



Good Shepherd  
International  
Foundation  
ONLUS  
*United in Global Solidarity*

# Good Shepherd International Foundation

Mission Development Office

2014-2016  
Strategic Plan

**“A Shared Journey of Transformation”**

Supporting Good Shepherd Programs in the Global  
South Towards a “Learning Organization” Model

*Prepared by*

Cristina Duranti  
MDO Director



*“Do well all that you do; let the person who works, work ...  
See how persons in the world seek to excel in their calling.”*

*St. Mary Euphrasia*



## Table of contents

<i>Glossary</i> .....	4
Summary: Our Shared Journey of Transformation .....	5
1. The Journey So Far: An Evaluation of GSIF’s work.....	8
<i>The current role and functions of the MDO and GSIF</i> .....	8
<i>The Structure and Networks of the Good Shepherd International Foundation</i> .....	9
Organisational Chart of the Good Shepherd International Foundation ONLUS .....	11
The Good Shepherd Global Mission Network.....	12
<i>Main Achievements and Results</i> .....	13
<i>Fundraising Challenges</i> .....	15
2. The Strategic Plan: A Shared Vision For the Future .....	17
<i>Forces for Change</i> .....	17
External Forces.....	17
Internal Forces.....	18
<i>A Shifting Role for the GSIF’s Mission Development Office: Supporting Organizational Change</i> .....	20
<i>The Road Map of the Journey</i> .....	22



## **Glossary**

**GSIF:** Good Shepherd International Foundation

**MDO:** Mission Development Office

**GSS:** Good Shepherd Sisters as an international Congregation

**GS Program:** Apostolates or Ministries managed directly by Good Shepherd sisters

**Global South:** Latin America, Africa and Asia

**CLT:** Congregational Leadership Team

**J&P:** Justice and Peace network



## Summary: Our Shared Journey of Transformation

The Good Shepherd Sisters have been a global force for good – champions of beneficial change– for over 150 years. GSS live, work and minister by the shared founding value of St. Mary Euphrasia, and the results are impressive. Only counting those GS ministries supported by the GSIF in 2012, GS have helped over 345,000 women, their children, the sick and poor, refugees and forced migrants. However, they face new challenges.

GS programs from the grassroots to the UN assembly have the potential to make an even greater difference. But they can only do this by once again embracing a courageous change, just like those St. Mary Euphrasia herself had to embrace during her lifetime in order to implement her innovative vision. GS programs today, especially in the Global South, call for a renewed approach in management, advocacy and communication. If GSS accept this challenge and are capable to elaborate their own vision to embrace it with passion and motivation, their programs will keep growing to help those people in their communities who need it most.

The contents of this Plan evaluate the work done to date by the Good Shepherd International Foundation's MDO in supporting such organizational change and articulates a vision to further support it.

Most of the new directions envisaged in this document as necessary steps to make GS work more effective are indeed a challenge for all GS partners, but they have been articulated first and foremost thinking of the people who are at the core of GS mission and their needs as the priority. Just like St. Mary Euphrasia, each Good Shepherd sister and lay partner in the world has made a strong commitment to offer each one of those people the best possible care.

But what does that exactly mean in today's world? Many powerful forces -- technological innovation, globalization and the world economic crisis – are changing profoundly the old ways of providing services to those who are left at the margins in these tumultuous times.

Traditional ways of offering protection for children, girls and women are challenged by changing legislation, shrinking funds and increasing pressure towards higher degrees of professionalism. Funding partners and stakeholders demand results and evidence that clearly demonstrate the difference GS programs are making. To make a difference these days organizations have to be able to measure their results and prove that their work is unique, well connected in its own community and sustainable.

Secondly, the explosion in mobile and internet technology means that there is greater scrutiny on how social initiatives and causes are delivered on the community level. This visibility is hugely valuable to extend the message of how GSS are making a difference. But it also means GSS are more accountable than ever before. Therefore, the need for GSS to receive training and tools to develop a cohesive and consistent evidence based approach to managing projects and reporting progress is undelayable.

All these forces push towards change. GS ministries at the grassroots have the unique opportunity to respond to this pressure by initiating a journey of transformation, in partnership with the GSS global networks, including the GSFI's MDO, the Justice and Peace network and the Spirituality Centre, which are international resources made available to record and disseminate good practice, skills and expertise.

This plan aims at articulating how the GSFI will develop this work in the next three years, with a special focus on the GS programs operating in the Global South.

Based on the GSIF MDO's experience in grant-seeking for GS programs in 25 countries of the Global South and on an ongoing analysis of the needs expressed by GS grassroots' program managers and clients, there is a widespread request for customized assistance in capacity building and



organizational development to help GS people in keeping their prophetic inspiration and at the same time raise their profile as service providers for vulnerable women and children in the most marginalized and deprived rural and urban communities.

In the past six years, MDO learned that despite their geographical and social isolation, all Good Shepherd programs are now seen as part of a global network. This is a great opportunity for resource mobilization and advocacy, but carries great responsibilities on each single one of GS programs, which is called to stand up to internationally recognized standards of quality.

Pressure is equally growing from within the Congregation as from the outside, to transform GS programs into “learning organizations”, capable of adopting the best practices available in their sectors, from Economic Justice to Human Trafficking.

In brief, the Good Shepherd programs in the Global South are motivated to reach the following strategic goals in the short-medium term:



However, so far, MDO core team observed that only a few of those programs in the Global South are well equipped to achieve these goals in a timely fashion. Most of them need to build strong capacities and structures in order to accept and implement new practices.

The MDO of the GSIF has been offering this kind of support since 2007 through fundraising and training and the results have been generally encouraging.

The work done helped many GS programs in the Global South in upgrading the quality and effectiveness of their service.

However, in the past six years, the MDO has collected feedback from many grassroots programs managers, from Province leaders and from the members of the Central Leadership team, on the great challenges that the Congregation is facing at all levels due to internal and external forces, from the decreasing numbers of active sisters and the need to train younger sisters from developing countries in leadership positions, to the difficulty of shifting from a purely “charitable” model towards a “empowerment” model in the relationship with the people they serve.

After listening to many GS partners’ needs and hopes for the future, the MDO of GSIF has prepared this Plan to review its role within the Congregation in a way that can support this process of transformation and **bridge the gap between the most isolated and least resourceful GS missions and those that have been able to restructure and stand up to globally recognized standards of management.**

It is generally felt at all levels within the Congregation, that if not addressed in the short term, the internal and external forces currently pushing GS towards change, will contribute to widen the gap between GS programs, leaving those with less means, and the communities they serve, further behind in the process of globalization.

In response to this call, the GSIF’s MDO will expand its areas of activities in the next three years to gradually shift its role from a “grant-seeking” centered model towards a “change enabler” model through:

- Reinforcing the **Capacity Building and Organizational development Area of MDO’s work**, by preparing general Policy and Strategic documents, toolkits and curriculum in key thematic areas of GS programs and in the management area (Child Protection, Resource Mobilisation,



Results based management, M&E). With such tools the MDO will be able to increase the number and quality of training offered to GS sisters and partners and provide more effective services in community based needs assessments, strategic planning, business planning, Results Based Management and M&E. This will be done directly by MDO staff and through the strengthening/establishment of regional GS offices dedicated to Mission Development, employing sisters, who will be specifically trained, and lay partners. These efforts have already begun in 2013 with the collaboration and coordination of the regional networks of GS Provincials in Asia-Pacific and in Latina America, which the GSIF hopes to further strengthen in the next three years. Special attention will be devoted to reach out to isolated, impoverished and marginalized communities where sisters and lay staff have fewer opportunities to travel and attend formation to learn about good practices. To develop such work the GSIF intends invest more funds in developing the skills of its core team and in engaging external experts as advisors and trainers;

- Designing and implementing a global **Monitoring and Evaluation System** to collect baseline data and measure the quantity, quality and impact of GS programs, to deliver reports that can give an objectively measurable vision of the extent and quality of GS work for the most vulnerable and marginalized in the world. This effort will also contribute to a more effective positioning of GS programs in the “market” of fundraising and in the advocacy platforms at global level. Special attention will be dedicated to highlight GS “good practices” on the issues related to the POST-2015 agenda, so to give the GS representatives a stronger and more credible “voice” in the debate for the formulation of the new Goals for Development;
- Strengthening the current structure of the GSIF in **financial administration with dedicated consultants** and finalize the procedures for the **accreditation as NGO** with the Italian State and European Commission;
- Raising the **visibility of the Good Shepherd programs** in the global arena of development and cooperation on the issues of Poverty Eradication, Empowerment of Women and Children, End of Human Slavery through an effective positioning on the relevant Social Media;
- Securing the **long term sustainability of the GSIF** with a more articulated resource mobilization strategy, increasing the level of diversification of the GSIF funding mix and engaging funding partners (from within and outside GSS) to support core activities and operating costs of GSIF, to free up resources from the Central Fund of the Congregation for programs’ co-funding.



