

Good Neighbors

VISION

2030

Guidebook

Good Neighbors:
Empowering People,
Transforming Communities



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Design GRAPHICOCEAN



Introduction

Vision 2030 aims to expand Good Neighbors Movement around the world. We look forward to 2030 as Good Neighbors becomes the NGO that brings the most joy to the staff, provides sense of pride to the Good Neighbors families, and gains respect by everyone

In 2007, 16 years since the establishment in 1991, Good Neighbors recognized the need for a long-term vision appropriate for the organization's growth and scale, and began designing the future in detail. As a leading organization for child rights protection, Good Neighbors had achieved significant results, and had also implemented global network and community development projects around the world. Good Neighbors had also been awarded MDGs Award for its efforts in achieving universal primary education over the world, as well as seeing significant growing trend of child sponsorship, as well as increasing number of child sponsorship in field countries.

In the following year, 2008, 'Vision 2020' was established as a major transition to 'Global Good Neighbors'. Based on Good Neighbors' founding spirit and mission, Vision 2020 set goals for 12 years to fulfill the requirements of a global NGO and functioned as a milestone to cultivate GN staffs' dream and capacity, and a guide to prepare for the future. 12 years later, in 2020, Good Neighbors is on the verge of achieving its goal of "Global Good Neighbors, Communicating with the World, Global Top 10 / Realization of Global Brand".

Vision 2030, which was established at this time, began with the recognition of the need for 'ONE VISION, ONE SPIRIT' which would bring the world together as one for a new challenge to the year 2030.

Vision 2030 was established to reflect key principles and values, with the clear goal of 'Actualization of Good Neighbors Mission'. The strategic direction and goals of Vision 2030 are to achieve the value of 'the world a place without hunger, where people live together in harmony' and to pursue 'Respect and Autonomy', 'Community Where Exist Righteousness, Peace and Joy' and 'No One Feels Alienated and Neglected'.

Lesson learned from Vision 2020 were applied and composed with principle and identity of Good Neighbors for sustainable development and coping mechanism for changes for the future.

Vision 2030 development process commenced a multi-layered participatory process through inputs from GN staff's opinion, strategy establishment by working group, and consultation from internal and external experts. We

gathered field opinions through 'Regional Workshop' and 'Support Country Conference'. In addition, the Vision 2030 has established based on evaluation of Vision 2020. 'Plan M', a consulting firm, Hankuk University of Foreign Studies (HUFs), and Children's Rights Research Institute helped to analyze trends and to provide consultancy of international development cooperation and major companies.

This is a guidebook for Good Neighbors staffs that summarizes the key details of Good Neighbors Vision 2030. This will help readers to understand the strategic goals and key indicators of the strategic tasks that all Good Neighbors staffs must carry out by 2030 in field operation and fundraising. We hope this booklet will provide clear understanding of Vision 2030, and a guidance to each staff in implementing it from their own positions.



Mission

- Good Neighbors exists to make the world a place without hunger, where people live together in harmony.
- Good Neighbors respects the human rights of our neighbors suffering from poverty, disasters, and oppression, and helps them to achieve self-reliance and enable them to rebuild their hope.

Core Values

- We serve people in need beyond ethnicity, religion, belief, and nationality.
- We promote self-reliance in sustainable development for individuals, families, and communities.
- We implement the rights of the child as top priority.
- We prosper global citizenship in mutual respect.
- We organize local volunteers to contribute in developing their own communities.
- We cooperate with all people who understand our mission and program.
- We work with professionalism, and pursue financial and operational transparency.
- We strive to induce more people to join our work as Good Neighbors members.

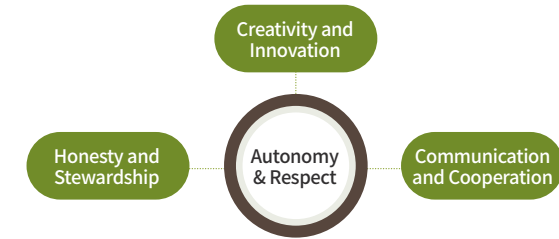


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Good Neighbors Vision 2030 at a Glance

Vision **Good Neighbors: Empowering People, Transforming Communities**

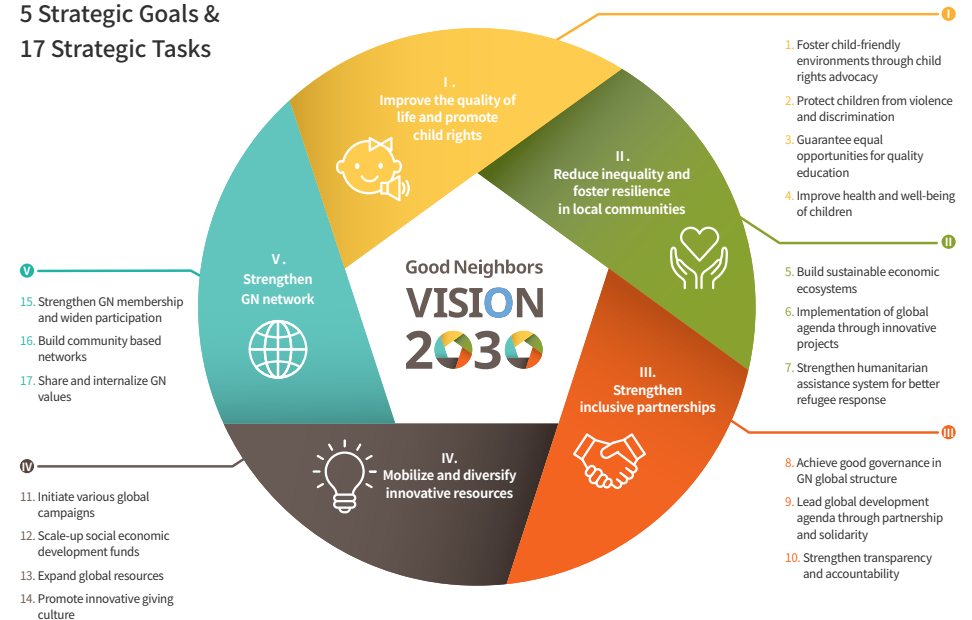
Spirit of Good Neighbors



Strategic Direction



5 Strategic Goals & 17 Strategic Tasks



Strategic Goals for Vision 2030 and Sustainable Development Goals

Good Neighbors contributes to the implementation of the United Nations Sustainable Development Goals (SDGs) through Vision 2030. The relevant sustainable development goals for each strategic goal are shown in the table below.

