



Strategic Plan 2023-2026

Our Mission

ISPCAN empowers professionals to lead in the global effort to prevent child abuse and neglect with access to the latest information, best practices, and a multidisciplinary worldwide network.

Our Value Proposition

ISPCAN provides opportunities, access, and knowledge that equips multidisciplinary professionals committed to protecting children from abuse and neglect worldwide.





In 2019, ISPCAN was forced to face the reality that the mission of the organization was stalling and not reaching its full potential. The charitable mission of our organization and the ways we managed the business made us overly reliant on Oak Foundation. It was time to evolve from the founders' model into a self-sustaining organization that could instead focus on new opportunities for members. A final 4 year capacity building grant from Oak was our opportunity to modernize into a viable business model.

With the help of IGNITE, we first hired an external consultant to provide a full assessment in June 2020 of our governance and structures as an international non-profit. We scored poorly in 29 of the 34 categories assessed against international best practices. The risk of bankruptcy was imminent by 2022, if we continued operating under the old structures, culture and by-laws. Everything from our terminology, duties, business model, priorities, and programs now follow best practice since adopting our new by-laws. These major changes are the path toward exciting new possibilities.

Our long term goal was clear: to implement these recommended changes at all levels to serve our frontline professionals better, become sustainable for the long term, offer more affordable prices, and develop meaningful partnerships. We are stepping up our game to create more opportunities for members to stay current on the latest in child protection, get advanced training on cutting-edge topics, and take careers to the next level.

Modernizing after 45 years

Updating the ISPCAN by laws in 2021 to meet best practice standards for non profit organizations led to clearly defined roles for the CEO and board members, while also creating a new Distinguished advisory council. The theory of change exercises also made clear that professionals working in child protection (ISPCAN members) are our audience and everything we do should be focused on their benefits.



Implementing the new business model

STAFF

Lead all operations, implement the strategy and oversee all programs to effectively deliver opportunities for networking, advanced education, and partnerships that advance the mission of the organization.

BOARD

Diverse body of passionate individuals who provide duty, care and loyalty to the organization. They provide strategic input, financial resources, and help secure the future of the organization.

