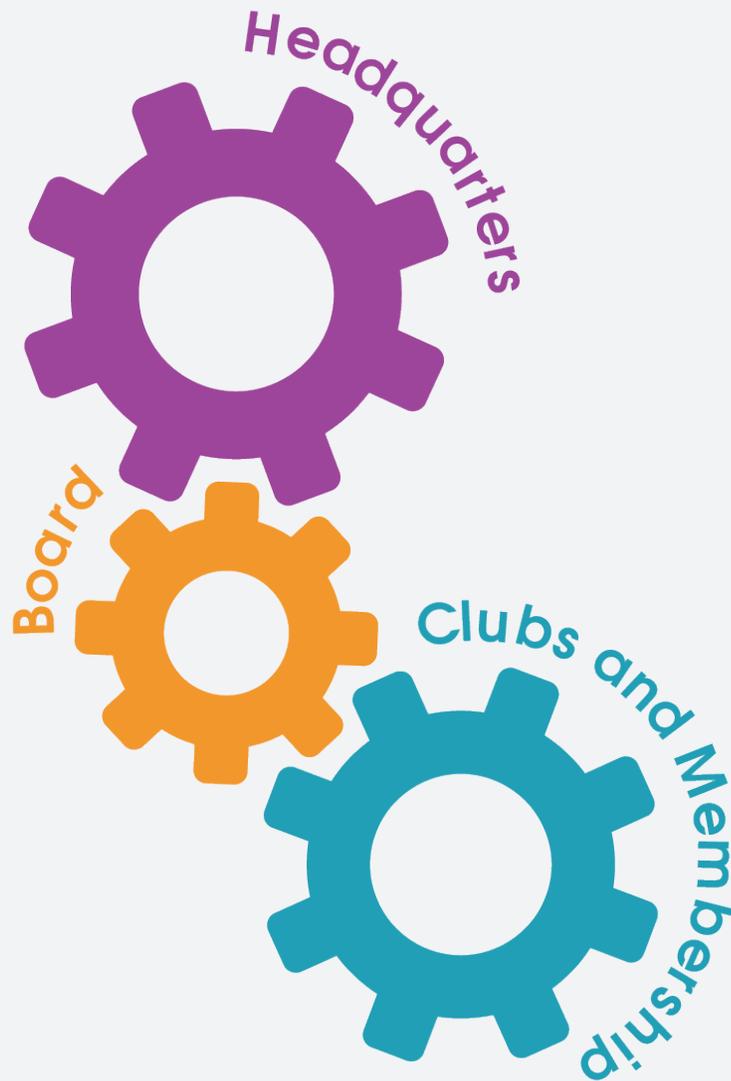




friendship force
INTERNATIONAL



2019-2021

STRATEGIC PLAN

FRIENDSHIP FORCE
INTERNATIONAL

CONTENTS

Introduction to the Strategic Plan	4-5
The International Board of Directors.....	6-7
Headquarters.....	8-10
Chartered Clubs and Members.....	11
Strategic Plan Club Challenge	12
FAQ.....	12

Introduction to the Strategic Plan

The global network that Friendship Force is today looked very different over 40 years ago. In a time before computers, before the internet, and before travel became so mainstream, Friendship Force existed to dispel misconceptions about cultures, eradicate prejudices, and foster a sense of peace and friendship through experiences where understanding could be shared. Few could see the enormous vision that founder Wayne Smith and supporters Jimmy and Rosalynn Carter had for this concept, but over time, hundreds of members became thousands, and the few countries where exchanges took place grew to over 60!

Not unlike the world in the late 1970s where limited cultural understanding existed in a vacuum of interconnectedness, globalization in the modern age of technology has created new cultural divisions where misunderstanding can fester into bigotry and even hate. Friendship Force's mission of promoting global understanding across the barriers that separate people could not be more important today.