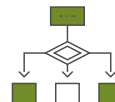
<p>Strategic Goal I . Improve the Quality of Life and Promote Child Rights</p>	
<p>Strategic Goal II . Reduce Inequality and Foster Resilience in Local Communities</p>	
<p>Strategic Goal III . Strengthen Inclusive Partnerships</p>	
<p>Strategic Goal IV . Mobilize and Diversify Innovative Resources</p>	
<p>Strategic Goal V . Strengthen GN Network</p>	

Background and Meaning of Establishing Vision 2030

Since declaring 'Vision 2020' in 2008, Good Neighbors has grown into a 'Global Good Neighbors' through specialization of global projects and fundraising, and innovation in organizational operations. Now, to become a 'Global Top-tier NGO' that plays a central role in solving the common challenges facing the international community, we have newly established and proclaimed 'Good Neighbors Vision 2030'.

The keyword to solving global problems is the UN's Sustainable Development Goals (SDGs). Vision 2030 aims to prioritize inclusiveness, non-discrimination, and partnerships, which SDGs emphasize, expanding the independence of Good Neighbors member countries, diversifying new growth engines and global innovation challenges to sustain the achievements of Vision 2020.

Major Achievements of Vision 2020

 <p>Secured the scale and organizational capacity as an international NGO through globalization of organizational operations, and global management</p>	 <p>Strengthened global management system through establishment of Global Partnership Center(GPC) and partnership policy</p>	 <p>Secured qualifications and capabilities as a Global Top 10 organization</p>
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- **Global Top 10 NGO in scale of child sponsorship and its management system** (210,000 people / 8th place)
- **Global Top 10 NGO in regular individual donors and budget** (10th for 500,000 people / 13th for 210 million dollars in donation size)
- **Global Top 10 NGO in global network** (43 countries / 6th out of 16 major global NGOs)
- **Established global organizational operation system** (Establishment of GPC, operation of global offices and regional coordination offices)
- **Achieved excellence in global campaigns, child rights & global citizenship education** (annual participation of more than 2 million people)

*In comparison to the top 16 major global NGOs, as of October 2019

Environmental Analysis and Future Directions toward 2030

Diagnosis	· Income inequality and polarization	· The continuation of a low-growth era	· Nationalism	· The 4th industrial revolution	· Stagnant growth rate of fundraising
	· Multicultural society	· Social economy	· Cooperation and solidarity	· Sharing economy	· Changes needed for global management structure
		· Conflict affected countries, refugee	· Participation in SDGs	· Expansion of digital platform	· Highlight of Good Neighbors' spirit
		· Climate change			
		· Environment and future generation			

	Child Rights	Local Community	Partnership	Innovative Growth	Network
Future Direction	Improve the quality of children's life and promote child rights	Reduce inequality and foster resilience in local communities	Strengthen inclusive partnerships	Mobilize and diversify innovative resources	Strengthen GN network
Goal	To make a world where children are happy	To create harmonious communities	To take on a leading role to solve global issues	To realize a top-tier global NGO	To expand and spread the Good Neighbors Movement

Key Concerns in Vision Establishment

Strengthening Global Compliance	Partnership policy-based operational guide are required.
Mobilizing Resources for Sustainable Development	The need to materialize strategies for global fundraising and social economy in low-growth era must be addressed.
Expertizing Impact-Orientated Approach for Greater Effectiveness in the SDGs Era	It is imperative to expand the project model, research the performance indicators, and combine to create harmonious social development and economic development.

Vision 2030 is a strategy and also a goal that clearly shows Good Neighbors operation principles and responding to future challenges and sustainable growth. 5 strategic goals and 17 strategic tasks are presented under the strategic direction of continuous expand of Good Neighbors Movement and implementation of the UN Sustainable Development Goals. Good Neighbors around the world will accomplish 'Empowering People, Transforming Communities' based on Good Neighbors Spirit.

Vision 2030 Slogan

Good Neighbors pursues the value of "Making a Good Changes through People", and this positive change is achieved through the GN Movement, which begins at the local community level and disseminates across the country and all over the world. We also pursue 'sustainability' as a future direction, emphasized in SDGs, a global common objective.

Good Neighbors: Empowering People, Transforming Communities

- Good Neighbors believes that everyone has limitless potential and capability for development. Therefore, we meet people first, listen to them, and empower and support them to take the initiative and participate in change themselves.
- The meaning of Community goes beyond the geographic meaning to 'Society' and 'Perspectives for Community'. We endeavor to move towards a healthy community by resolving the structural problems of the community and changing the way we look at communities, countries, and the global community.

Good Neighbors' presence will help discrimination and neglect disappear, guarantee fair opportunities, and transform communities that cooperate with each other. This is our dream for tomorrow.

Strategic Direction



Broadening GN Movement

We expand distinctive projects and campaigns based on Good Neighbors' own experience and capabilities to the world. Good Neighbors around the world work with our own operation principles and strategic goals to disseminate Good Neighbors' presence.



Achieving the SDGs

We present our project effectiveness as the achievement of UN SDGs implementation. We aim not only at poverty eradication and inequality, but also inclusive society such as conservation and economic development for sustainable development. We also secure sustainable funds through cooperation with all stakeholders including governments, international organizations, civil society and communities.



Global Partnership, Global Resources, Global Network

We explore sustainable changes based on global partnerships, global resources and global network. In addition, we lead the global agenda in the international community and take our roles.

Vision 2030 Framework

5 Strategic Goals – 17 Strategic Tasks – 47 Action Plans

Strategic Goal	17 Strategic Tasks and 47 Action Plans
Strategic Goal I . Improve the Quality of Life and Promote Child Rights	Strategic Task 1. Foster Child-Friendly Environments through Child Rights Advocacy
	1-1 Increasing awareness and reforming the laws and systems relevant to children through advocacy for child rights
	1-2 Enhancing children’s participation through child participatory project
	1-3 Fulfilling children’s rights-based programming (CRP)
	Strategic Task 2. Protect Children from Violence and Discrimination
	2-1 Protecting from violence and discrimination against children, and expanding of social safety nets
	2-2 Practicing professional services to prevent recurrence of child abuse
	2-3 Providing comprehensive support program for vulnerable children
	Strategic Task 3. Guarantee Equal Opportunities for Quality Education
	3-1 Improving the quality of education through capacity building
3-2 Improving access to education for the vulnerable children	
3-3 Nurturing adaptable global citizens through social development education	
Strategic Goal II . Reduce Inequality and Foster Resilience in Local Communities	Strategic Task 4. Improve Health and Well-being of Children
	4-1 Improving accessibility to community-based health services
	4-2 Improving nutritional conditions for growth and development
	4-3 Improving accessibility to maternal and child health services
	4-4 Increasing accessibility to clean and safe drinking water and sanitation facilities
	Strategic Task 5. Build Sustainable Economic Ecosystems
	5-1 Establishing social economic ecosystem
	5-2 Developing economic competence of cooperatives and community organization
	5-3 Contributing to the community through social enterprise management innovation
	5-4 Establishing MFI for expanding financial accessibility of community residents
5-5 Strengthening social business competitiveness	
Strategic Task 6. Implementation Global Agenda through Innovative Projects	
6-1 Developing ‘GN’s Project CDP’ model and expanding its application to partnership countries	
6-2 Expanding representative project models based on impact by sector	
6-3 Developing evaluation system for measuring progress towards the SDGs	
Strategic Task 7. Strengthen Humanitarian Assistance System for Better Refugee Response	
7-1 Leading global agenda on HDP Nexus, protection, and livelihood support sector	
7-2 Establishing a global emergency relief response system	
7-3 Strengthening response capabilities for disasters and climate changes in local communities	