## 1. The Journey So Far: An Evaluation of GSIF's work

### *The current role and functions of the MDO and GSIF*

The Good Shepherd International Foundation ONLUS is a nonprofit organization based in Rome (Italy) at the Good Shepherd Generalate. It was founded by the Good Shepherd Sisters (GSS) to support their grassroots projects in Africa, Asia and Latin America with technical assistance in grant-seeking, fundraising and project management.

The creation of a Mission Development Office (MDO) in 2007 was the first step in the establishment of the Foundation and its central mission was to find new ways to support those Units of the Congregation in the South which were not financially self-sustainable. In 2008 the MDO was incorporated as an independent nonprofit Foundation to apply for funds and support projects worldwide.

At the 29th Congregational Chapter held in Angers, France in 2009, the highest authority within the Congregation, GSS expressed a very clear recommendation regarding the role of the MDO:

“(...) 4. Mission Development

That we address the challenges and implement the recommendations in the Mission Development report presented at the 29th Congregational Chapter regarding economic justice and mission development: accountability, sustainability, networking, planning and continuity »

In the past six years the Foundation has worked extensively to respond to such ambitious directions and strengthen the impact of the Good Shepherd programs in the areas of poverty eradication, human trafficking, empowerment of women victims of all kinds of violence, protection of vulnerable children and youth. To do so, the MDO has created and reinforced good relationships with the international Catholic and secular funding agencies who are traditionally engaged in supporting missionary work in Africa, Asia and Latin America and developed new relationship with other funding agencies based in Europe, USA and Asia.

Through intense grant seeking, capacity building of local sisters and lay staff and networking, the Foundation has constantly increased the number of funds raised and projects served. In 2012 alone, the GSIF has worked with 15 countries, submitting 55 project proposals to different agencies worldwide, raising over 1.3 million dollars. Thanks to the projects approved in 2012 alone, the Good Shepherd programs in India, Lebanon, Philippines, Thailand, Kenya, Syria, Madagascar, Mozambique, Congo and Bolivia have been able to serve more than 340,000 poor, sick, vulnerable women, girls and children.

In the past six years, the functions of the GSIF's MDO have included:

- Develop and expand a global network of donors and partners and engage them to support GS programs in the Global South;



- Assist Good Shepherd sisters and staff working at grassroots level in the whole Cycle of Project management, from the assessment of the needs of their target communities, to planning, fundraising, accounting and Monitoring and Evaluation ;
- Review project proposals submitted by Units;
- Apply for grants to international funding agencies on behalf of the grassroots projects;
- Ensure accountability and transparency in the managements of international grants;
- Raise the profile of the GSS through all media, including Social media, preparing effective communication materials and campaigns;
- Raise the capacities of the sister and lay partners operating at grassroots level through training, mentorship, networking;
- Liaising with GS leaders at all level within the Congregation to promote North/South practices of solidarity, to coordinate meetings on key thematic issues, to organize multi-country projects and, most importantly, to establish regional contact offices to develop fundraising and strategic plans at national and regional level.

### *The Structure and Networks of the Good Shepherd International Foundation*

The Foundation operates with a very lean structure. Its main executive body, based in Rome at the GSS Generalate, is the Mission Development Office (MDO) which currently consists of three full time staff, the Director, a Program Manager and a M&E expert hired in July 2013, supported part-time by Sr. Margaret Lynch, Coordinator of the newly created M&E area, Sr. Yolanda Borbon, Treasurer, Sr. Gemma Dinglasan, part-time Administrative assistant, and Sr. Pramilla Fernando, part-time secretary. Sr. Lynch works also as link person of MDO with the GS Justice and Peace network thanks to her role of Congregational Human Rights Representative at the UN in Geneva. In the US, GSS have incorporated the 501 (c) 3 Mission Development Corporation, managed by GS sisters in St. Louis (MO) in collaboration with the GSFI Treasurer and the MDO Director to receive donations from US private donors and foundations and channel them to the final recipients in the mission countries.

In the past three years, thanks to the financial support of international donors and local partners, the MDO has supported the creation of three local offices (Lebanon, Angola, Latin America) which are currently developing national and regional fundraising and capacity building plans.

In 2010 the Province of Lebanon-Syria established the Lebanon Mission Development Office staffed by Sr. Antoinette Assaf and a professional volunteer sponsored by Australian Volunteer International (AVI). In January 2013 the Province of UK agreed to sponsor the set-up of a Mission Development office in Angola staffed by a Sister and a lay partner and in July 2013 the Unit of Bolivia-Chile with the support of the regional network of Latin American Provincials (REAL), initiated a regional Mission Development Office to help the Latin American Provinces in fundraising.

