 Connect to unite the global grassroots movement.



## JCI will enable communities to achieve sustainable impact.

### Recommendations:

- Use the JCI Active Citizen Framework to run local projects around the world to increase sustainable impact.
- Create a global JCI Active Citizen Framework campaign to share the concept and its accompanying tools around the world.
- Encourage every JCI Local Organization to achieve a minimum Impact Index of one by conducting a minimum of one JCI Active Citizen Framework project per year.
- Identify and invest in countries where there is an opportunity to create impact.
- Encourage continuous monitoring of activities outlined by JCI Plans of Action (local, national and international) during the implementation period, to ensure progress toward creating sustainable impact.
- Recommend the use of the JCI Active Citizen Framework to local authorities and civic organizations in communities.

### Expected Results:

#### Imagine 2018. Imagine the impact.

Imagine a world where every JCI Local Organization uses the JCI Active Citizen Framework. A world where the JCI Active Citizen Framework is recognized as a methodology to achieve sustainable impact. A world where JCI is creating impact in more countries and communities than it is today. A world where young people are not creating problems but generating solutions.

## MOTIVATE

**JCI will create an environment in which people are motivated toward positive change.**

### Recommendations:

- Ensure JCI Events, JCI Programs and JCI Training at all levels motivate people to create sustainable impact.
- Organize JCI Active Citizen Framework project showcases at JCI Events on national and international levels.
- Develop resources for nonmembers who want to create sustainable impact, run an impactful project and ultimately create their own JCI Local Organization.
- Encourage JCI National and Local Organizations to have Strategic Planning Committees that create their own plans aligned with the JCI Strategic Plan.
- Provide JCI Training online to make courses more accessible.
- Recognize internal and external organizations, communities, initiatives and/or individuals that are creating sustainable impact.

### Expected Results:

#### Imagine 2018. Imagine the motivation.

Imagine a world where JCI members empower one another and themselves by sharing ideas, best practices and resources. A world where JCI provides a more inspirational environment. A world where JCI members motivate young people and communities to contribute to the global grassroots movement. A world where everyone is motivated to address the challenges of our time.

# INVEST

**JCI will create a financial plan that invests in long-term goals.**

## Recommendations:

- Create a JCI financial strategy that supports all other JCI strategies.
- Maximize alternative sources of income outside of JCI members dues.
- Develop and implement a measurable financial growth plan utilizing and collaborating with experts in the financial field.
- Find corporate partners for each JCI Program to maximize program impact.

## Expected Results:

### Imagine 2018. Imagine the investment.

Imagine a world where JCI spends responsibly at all levels. A world where JCI makes financial decisions not based on traditional choices but on future goals. A world where funds are not focused on growth but on impact. A world where JCI is seen as a worthwhile investment.

## COLLABORATE

**JCI will bring together like-minded partners in order to expand mutual impact.**

### Recommendations:

- Assess the organizational needs in order to identify the most effective partners to achieve mutual goals.
- Evaluate and identify potential partners that are aligned with our core values.
- Initiate a JCI Partnership Summit on a national level to share ideas and connect like-minded partners with JCI members and JCI Local Organizations.
- Maintain communication and share mutual progress with partners on all levels.

### Expected Results:

#### **Imagine 2018. Imagine the collaboration.**

Imagine a world where JCI provides a platform for partners to collaborate on solutions. A world where JCI engages partners for sustainable relationships that create shared value. A world where partnerships are fundamentally based on mutual goals. A world where collaboration is the driving force to expand our impact.

## CONNECT

**JCI will connect people, their communities and the global society.**

### **Recommendations:**

- Utilize the latest technological resources to enhance efficient and effective communication at all levels.
- Create a project database with a reporting system aligned with the JCI Active Citizen Framework.
- Actively share and showcase best practices with all sectors of society.
- Support the establishment of JCI National Secretariats.
- Foster connection and create a reporting system between JCI National Secretariats and JCI World Headquarters.
- Create tools to support JCI Twinning.
- Create documentaries that show the world who JCI is, what we do and how we do it.

### **Expected Results:**

#### **Imagine 2018. Imagine the connection.**

Imagine a world where technology is seamlessly integrated into JCI communications and activities. A world where information transfer is streamlined between Local, National and International JCI Organizations. A world where communities are connected, not only through shared challenges but also through shared solutions. A world where active citizens connect all sectors of society.

## It's 2018.

It's 2018. Over the past 5 years, JCI became the organization for active citizens across all sectors.

Across all occupations. Across all communities.

We, the JCI community, changed our mindset.

Transformed our direction.

Shifted our attention.

Shifted from membership. Shifted to impact.

Inspired new goals.

Ignited change.

Focused on

**Impact**

**Motivation**

**Investment**

**Collaboration** and

**Connection**

We created a better world.

A world where communities achieve impact.

People are motivated toward positive change.

Long-term goals are invested in.

Partnerships expand mutual impact.

People, their communities and the global society are connected.

This is a good start.

A solid foundation.

We made an impact.

A big impact.

There is still more to be done.

The long-term JCI ambition is bigger than the goals we've achieved over the past 5 years.

The outcome must be bigger than the impact of one person, group or organization.

Launching into the next several decades beyond 2018, our ambition is that JCI will be the organization that unites all sectors of society to create sustainable impact.

Looking back, what can you say you've done to contribute to a better world in 2018? **How will you continue to create sustainable impact?**



### **Acknowledgements**

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