Strategic Goal III. Strengthen Inclusive Partnerships	Strategic Task 8. Achieve Good Governance in GN Global Structure
	8-1 Strengthening the global governance structure
	8-2 Establishing a participatory governance and a sound decision-making structure
	Strategic Task 9. Lead Global Development Agenda through Partnership and Solidarity
	9-1 Strengthening partnership and solidarity with governments, international agencies, CSOs and corporate sectors
	9-2 Leading agenda setting by strengthening partnership and solidarity with the international community
	Strategic Task 10. Strengthen Transparency and Accountability
	10-1 Establishing global standards of ethical management
	10-2 Strengthening transparency in financial accounting
	Strategic Goal IV. Mobilize and Diversify Innovative Resources
11-1 Conducting global campaigns based on issues that can have social impact	
11-2 Standardizing global brand	
Strategic Task 12. Scale-up of Social Economic Development Funds	
12-1 Securing investment fund for the establishment of social economy ecosystem	
12-2 Expanding ODA fund for social economy project	
Strategic Task 13. Expand Global Resources	
13-1 Expanding bilateral and multilateral partnership	
13-2 Expanding GIK and establishing supply chain	
13-3 Expanding local fundraising	
Strategic Goal V . Strengthen GN Network	Strategic Task 14. Promote Innovative Giving Culture
	14-1 Expanding project sponsorship fund strategically
	14-2 Diversifying corporate partnership-based projects
	14-3 Increasing participation in major gifts and legacy giving
	14-4 Diversifying participatory platforms using innovative technologies
	Strategic Task 15. Strengthen GN Membership and Widen Participation
	15-1 Diversifying contents for GN members to engage and participate in
	Strategic Task 16. Build Community-based Network
	16-1 Strengthening sense of belonging and capacity of GN volunteers
	16-2 Expanding professional participation (pro bono, etc.) by sector
16-3 Establishing community-based networks and strengthening solidarity	
Strategic Task 17. Share and Internalize GN Values	
17-1 Establishing and spreading GN value system	
17-2 Fostering global talent for GN’s future	

Strategic Goal 1. Improve the Quality of Life and Promote Child Rights

As the environment and issues surrounding children continue to diversify, a multifaceted approach to children's rights is becoming necessary. Good Neighbors, as the leading NGO for the protection of children's rights, urges the governments of countries we work in for the fulfillment of the United Nations Convention on the Rights of the Child (UNCRC) and executes diverse advocacy activities which derive substantial changes in line with the four major rights of children. Good Neighbors identifies targets and areas where violence and discrimination are expected to intensify and support them as a priority and expands opportunities for children to participate in solving problems so that they can be directly involved as subjects of rights. In addition, we use innovative methods to develop the projects to be specialized and differentiated, and prevent the problems by approaching problems and issues of children more fundamental.

In 2007, Good Neighbors won the 'UN MDGs Award' for its recognition of 'Achieving Universal Primary Education', which was the second goal of the Millennium Development Goals (MDGs). Going beyond previous achievements, Good Neighbors actively implements and takes the lead on a new global education goal of Sustainable Development Goals (SDGs) so that children around the world can access quality education. We also improve the overall quality of children's lives, ranging from education to drinking water, health, hygiene and well-being to ensure the quality of life and their rights.

Strategic Task 1. Foster child-friendly environments through child rights advocacy

Good Neighbors fosters a child-friendly environment in all of countries and communities we work based on the core value of "Prioritize the Rights of Children" and the four fundamental rights of children¹⁾. We support children to recognize their rights and implement projects based on child participation. Around the world, Good Neighbors works with governments, local authorities, communities and children to establish and strengthen child protection systems to ensure all children are protected from violence, abuse, neglect, and exploitation in all contexts. We also work to increase awareness for child protection and rights, advocating to reform the relevant laws and systems having effective approaches all children to be protected.

Action Plans

- Increasing awareness and reforming the laws and systems relevant to children through advocacy for child rights
- Enhancing children's participation through child participatory project
- Fulfilling children's rights-based programming (CRP²⁾)

Key Performance Indicators

- **No. of children and adults who have increased awareness on child rights**
- **No. of advocacy activities that impacted government policy for children**
- **No. of children who have participated in GN programs**
(i.e Child Club, Council, Good Sisters, campaign, etc)

1) All children have a right to life, and to survive and develop – physically, mentally, spiritually, morally, psychologically and socially – to their full potential. (article 6, Convention on the Rights of the Child)

2) CRP (Child Rights based Programming): A theory that is a key element of the children's rights-oriented approach that can be applied to the field of practice on the basis of the basic concept of the Convention on the Rights of the Children and the Convention on Human Rights. (National Human Rights Commission of Korea)

Strategic Task 2. Protect children from violence and discrimination

Good Neighbors expands the social safety net to fully protect children from all forms of child violence, ranging from child abuse to digital violence, and discrimination issues against gender, racial, ethnic, and religious minorities. We stabilize the substantial child protection system to protect vulnerable children exposed to humanitarian crisis, and provide professionally advanced and integrated child protection services to avoid recurrences of infringement upon children's rights.

Action Plans

- Protecting from violence and discrimination against children, and expanding of social safety nets
- Practicing professional services to prevent recurrence of child abuse
- Providing comprehensive support program for vulnerable children

Key Performance Indicators

- **No. of children protected from violence, abuse, discrimination and other threats**
- **No. of community-based child protection system**
- **No. of children and adults who have increased awareness of child abuse**
- **No. of vulnerable children supported by GN's child sponsorship program**
- **No. of child sponsorship-based community development projects**

Strategic Task 3. Guarantee equal opportunities for quality education

Good Neighbors supports to ensure all children have inclusive and equal opportunities for quality education and dream of a better life. We strengthen the capabilities of community members, teachers, and all relevant staffs to improve the quality of education and to lead to relevant and effective learning outcomes. We foster a learning environment where vulnerable children, who have been consistently alienated from educational opportunities, are able to study safely. We encourage children to exert their rights to education and grow as members of global citizens living together.