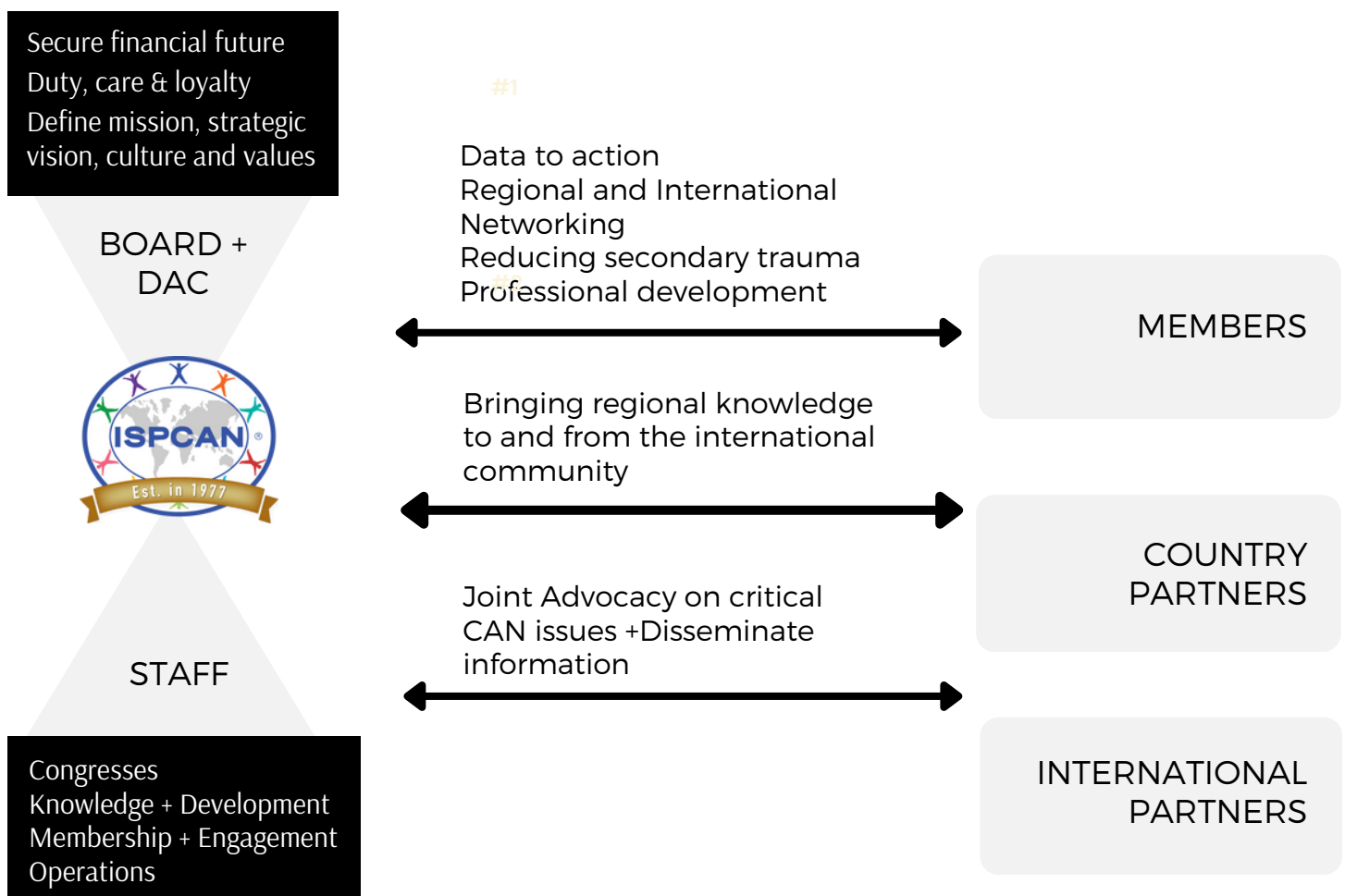
DAC

Group of subject matter experts who provide resources, in kind expertise, or develop a project to benefit members of ISPCAN

MEMBERS

Customers of ISPCAN who have special access and discounts to events, resources, and networking platforms for two way communities of learning.

The ISPCAN Network: Two-way Knowledge Exchange



ISPCAN Strategic Review: Oct 2022-May 2023

- In-depth analysis of member needs
- Small group interviews with Board / DAC
- Board / DAC retreat to visualize new 10 year and 3 year directions
- Co-development of strategic milestones
- Review of program work plans
- Brainstorm of new ways to pivot and maximize impact



This three year, shorter strategic plan was developed through a participatory process over several months that engaged ISPCAN members, board and distinguished advisory committee members, and staff. It began with an in-depth listening process with various ISPCAN stakeholders – resulting in an in-depth analysis of member needs and key insights from board / DAC members. During the retreat, we discussed those needs and insights and brainstormed a variety of responses – see the retreat harvest for more details.

Outlined ahead is a strategic direction for the coming years, including the long-term vision, medium-term milestones, an understanding of who ISPCAN serves and its core contribution, and potential short-term intervention areas. It is intentionally high-level, to allow for adaptation and flexibility in the implementation. Importantly, it is a collaborative document – making the assumption that for these goals to be met, ISPCAN must work in partnership with its network, leaders, and partners. Achieving such collaborative outcomes often requires shifts in both mindsets and practices. Three years, rather than five year plan was set to remain agile as the organization implements the new business model.

Yearly activities are developed and adjusted based on members' interests and need, staff perceptions, analysis of the ecosystem / field / opportunities. Every three years, a more intense, highly facilitated review is needed to assess in-depth progress and lessons learned – and co-develop new milestones to reach the guiding star.

ISPCAN Strategic Overview, 2023-2026



- Connections are the undisputed value-added for members – and a clear social impact for the organization – but this is not yet a core emphasis of the team's work or fundraising
- Knowledge exchange is core to the network, but it is still primarily one-directional
- Network "members" usually join for the journal or conference, but there is little that engages them and adds value beyond this
- The network actually has an extremely vast reach through its partners and sub-networks, but has done little to tap and leverage this
- The network has evolved to include a diversity of practitioners globally, but there is still much work to be done to make its work inclusive
- There are some great examples of successful collaboration between members, but these are still small pockets, and little is in place to foster thriving and self-organizing collaboration
- ISPCAN has a strong legacy and reputation in the field, though there are questions whether it has evolved to best "serve" the field's current needs
- There are opportunities to engage leaders, partners, and multinational entities (e.g. WHO, UNICEF), but there is not a clear model / structure to support this
- There is deep pride, energy, and knowledge within current leadership, but their roles as activators, translators, advocates, and connectors are not being adequately valorized and leveraged.

