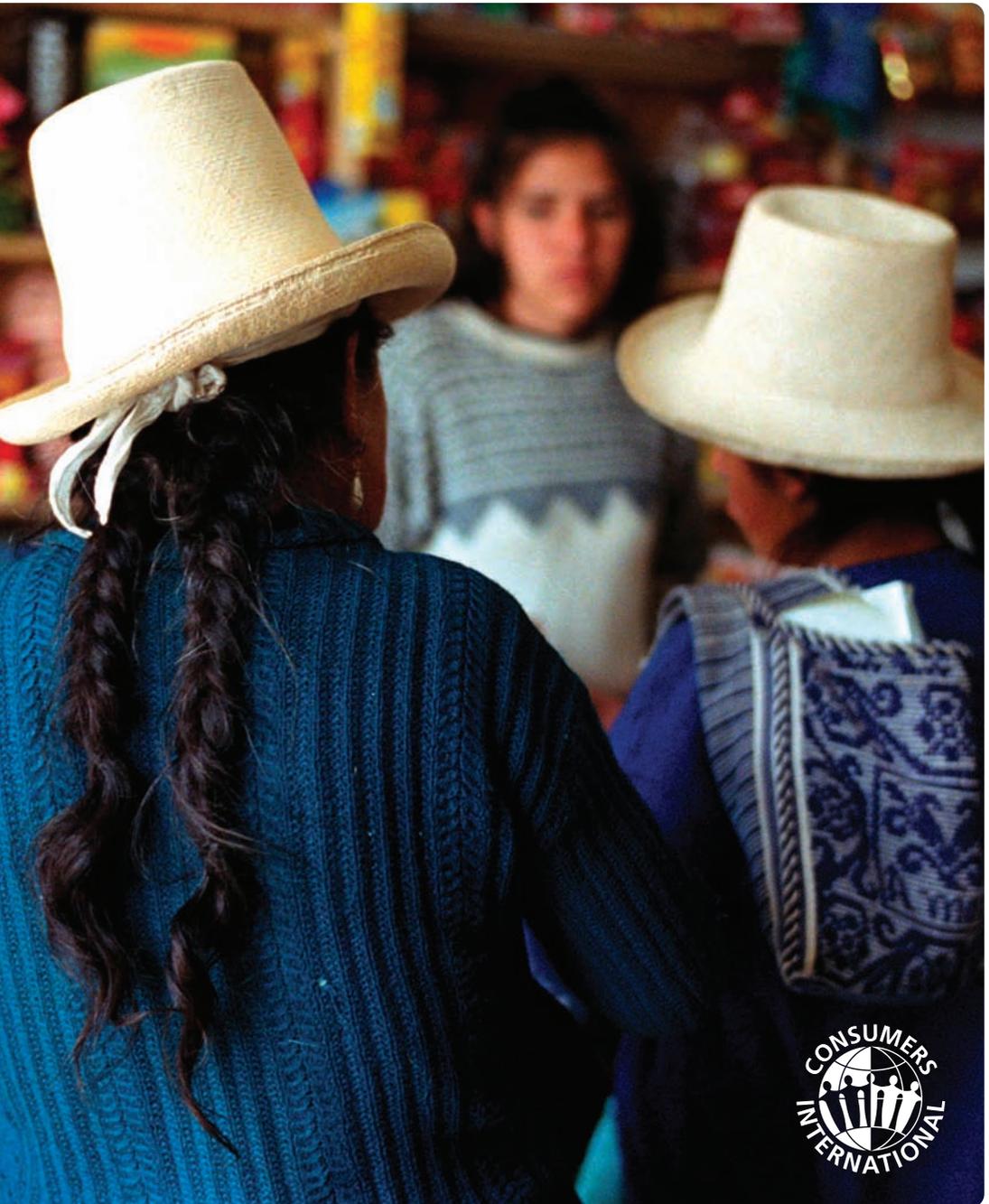


Consumers International

STRATEGIC PLAN FOR 2007–2011





Consumers International (CI) is the world federation of consumer groups that, working together with its members, serves as the only independent and authoritative global voice for consumers.