Action Plans

- Improving the quality of education through capacity building
- Improving access to education for the vulnerable children
- Nurturing adaptable global citizens through social development education

Key Performance Indicators

- **No. of teachers and educators who have received capacity building trainings**
- **No. of children with improved accessibility to quality education**
- **No. of children and adults who have participated in GN's 'Global Citizenship Education Program'**

Strategic Task 4.
Improve health and well-being of children

Good Neighbors builds a community environment for the health of children and community members. We provide an integrated support to help physical, mental, emotional, and social wellbeing and growing of children. We improve nutrition for the growth and development of children and create an environment in which mothers and children under the age of 5 could have access to quality health care services. Furthermore, we provide proper facilities for clean and safe water supply, sanitation and hygienic environment, and prevent disease through social and behavioral changes of the community members and help them have access to the health and hygiene services.

Action Plans

- Improving accessibility to community-based health services
- Improving nutritional conditions for growth and development
- Improving accessibility to maternal and child health services
- Increasing accessibility to clean and safe drinking water and sanitation facilities

Key Performance Indicators

- **No. of health facilities with GN support**
- **No. of children and adults who have accessed community-based health service**
- **No. of children with improved nutritional status**
- **No. of children under the age of 5 and women who have accessed maternal and child health services**
- **No. of improved water supply facilities and toilets (latrine)**
- **No. of children and adults who have accessed improved water and sanitation facilities**

Strategic Goal II.
Reduce Inequality and Foster Resilience in Local Communities

As global development goals shift from MDGs to SDGs, we look beyond the phenomenal resolution of poverty and inequality in the community, and use a comprehensive and fundamental approach to address the issue at its core. A multifaceted approach is needed as the world expands its target and scope to achieve the global sustainable development.

Against this backdrop, Good Neighbors approaches inequality in an innovative way by 2030. We improve the household income and financial accessibility of the community and build an ecosystem that can be the virtuous circle of economic development to further strengthen the foundation for economic independence. And to respond more actively to refugee issues, which are major global issues, humanitarian assistance and development are linked up to guarantee refugee rights and support their livelihood. We also help local communities proactively cope with climate change by preserving the environment and adopting sustainable agricultural technology. By preparing the SDGs implementation evaluation system of Good Neighbors, we fulfill our responsibility and strive to actively contribute to sustainable development.

Strategic Task 5.
Build sustainable economic ecosystems

Good Neighbors builds a sustainable social economy ecosystem to develop communities and to resolve economic problems identified in the communities where we work. In order to create a virtuous cycle of 'Increasing productivity-increasing income-reinvesting', we build social infrastructure and improve financial accessibility in a variety of ways, including cooperatives, social enterprises, and microfinance institutions as well as capacity building of community people. We create both social and economic values and ensure that the community can independently lead economic activities by creating new jobs. We support and foster the establishment of social enterprises (SEs) in partnership countries to generate profits for the local community. In addition, we continue to build self-sustainable micro finance institutions (MFIs³⁾) that provide financial services to low-income groups, in order to contribute to building sustainable social economy in communities.

Action Plans

- Establishing social economic ecosystem
- Developing economic competence of cooperatives and community organization
- Contributing to the community through social enterprise management innovation
- Establishing MFI for expanding financial accessibility of community residents
- Strengthening social business competitiveness

Key Performance Indicators

- **No. of countries with strategic elements of social economic ecosystem⁴⁾**
- **No. of members of the income generation groups (No. of cooperative members)**
- **Amount of annual sales revenue in the social enterprises (USD)**
- **Total amount of MFI assets (USD)**

3) MFIs (Micro Finance Institutions): Organizations that provide loans to low-income clients who traditionally lack access to mainstream sources of finance from banking institutions.

4) Strategies for Social Economy Ecosystems: Co-operatives, social enterprises, MFI. Targeting number of countries where two or more strategic elements are connected.

Strategic Task 6.
Implementation
global agenda
through innovative
projects

Good Neighbors' innovative project is carried forward to change the lives of vulnerable children and community people fundamentally. To achieve this, various project strategies and interorganizational cooperation model are established to enhance the impact of international development projects. In order to make the impact of the Good Neighbors project more visible at the global level, we also plan to contribute toward the achievement of SDGs by developing sector-wise innovative project model and studying its achievements.

Action Plans

- Developing 'GN's Project CDP' model and expanding its application to partnership countries
- Expanding representative project models based on impact by sector
- Developing evaluation system for measuring progress towards the SDGs

Key Performance Indicators

- **No. of project sponsorship CDPs**
- **No. of ODA and multilateral projects by sector**
- **No. of SDGs progress reports**

Strategic Task 7.
Strengthen
humanitarian
assistance system
for better refugee
response

Good Neighbors strengthens refugee-focused humanitarian response system in response to prolonged refugee issues, with increasing number of forcibly displaced migrant population over the world and continuous emergence of new refugees. We support refugees and host communities through more effective collaboration strategies across the Humanitarian-Development-Peace (HDP Nexus⁵⁾. In addition, we establish an international cooperation system and emergency relief response on a regular basis to minimize damage through immediate response in countries where disasters occur frequently and support community people to quickly recover. We enhance responsiveness of the community to minimize the impact of climate change and environmental destruction which could threaten the lives of the vulnerable population.

Action Plans

- Leading global agenda on HDP Nexus, protection, and livelihood support sector
- Establishing a global emergency relief response system
- Strengthening response capabilities for disasters and climate changes in local communities

Key Performance Indicators

- **No. of children and adults who have accessed protection and livelihood support for refugees and the host communities**
- **No. of international networks in humanitarian assistance and response GN joining as a member**
- **No. of countries which have developed disaster response system/mechanism**
- **No. of children and adults who have strengthened capabilities of disaster response**
- **No. of children and adults who have strengthened capabilities of climate change response**

5) HDP Nexus (Humanitarian-Development-Peace Nexus): the new way of working as it is also called, recognizes that greater coordination, coherence, and operational flexibility is needed between humanitarian, peacebuilding and development actors to capitalize on the added value that each brings to the operational environment where humanitarian, peacebuilding and development issues are often similar or linked.

Strategic Goal III.
Strengthen
Inclusive
Partnerships

A comprehensive partnership among various stakeholders is being emphasized globally, and various forms of cooperation are built and actively performed to fulfill the global agenda. In line with this, transparency and accountability for INGO are requested as a basic requirement to prove the impact on development projects and the creation of social values that contribute to the realization of the global agenda. As international organizations and foundations focus on evaluating "Project Effectiveness" and "Accountability" as the top priority when selecting their implementing partners, there is a growing trend on establishing a result-based management system to strengthen professionalism and objective evaluation of project effectiveness in each field of development.

In this context, Good Neighbors plans to lead the establishment of agendas in the international development and expand its influence on the global level by strengthening comprehensive partnerships with various stakeholders including governments, international agencies, civil societies, and companies over the next decade. We will also establish global policies to ensure accountability and transparency of our organization and establish more efficient global governance. Good Neighbors' innovative field cases will be widely publicized in academic journals and international conferences, and policy proposal activities will be strengthened in all partnership countries to promote children's rights and develop communities.