Insights from the review





strengths

Legacy, reputation, and brand recognition
Dedicated, hard-working team, with clear roles and responsibilities
Passionate and deeply knowledgeable board + DAC
Recent shift in team mindsets with roles as network weavers
Creative knowledge exchange methods already being tested
Journal is recognized for high quality
Multidisciplinary and global make-up of network
Congresses are engaging, participatory and inclusive
Powerful examples of the impact of connection and collaboration

weaknesses



Staff is still leading most of the work
Limited resources for sustainability and activating communities
Board + DAC not being leveraged for potential
Limited skills and structures for convening and engaging partners
Knowledge exchange is primarily one-directional
Limited understanding of inclusion and practices to support it
Little value for membership beyond conference



opportunities

Vast reach (1000+ membership, 1000's more through sub-networks)
New governance structure can foster decentralized leadership
Can reach many more through collaborative activities and outreach
Many more disciplines can be engaged
Stronger partnerships could increase fundraising opportunities
New platform can increase knowledge exchange
Powerful stories of impact can be used for fundraising
Larger entities can be engaged in collective advocacy



threats



Funding streams lack diversity
Over-emphasis on "board" ignores other leadership" opps
Board limited capacity to engage in fundraising
Network model is difficult to justify / demonstrate to funders
Network platform seen as "solution"
Team focuses on running activities rather than weaving and enabling others

Key Questions: How can we be more effective with our resources?

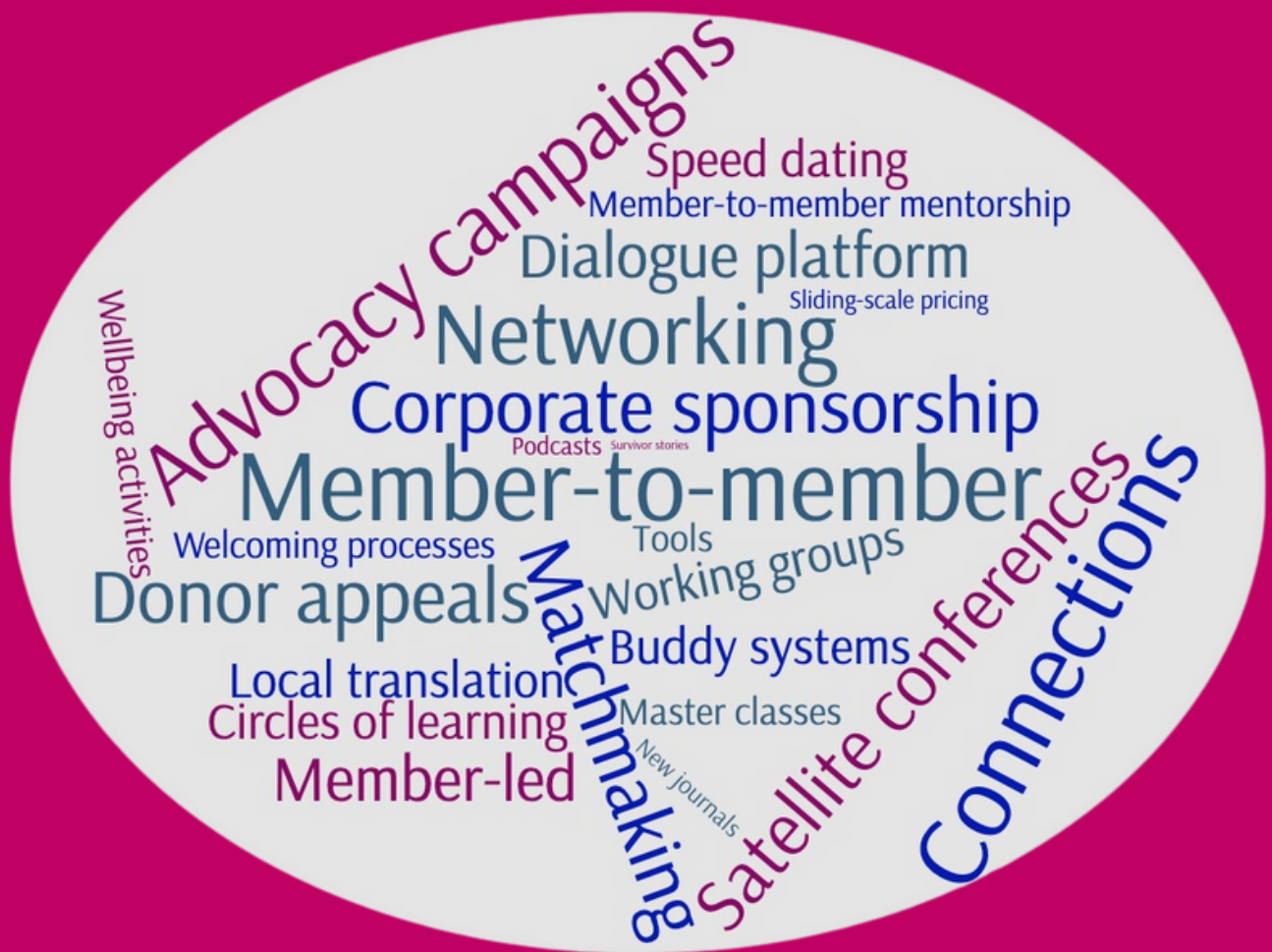
- Act more like a network – enabling members and leaders to take ownership and responsibility
- Spark more collaboration across the network
- Act more as a convenor, weaver, and connector
- Better serve the needs of members and the "field"
- Become more inclusive across our network members
- Use creative and diverse methods to become financially sustainable





