



2021-2024 STRATEGIC PLAN - REVISED MAY 2023

en.v Multi-Year Strategic Plan Guiding Framework

Vision Statement:

A united, compassionate and resilient society.

Mission Statement:

To promote equity, transform mindsets, build agency and strengthen solidarity through inclusive and participatory processes.

Purpose statement:

We work with our community to promote equity, transform mindsets, build agency and strengthen solidarity through inclusive and participatory processes

Core Organizational Values:

- **Solidarity** - Foster a sense of community and belonging where everyone feels valued, respected, and supported.
- **Equity** - Strive for an inclusive society where everyone has a voice.
- **Community building** - Bring people together to explore biases and build bridges.
- **Participatory process** - Seek to work with rather than for our community while making sure to forward their agency and autonomy.
- **Learning and co-creation** - Foster a culture of knowledge sharing and collaboration across communities and sectors.
- **Integrity** - Adopt a principled and holistic approach as we engage with our community and work.



- **Emergence** - Ensure all of our work is responsive to changing circumstances and community input, and that we allow space for alternative paths and visions to emerge.
- **Experimentation** - Create a space for wonder and possibility for processes that feel unfamiliar or uncomfortable for us in our work.
- **Teamwork** - Ensure organizational values are reflected internally within the team and communicated effectively to our stakeholders.

en.v Multi-Year Strategic Plan (2021-2024)

en.v's Key Priorities are outlined below:

1. **Community-Centered Design**
2. **Learning**
3. **Relationship Building**
4. **Movement Building**

1. **Community-Centered Design:** Through participatory research, feedback loops and storytelling, we gather input and experiences from the community to help identify priority areas, inform strategies and measure impact.
2. **Learning:** We are always learning – from each other, our partners, and our community – and piloting new models and approaches inspired by the arts, academia and systems thinking.
3. **Relationship Building:** In order to truly come together as a more resilient community, it is important that we create spaces to have difficult conversations about our assumptions and biases, and that we recognize our own and each other's agency and potential.
4. **Movement Building:** We regularly bring together change-makers and diverse members of the community in safe spaces to share experiences and insights, identify alignment and synergies, and construct a shared vision for change.



Multi-Year Key Priorities

The following table presents specific **Key Priorities** (KPs). For each KP, a **Priority Statement of Intent** (Goal) and a set of **Expected Results** for the plan period of three years is provided.

Key Priorities	Priority Statement of Intent During the next three years, en.v will:	Expected Results At the end of three years, en.v will have:
1. Community-Centered Design	1.1 Provide safe spaces for alternative and marginalized narratives to be heard 1.2. Enable user-centric and responsive program design	1.1(a) Operationalized offline and online spaces where different alternative and marginalized groups can come together to share experiences and build community 1.1(b) Highlighted alternative stories and narratives across our existing platforms 1.1(c) Advocated for the inclusion of these narratives in other platforms 1.2(a) Implemented trainings for civil society organizations and youth on user-centric design 1.2(b) Provided hands-on opportunities for multi-sector partners to develop user-centric programs 1.2(c) Collected and provided quantitative and qualitative data to inform inclusive and user-centric program design
2. Learning	2.1 Prioritize researching and experimenting with new tools drawn from our community, other practitioners, and educators	2.1 Experimented with new tools and shared learnings with our community



	<p>2.2 Create intentional spaces and opportunities to learn from our program participants and partners</p> <p>2.3 Establish mechanisms to document what we've learned and how we've implemented new tools</p> <p>2.4 Reflect on and evaluate the tools we use in order to share best practices, failures, and lessons learned</p>	<p>2.2 Created knowledge-sharing platforms engaging program partners and participants</p> <p>2.3 Developed documentation strategy</p> <p>2.4 Developed and implemented outreach strategy</p>
3. Relationship Building	<p>3.1 Provide safe spaces for inclusive and participatory dialogue</p> <p>3.2 Promote constructive intergroup interaction to address bias and build social trust</p> <p>3.3 Foster meaningful connections between program participants</p> <p>3.4 Promote critical thinking, informed empathy and personal agency</p> <p>3.5 Explore opportunities for activating younger demographic groups</p>	<p>3.1 Provided platforms for multiple communities to exchange lived experiences</p> <p>3.2. Facilitated long-term community-building processes between traditionally divided groups</p> <p>3.3 Increased number of external collaborations between program participants</p> <p>3.4(a) Developed training modules, resources and toolkits on critical thinking and transformative citizenship 3.4(b) Included critical thinking and transformative citizenship tools and approaches within our training programs for multi-sector partners</p> <p>3.5 Developed pilot initiative for activating younger demographic groups</p>
4. Movement Building	<p>4.1 Promote transformative citizenship amongst youth in secondary and higher education</p>	<p>4.1 Increased number of youth actively participating within the civic sector</p>



	<p>4.2 Foster a more inclusive, diverse and responsive civic sector</p> <p>4.3 Support the development of multi-sector networks</p> <p>4.4 Increase visibility and agency of marginalized communities</p> <p>4.5 Mobilize change-makers across age groups, sectors and communities to initiate systems change</p>	<p>4.2(a) Increased number of grassroots initiatives within the civic sector 4.2(b) Increased number of collaborations within the civic sector 4.2(c) Increased representation of traditionally marginalized communities within the civic sector</p> <p>4.3 Created, facilitated and sustained multi-sector coalition(s) for collective impact</p> <p>4.4(a) Included representatives from traditionally marginalized communities in multi-sector dialogue 4.4(b) Provided advocacy trainings to organizers from traditionally marginalized communities</p> <p>4.5 Promoted normative shifts through intentional multi-sector mobilization</p>
<p>5. Building internal capacity</p>	<p>5.1 Prioritize alignment of values & strategies</p> <p>5.2 Provide professional growth opportunities to team</p> <p>5.3 Establish an internal monitoring, evaluation and learning (MEL) program</p> <p>5.4 Ensure financial sustainability</p>	<p>5.1(a) Developed 3-year SP and three 1-year AP 5.1(b) Reviewed 3 year SP annually and 1-year AP monthly</p> <p>5.2 Increased team capacity</p> <p>5.3(a) Developed internal MEL plan 5.3(b) Strategically and systematically collected and analyzed data to inform program planning and development. 5.3(c) Reviewed learning opportunities</p> <p>5.4(a) Accessed diverse and balanced funding sources 5.4(b) Maintained relationships with current funders</p>



	<p>4.5 Effectively utilize communication platforms as a design, education and engagement tool</p>	<p>4.4(c) Secured new funding sources</p> <p>4.5 Implemented online strategy to:</p> <ul style="list-style-type: none">(a) solicit community input on programming(b) share learnings from our initiatives(c) engage the community in the contextualization of terms and concepts
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