Strategic Task 8.
Achieve
Good governance in
GN global structure

As a global NGO, Good Neighbors works with partnership countries in the areas of project and fundraising. We strengthen transparency and accountability by building a sound governance involving all partnership countries to achieve a global vision. Partnership countries around the world participate in the Boards, Council, and various levels of Committees in accordance with the Good Neighbor Governance Policy to discuss the global agendas and cooperate with each other in order to implement GN Movement.

Action Plans

- Strengthening the global governance structure
- Establishing a participatory governance and a sound decision-making structure

Key Performance Indicators

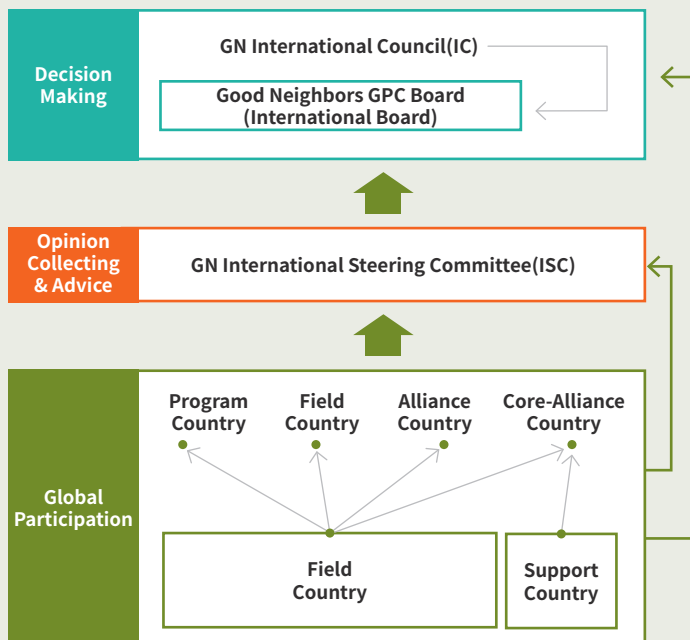
- **No. of partnership countries participating in global governance structure**
 - No. of countries participating in International Council
 - No. of countries participating in GPC Board

[Reference]
**Good Neighbors
 Global Governance
 Structure**

Global Partnership Center (hereinafter referred to as ‘GPC’) has structured a transparent and efficient governance system to secure its roles and responsibilities of global governance. The Good Neighbors governance is largely composed of the International Council (hereinafter referred to as “IC”), GPC Board (functioning as an ‘International Board’), and the International Steering Committee (hereinafter referred to as “ISC”).

The **GPC Board** is a final decision-making body on finance/accounting, project operation, and resource management, and is appointed by the IC. The **IC** gathers opinions from field countries and support countries and delivers them to the GPC Board, so that these opinions can be reflected in the global operations and the decision-making process. IC meetings are held every three years, and the board members of the Core-Alliance Countries, the Alliance Countries, and some Field Countries have the right to elect the GPC Board as the members of IC. **ISC** is the first consultative group to assist the decision-making process of the GPC Board and plays the role of gathering and discussing global issues through regular monthly meetings.

Member countries of Good Neighbors are partner countries that have signed on partnership agreements with GPC. They are granted the right to function as ‘Good Neighbors (Country Name)’ and use the slogans, CI, and other Good Neighbors symbols in accordance with the Good Neighbors brand guidelines.



Member countries of Good Neighbors are classified into the following 4 types.

Core-Alliance Country is a member country that actively contributes to the operation of the Good Neighbors Alliance, which actively complies with the global partnership policies of Good Neighbors, and has also established transparent governance and a stable internal operation system. Representatives of Core-Alliance Country may participate as a member of the IC.

Alliance Country is a member country with a high capability of financial independent operation. Alliance countries are countries with transparent governance and a stable internal operation system among countries that actively comply with the global partnership policies of Good Neighbors. Representatives of Alliance Countries may participate as a member of the IC.

Field Country is a member country that actively complies with the global partnership policies of Good Neighbors, but has less financial independence compared to other member countries. Field countries are not granted the right to directly participate in the IC or ISC, but they could deliver their opinions with the ISC through regional coordinators.

Program Country is a member country that does not pertain to the abovementioned three types of member countries, carrying out with short-term or temporary project period and goal such as the ODA, designated fund projects, emergency relief, etc. In accordance with such characteristics, Program Country may be highly reliant on specific support countries and can be directly managed by the GPC for the execution and planning of annual project plans. They are not granted the right to participate in the IC or ISC.

Strategic Task 9.
Lead global development agenda through partnership and solidarity

Through partnerships and alliances with various stakeholders including governments, international agencies, civil society organizations, and companies at national and international level, Good Neighbors pursues changes in policies to improve the quality of life and promote rights for all neighbors around the world. Moreover, we will expand the brand impact of the ‘Global Good Neighbors’ by preempting the agendas and leading development issues in order to implement SDGs through strengthening solidarity within the international community.

Action Plans

- Strengthening partnership and solidarity with governments, international agencies, CSOs, and corporate sectors
- Leading agenda setting by strengthening partnership and solidarity with the international community

-
- Key Performance Indicators**
- No. of global alliance networks GN joining as a member
 - No. of MOUs signed with partner organizations
 - No. of publications in global academic journals
 - No. of presentations at global-level meetings/forums
 - No. of SDGs Action Awards
-

Strategic Task 10.
Strengthen transparency and accountability

Good Neighbors strengthens transparency and accountability at the Global Governance level by establishing global standards for ethical management and examining the implementation of the partnership principle of partnership countries and compliance with the global standards. We also amend internal standards and set implementation plan to ensure transparency in financial accounting. Through these efforts, we strive to be a reliable and accountable organization, complying with and being evaluated at the international standards.

Action Plans

- Establishing global standards of ethical management
- Strengthening transparency in financial accounting

-
- Key Performance Indicators**
- No. of global operation standards
 - No. of countries which can disclose financial information
-

Strategic Goal IV.
Mobilize and Diversify Innovative Resources

SDGs address a wider range of subjects such as economy, environment, and security comparing with MDGs, which focused on poverty resolution in developing countries, and diversify implementing actors. It is intended to be universal in the sense of embodying a universally shared common global vision not limited to only developing countries but also to developed countries. In line with this, next decade of Good Neighbors will bring growth in innovation with a driving force based on securing finance through a wide range of players engaging with us and expanding participatory platforms that will allow anyone around the world to join broad range of agendas.

In order to finance the social economy sector, we will actively attract investment from companies specialized in certain industries, also strengthening partnerships with the government and expanding multilateral cooperation to secure global funds for development cooperation projects. Furthermore, we launch campaigns that encompass diverse global issues so that more people around the world will be interested and participate in the global agendas, and present new ways of donation in line with the era of technological innovation following the 4th Industrial Revolution.