Founded in 1960, CI is needed now, more than ever, to act for all consumers in today's globalised world. Our modern movement is essential to secure a fair, safe and sustainable future for consumers in a global marketplace increasingly dominated by international corporations. We are ambitious in our goals and aim to be an ever more powerful force for good in future years.

This strategic plan sets out our mission, vision, values, operating principles, objectives, goals and implementation strategies for 2007-2011.





Our mission

As the campaigning global voice for consumers, our mission is to build a powerful international consumer movement to help protect and empower consumers everywhere.

Our vision

Our vision is a world where people have access to safe and sustainable goods and services, exercising their individual rights as consumers, and using the force of their collective power for the good of consumers everywhere.

Our values

- Highest standards of ethical conduct
- Independence from business, government and party politics
- Mutual respect and solidarity among our members
- Integrity, transparency, and accountability
- Inclusiveness.

Our operating principles

- Campaign constantly and fearlessly to change the world for the common good of consumers everywhere
- Promote a common purpose and interdependence among our member organisations
- Collaborate with our members and partners by searching for synergies and promoting international solidarity
- Maintain a highly disciplined results-oriented focus on maximising impact for consumers
- Carry out strong financial management and sound operating procedures.

Our strategic objectives for 2007–2011

1. Campaign effectively on key issues that matter to the world's consumers and where CI can be the lead voice.
2. Act as a global watchdog on the behaviour of international corporations.
3. Build strong consumer organisations around the world that can campaign effectively for consumers nationally and through CI globally.
4. Be a strong, sustainable, global umbrella organisation fit for our purpose.

Strategic Objective 1

Campaign effectively on key issues that matter to the world's consumers and where CI can be the lead voice.

CI is giving priority to campaigning on a small number of key issues so that we can focus our resources on making the maximum impact. We will incorporate core consumer movement principles and actions, including crosscutting consumer rights and responsibilities, and evidence-based analysis, into all our campaigns.

Our goals for 2007–2011 are to:

1. Achieve real change – in policy and practice – on selected international issues that matter to consumers, with high levels of CI member involvement in our campaigns.
2. Through our campaigns, positively change the attitudes and understanding of consumers in every region of the world towards key consumer responsibilities.
3. Help bring about a basic consumer protection legal framework in at least ten countries where this is presently lacking, and advance the level and scope of consumer protection and redress in a further ten countries.
4. Improve CI's ability to gather and interpret credible information on the views and concerns of consumers around the world and articulate this to decision-makers.

To this end we will:

1. Mobilise our members to campaign globally on a maximum of four key international consumer issues at a time, through which we can promote consumers' rights to safe and sustainable essential goods and services, a healthy environment, information and redress.
2. Campaign on selected issues that pass the CI tests – where there is resonance and relevance to CI members and their constituencies, with clearly identified consumer problems and solutions, underpinned by a rolling programme to gauge consumer opinions around the world.
3. Promote consistently in all our campaigning and public communications four crosscutting consumer responsibilities: awareness, ethics, speaking out, and action – consumer citizenship.
4. Deliver influential consumer protection development programmes in strategically important countries.
5. Consolidate our standing as the leading independent international authority on consumer protection worldwide.

Strategic Objective 2

Act as a global watchdog on the behaviour of international corporations.

The number of international corporations more than doubled in the past 15 years from 37,000 to 77,000, with some 800,000 national affiliates and millions of suppliers and distributors operating along their value chains. With our international network, CI is uniquely placed to identify and analyse marketplace abuses by international corporations, and to hold them to account. We will promote improvements through expert, independent advocacy driven by evidence-based research.

Our goals for 2007–2011 are to:

1. Establish an ongoing series of high-quality, influential comparative research reports focused on the performance of international businesses in providing key products and services.
2. Influence targeted international business umbrella groups to endorse and promote better practices.
3. Provide recognised and cost-effective forums for business and consumer groups in various regions of the world to engage in productive dialogue.
4. Increase public support through our campaigns for compliance by international corporations with meaningful and strong accountability standards.