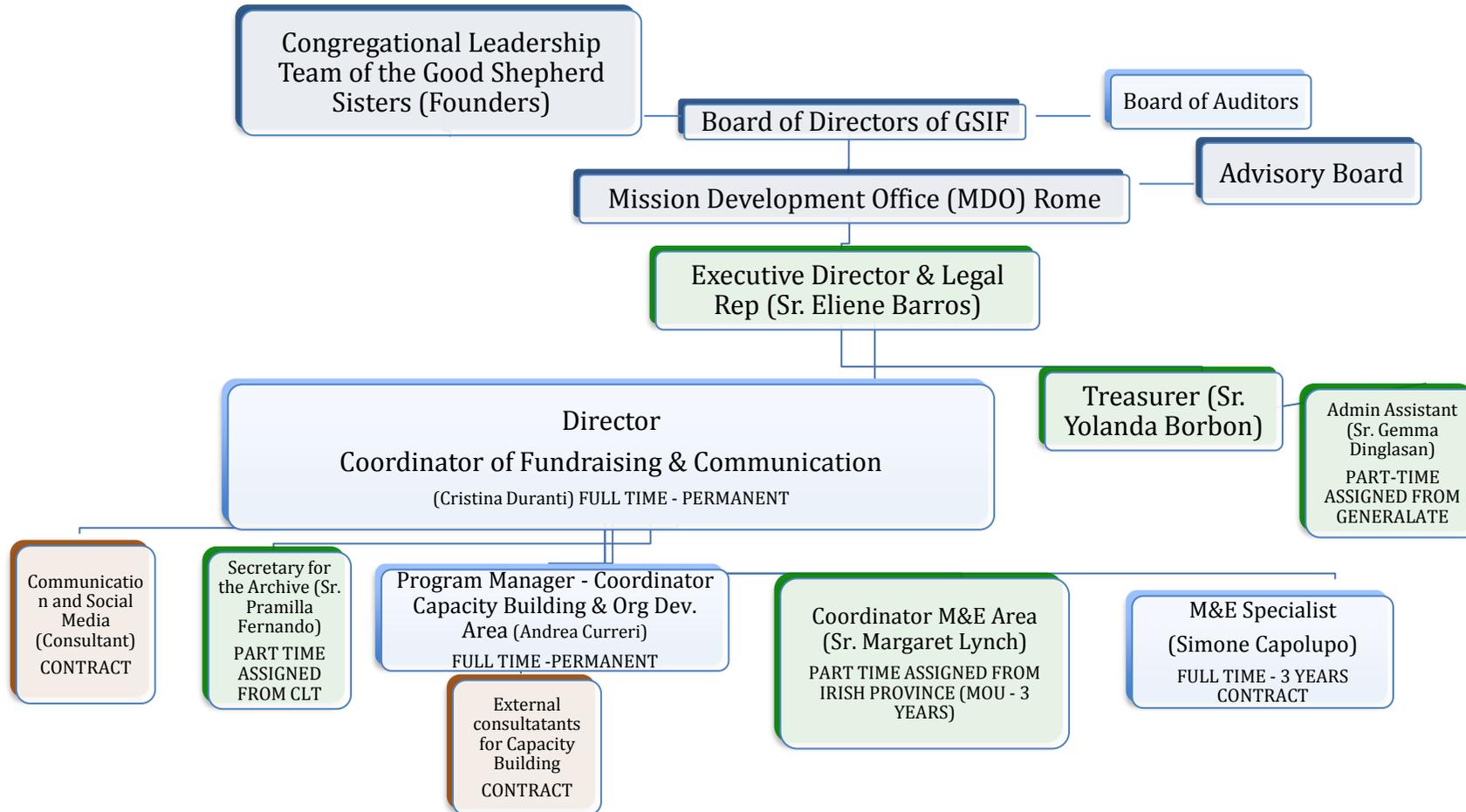
The mid-term goal, further articulated in the next section of the Plan, is to train and motivate more GS Provinces, in Asia and Africa in particular, in identifying local resources to develop regional and national fundraising strategies. This process will be carried out with the support of the regional networks of Provincials and with the collaboration of the other Congregational Committees (Economic Justice, Justice and Peace, Spirituality).



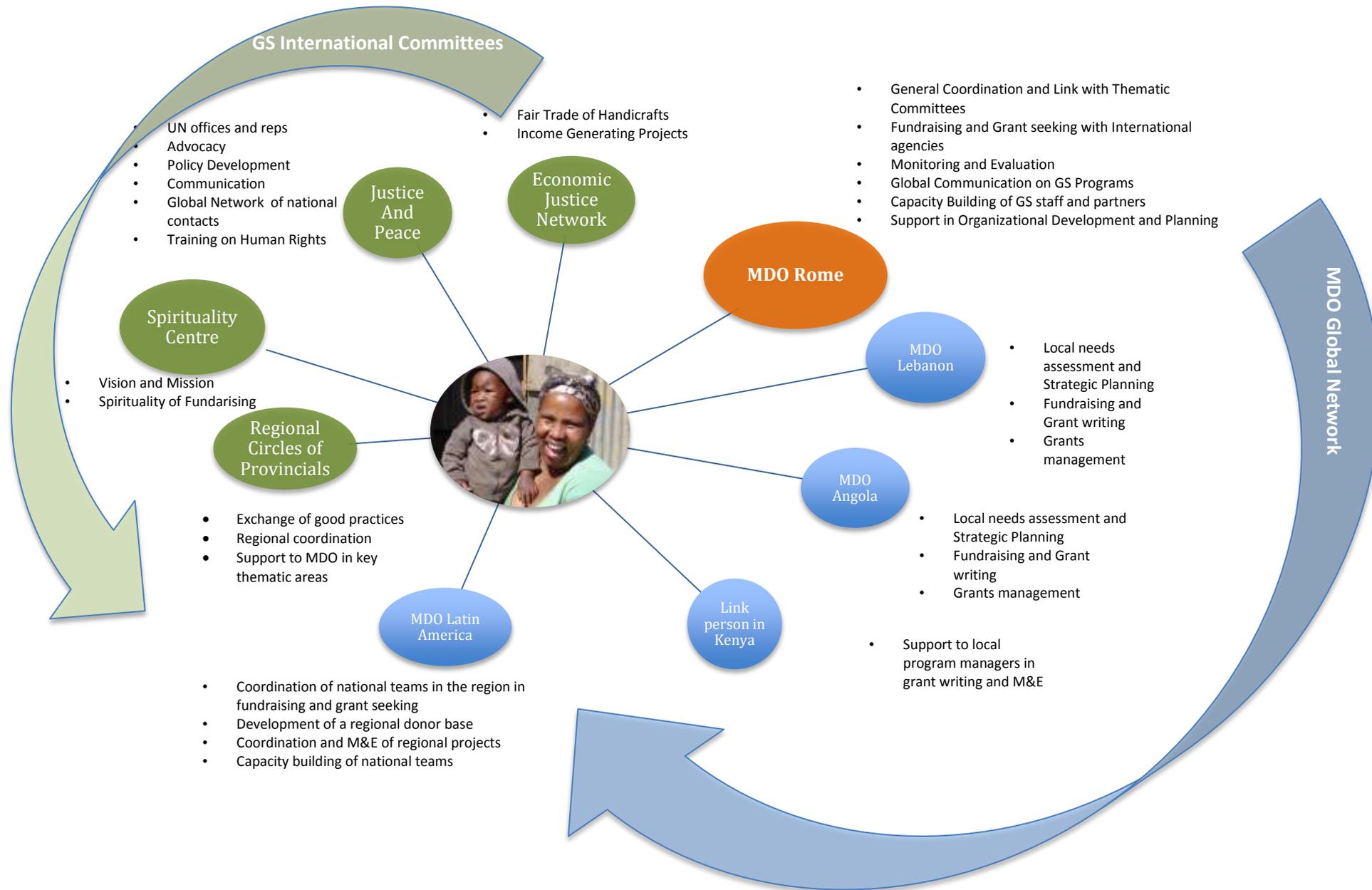
GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION  
— UNITED —  
1837 W. 9TH AVE. S.W.



## Organisational Chart of the Good Shepherd International Foundation ONLUS



## The Good Shepherd Global Mission Network



## *Main Achievements and Results*

The main achievements of the Foundation in the past six years can be summarized as follows:

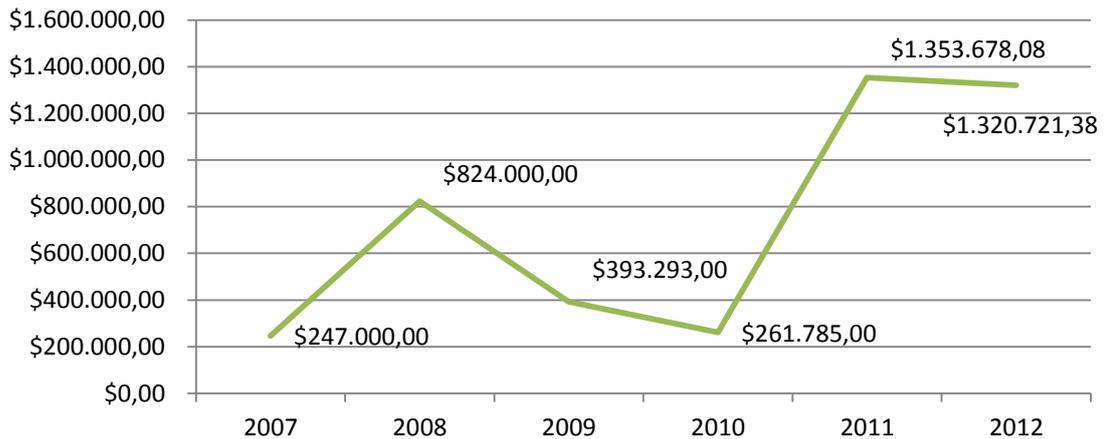
- Extended the outreach of the Good Shepherd mission by creating new foundations and strengthening the existing ones with additional staff, equipment, infrastructures, in Kenya, Angola, Burkina Faso, Congo, Mozambique, Madagascar, Lebanon, Bolivia, Guatemala, El Salvador, Nicaragua, Angola, South Africa;
- Ensured the continuity of existing programs in Lebanon, Syria, Kenya, Thailand, Angola, Bolivia, India, Nicaragua, El Salvador, Madagascar, Mozambique, Angola, South Africa;
- Increased the levels of sustainability of ongoing programs in Lebanon, Thailand, Kenya, Philippines, Bolivia;
- Increased the number of people served with training, social protection, education, healthcare, counseling, shelter, et al, in Kenya, Thailand, Angola, Bolivia, India, Nicaragua, El Salvador, Madagascar, Mozambique, Angola, South Africa;
- Increased the average quality of project proposals submitted to international funding agencies across the congregation;
- Increased levels of engagement with existing donors and partners at local and international level;
- Extended global network of donors/partners;
- Increased awareness of local Provincial leaders and program managers on the needs to raise the level of accountability in grants management;
- Improved the relations with lay partners in managing development projects;
- Improved practices of “North-South” solidarity within the Congregation with exchanges of funds to support capacity building, organizational development, capital investments;
- Offered for the first time ever, up-to-date information on GS programs worldwide in a newsworthy fashion, through a new generation website and by creating an active social media community;
- Improved information sharing among GS Units and programs globally to share good practices and data;
- Engagement of regional GS leadership teams in Asia and Latin America in coordinating on key thematic areas to exchange good practices and encourage more coordination in knowledge management, advocacy and fundraising;
- Created new forms of partnerships for global solidarity.

Despite the small number of staff available, the outputs delivered in the past six years have been quite impressive:

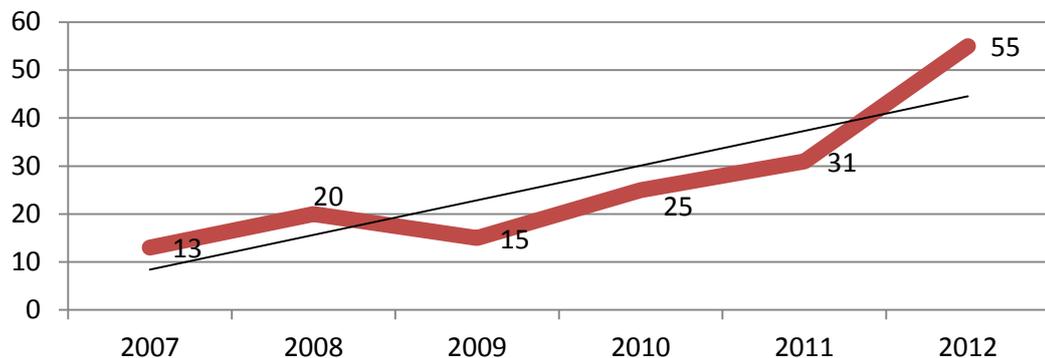
- Successfully processed over **150+ requests for funds received** from Egypt, Lebanon, Syria, Pakistan, Senegal, Sudan, Burkina Faso, Congo, Kenya, Mozambique, South Africa, Madagascar, Angola, India, Sri Lanka, Thailand, Myanmar, Nepal, Indonesia, Philippines, Guatemala, Nicaragua, El Salvador, Perù, Bolivia, Chile, Paraguay, Brasil;
- Submitted over **160 applications** for funds to international funding agencies and private donors;
- **Over 1 million people reached though services provided thanks to grants raised by the GSIF in the past six years;**
- **80%** average success rate in grant-seeking in the past six years;
- In 2012, secured **1.3 MLN USD** in funding, over 4 mln USD raised in 6 years;
- In 2012, **55 applications** submitted from **15 different** countries;



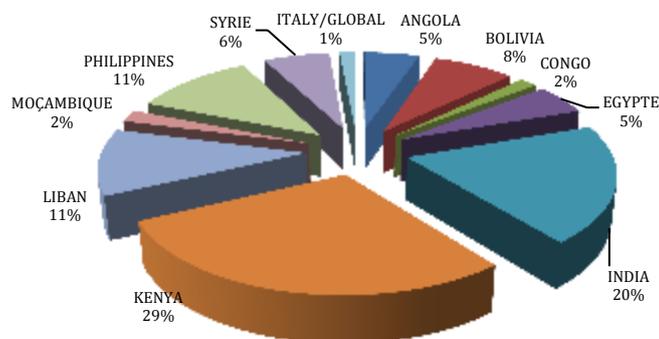
- **In 2012, 65% of applications approved, 13% rejected, rest are still pending.**
- **345,038 people** reached in 2012, including vulnerable women, children, poor, sick, victims of violence, conflicts and refugees;
- **Increased visibility for the GSS projects**, thanks to the new Foundation's website and Facebook page which, for the first time ever, offer access to updated information of GSS apostolates all over the world with pictures, reliable data and case stories.



- **Trend of Funds Raised** -



- **Trend of applications submitted** -

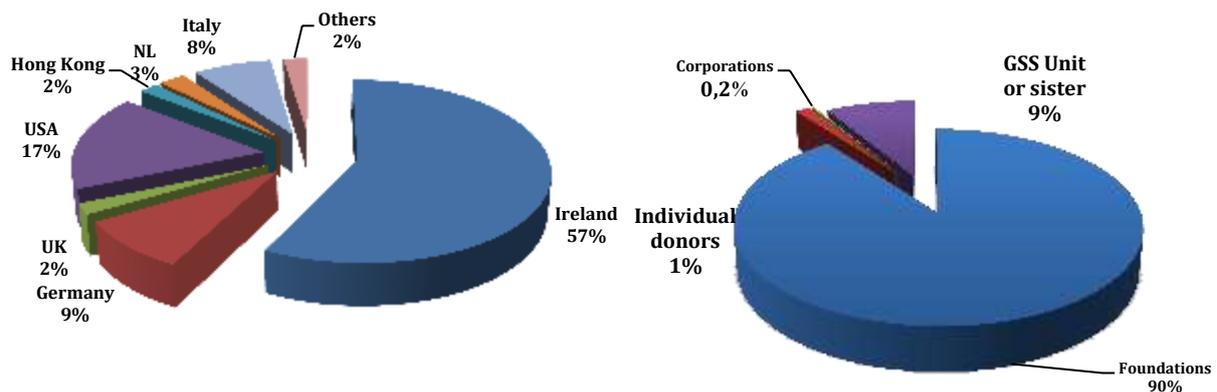


- **Distribution of funds raised by recipient country in 2012**

## Fundraising Challenges

In the past six years the work of the Foundation has been mainly focused on grant-seeking with long term GS international funding partners. This choice was due to a simple cost-effectiveness consideration: given the small staff of MDO, the amount of funds raised in a day with grant-writing is incomparably higher than the amount raised in the same number of days through other fundraising activities. Fundraising activities, such as marketing and communication events, are generally time consuming and not very remunerating if the organization doesn't have an established donor base and is not well known in the community where it is physically based (the Foundation is based in Italy, where the sisters have a very small community and it doesn't work directly with the Italian Good Shepherd programs).

The current composition of our donor base is the following:



*Grants approved in 2012 by Country of Donor*

*Grants approved in 2012 by Type of Donor*

The financial crisis experienced by most European and North American countries is reflected in the funding restrictions operated by most of GS traditional funding partners, particularly in Germany, who are reviewing their priorities, cutting the number of eligible countries, reducing the amount of funds granted to each project and slowing down the disbursement of grants. The GSIF has so far largely relied upon the generosity of these agencies, particularly of the Irish Misesan Cara, but there is concern that in the medium term, these partners will no longer be able to support our programs at the same level.