This strategic plan outlines the important focus of the International Board of Directors, the FFI world headquarters in Atlanta, Georgia, USA,

and the 350+ clubs worldwide. Only when these three distinct, but deeply connected, groups come together collaboratively can FFI's mission of enhancing cultural understanding prosper. Recognizing this is what led to the organization of this strategic plan.

Only when these three distinct, but deeply connected, groups come together collaboratively can FFI's mission of enhancing cultural understanding prosper.

The Board of Directors is largely responsible for governance - that is, fiscal oversight - setting policy, and strategic direction. Headquarters is responsible for implementing those policies and ensuring the ongoing success of FFI's mission through program administration and support. Clubs, which encompass a global network of over 15,000 members, make Friendship Force what it is.

This plan broadly outlines the initiatives being pursued by each of the three groups with specific goals and accompanying measures of success in development. Like the many strategic plans for Friendship Force developed before this one, it is filled with both realistic targets and ambitious hopes.

Like the many strategic plans for Friendship Force developed before this one, it is filled with both realistic targets and ambitious hopes.

Although this strategic plan provides a solid roadmap for the immediate future, noticeably absent is FFI's plan for the distant future. In March 2018, FFI Board and staff began discussing the need for FFI to begin development on a second ship, a new program architected to take the mission of FFI to new heights with the generations coming behind us at the helm. As this new program takes shape, more will be shared publicly and amendments to the existing plan to accommodate this program will be made.

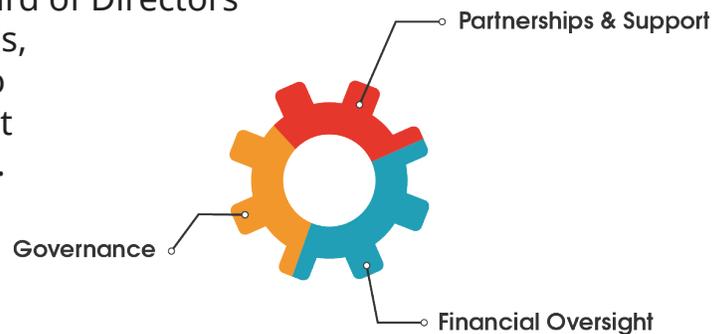
Inspiring action is an important consideration in this plan, which is why a new club challenge has been incorporated. Each club is invited to look at the criteria for each of the segments - hosting, traveling, recruitment, and connecting locally - and take on a challenge in one of each of the four areas.

Throughout the year, FFI will be communicating regularly on the progress of the strategic plan and also on the progress of clubs taking on new challenges to grow their club and to invite others to participate in the mission of FFI.

The International Board of Directors (BOD)

1. Partnerships & Support

A key responsibility of the International Board of Directors is to help the organization access individuals, companies, networks, and foundations who may help support the ongoing development of Friendship Force International programs. Board members must also have the ability to represent the organization publicly by speaking at Friendship Force events or with the media, helping raise awareness for the mission.



1. Build International Advisory Council (IAC)

Raise the profile of Friendship Force by partnering with well-known advocates of peace and citizen diplomacy.

2. Inspire giving from membership and external partners

Inspire a culture of giving by leading the organization in annual giving and in special fundraising events.

3. Build endowment to support future growth

A longer-term goal of the Board should be to work toward larger one-time gifts to build a sustaining endowment of the organization that would ensure the organization's future.

2. Financial Oversight

Watching over the finances of the organization means more than just reviewing reports; it also means setting policy to ensure the financial goals of the organization are achieved and that the organization remains compliant with the latest rules and regulations.

1. Regulatory reporting

The BOD has the responsibility of reviewing status reports that ensure FFI continues to meet or exceed regulatory reporting standards that promote transparency and trust.

2. Monitor income and expenses to ensure mission sustainability

The BOD has a special responsibility of understanding the financial health of the major parts of the organization and challenging existing plans and policy as needed.

3. Improve membership and program fee structures

As the organization continues to evolve programmatically, and the global economic landscape shifts to meet new challenges, it is imperative that the Board ensures a fee schedule that is consistent, predictable, and defensible.

