

## Important pre-reading:

1. [Executive course](#)  
**Especially module 2.5.** This will give you an overview of SDSN Youth and where the Membership Program sits.
2. [Look at the website](#)
3. [Read the Membership Program guide](#)

## Opportunities for Membership Strategy Refresh team members:

- Research and understand how different engagement methods work in different countries
- Meet different people within SDSN Youth across 19 countries
- Learn and implement UX Research skills
- Learn and implement elements of Customer Experience & Service Design
- Treat this as a product - put it on your resume as a product management project (not kidding, you are assessing a 'product', the program, and trying to improve, grow and scale it)

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# Membership Program Refresh Overview

## Background and Challenge

The Membership Program has been a flagship program of SDSN Youth since its beginnings. However as SDSN Youth grew, responsibilities and new initiatives increased, and the strategy for the program was never revised or updated.

The program has outgrown its structure and processes, and as a result, the quality and experience of program members have severely diminished and are inconsistent across networks.

The purpose of this initiative is to review and refresh SDSN Youth's Membership Program, looking at the following themes:

- The end-to-end experience of a Member Organization, from application to offboarding
- How to engage members, and measure that engagement
- The benefits of the program both for members, and for SDSN Youth
- The processes and operational structures of the program, and how they can be designed to scale

## What is the Membership Program?

The Membership Program is a network of existing youth-led or youth-focused organisations, foundations, student associations, and unions. Each Member Organization is allocated to a network according to where they are based, led by a Network Coordinator ('uncategorised' MOs are managed by the Networks Team).

Network Coordinators facilitate membership within their region. The majority of engagement comes in form of quarterly calls and newsletters. The engagement varies across networks, depending on the vision of the Network Coordinator.

Network Coordinators are not given any training regarding how to best engage or provide value to their members.

Given all of the above the purpose of the program is difficult to articulate.

**Connect young people globally to exchange ideas, share experiences and collaborate to achieve the SDGs.**

SDSN Youth was created with a 3 step theory of change: Educate, Connect, and support Solutions. This theory of change also forms SDSN Youth's three objectives:

1. Educate young people about the SDGs and lead them to pathways for achieving the Goals.
2. Connect young people globally to exchange ideas, share experiences and collaborate to achieve the SDGs.
3. Support young people in the creation and scaling of innovative solutions for the SDGs.

The embedded Youth networks, global nature, and reach of our networks form SDSN Youth's key unique proposition against other sustainable development/social impact/SDG-focused organisations. However, this strength is not utilised at all.

SDSN Youth lacks an overall unified communications strategy, and consistency across the networks, to leverage this global, esteemed, reach.

Therefore the purpose of this initiative is to not only better the experience across stakeholders, but also aims to tackle the challenge: How might we better utilise the Membership Program in SDSN Youth's strategy to achieve our mission?

## **Approach**

The initiative will take a classic Design Thinking Double Diamond approach: seek to understand first, then ideate and select potential solutions.

1. Understand [a lot of interviews and reading documents]
  - How the Membership Program works
  - What current engagement efforts look like
  - What the Network Coordinators see the purpose of the program is
2. Define [research and surveys]
  - Explore why organizations sign up to the Program
3. Ideate [discussion and workshop]
  - Explore opportunities to change and better the program incl. marketing, engagement, automation, etc.
4. Plan [business]
  - Define a strategy to improve the Program
  - Define hypothesis
  - Create a roadmap incl. milestones, tests, etc.

## **Timeline**

To be explored by the team.

However, there is one requirement: to have results that can be presented at the next Leadership Council in September. This may mean having to start implementing the strategy by May/June.

## Expected outputs

At a minimum, the following outputs are expected:

- Program strategy
- Implementation roadmap
- [maybe] new content for the website
- New Membership Guide
- Training material for Network Coordinators
- New material for marketing i.e. pamphlets to join, slide decks for presentations, etc.

## Expected outcomes

- Network Coordinators
  - Training and direction on how to best engage members
  - Baseline understanding so that they can localise the engagement
- Member Organizations
  - Articulated value and benefits
  - A reason to stay
- Public
  - Clear understanding of what the program is
- SDSN Youth
  - Defined value towards our overall mission
  - Define impact assessment to communicate externally

## Assumptions

- Network Coordinators will work with the team to be interviewed and talk about their experiences with the Membership Program
- Network Coordinators will help disseminate any surveys created to Member Organizations
- This initiative will produce a strategy and implementation roadmap, but improvements will happen iteratively (emphasis on embracing trial and error)
- The Membership Program will continue to run in parallel to this initiative

## Team

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| <b>Sophia Huynh</b><br>Operations/Networks Project Lead | <ul style="list-style-type: none"><li>• Provide strategic oversight to the project</li></ul> |
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| <p>Sophia (Australia) has led been leading teams in SDSN Youth for 3 years. She will bring experience in Process Automation and Customer Experience strategy. She currently works as a Digital Strategy and Transformation consultant at Cognizant.</p>         |  |
| <p>Program Lead<br/>Project Officer</p> <p>Previously served as an SDSN Youth currently works in g at Deloitte</p>  | <ul style="list-style-type: none"> <li>Lead the project, and coordinate team members</li> </ul>  |
| <p>Project Officer</p> <p>is currently a at the marketing cognifide.</p>  | <ul style="list-style-type: none"> <li>Focus on communications &amp; marketing strategy, and service design</li> </ul>   |
| <p>Project Officer</p> <p>years experience al impact sectors, e experience with mpact</p>   | <ul style="list-style-type: none"> <li>Focus on benefits and member experience</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Provide insight to the 'current state'</li> <li>Provide access to Member Organizations (if required)</li> <li></li> </ul> |
| <p>Program strategy in parallel. He has 7 years of experience across engineering, management consulting and now works in risk consulting at Aon.</p> <p><b>Regional Senior Advisors</b><br/>Eric Nkinzingabo, Michelle Huang, Sienna Nordquist, Toygar Akay</p> | <ul style="list-style-type: none"> <li>Input on strategy</li> </ul>  |

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| The Regional SAs all provide valuable insight as previous NCs/Network Team members. |  |
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## Governance and set-up

### December

- ~~Bring in 1-2 more people~~
- ~~Conversation with Maria (Soph)~~

Learning stuffs (run by Soph)

- Digital Marketing 101 (maybe this more suited for Christy to do lol)
- UX Research
- Service Design

### January

- Reviewing the application process
- Surveys to current MOs
- Surveys to Network Coordinators