In order to prevent the consequences of such a scenario and ensure the sustainability of GS programs, GSFI strongly believes in the need to diversify its sources of funds in the following ways:

- **Geographically:** tapping on the fundraising potential of North American and other European countries, where GSS have well established programs and communities who may be interested in networking with GSIF to fundraise for global purposes; exploring the fundraising potential of the growing economies in Asia, particularly in Singapore, Hong Kong, Taiwan and India; and in the raising economies of Brazil and Chile;



- **Creating new types of partnerships**, mostly at country level, through the establishment of regional office, with private donors and global corporations based on **Corporate Social Responsibility** programs.

To develop the abovementioned strategy the GSIF decided to reinforced its structure with the creation of an Advisory Board, involving in GSIF's mission a group of socially minded people, with experience in fundraising, business management and international development who are passionate to build a better world for the most vulnerable communities in the Global South.

A group of 12 highly motivated and passionate professionals from within and outside the GS world, have joined the Board in July 2013 and are now supporting the GSIF by:

- Attending a meeting once a year in Rome (or elsewhere according to the indications of the Foundation's Board) to learn about the activities of the Foundation, its annual report and its fundraising goals;
- Critically reviewing the reports provided by the MDO and assess the results of the Foundation to offer advice on how to improve its effectiveness;
- Being active in suggesting new ways to extend the network of donors and sponsors for the Good Shepherd missions, especially in the new target areas (corporations, Asian funding agencies, etc);
- Monitoring the trends of philanthropy in their country/region to share relevant information on funding opportunities with the MDO;
- Acting as "ambassadors" for the Foundation in their community and with their network of contacts;
- Organizing meetings with potential funding partners and sponsors in collaboration with the MDO Director;
- Visiting mission countries.

Thanks to their support, only a few months on, some concrete results have been achieved:

- Access to restricted funds from international foundations;
- Access to relevant information on trends of funding priorities from international funding agencies;
- Contacts established new with prospect funders;
- Assessed opportunities to develop a fundraising initiative un US.



## 2. The Strategic Plan: A Shared Vision For the Future

This proposal stems from the evaluation of the experience, accumulated by the Mission Development Office in the past six years in partnering with GS programs in the Global South to raise funds and ensure the continuity and sustainability of the Good Shepherd mission as it was illustrated in the first section of this document.

The MDO is placed in a unique position within the “GSS world”, working –virtually- with all GS programs in the Global South and partnering with many programs and committees in the North. Thanks to this special vantage point, and to its role of intermediary with the “outside” world (donors, funders, media, partners), the MDO has gained a clear vision of the opportunities and challenges that GS programs are currently facing in articulating their mission in today’s world.

Before illustrating the contents of the plan, it is important to spell out the main challenges encountered as they have been, in different ways, at different times, expressed by GS sisters, lay partners and stakeholders from different countries in the past six years, to the MDO team and its partners.

### *Forces for Change*

The growing pressure towards change, especially in the Global South comes from both external and internal forces:

#### External Forces

- **Funding:**

The philanthropic world is **more competitive** than ever. The global financial crisis puts pressure on funders to select highly professional and very well established programs, those that can demonstrate measurable impact and tangible results. They ask for “cost-effectiveness”, “value-for-money” and **long term sustainability**. Even traditional Catholic funders have **fewer resources** to allocate to the **traditional “charitable”** model of humanitarian work and the competition among Catholic congregations for these funds is growing.

The harsh fact is this: the standards of quality of the programs run by religious must be raised. Congregations are requested to show their “added value” against each other and this is particularly true for those congregations, like GSS, who work in social services and economic development as they have less access to traditional and institutional Catholic funders, who focus more on strictly pastoral programs and tend to benefit bigger and older congregations.

In the field of social work, women and children-protection and trafficking, GSS compete for funds with professional secular and faith-based NGOs who are moving quickly through **benchmarking** to raise their management standards and implement state-of-the-art models and policies in service provision.

In order to access different sources of funding, like private/unrestricted funding, GSS must



continue to raise their visibility in the media, through advocacy work and communication campaigns. Increased visibility leads to increased funding. Regrettably, most GS programs at present lack reliable data on the impact of their work and don't have quality materials to communicate their good work to the public. Another potential source of funds, multi-lateral and government agencies, at local and international level, require accreditation process and most GS programs currently don't qualify due to the same reasons – an inability to demonstrate, in data and figures, how we are making a difference.

- **Legislation and Standardization of service provision**

Most local governments, even in the least developed countries, have committed with international agencies to raise the standards of service provision in the areas of education, women and children protection, human trafficking, fair trade.

These standards usually emphasize services that are accessible, appropriate, based in the community, coordinated with other agencies, culturally competent, evidence-based and provided by a skilled and supported workforce, respectful of individual rights. In most countries, if GS programs want to apply for public funds to ensure future sustainability, they have to undergo a process of accreditation demonstrating that they comply with these standards, despite the corruption of public officials and the delays of legislation enforcement. Furthermore, international guidelines of public and private funding agencies now encourage all those who provide services in these areas to be aware of national plans and be actively involved in these plans, to become part of coalition groups sharing good practices and working in partnership to reach national goals on, for example, poverty eradication, children universal education, etc.

- **Global Visibility and Reputation**

GS programs are part of a global network. Even the most physically isolated programs located in remote rural areas and in very disconnected communities are seen from the outside as part of a single organization. This interconnectedness and globalized profile of GSS is a great opportunity for fundraising and for advocacy, but carries a great responsibility on each single GS program, which is called to stand up to internationally recognized standards of quality. Furthermore, when GS programs apply for funds to international agencies, this opens the doors to foreigners who expect to find the same level of professional standards in each Good Shepherd program. The exposure that GSS gain in global fora, like the UN in New York and Geneva, on subjects like peace, justice, women and children, calls for harmonized and coherent standards and policies in program management at the grassroots level. As the voice of GS grows on the global stage, and our work is noticed, it invites a new level of scrutiny to our mission. As such, new demands are placed upon us – that we remain consistent with our values, in everything we do, and that we do it to the highest standard.

### *Internal Forces*

- **Effectiveness and Relevance of GS Mission in Today's World**

All GS programs experience the challenge of adapting the “traditional” GS values and language in words that speak to all their beneficiaries, staff and partners, regardless of their background, faith or orientation. A Good Shepherd “theory of change” should offer a vision on how to restructure the organization of the programs keeping a very strong connection with the core of the Good Shepherd mission and values.



The transformation into a “learning organization”, adopting higher management standards is a way to achieve a higher degree of mission effectiveness and not only to get government contracts and more funds from new outlets that are emerging. The link between professional standards in program management and mission effectiveness must be included in the new formation curricula of all sisters and staff in order to gain the necessary motivation and to create a strong sense of ownership and commitment.

- **Good Practices**

Traditional practices, based mostly on experience and “on the job” training, are no longer the most effective ways to fulfill the Good Shepherd mission. Each Good Shepherd sister has committed her life and puts all her passion and energy to offer women and children, who live at the margins, the best possible care but sometimes this strong motivation is not used at its best in an organizational framework that can make the most of it.

GS programs have evolved in the different countries at different paces. From its vantage point MDO encountered state-of-the-art programs which are models in service provisions in their countries, and on a global scale. Others though, struggle to keep up with the minimum standards due to lack of training opportunities for the sisters and staff in cutting edge practices in the GS key thematic areas. One of the biggest imperatives is to then create more opportunities to share good/best practices in program management across the congregation. Furthermore, very few sisters have received training in program management, business administration or international development enabling them to run their programs at a peer level with their secular and religious “competitors”. New leadership teams and formators will have to take these elements into account to plan future training programs.