4. Ensure investments made by FFI connect with the strategic plan and support our mission

Every dollar invested by our members through annual membership dues and participation in Journeys should go to advancing the mission of the organization as scripted throughout the strategic plan.

3. Governance

Federal regulations require that all 501(c)3 designated nonprofit organizations in the United States have a Board of Directors in place to oversee the organization. Governance, though, goes beyond compliance. For the mission, governance means equal and fair evaluation of the policies that make Friendship Force work and ensuring that as an organization FFI adheres to the highest ethical standards possible.

1. Ensure the Board represents the diversity of constituents both within FFI's existing membership and through prospective members.

It is important that the makeup of the Board is diverse and reflective of the constituency FFI seeks to reach. This diversity goes beyond seeking skills related to critical areas such as finance, operations, and marketing, but also in the regions, cultures and people where FFI operates.

2. Improve bylaws and policy as needed

Consistently review existing Board and club policy to support efficiency in program development and administration.

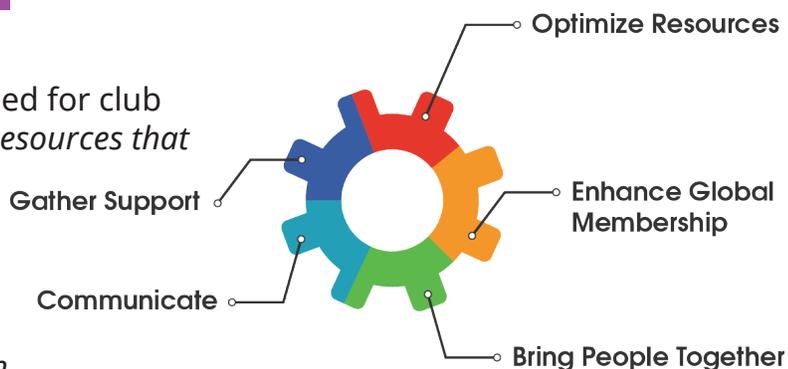
3. Evaluation of Friendship Force International

Evaluate the Board, CEO, and clubs by formally assessing the efficiency and effectiveness of overall performance.

Headquarters

1. Optimize Resources

Continue to improve upon the tools needed for club development and member support. *The resources that comprise headquarters include staffing, allocation of funding, utilization of partnerships, technology, and more. A key responsibility of headquarters is to allocate these limited resources as effectively and efficiently as possible to support the mission.*



1. Provide member recruitment materials to clubs in multiple languages

Supporting clubs in their member recruitment efforts is a core function of FFI HQ, starting with basic marketing materials that communicate our mission available in multiple languages.

2. Equip clubs with training and tools to promote our mission

Clubs have been refining the best methods for hosting, traveling, recruiting, and supporting each other for over 40 years. HQ has a responsibility to make these best practices available to all clubs and in multiple languages whenever possible.

3. Create globally secure online access to member resources and information

Modern technology gives FFI clubs the ability to complete many tasks associated with Journeys with ease and efficiency, from completing ambassador applications to sharing information securely between clubs.

4. Build international banking network to improve the member experience

FFI helps transact financials in support of our mission among members in 63 countries. With advancements in modern banking, opportunities exist to help members transact business more easily with a lower risk of exposure to currency fluctuations.

2. Enhance Global Membership

Friendship Force participants are more than members. To many, other members are friends and some are even considered family. Bringing members together virtually, finding ways to engage new members, and ensuring consistency in the tenets of Friendship Force help ensure that FFI remains strong.

1. Use technology to connect Friendship Force's global community

Adopt technology that keeps business practices current so that our business model remains relevant. Members know they are part of an international movement with like-minded individuals, but technology can provide members with the ability to securely and safely connect with this community on a regular basis.

2. Standardize orientation process to how Friendship Force promotes global understanding.

In order to connect new and existing members with FFI's values and principles, develop a multilingual orientation program for education on our mission, vision, and values. Establishing a basic orientation that can be shared globally helps ensure consistency in our messaging and a place for clubs to start when building their membership.