Need to pivot to address weaknesses and capitalize on opportunities - new ways of thinking and working

- Prioritize connection and relationship-building across members as a core service and value-added
- Focus energies on activating and supporting leadership for knowledge dissemination, translation, and exchange at the local levels
- Design and pilot participatory, engaging, multi-directional knowledge exchange formats - and create the conditions for them to be replicated and led by members
- Regularly convene partners and multinational organizations to foster trust and identify collaboration opportunities, including for advocacy and fundraising
- Be intentional about putting in place mechanisms for inclusion, including in language access, contextualizing knowledge, and widening participation
- Look beyond the "boundaries" of membership to reach more people, amplify impact, and have a stronger case for fundraising
- Place an emphasis on supporting the wellbeing of practitioners, to prevent burnout and trauma
- Diversify fundraising possibilities, leveraging in particular reputation, relationships, and reach



Idea Cloud from members, staff and boards





New Guiding Star

The social change ISPCAN aims to see in 10 years' time in child protection

Child protection professionals around the globe are better equipped with knowledge and support networks to prevent child maltreatment, improving outcomes for children and well being for practitioners.





Our Unique Contribution to the Global Child Protection Movement

ISPCAN helps reach this guiding star through supporting robust global multidisciplinary networks of professionals to:

- Co-create evidence-based resources that enable front-line practitioners to better prevent and treat child abuse and neglect
- Enable equal exchange across practitioners, academics, and communities to contextualize and apply knowledge
- Foster robust data collection on the nature, incidence and outcomes for maltreated children.
- Connect public health entities to collaborate, advance, and coordinate child protection policy and practice as multi-sectoral priorities
- Promote wellbeing through self care, networking, education, and collaboration to reduce burnout and vicarious trauma



3 Year Milestones (2023-2026)

Our medium-term focus – goals to help us reach our guiding star

- Increasing learning and exchange pathways and opportunities for diverse professions, sectors, and regions
- Hosting environments for professionals to be engaged in the network, with an emphasis on peer-to-peer support and wellbeing
- Developing mechanisms for co-creation of evidence-based knowledge for front-line practitioners, led by members and partners
- Cultivating leaders to translate, contextualize, and disseminate knowledge at both the local and international levels
- Convening partners to co-create opportunities for collective advocacy
- Advancing data collection in prevention and treatment, to shift policy and increase resources
- Developing sustainable fundraising pathways to resource future priorities and provide new resources to members



Who we partner with

To collectively reach our guiding star, the child protection stakeholders ISPCAN directly works with and supports globally

- Health and social care professionals
- Leaders of local and regional networks
- Researchers and academics
- Public health policymakers
- Civil society organizations
- Victim Advocates
- Inter-governmental organizations
- Lawyers, judges and law enforcement
- Faith leaders
- Survivors of child maltreatment with lived experience
- Local, regional and national Government
- Corporations
- Foundations
- International organizations
- Educators
- Child and sports organizations

There are 7 medium-term goals to help us reach our guiding star.