Strategic Task 11.
Initiate various global campaigns

Good Neighbors strengthens communication with global citizens around the world and raise interest and participation in global issues by planning and implementing global campaigns in its partnership countries. Moreover, we expand the contents of <Hope Letter Writing Contest>, Korea’s representative global citizenship education program to support countries to promote strategic fundraising, and enhance the credibility as a global brand through the standardization process of Good Neighbors’ global brand. Through this process, Good Neighbors partnership countries will deliver messages in unison and the fundraising will gradually increase over time.

Action Plans

- Conducting global campaigns based on issues that can have social impact
- Standardizing global brand

-
- Key Performance Indicators**
- No. of launched global campaigns (accumulated)
 - No. of children and adults who have joint in global campaign
 - No. of countries that have conducted global campaigns including <Hope Letter Writing Contest>
-

Strategic Task 12.
Scale-up
of social economic
development funds

Globally, various funds for social and economic projects are in operation, and increasing number of public funds is being granted by individual governments to help private companies seeking social values operate in developing countries. Good Neighbors expands its impact investment fund by establishing an active cooperative system with companies specializing in specific industries, and therefore securing industry expertise through 'Global Impact Foundation'.

Action Plans

- Securing investment fund for the establishment of social economy ecosystem
- Expanding ODA fund for social economy project

Key Performance Indicators

- **Total volume of funds in the social economy sector (USD)**
- **Total volume of impact investment funds (USD)**

Total amount of ODA funds/other grants for social economy sector (USD)

Strategic Task 13.
Expand global
resources

In line with the emphasis on comprehensive partnerships with diverse stakeholders, Good Neighbors secures global funds in cooperation with governments, UN agencies, related organizations and academic institutions. Based on project experiences in public-private partnership projects through ODA funding in Korea, we cooperate and establish a consortium with external organizations to build a foundation for shared growth in civil society. In addition, we expand the multi-lateral cooperation project based on the field network by establishing a regular cooperative system between the Good Neighbors partnership countries and multilateral organizations, and actively participating in coordinating mechanism. We establish and stabilize strategies for securing and distributing goods to expand Gifts-In-Kind(GIK⁶⁾). To achieve this, we secure specialized workforce in each field and continue to incubate the project to establish a systematic connection between the effectiveness of the project and the securement of funds.

Action Plans

- Expanding bilateral and multilateral partnership
- Expanding GIK and establishing supply chain
- Expanding local fundraising

Key Performance Indicators

- **Total amount of bilateral and multilateral project funds (USD)**
- **Total value of Gifts-in-Kind (GIK)**
- **No. of networks for GIK supply chain**
- **Total amount of ODA funds (USD)**
- **Total amount of local fundraising (USD)**

6) GIK (Gifts-in-Kind): It is a kind of charitable giving in which, instead of giving cash, the goods and services themselves are given. Examples of in-kind support include goods like educational supplies, food, clothing, pharmaceuticals, furniture, office equipment and building materials and also services such as providing specialized skills for the public interest, building support and providing office space could be counted as GIK.

Strategic Task 14.
Promote innovative
giving culture

Good Neighbors develops and takes the lead on future-oriented donation programs to promote donation culture and diversify fundraising sources. Sector-wise project sponsorship is expanded so that donors can sponsor by their desired issues and project areas through campaign (project sponsorships). In line with the company's CSR advancements and trend, we enhance our expertise in project planning and operation to serve as the best corporate social responsibility partner. In addition, we encourage planned donation through establishing professional donation management system, and spreading awareness of major gifts and legacy giving. Moreover, in response to the advent of the 4th Industrial Revolution, we apply new digital platform to help more neighbors participate in Good Neighbors' project in various ways.

Action Plans

- Expanding project sponsorship fund strategically
- Diversifying corporate partnership-based projects
- Increasing participation in major gifts and legacy giving
- Diversifying participatory platforms using innovative technologies

Key Performance Indicators

- **Total amount of fundraising (USD)**
 - Regular donation (USD)
 - One-time donation (USD)
- **Total amount of major gifts (USD)**
- **No. of donors who pledge legacy donation**
- **No. of participatory platforms using innovative technology**

Strategic Goal V. Strengthen GN Network

Meaning of donation is going beyond mere 'goods delivery' to 'experience and value-oriented service', and expansion of opportunities to actively participate in Good Neighbors Mission and directly experience project impact is being called for. Good Neighbors leads the 'Participatory Giving Culture' by providing member tailored services based on big data in response to the rapidly changing donation tendency of members, while providing various ways to experience Good Neighbors and expanding opportunities for volunteering.

Regarding issues within the community, we empower community members to develop tailored solutions that address their distinct challenges and circumstances through participation and solidarity. We implement towards community values for living together and initiate 'Good Neighbors Movement' by empowering capabilities of community members and conducting community-based projects through solidarity with local governments, companies and organizations.

We also train global leaders whose value of Good Neighbors is inherent. Through internalization of value and education and training of core competencies in each field, Good Neighbors staff will grow to be the key players in each area of social welfare, international development, and fundraising. Staff, members, donors, and volunteers of Good Neighbors will actively spread the Good Neighbors Movement based on a strong sense of belonging as a 'GN network'.

Strategic Task 15. Strengthen GN membership and widen participation

By building big data of the regular sponsors, Good Neighbors can have an optimized fundraising strategy to provide members with a more meaningful experience and enhance loyalty. Based on advanced data analysis, we can provide customized services by members' characteristics, while diversifying ways to report the use of donations to increase trust in transparency and strengthen pride in Good Neighbors membership. We create a culture of voluntary and enjoyable sharing by developing member-participating contents that allows members to experience and work with Good Neighbors in person and expanding campaigns that members can plan and execute themselves.

Action Plans

- Diversifying contents for GN members to engage and participate in

Key Performance Indicators
· No. of regular individual donors
- Payment rate / Retention rate
· No. of donors who participated in online/offline events
· No. of services provided to donors

Strategic Task 16. Build community-based network

In order to solve problems within community, Good Neighbors strengthens and organizes volunteer programs which Good Neighbors members can participate in and volunteer around the community. We expand opportunities to participation of experts in each field (pro bono, etc.) where experts may contribute their talents and expertise in Good Neighbors' activities. We also build community-based networks and strengthen solidarity to create substantial impact within the community using projects that correspond with local issues and characteristics. We comprehensively cooperate with local networks ranging from the public sectors to private sectors, and we also establish and apply community-based project models, campaigns and fundraising activities. All of these works help us to build a stronger and healthier community bringing changes and sustainable development in the local community.