3. Create pathways for individuals, couples, and families to experience Friendship Force

Regardless of age or location, FFI wants to invite all people to experience the power of peace through friendship and connect with our movement. Using technology to offer special Journey opportunities and personalized marketing, FFI hopes to engage a broad audience in our mission.

3. Bring People Together

Once people are engaged, FFI must bring them together to experience the power of Friendship Force.

1. Strengthen clubs

Strengthen clubs by effectively sharing FFI best practices globally. It takes a team to host and travel, and it takes a team to maintain the strength of local clubs.

2. Establish new clubs

Continuing to build FFI's network of clubs throughout the world is incredibly important to the future health of the movement and impact of our mission. Establishing a strategy and plan for building clubs from inquiry to their first Journey is crucial.

3. Create new friend-building experiences through shared interests and special partnerships

People come together for many reasons. With FFI, it is always with the intent of making new friends, but it is often around shared interests as well – whether that be particular whether that be creating arts or crafts, meeting a humanitarian need, shared professional interests, learning a language, or participating in a unique activity.

4. Develop family and youth program opportunities

Giving young people an opportunity to experience the power of FFI not only opens the door for existing members to invite young people into our mission, but also plants the seed of FFI in their hearts and minds for the future.

5. Improve matching process

Strengthen the ongoing Journey development process to ensure clubs and members have the opportunity for the best possible experience.

6. Continue to build Field Representative model throughout FFI network

Field Representatives are experienced Friendship Force leaders who commit enormous time and energy into ensuring that clubs have all the resources, training, and communication needed to be strong and innovative, along with the support they need to participate in successful inbound and outbound Journeys. Field Reps are regionally-based and help ensure that communication and collaboration between clubs remains vibrant and that the new tools and resources provided by headquarters are readily available to club leadership and members.

4. Communicate

One of FFI's biggest challenges and most important responsibilities is informing our multilingual global community about FFI happenings and the parts of the

organization they care most about.

1. Develop new communication channels to reach our clubs and members

Embrace technology and methodologies that ensure the broadest communication reach to our members with critical information on club development, Journeys, and news from headquarters.

2. Improve skills and proficiency of club media relations

Drawing attention to the important work of citizen diplomacy in action requires knowing who to talk to and how to convey the message of our mission to the media. Training clubs in public relations and social media magnifies the efforts of FFI HQ in raising global awareness towards our work of promoting global understanding between people.

3. Educate the public on work of FFI and our mission of citizen diplomacy

By utilizing various distribution services, promote FFI through production and publication of at least four unique pieces each year in strategic markets and media outlets.

4. Expand online tools to improve member communications among each other and headquarters.

Create a secure online member profile sharing tool that strengthens connections before and after Journey experiences.

5. Gather Support

Endorsements from public leaders, celebrities, and people of influence give FFI the credibility to open new doors to funding and support. Support, whether financial or programmatic, will fortify the organization's ability to make an impact in the years to come.

1. Identify and build relationships with organizations that can help fulfill our mission

Build or join a consortium of like-minded organizations in order to collaborate and amplify our mission. The nonprofit community has many organizations that work toward the same mission as FFI and/or address issues that can easily coordinate with our programs.

2. Allocate annual donations to advance important projects

Give members the opportunity to contribute to projects and initiatives that strengthen FFI's core programs, helping to support new club development, developing Journeys, and offering scholarships to clubs and members in need.

3. Provide exemplary financial information to members and donors

The annual report will include all information about FFI's current financial state so that members and potential donors are assured that their donations are being used properly. FFI is also committed to providing additional information as needed to show where and how funds are being used throughout the organization.