1. Increasing learning and exchange pathways and opportunities for diverse professions, sectors, and regions
2. Hosting environments for professionals to be engaged in the network, with an emphasis on peer-to-peer support and wellbeing
3. Developing mechanisms for co-creation of evidence-based knowledge for front-line practitioners, led by members and partners
4. Cultivating leaders to translate, contextualize, and disseminate knowledge at both the local and international levels
5. Convening partners to co-create opportunities for collective advocacy (s)
6. Advancing data collection in prevention and treatment, to shift policy and increase resources
7. Developing sustainable fundraising pathways to resource future priorities and provide new resources to members

3-Year Milestones (2023-2026)





Country and Regional Deep-Dives

The global platform that ISPCAN occupies is fundamental to its mission but deep-dive projects in-country or across regions will increase our relevance, accelerate opportunities for fundraising and demonstrating impact and may prove essential for developing ISPCAN's profile and membership in low and middle-income countries (LMICs). A regional focus or one targeting clusters of representative countries worldwide may also prove important to evidence generation and dissemination.

This would mark a significant shift in the way that the organization works, but it could be vital to mobilizing the global donor marketplace and it need not detract from ISPCAN's fundamental mission, providing country and regional interventions are balanced and are planned strategically.



Global Health Education and Public Campaigns



Develop Youth Movements and Social media Campaigns to Educate and Empower youth and families in multiple languages and regions

NOVEMBER 19

World Prevention Campaign

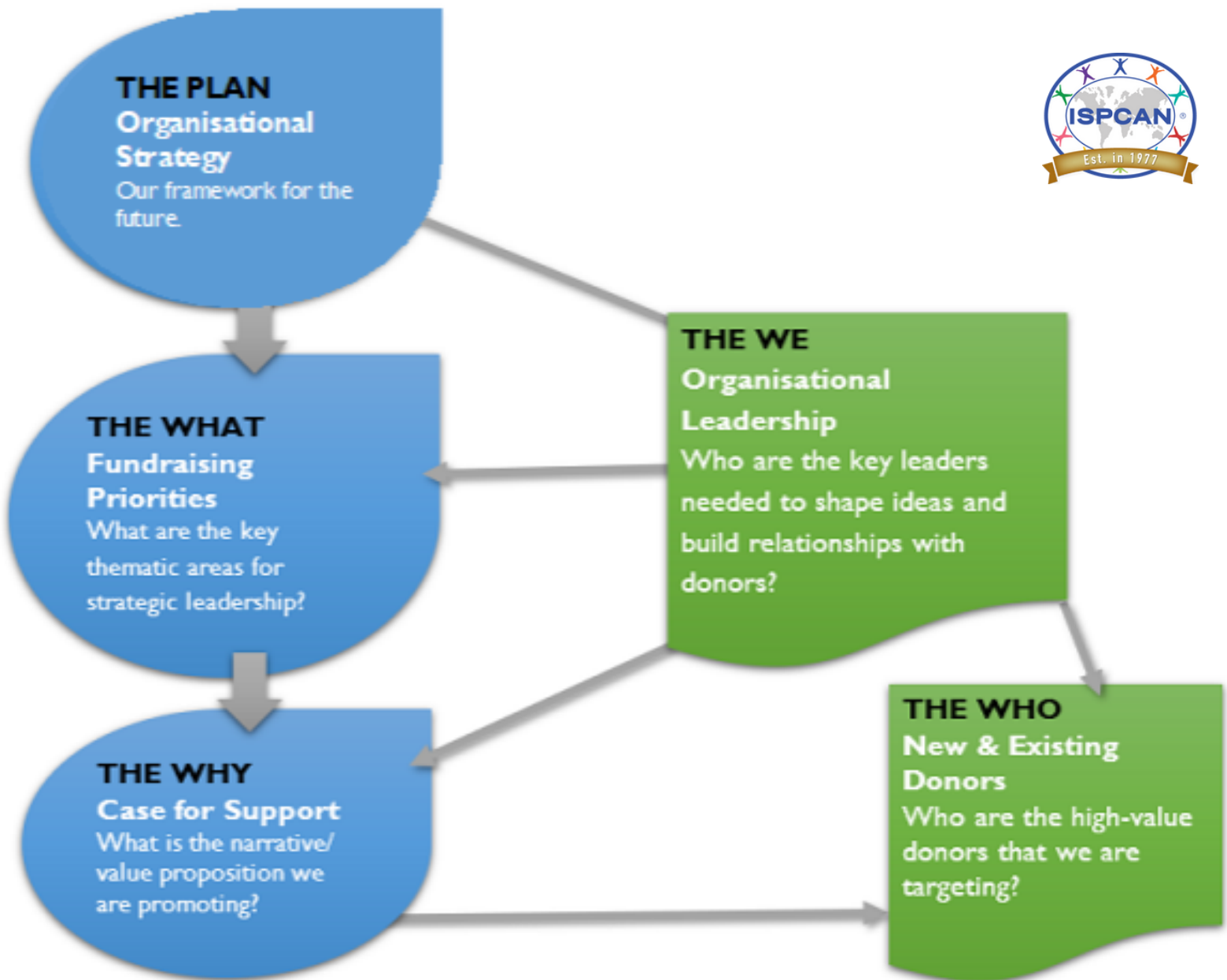
Prevent Child Abuse
#riseuptoendchildabuse

