

**Challenges Worldwide (CWW)** is Scotland's largest professional international volunteer sending agency. We match motivated and skilled individuals from all over the UK to focused short term voluntary placements overseas and since 1998 we have placed over 350 Volunteers in 8 different countries across 3 continents. We currently work in Central America, South Asia and West Africa.

***Our Vision;** A world where people have equal access to opportunity, training and resources.*

***Our Mission;** To match volunteers to sustainable short-term placements, offering technical assistance to host organisations in developing countries in a mutually beneficial way, making volunteers more globally aware and local organisations better able to serve their target populations.*



## CWW Strategy 2006 – 2009

### Who we are, what we do and how we make a difference

Challenges Worldwide (CWW) was founded in 1998, as a charitable organisation limited by guarantee. Operating as a Social Enterprise, CWW identifies and builds relationships with high achieving socially or environmentally motivated Host organisations in developing countries that have skills shortages in specific areas. CWW selects Volunteers with the required skills and arranges for them to spend three to six months volunteering with a Host organisation. Volunteers pay a fee to CWW for this service, part of which is passed on to the Host organisation to cover their costs of accommodating the Volunteer, the rest contributing towards the running costs of CWW.

To date, CWW has sent over 400 Volunteers to 8 countries in 3 continents. CWW has gained invaluable experience in finding, preparing and managing Volunteers, and has developed relationships with Host organisations in each country it has worked in.

CWW Volunteers facilitate significant developmental change in the organisations in which they work. The work they do is part of a longer term plan which CWW monitor through a long-term relationship with the Host organisation.

CWW individually select each Volunteer to match their skills to particular needs within each locally-run project. Need, situation and risk are assessed using a participatory planning process – ensuring CWW's work is directly relevant to our host organisations and their target populations. CWW avoid threatening local jobs by only working on organisational strengthening and change assignments, rather than accepting service delivery work.

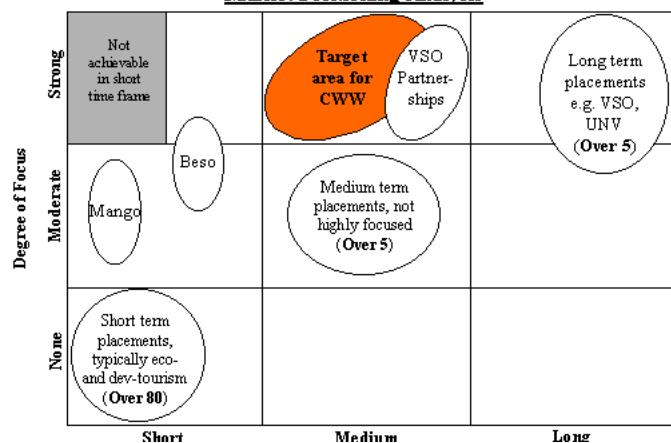
### The participants we target

Our customers are individuals, from 25 - 65 years old, with practical and/or professional skills, who are seeking a new and challenging experience. The market for International Volunteers is potentially enormous, with skilled people of all ages interested in taking time out to go overseas. CWW believes that the market size will not hinder its growth plans in any way.

Currently several hundred companies provide international volunteer Placement services in the UK. We have identified three main segments, differentiated by length of Placement:

- **Short-term Placements of 2 weeks to 4 months:** Typically not very focused on the Volunteer. The majority of the UK organisations operate in this sector.
- **Medium-term Placements typically from 3 to 12 months:** Projects tend to be **more focused**. Only a few organisations operate in this segment.
- **Long-term Placements of 1 year or more:** The proposition is very different in this segment, with Volunteers being taken on as employees of the Host organisations. Again, only a few organisations operate in this segment

### Market Positioning Analysis



CWW plans to become the pre-eminent overseas volunteering agency for three to six month Placements, and differentiate itself by:

- Providing a “real work” challenging experience on projects selected for their sustainability.
- Working closely with each Volunteer to help them understand their personal development potential, using self assessment monitoring techniques during and after their Placement.
- Working with local communities to help them help themselves, not by imposing western values or creating aid dependency but by sharing skills and creating job opportunities.
- Working with employers to ensure that a CWW Placement is seen as career enhancing.