To this end we will:

1. Use our global network to research and publicise consumer detriment resulting from marketplace abuses by international corporations.
2. Take evidence of consumer concerns to international business through dialogue aimed at changing corporate behaviour detrimental to consumers and, when appropriate, by supporting corporate behaviour favourable to consumers.
3. Influence the setting of key international standards in support of campaigning priorities.
4. Campaign publicly for compliance with meaningful and strong corporate accountability standards.

Strategic Objective 3

Build strong consumer organisations around the world that can campaign effectively for consumers nationally and through CI globally.

CI has a track record spanning more than four decades of establishing and supporting national consumer organisations in every region of the world. We will build on our past achievements to develop a stronger global campaigning movement, equipped to work in collaboration with partners to achieve our long-term goals.

Our goals for 2007–2011 are to:

1. Build a more comprehensive understanding of the consumer movement within two years through assessments of CI members' needs and capacities.
2. Complete a total revision of CI information delivery services within two years, with enhanced Internet platforms and the development of a knowledge-share environment for members, along with a comprehensive overhaul of CI's information technology systems.
3. Implement, as resources permit, a realistic and appropriate capacity-building programme focused on up to five members at a time in each region, whilst working to promote a conducive operating environment for members where this is presently lacking.
4. Double the number of organisations affiliated to CI by 2011.
5. Enable successful skills transfers from ten large CI members to 20 small developing-country members by 2011.

To this end we will:

1. Continually assess our members' needs and capacities.
2. Focus on providing and marketing relevant and timely information services as the key service for CI full and affiliate members.
3. Provide targeted organisational capacity building to our members, based on needs assessments and in a spirit of partnership.
4. Stimulate the exchange of know-how among our members, including government affiliates.
5. Support our members when they face attack from governments, international corporations or others.

Strategic Objective 4

Be a strong, sustainable, global umbrella organisation fit for our purpose.

CI must be strong financially and operationally to continue being an effective and efficient force for good. We must be a highly skilled, ethical, inclusive organisation which values and nurtures our staff. We must manage our finances with great care and provide our members and donors with maximum value for their money.

Our goals for 2007–2011 are to:

1. Implement CI's 2006 governance review and achieve the fullest possible compliance with the INGO Accountability Charter.
2. Embed a thinking, learning, results-oriented organisational culture, with related policies and indicators of achievement for all programmes.
3. Consolidate CI's public profile as the internationally recognised global voice for consumers.
4. Establish a diversified, sustainable funding model to deliver on our strategic objectives and to secure CI's financial future.
5. Develop and implement human resource strategies, systems and policies that reflect and underpin CI's ambitions and objectives.

To this end we will:

1. Give priority to programmes that help promote good governance in the consumer movement.
2. Deliver effective and efficient projects with the highest standard of grant contract compliance.
3. Reflect CI's global values and build recognition of the CI brand by making effective use of the media to communicate our work and purpose.
4. Be accountable and transparent, complying with meaningful and strong NGO accountability standards.
5. Ensure strong and stable finances with carefully managed fixed costs within our core income.
6. Provide best possible working conditions to attract, retain and develop professional, committed and innovative staff.

Moving forward

This strategic plan was developed in 2006 with input from all of CI's staff, governing bodies, members and key partners worldwide. It is the framework against which we will make choices about our priorities for action for the next five years. Staff teams will turn these words into practical action plans and clear indicators every year, so that we can chart the progress that is being achieved.

The strategic plan will be a disciplined and flexible tool that will provide a clear focus for CI's work while fostering an entrepreneurial and ambitious organisation. We will continue to consult our members on CI's direction during the next five years. And within the best possible understanding of the risks and uncertainties which surround any international organisation, we will seize opportunities that can help the international consumer movement have greater impact, grow and improve.

Above all, in everything we do, CI will strive to fulfil our mission through implementation of this plan, proving our value and effectiveness to our member organisations, our partners and supporters, and consumers around the world.

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