JULY 7

World Child Protection Professionals Day
established on ISPCAN's birthday

Provide support against burn out
Secondary Vicarious Trauma and Self Care
Encourage new workforce in child
protection

Diversification Plan: to create more stability and growth = more opportunities at lower costs for members





Capacity Building Strategies and Values:

- An ambitious target and a bold approach
- To tie together the fundraising together with a call-to-action, advocacy and communications campaign, including using prominent survivors
- To present major new projects and strategic initiatives as the 'shop window' for the fundraising campaign



ISPCAN STRATEGIC MAP



10 YEAR GUIDING STAR

Child protection professionals around the globe are better equipped with knowledge and support networks to prevent child maltreatment, improving outcomes for children and well being for practitioners.

ISPCAN CONTRIBUTION

Co-create evidence-based resources that enable front-line practitioners to better prevent & treat child abuse & neglect

Enable equal exchange across practitioners, academics & communities to contextualize & apply knowledge

Foster robust data collection on the nature, incidence & outcomes for maltreated children.

Connect public health entities to collaborate, advance & coordinate child protection policy & practice as multi-sectoral priorities

Promote wellbeing through self care, networking, education & collaboration to reduce burnout and vicarious trauma

3-YEAR MILESTONES

Increasing **learning & exchange pathways** & opportunities for diverse professions, sectors & regions

Hosting **environments for professionals to be engaged** in the network, with an emphasis on peer-to-peer support & wellbeing

Developing mechanisms for **co-creation of evidence-based knowledge** for front-line practitioners, led by members & partners





Cultivating leaders to **translate, contextualize & disseminate** knowledge at both the local & international levels

Convening partners to **co-create opportunities** for collective advocacy

Developing **sustainable fundraising pathways** to resource future priorities & provide new resources to members

Advancing **data collection** in prevention & treatment, to shift policy & increase resources

PERFORMANCE MEASURES

MILESTONE	INDICATOR
 <p>Increasing learning & exchange pathways & opportunities for diverse professions, sectors & regions</p>	<p>More professions are engaged in learning around the globe, and this has demonstrably enabled them to increase the quality of their on-the-ground work</p>
 <p>Developing mechanisms for co-creation of evidence-based knowledge for front-line practitioners, led by members & partners</p>	<p>Members and partners are regularly developing and updating evidence, facilitated (but not delivered) by the core team</p>
 <p>Hosting environments for professionals to be engaged in the network, with an emphasis on peer-to-peer support & wellbeing</p>	<p>A large percentage of members are regularly participating in activities beyond the congress, in which they are learning from peers with little team supervision</p>
 <p>Cultivating leaders to translate, contextualize & disseminate knowledge at both the local & international levels</p>	<p>Local leaders in diverse countries and continents are regularly engaging local communities in knowledge exchange activities and co-producing local resources</p>

PERFORMANCE MEASURES

MILESTONE



Convening partners to co-create opportunities for collective advocacy



Developing sustainable fundraising pathways to resource future priorities & provide new resources to members



Advancing data collection in prevention & treatment, to shift policy & increase resources

INDICATOR

Partners have deepened relationships and trust, are showing up regularly to co-create and are engaging meaningfully in multiple and diverse collaborative advocacy projects

Income is diversified, long-term resources are secured for the team, and resources are available to support member-to-member knowledge-exchange, globally and locally

New modalities for sharing and bringing data to action are cultivated, promoting practice evaluation, outcomes, and advocacy to enhance public health programs



*#risenuptoend
childabuse*

ISPCAN.org