CWW will target individuals who are looking for the following challenges while considering volunteering:

- An individual challenge on a project that will make a sustainable difference
- A life-changing / enhancing experience
- An experience that stands out as a clear point of differentiation

Some individuals will consider alternatives to volunteering with a view to achieving these goals, so CWW will also devote effort to growing the international volunteering sector as a whole, for example CWW and TimeBank have launched the InterVol website ([www.intervol.org.uk](http://www.intervol.org.uk)) and database to promote international volunteering to people in the UK.

## Sourcing Volunteers

CWW will run three programmes for volunteers. Each programme will combine CWW's core service components with additional benefits suitable to the target group:

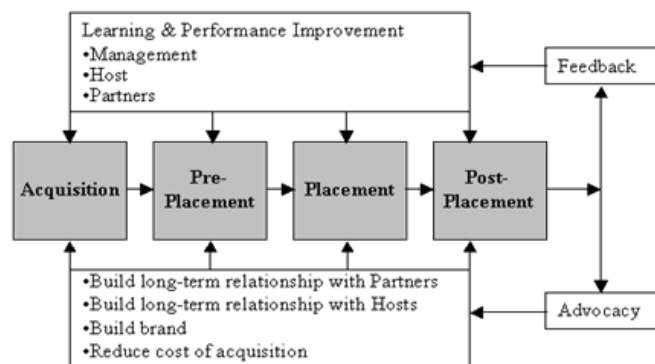
- Independent Applicants to CWW
- University Partnerships (SPIDER – details available separately)
- Employer Partnerships (IMDA– details available separately)



## Service to Volunteers

CWW will offer one core service to Volunteers, as shown in the diagram. The University and Employer Partnership products then contain additional services. As we continue to send increasing numbers of Volunteers we will use feedback to improve our service, and returning Volunteers to help promote our service and international work, strengthen our brand and reduce the cost of acquiring Volunteers.

### CWW Core Service to Volunteers



## Sourcing Placements

CWW first arranged Placements with personal contacts at Host organisations, which included Government ministries, national level campaigns and international development organisations as well as small community-based initiatives. As CWW grows, we are now selecting countries considered safe for Volunteers to work in and working with international development organisations and local NGOs to identify potential Host partners. This process began in Ecuador and Bangladesh with Ashoka and their Fellows in 2003 and has evolved to more direct integration in the country strategies of international development organisations, providing technical support to their local partner NGOs (Non Governmental Organisations) and CBOs (Community Based Organisations) in India and Sri Lanka.

## Annual Country Planning

CWW will spend time getting to know our partners, working with them to identify projects that they may need help with and planning our intervention strategy with all stakeholders. CWW will ensure our partners understand the way that CWW expects them to work with and manage Volunteers. Once CWW is confident that a Host is suitable, we will send one or two pioneer Volunteers to that organisation. If the Placements are successful we will grow our relationship with that partner according to the strategy we evolve with them. CWW will aim to work with partners for between 3 and 5 years and construct a plan, the implementation and impact of which is capable of being measured using identified indicators.

CWW aim to maintain a level of about 25-30 Volunteers in a country per year. We will constantly seek to apply our resource to the most relevant areas and not diminish the quality of the individual experience by avoiding sending groups or not planning our Placements sufficiently.

If a partner or country is oversubscribed, we will look to expand to neighbouring areas and countries. In this way we will be able to manage partner relationships efficiently. CWW currently have a presence in Central America, South Asia and West Africa. Occasionally we may look to develop relationships in new geographical areas, based on an evaluation of needs and opportunities.

## Country Priorities

CWW have identified six country priorities to focus the work that we take on in our annual country plans. Most of our work cuts across several of our priorities, in turn our priorities combine elements of the Millennium Development Goals and prevalent international development themes and practices. Our priorities are defined in terms of the positioning of our Volunteers in the International Development process:-

**Education** CWW position volunteers to share skills, knowledge and experience. We train people of all ages on many subjects to help them to do their job, earn a living and/or protect their environment.

**Environment** CWW don't participate in environmental work in isolation. Increasingly we are becoming involved in wider issues of water and sanitation through specific pieces of work we are doing with our partners.

**Livelihood** CWW think people should earn their living, so we should be looking out for opportunities to support them in doing that. CWW works in organisational strengthening and development, project technical support and skills training.

**Health** The CWW approach here is well described by the US word 'wellness', a positive concept of staying well and living healthily. This includes things like health education campaigns, HIV awareness, nutrition advice, healthy lifestyle advice, etc.