- **Learning Organization**

GS programs are called to become “learning organizations”, capable of adopting the best practices available in their sectors, assessing their impact in the local communities, learning from mistakes and taking corrective actions.

Evidence based or Results Based planning today represents the key element to transform the Good Shepherd programs into a learning organization which is capable of assessing its outcomes and taking corrective actions to **raise the quality of the services and increase the effectiveness and relevance of the programs**. Monitoring and Evaluation criteria should be distilled from official literature and best practices available at national and international level (benchmarking).

The key to success of a learning organization is continuous dialogue between the evaluation unit and the program managers on corrective actions and, review of outcomes. In the medium-long term, if well implemented a learning organization will be really appreciated by GS program managers because it will help them planning activities based on an objective evaluation of their previous work and an analysis of the available options and with the data provided the GSS as a whole will become more credible and effective in fundraising and advocacy nationally and globally.



## **A Shifting Role for the GSIF's Mission Development Office: Supporting Organizational Change**

This Plan is a concrete response to the challenges posed by these forces and it intends to support GS sisters and staff in keeping their prophetic inspiration, and at the same time, adopting professional standards in managing programs.

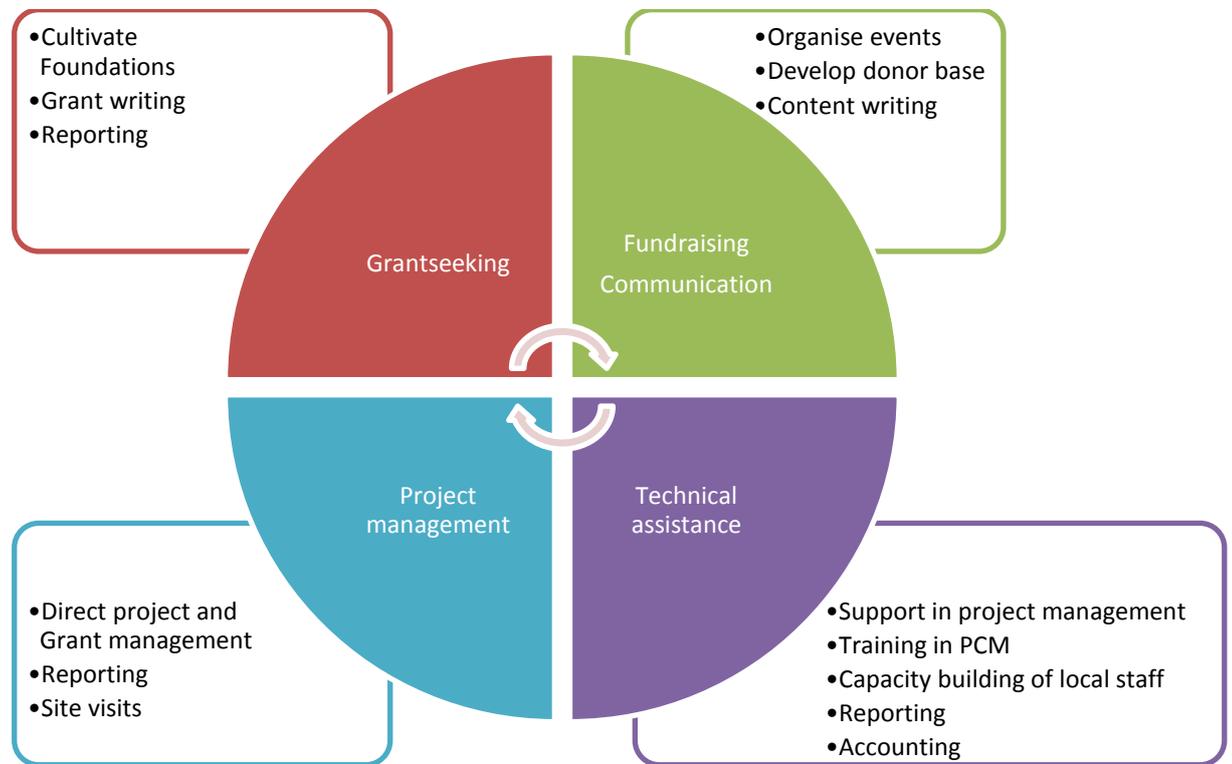
To fulfill this ambitious mission in the next three years, the GSIF's MDO is called to reinforce its original role of fundraiser and networker among the grassroots projects and global donors, and at the same time it is called to work in closer partnership with the CLT, the other congregational committees of the Congregation (Justice and Peace network, Spirituality Centre, NGO representatives at the United Nations) and the local Unit leaderships, to accompany a process of organizational transformation that can ensure improved degrees of sustainability, relevance, visibility and mission effectiveness.

To do so the MDO will have to expand some areas of work (Capacity Building, Organizational Development and Financial Management), with the support of new staff and external consultants, and create a new crucial area of activity dedicated to Monitoring and Evaluation, to design and implement policies, procedures and tools to measure the impact of GS programs and provide data to feed in the communication and advocacy strategy at all organizational levels. This new area will be staffed with a new hire and with the support of a qualified sister assigned to work with MDO by the Irish Province.

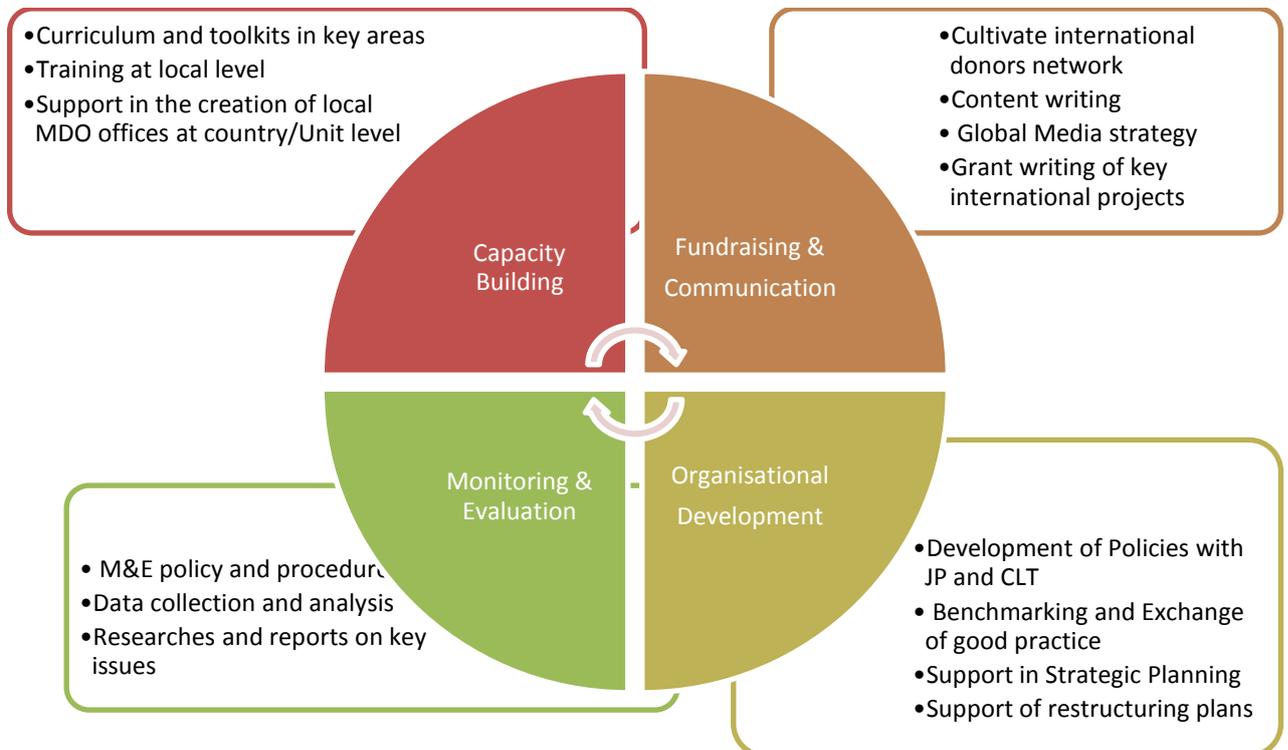
In the long term, once the regional offices and the local staff will be sufficiently empowered, the area of direct Project Management should phase out from managing directly projects in the field from a distance, and the MDO in Rome will be able to focus more on planning and coordinating international development activities, engaging global funding partners, supporting the JP network in policy development and advocacy programs.