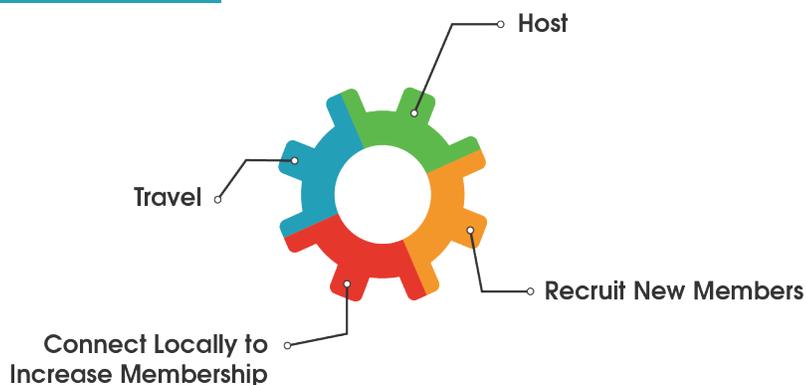
4. Identify external funding sources

Seek grants and financial support to enhance existing programs and to pilot new ones.

Chartered Clubs and Members

1. Host

- Add a different Journey type to your club's hosting calendar for the year. In addition to your regular Club-to-Club Journey, offer a Domestic or Short Club-to-Club homestay, or Global Journey experience with your club.
- Invite local organizations to take part in hosting experiences.
- Develop video testimonials for hosting to be used by FFI and clubs.
- Encourage day-hosting, dinner-hosting, and home-hosting by new or potential Friendship Force members. This could be in partnership with other local organizations as a way to promote community participation.



2. Travel

- 60% club member participation in an outbound Journey. In addition to your regular Club-to-Club Journey outbound, strive for 100% outbound participation by all club members by encouraging them to participate on a Global, Domestic or joining other Club-to-Club Journeys.
- The road less traveled. Commit all or a part of your club to visiting a place they have never been before, or never considered going. This can be visiting a club or arranging a Journey to explore FF's potential in a new part of the world.
- Make a difference in the places you visit. Arrange for your club to participate in a service project in the communities you visit through Friendship Force.
- Fill your club's outbound Journey with 10-20% prospective members from the local area.

3. Recruit New Members

- Develop an annual plan for club member recruitment.
- Host a community talk on the importance of enhancing global understanding.
- Implement a process to orient new members to the mission, vision, and values of FFI.
- Attend events and meetings of similarly-minded local organizations and nonprofits to recruit and connect.
- Experiment with any one of the several ideas presented by other clubs related to recruitment such as the *100 Ways to Recruit New Members* document presented by New Zealand clubs found on the Member Resources page of the website.

4. Connect Locally to Increase Membership

- Arrange information sessions on Friendship Force with local organizations - newcomer's groups, adult learning organizations, foreign language teachers, etc.
- Develop a calendar of social events that bring your club together.
- Invite local media to do a story on the work of your FF club.
- Establish a yearly publicity and marketing plan (with the help of FFI HQ if needed).

2019-2021

STRATEGIC PLAN

C L U B C H A L L E N G E !

A plan is only as effective as the action we put behind it! Outlined in the club section are important focus areas to strengthen clubs, fill Journeys, attract members, and promote the mission of peace through friendship locally.

To participate, discuss these options with your club and decide which actions you want to work towards. Set a goal for when you want to complete the action, and then tell us how it went!

Throughout the duration of this strategic plan, FFI will look for your examples of success to celebrate your club's achievements with other clubs around the world.

HAVE FUN!

FAQ

What if we need help, where can we go?

Embedded in the [Member Resources](#) are links and information related to each of these areas. This is a great place to begin. Additionally, you may reach out to your local Field Representative as well as your Regional Support Manager at FFI HQ.

Can we come up with our own actionable activity related to one of the areas outlined?

Absolutely! Many clubs have ideas they have been working on that they are ready to implement or explore further. Just tell us what it's about when you submit your results - we would love to share this with others.

How will clubs submit reports on their accomplishments?

Reports can be submitted to your Regional Support Manager, or by completing the online form found in Member Resources created specifically to submit your progress.



friendship force
INTERNATIONAL