Action Plans

- Strengthening sense of belonging and capacity of GN volunteers
- Expanding professional participation (pro bono, etc.) by sector
- Establishing community-based networks and strengthening solidarity

Key Performance Indicators
· No. of GN volunteers
· No. of experts by sector
· No. of community-based networks

Strategic Task 17. Share and internalize GN values

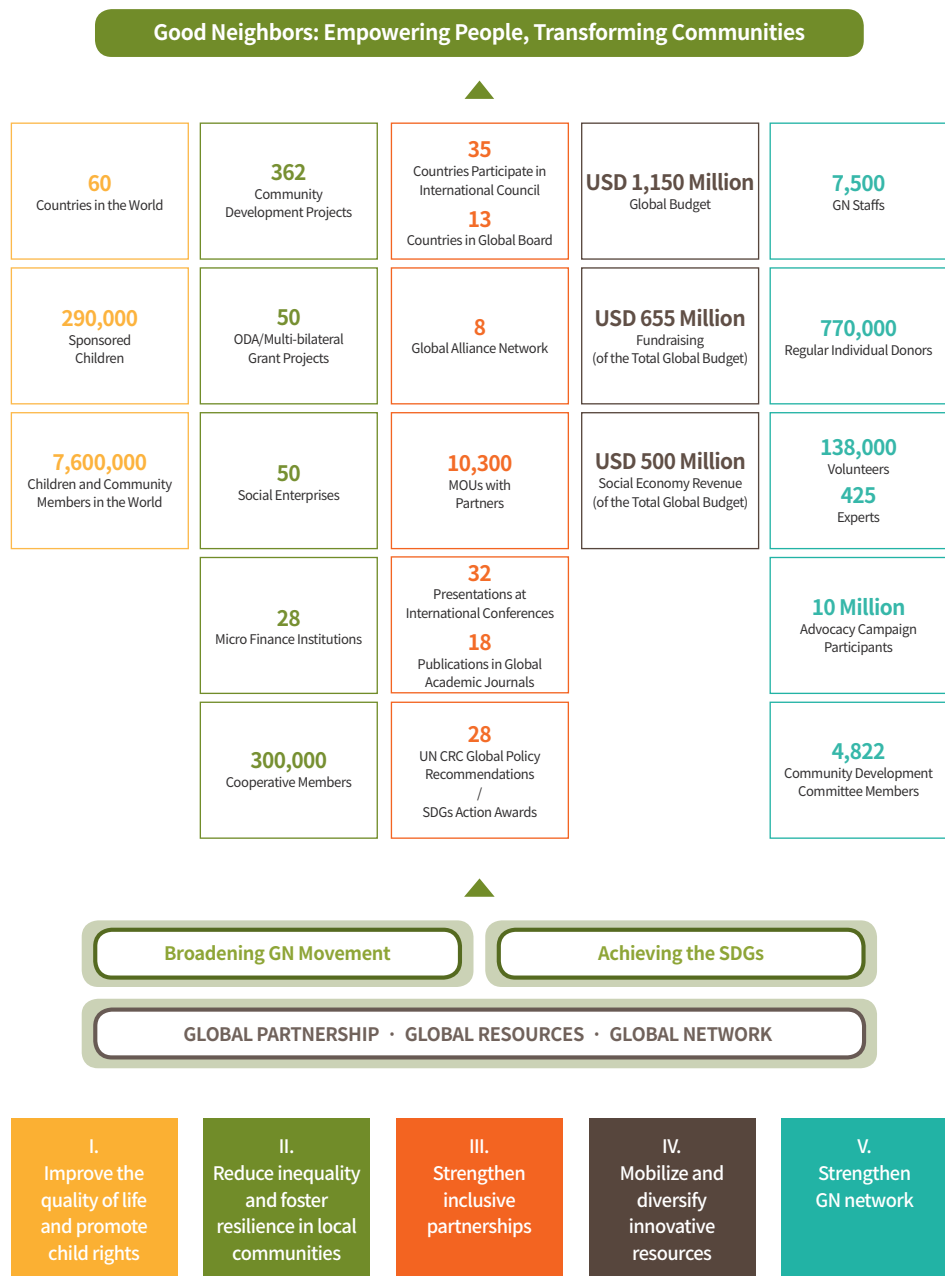
We establish a global value management structure based on Good Neighbors Mission, Core Values, and Good Neighbors Spirit. For 'One Good Neighbors, One Spirit Realization' that encompasses partnerships with Good Neighbors, we advance the global human resource development system from the recruitment to the training of internalizing the organization's value system, identifying professional capabilities by sector and training. We dispatch young people who dream of 'Good Neighbors' to the global fields where they can experience the global brand of Good Neighbors and grow as a global leader through the 'Internship' program. These global core talents of Good Neighbors will lead the future of Good Neighbors in every area of social welfare, international development and fundraising.

Action Plans

- Establishing and spreading GN value system
- Fostering global talent for GN's future

Key Performance Indicators
· % of participants who have completed GN global value system education
· No. of internships
· No. of global training centers (GN vision center)

Good Neighbors in 2030



[Appendix 1]
Key Performance Indicators of Vision 2030

Strategic Goal	Strategic Task	Key Performance Indicators
I	1	<ul style="list-style-type: none"> No. of children and adults who have increased awareness on child rights No. of advocacy activities that impacted government policy for children No. of children who have participated in GN programs
		<ul style="list-style-type: none"> No. of children protected from violence, abuse, discrimination and other threats No. of community-based child protection system No. of children and adults who have increased awareness of child abuse No. of vulnerable children supported by GN's child sponsorship program No. of child sponsorship-based community development projects
	3	<ul style="list-style-type: none"> No. of teachers and educators who have received capacity building trainings No. of children with improved accessibility to quality education No. of children and adults who have participated in GN's 'Global Citizenship Education Program'
		<ul style="list-style-type: none"> No. of health facilities with GN support No. of children and adults who have accessed community-based health service No. of children with improved nutritional status No. of children under the age of 5 and women who have accessed maternal and child health services No. of improved water supply facilities and toilets (latrine) No. of children and adults who have accessed improved water and sanitation facilities
4	<ul style="list-style-type: none"> No. of health facilities with GN support No. of children and adults who have accessed community-based health service No. of children with improved nutritional status No. of children under the age of 5 and women who have accessed maternal and child health services No. of improved water supply facilities and toilets (latrine) No. of children and adults who have accessed improved water and sanitation facilities 	