According to this vision, in the next three years, the GSIF' MDO operating model should gradually move...

... from a “fundraising centered” model...



...towards a “change enabling” model:





## *The Road Map of the Journey*

The process that this Strategic Plan is articulating can be identified as a “Shared Journey of Transformation” because while it is the responsibility of the GSIF to fundraise for it and coordinate its implementation at central and local level, to make it a reality in the next three years all GS structures and partners (CLT, JP network, Spirituality Centre, Unit Leaders, lay partners) are called to collaborate in planning it and delivering it.

All journeys start with a **road map**, the one presented below is articulated in:

- A comprehensive **Results Framework** which outlines the **Impact** and **Objectives** GSIF wishes to fulfill in the next three years in the **four areas of activities**, the expected **Outcomes**, the **Indicators** to be used to measure the results;
- A **Timeline** of activities;
- A provisional **Budget**.



This Plan has been approved by the Board of the Foundation and by the Central Leadership Team of the Congregation and its implementation will be reviewed annually by the GSIF's Foundation board. Corrective actions will be undertaken if need be. In June 2015, at the next Congregational General Chapter, the GSIF MDO will present a progress report to share the results achieved and the challenges encountered in implementing the Plan and learn from representatives of all GS Units and committees how to improve it.

Designing and implementing a Monitoring and evaluation (M&E) system for the GS grassroots projects and for the GSIF, represents a critical part of this project. To the end of integrating monitoring and evaluation into all activities of the GSIF, a dedicated M&E team of two people was put in place in 2013.

The core work of this M&E team is to design and implement a global Monitoring and Evaluation System which will support the implementation of the GSIF Strategic Plan so as to:

- a) Collect baseline data;
- b) Measure the quantity, quality and impact of GS programs in the Global South;
- c) Deliver reports that can help positioning GSS more effectively in the market of fundraising and in the advocacy platforms at global level. Special attention will be given to highlighting GS “good practices” on the issues related to the POST-2015 agenda, so to help GS representatives at the UN participating with a strong and credible voice to the debate for the formulation of the new Goals for Development.

**Monitoring and evaluating** the progress of the GSIF Strategic Plan will be part of the M&E team work. Under each one of the objectives and outcomes presented in logframe below, a list of indicators and means of verifications has been included. Those indicators will be used by the M&E team and external consultants to assess the results achieved, prepare reports and distill lessons learned and good practices. The Director and Board of the GSIF, based on such reports, will decide upon corrective actions to be undertaken and will share the relevant information with Good Shepherd partners at local and international level to support decision making at all levels within the Congregation.

## **Impact**

The impact that the GSIF 2014-2016 Strategic Plan intends to achieve is a systemic change at social, economic and cultural level, tackling the root causes of the intergenerational transfer of poverty trapping millions of women and children in the poorest regions of the world in poverty and exploitation.



This change will be tangibly observed in the overall improvement of the living conditions of hundreds of thousands of vulnerable women and children living in the most deprived and isolated areas of the Global South, in DRC, Burkina Faso, Madagascar, Senegal, Kenya, Sudan, Lebanon, Syria, India, Nepal, Thailand, Myanmar, Philippines, Indonesia, Sri Lanka, Bolivia, Central America.

To achieve such an ambitious goal, the project will strengthen the capacity of the Good Shepherd programs to protect vulnerable women and children, promote their social and economic inclusion, implement effective participatory networks to advocate for their rights.

At the end of the project period, thanks to the increased levels of professionalism of the GS local staff, to the adoption of more effective organizational models and the implementation of evidence-based management practices, the women, children and community members reached by the GS programs in the Global South:

- **will be safer and protected from violence, trafficking, exploitation and risky behaviors;**
- **will participate more actively in their communities' life to advocate for their rights;**
- **will have improved their education, employment status and income levels.**

**Area: ORGANISATIONAL DEVELOPMENT**

Objectives	Outcomes	Indicators	Ouputs	Means of Verification
<p><b>To strengthen GS programs at all levels through improved up-to-date policies on its core thematic areas</b></p>	<p>Improved strategic planning, program management, fundraising and advocacy at all GS organisational level.</p>	<ul style="list-style-type: none"> <li>• No. of new policies developed at central level;</li> <li>• No. of targeted Provinces and programs implementing new policies;</li> <li>• GSIF eligible to apply for EU, US and other public Aid funds for development.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed upon updated <b>GS Global Policies</b> on Monitoring and Evaluation, Resource Mobilization (Fundraising), Financial management, Child Protection, local networking and advocacy.</li> <li>• A <b>Monitoring and Evaluation Manual customized</b> for GS programs;</li> <li>• <b>Toolkits</b> of procedures and templates (i.e. activity plan templates, guide to fundraising planning, funding agencies checklists, financial report forms, etc);</li> <li>• <b>Strategic Plans, Business Plans, Activity Plans</b> prepared and implemented at country, program and project levels.</li> <li>• <b>Exchange of good practices</b> and models across the congregation on key thematic areas.</li> <li>• GSIF recognised as <b>NGO</b> by the Italian Ministry of Foreign Affairs and EU commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Records;</li> <li>• Policies approved and distributed at all levels within the congregation;</li> <li>• Field visits and interviews with Program and Project managers, Unit leaders and stakeholders.</li> </ul>



**Area: CAPACITY BUILDING**

Objectives	Outcomes	Indicators	Outputs	Means of Verification
<p><b>To transform Good Shepherd programs into Sustainable and Effective “learning organisations”</b></p>	<p>Increased capacity of GS sisters and staff in charge of GS programs in assessing and restructuring their programs and projects to secure Mission Effectiveness in a changing environment</p>	<p>No. of GS programs and projects undergoing a restructuring process based on good practices, policies, guidelines and toolkits offered during training by GSIF;</p> <p>Increased levels of self-reliance in resource mobilisation of GS programs;</p> <p>Improved quality of services provided to people served.</p>	<p>Capacity Building curriculum on Resources Mobilisation, M&amp;E, Child Protection policies, Grants Financial Management, customized to GS needs;</p> <p>Training activities for GS sisters and staff in the areas identified above for the target group according to the Curriculum</p> <p>Strategic Plans and Resource Mobilisation Plans elaborated and implemented at Unit level and at Program level.</p>	<p>Pre and post training test</p> <p>Strategic Plans/Business Plans/fundraising plans</p> <p>Field visits and interviews with Program and Project managers, Unit leaders and stakeholders.</p>