**Human Rights** CWW is not a campaigning organisation. Our engagement is more practical. E.g. legal reform, where the need for it is accepted we send people to prepare reports or facilitate research, little by little progressing change. We are also engaged in projects using a rights based approach to development, work which we support through our country programmes.

**Culture** We believe that people should be proud of their heritage. Many people in the countries in which we work have a strong sense of identity and their cultures are rich in historical lessons, traditions and practices.

### UK Advisory Group

Sally Field  
Sir Tom Shebbeare  
Elizabeth Crowther-Hunt  
John Rafferty  
Will Day  
Matthew Thomson

### Operations Team

Eoghan Mackie  
Helen Tirebuck  
Daliah Haughton  
George Sherriff

### Training Team

Our training is conducted by CWW staff and external consultants working with us through the Performance Assessment Resource Centre

### Coaching Team

Our coaching is delivered by our coaching partner Drummond International, where we use Drew Drummond, a specialist in middle management coaching



## Our growth plans

CWW expects to increase the number of Volunteers we send overseas from around 50 per year currently to 200 per year by March 2009. Our current growth is being supported by the Ventures team at UnLtd UK (the Foundation for Social Entrepreneurs) and we are funded by the Esmee Fairbairn Foundation (2005-2007), the Staples Trust (Sainsbury Family) (2005-2007) and the Lloyds TSB Foundation for Scotland (2003-2005). CWW will become financially self-sustaining through the funds generated from the Placement Contributions charged as we grow.

## How we will achieve this growth

Firstly, we have the experience needed. As mentioned above, we have already sent over 350 Volunteers to 8 countries in 3 continents.

Second, CWW will be good at the following:

- (i) **Attracting, selecting and preparing outstanding Volunteers:** Only by sending high quality, suitable and well-prepared Volunteers will the Placements be successful in the eyes of the Host organisations and when measured against the CWW Country Plans. This will build our reputation in that area. Similarly, only the right kind of person will benefit the most from a Placement.
- (ii) **Sourcing challenging projects and developing and maintaining relationships with Hosts:** Our reputation and ability to provide the types of challenges we promise will be built on our ability to source such projects with good Host partners. Returned Volunteers who have had successful Placements will be our best sales people.
- (iii) **Being very professional in delivering the service:** To be credible to our target partners and to our customers we must offer an exemplary service at all stages of the process.

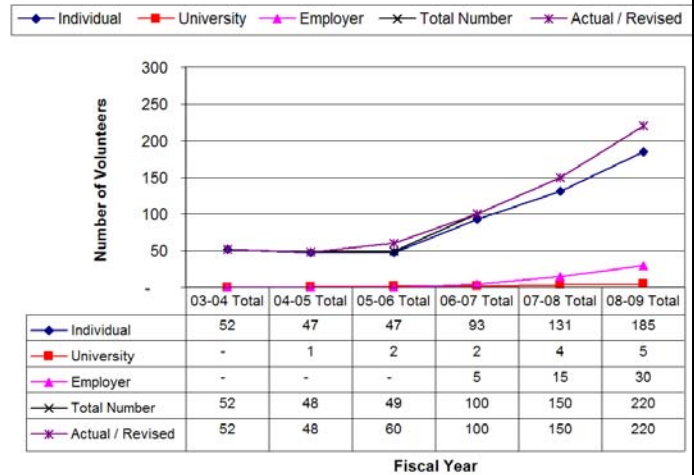
Third, we have a strong management team with several years of experience, supported by dedicated employees. We have built a network of key advisors, including our UK Advisory Group, and professionals from a variety of relevant fields, who bolster and develop our skills in areas where we need support.

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## Growth in Volunteers



We will recruit more staff to build capacity and further strengthen our management skills as the volume of volunteers increases.

We will improve and increase our ability in the following areas:

- Building in-country support networks
- Finding the right type of Hosts and projects
- Providing personal coaching skills
- Designing a performance assessment system

## Conclusion

In conclusion, the CWW Team look forward to meeting our strategic aims, which will be assessed again at the end of March 2007, and to being part of the growth of our award winning social enterprise. We hope that you will support us in our aim in whatever capacity. We are committed to working hard and to making this happen, we believe in what we do and our approach to doing it. Others believe in us too.