II	5	<ul style="list-style-type: none"> • No. of countries with strategic elements of social economic ecosystem • No. of members of the income generation groups (No. of cooperative members) • Amount of annual sales revenue in the social enterprises (USD) • Total amount of MFI assets (USD)
	6	<ul style="list-style-type: none"> • No. of project sponsorship CDPs • No. of ODA and multilateral projects by sector • No. of SDGs progress reports
	7	<ul style="list-style-type: none"> • No. of children and adults who have accessed protection and livelihood support for refugees and the host communities • No. of international networks in humanitarian assistance and response GN joining as a member • No. of countries which have developed disaster response system/mechanism • No. of children and adults who have strengthened capabilities of disaster response • No. of children and adults who have strengthened capabilities of climate change response
III	8	<ul style="list-style-type: none"> • No. of partnership countries participating in global governance structure <ul style="list-style-type: none"> - No. of countries participating in International Council - No. of countries participating in GPC Board
	9	<ul style="list-style-type: none"> • No. of global alliance networks GN joining as a member • No. of MOUs signed with partner organizations • No. of publications in global academic journals • No. of presentations at global-level meetings/forums • No. of SDGs Action Awards
	10	<ul style="list-style-type: none"> • No. of global operation standards • No. of countries which can disclose financial information

IV	11	<ul style="list-style-type: none"> • No. of launched global campaigns (accumulated) • No. of children and adults who have joint in global campaign • No. of countries that have conducted global campaigns including <Hope Letter Writing Contest>
	12	<ul style="list-style-type: none"> • Total volume of funds in the social economy sector (USD) • Total volume of impact investment funds (USD) • Total amount of ODA funds/other grants for social economy sector (USD)
	13	<ul style="list-style-type: none"> • Total amount of bilateral and multilateral project funds (USD) • Total value of Gifts-in-kind (GIK) • No. of networks for GIK supply chain • Total amount of ODA funds (USD) • Total amount of local fundraising (USD)
V	14	<ul style="list-style-type: none"> • Total amount of fundraising (USD) <ul style="list-style-type: none"> - Regular donation (USD) - One-time donation (USD) • Total amount of major gifts (USD) • No. of donors who pledge legacy donation • No. of participatory platforms using innovative technology
	15	<ul style="list-style-type: none"> • No. of regular individual donors <ul style="list-style-type: none"> - Payment rate / Retention rate • No. of donors who participated in online/offline events • No. of services provided to donor
	16	<ul style="list-style-type: none"> • No. of GN volunteers • No. of experts by sector • No. of community-based networks
	17	<ul style="list-style-type: none"> • % of participants who have completed GN global value system education • No. of internships • No. of global training centers (GN vision center)

[Appendix 2]
Key Indicators of Vision 2030

Organization

(Unit: Number)

Category	2020	2030	Variation Ratio (%)	
Global Offices	4	4	-	
Partnership Countries	Support Countries	8	10	25%
	Field Countries	40	50	25%
	Total	48	60	25%
Community Development Projects (CDPs)	Child Sponsorship CDP	175	262	50%
	Project Sponsorship CDP	9	100	1,011%
	Total	184	362	97%
ODA/Multi-Bilateral/Other Grants Projects (*Project code granted by GPC)	19	50	163%	
Social Enterprises	15	50	233%	
Projects in North Korea	25	25	-	

Staffs

(Unit: Persons)

Category	2020	2030	Variation Ratio (%)	
Global Offices	52	75	44%	
Partnership Countries	Support Countries	1,427	2,361	65%
	Field Countries	2,443	4,086	67%
	Sub-Total	3,870	6,447	67%
Social Enterprises	150	1,000	567%	
Total	4,072	7,522	85%	

Target Beneficiaries

(Unit: Persons)

Category	2020	2030	Variation Ratio (%)	
Sponsored Children	211,432	285,383	35%	
Children and Community Members	Support Countries	576,298	1,036,881	80%
	Field Countries	4,177,971	6,216,765	49%
	North Korea	225,727	300,000	33%
Total	4,979,996	7,553,646	52%	

Partnerships and Solidarity

(Unit: Number)

Category	2020	2030	Variation Ratio (%)
Global Networks GN Participated in (accumulated)	2	8	300%
SDGs Action Award	-	Awarded	-
Publications in Global Academic Journals	3	18	500%
Presentations at International Conferences/Forums (accumulated)			

Innovative Growth Engine

Category	2020	2030	Variation Ratio (%)		
ODA/Multi-Bilateral Budget	Budget (USD)	15,553,284	181,596,526	1,068%	
	No. of ODA Projects	21	144	586%	
	No. of Multi-Bilateral Projects	3	18	500%	
Gifts-in-Kind (USD)	23,618,000	126,000,000	433%		
Social Economy Organization	Social Enterprises (SE)	No. of SE	15	50	233%
		Annual Revenue (USD)	6,376,000	300,000,000	4,605%
Social Economy Organization	Cooperatives	No. of Cooperatives	1,400	600	(57%)
		No. of Cooperative Members	83,000	300,000	261%
Social Economy Organization	Micro Finance Institutions (MFI)	No. of MFI	4	28	600%
		MFI Assets (USD)	12,850,527	150,000,000	1,067%

Network

(Unit: Number)

Category	2020	2030	Variation Ratio (%)	
Volunteers	Support Countries	61,733	124,515	102%
	Field Countries	5,343	12,904	142%
	Sub-total	67,076	137,419	105%
GN Internships	10	240	2,300%	
Expert Network (No. of Experts)	119	425	257%	
Community Development Committees (CDC)	No. of CDC	215	392	82%
	No. of CDC members	2,588	4,822	86%
Partner Organizations	Support Countries	3,588	8,811	146%
	Field Countries	475	1,465	208%
	Sub-total	4,063	10,276	153%
Global Training Centers (Vision Centers)	-	4	-	

Global Budget

(Unit: USD)

Category		2020	2030	Variation Ratio (%)
Fund Raising	Support Countries	197,927,680	579,835,866	193%
	Field Countries	5,776,618	75,000,000	1,198%
	Sub-total	203,704,298	654,835,866	221%
Social Economy	Social Enterprises	6,376,000	300,000,000	4,605%
	Micro Finance Institutions	12,850,527	150,000,000	1,067%
	North Korea	3,000,000	50,000,000	1,567%
	Sub-total	22,226,527	500,000,000	2,150%
Total	225,930,826	1,154,835,866	411%	

Fundraising by Income Sources

(Unit: USD)

Category	2020		2030		Variation Ratio (%)	
	Amount	%	Amount	%		
Recurring Donation	111,974,014	50%	179,001,705	16%	60%	
One-time Donation	21,315,000	9%	77,243,390	7%	262%	
In-Kind Donation	24,998,666	11%	145,982,334	13%	484%	
Sub-total	158,287,680	70%	402,227,429	35%	154%	
ODA/ Multi-Bilateral Funding	Government Grant	15,553,285	7%	181,596,526	16%	1,068%
	Local Fund (included multi-bilateral)	29,863,333	13%	71,011,911	6%	138%
Sub-total	45,416,618	20%	252,608,437	22%	456%	
Total	203,704,298	90%	654,835,866	57%	221%	





GN Global Partnership

- Global Office ● Support Country
- Filed Country ● Regional Coordination Office

 Good Neighbors