**Area: MONITORING & EVALUATION**

Objectives	Outcomes	Indicators	Outputs	Means of Verification
<p><b>To build a knowledge management system across the congregation to change/improve programming and networking, stimulating on-going learning practices at all organizational levels</b></p>	<p>Improved knowledge management and adoption of an evidence based planning approach will result in increased effectiveness of GS programs and strengthened advocacy and networking at local and global level</p>	<p>Baseline data available to evaluate GS programs and projects in target countries</p> <p>GS project reports to donors enriched with data on impact and outcomes</p> <p>GS applications for funds providing accurate baseline and evidence based elements to illustrate track-record and success stories in project management and program implementation</p> <p>No. of impact studies/ research studies on GS key thematic areas elaborated and disseminated</p> <p>% of targeted staff sharing learning with others.</p> <p>Corrective actions taken at different levels based on the inputs provided by the M&amp;E system</p>	<p><b>Monitoring and Evaluation Policy, Manual, Toolkit and Curriculum</b> to be implemented at project and program level. Training and remote mentoring of local staff;</p> <p><b>Information Management System (IMS)</b> to collect and process baseline data on GS programs collected centrally and processed for internal and external purposes;</p> <p><b>Research policy and protocols</b> to analyse the data gathered through the IMS on the GS key thematic areas: Women Empowerment, Children Protection, Human Trafficking, Economic Justice.</p> <p><b>Policy and procedures</b> to report, evaluate and share <b>lessons learned and “good practices”</b> across the congregation (internal reviews, publications, regular exchanges among different congregational committees).</p>	<p>Pre and post training test</p> <p>Data monitoring and reports</p> <p>Published research reports</p> <p>Sharing with other committees (CLT, J&amp;P, Spirituality, Advisory Board, Unit leaders</p> <p>Survey on use of the M&amp;E tools</p>



**Area: FUNDRAISING & COMMUNICATION**

Objectives	Outcomes	Indicators	Outputs	Means of Verification
<p><b>To improve the levels of visibility and sustainability of GS programs in the Global South</b></p>	<p>Increased capacity of the GSIF' Mission Development Office in Rome and of locally established offices in Latin America, Asia, Africa, to mobilize resources at regional and global level</p>	<p>Trend of funds raised at global and local level for GS programs in the Global South</p> <p>No. projects submitted to local and international funding agencies</p> <p>Degree of diversification of the sources on income of GS programs in the Global South</p> <p>Growing number of visitors to the GSIF website</p> <p>Extended social media community and relevance of GSFI positioning in the global debate on GS "core issues"</p>	<p><b>Training</b> in Resource Mobilization for the local offices (internship, mentoring and coaching)</p> <p><b>Local Resource Mobilization (Fundraising) Plans</b> approved and implemented</p> <p><b>Regional and national offices (MDOs)</b> created and staffed to implement the Fundraising plans</p> <p><b>Financial and Grant Management</b> policies and procedures well established and shared with grassroots program managers.</p> <p><b>Increased visibility</b> of GSIF with national and international agencies and private donors</p>	<p>Grants record system</p> <p>GSIF Annual Reports</p> <p>Financial statements</p> <p>GSFI website and social media visitors' reports</p> <p>SEO statistics</p>

In order to implement the above Framework, we will develop the following activities.

OUTCOME 1	Improved strategic planning, program management and advocacy at all GS organisational level	
ACTIVITY	TIMEFRAME	RESOURCES
<b>Review of the GS Resource Mobilisation Policy and Procedures at Global and Local level and prepare a “Resources mobilisation toolkit” customised for GS Regional Mission Development Offices (including translations in ENG/FR/SP/POR)</b>	Year 1	MDO Director External consultant
<b>Develop/integrate a Grants Financial Management policy and procedures, including templates and forms (including translations in ENG/FR/SP/POR)</b>	Year 1	GSIF Treasurer, New staff at MDO (need to hire a Finance and Administration Officer)
<b>Develop Guidelines on Economics Justice including templates, benchmarks and case studies Income Generating and Business Models, to be addressed in particular to GS who want to start up new EJ programs.</b>	Year 2	MDO Capacity Building Coordinator
<b>Develop/integrate Policies in Child protection and in other areas of protection of vulnerable Girls/Women, including templates and forms</b>	Year 1	M&E coordinator; GS expert on Child Protection Policies (Clare Nolan)
<b>Contribute to develop Policy and Strategic Documents on GS core thematic areas (Poverty Eradication, Human Trafficking, Women and Children Empowerment) in line with the new Agenda for Development (POST 2015-MDGs) in collaboration with other GS committees and in line with the spiritual and ethical values of the congregation.</b>	Year 1, 2, 3	MDO Director, M&E coordinator Representatives of the Justice and Peace and Spirituality committees
<b>Training sessions on new policies and implementation of toolkits in a number of Provinces selected among those most in need (at least 1 session per year).</b>	Year 1, Year 2, Year 3	MDO staff in Rome and in regional offices External consultants
<b>Sharing of new Policies at all levels within the congregation, in particular integration with the formation sessions of new Leadership Teams.</b>	Year 1, Year 2, Year 3	MDO Director
<b>Finalize the application/accreditation process with Italian Ministry of Foreign Affairs to obtain the NGO status</b>	Year 1, Year 2	MDO Director, M&E expert



<b>OUTCOME 2</b> <span style="float: right;">Increased capacity of the sisters and staff in charge of GS programs in assessing and restructuring their programs and projects to secure Mission Effectiveness and Sustainability</span>		
ACTIVITY	TIMEFRAME	RESOURCES
<b>Develop a curriculum on Results Based Management</b>	YEAR 1	External experts
<b>Develop a curriculum on Resource Mobilization &amp; Financial Grants Management</b>	YEAR 1	MDO staff
<b>Develop a Curriculum in Monitoring and Evaluation</b>	YEAR 1	M&E Coordinator and M&E Specialist
<b>Develop a Curriculum in Child Protection Policy/Human Rights/Advocacy</b>	YEAR 1	M&E Coordinator, External experts
<b>Training session on Human Rights/Child Protection/Advocacy Policies; individual training/mentoring on use of the Information Management Systems or M&amp;E in a number of targeted countries (up to six in three years) for 12-15 participants each (including preparation, printing of materials, booking travels, logistic in country, report, follow up)</b>	YEAR 1,2,3	MDO staff External experts
<b>Follow up (distance) with the local teams to review the individual/group Strategic Plans and link with Resource mobilization to develop a fundraising plan; training on Human Rights/Child Protection/Advocacy Policies; individual training/mentoring on use of the Information Management Systems and M&amp;E</b>	YEAR 3	MDO staff External experts
<b>Final evaluation of the whole training cycle, reporting</b>	YEAR 3	MDO staff, External experts
<b>On-going skills development of GSIF's staff to acquire a richer understanding of how to manage change in a complex multi-country organisation, including how to use financial data for strategic decision making, how to plan and implement organizational change, how to negotiate effectively and motivate people in times of change, how to implement social innovation, RBM and M&amp;E in a mission-driven organisation. This will be done allowing MDO core staff and local MDO partners to attend executive training and seminars.</b>		



<b>OUTCOME 3</b>		
<b>Improved knowledge management and adoption of an evidence based planning approach will results in increased effectiveness of GS programs and strengthened advocacy and networking at local and global level</b>		
ACTIVITY	TIMEFRAME	RESOURCES
<b>Design an M&amp;E and Information Management System at program and project level on key areas of activity (including baseline data, indicators)</b>	YEAR 1	M&E Coordinator and M&E Specialist  External consutants
<b>Develop a “Research and Learning” Strategy, identifying thematic areas to develop internal research/survey with the goal of testing a methodology, capture and share “good practices” in the GS core areas of activity, starting with Human Trafficking.</b>	Year 1,2,3	M&E Coordinator and M&E Specialist
<b>Design and set-up a database for Information Management on GS Programs</b>	YEAR 2	M&E Coordinator and M&E Specialist
<b>Develop a curriculum for the use of M&amp;E tools including procedures on how to gather information</b>	YEAR 1	M&E Coordinator and M&E Specialist
<b>Train program and project managers who receive funds through GSIF on the use of M&amp;E tools</b>	YEAR 1, 2 AND 3	M&E Coordinator and M&E Specialist
<b>Evaluation of the system/review, sharing with other congregational committees (CLT meetings, J&amp;E and Spirituality, General Chapter, Circle of Provincials)</b>	Ongoing from Year 2	M&E Coordinator and M&E Specialist

