

2017 ANNUAL REPORT

**Together  
We Strive for  
Change**



**GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION**  
ONLUS



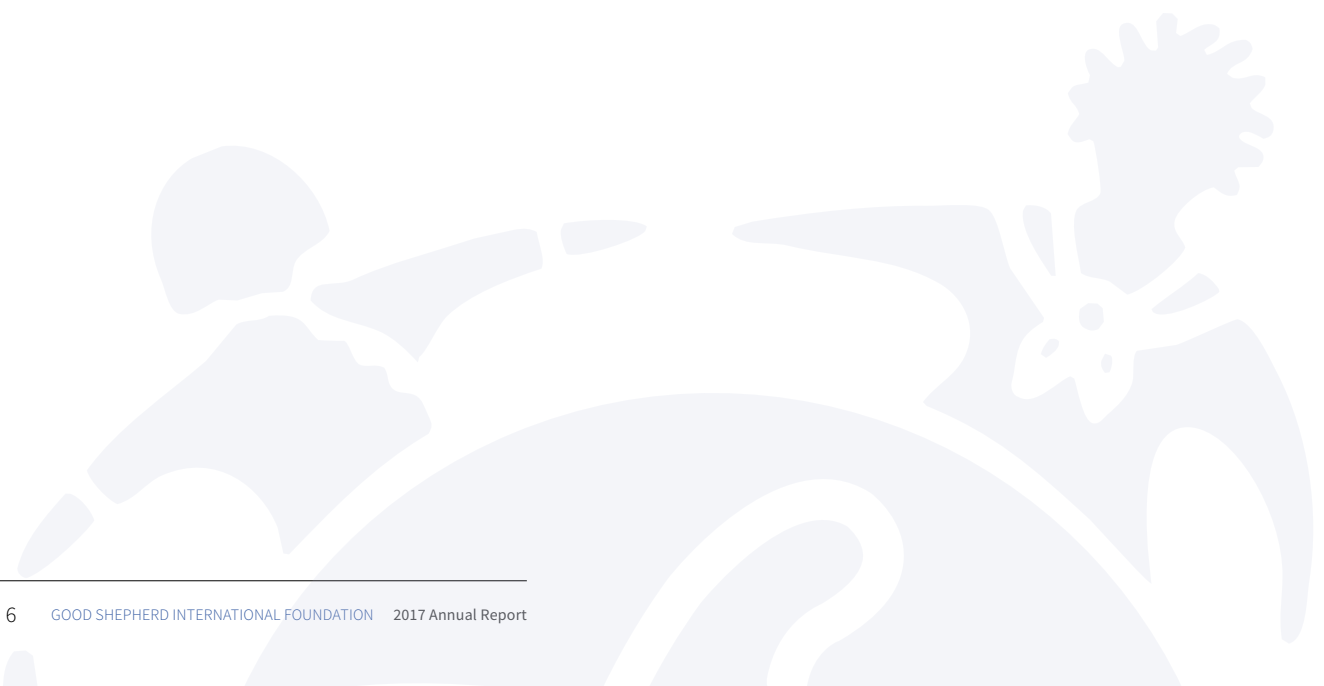
*On behalf of the Good Shepherd International Foundation Board of Directors, I am proud to present the 2017 Annual Report. GSIF continues to grow and respond to the needs of the most vulnerable and excluded members of society. Having seen the need to build capacities local communities, GSIF has broadened its scope of development in order that programs offer effective and holistic services that comply with global standards. International recognition of the high quality of Good Shepherd programs has affirmed that these efforts are bearing fruit.*

*The Good Shepherd organization continues to observe best practices and sees itself as evolving and changing as new needs arise. The GSIF team has worked tirelessly to bring about the amazing results shown in this report.*

*We offer our gratitude to all who, on every level, are committed to continue this vital work towards creating a world that is responsive to every person.*

**Sr. Elaine Basinger**

President of the Good Shepherd International Foundation





# Summary

In 2017 the Good Shepherd International Foundation finalized a new Strategic plan for the period 2017-2021, following a broad consultation with its partners from 73 countries. The plan articulates GSIF's Theory of Change (ToC), a strategy that the Foundation will pursue together with Good Shepherd sisters and partners globally to:

- Reduce poverty (SDG.1) and hunger (SDG.2) and create decent work opportunities (SDG. 8);
- Eliminate all forms of violence and discrimination against girls, women and children (SDG 5);
- Protect the rights of migrants and refugees, particularly of women (SDG 8.8) to build inclusive societies (SDG 10.7).

To achieve such ambitious objectives, the Foundation has been called to extend its original scope of action, from fundraising and technical assistance in project management, to enhancing the capacities of the local teams, and raise the quality of the services provided by the Good Shepherd programs in Africa, Asia and Latin America, aligned with international good practices.

Besides this new area of work, GSIF will continue to focus on increasing and diversifying funding from international donors for Good Shepherd projects and strengthening internal and external cooperation to advocate more effectively for girls, women and children's rights.

To implement the activities for capacity development, GSIF has created the new position of Capacity Development Specialist, that will be responsible for coordinating various initiatives in the countries and internationally, enhancing the quality of the services provided and the effectiveness of local strategies to reduce poverty and uphold human rights, in alignment with international good practices. In the area of Safeguarding children, GSIF has facilitated the membership of the Good Shepherd sisters and programs in the "Keeping Children Safe" network, to develop state-of-the-art policies and procedures for child protection in all Good Shepherd programs worldwide.

To extend the Good Shepherd programs' donor base, GSIF in collaboration with the Good Shepherd Mission Development Offices (MDOs) in the regions, has implemented an articulated strategy to engage new donors and increase the commitment of existing ones, which includes more sophisticated communication materials and a coordinated media strategy. This effort has contributed to raising the profile of GS programs and increase by 14% the overall income for projects and core activities available in 2017.

Two outstanding examples of the results of this strategy are:

- The Good Shepherd program for refugees in Lebanon, which is currently providing protection and access to fundamental rights to 24,000 people, mostly Syrian refugees and impoverished Lebanese, particularly women and children, contributing to achieve SDG Target 8.8 (promote safe environments for all, including migrant workers, particularly women migrants). Thanks to GSIF support this program has been featured in various Italian and Swiss newspapers, magazines and TV networks, through the campaign *Humanity*, launched in collaboration with the Federation of Italian Catholic NGOs (FOCSIV);
- The Good Shepherd (Bon Pasteur) program in Kolwezi (DRC) to eliminate human rights violations in the Cobalt Supply Chain, has so far rescued 1,600+ children from the cobalt mines of Kolwezi and enrolled them into schools, and which, thanks to GSIF, has been featured on the Italian newspaper "Corriere della Sera", the US network CBS, the 2017 Amnesty International Report "Time to Recharge" and has been identified as a model of a low-cost, community-based development strategy to combat child and forced labour in the cobalt region and so contribute to achieve the SGD Target 8.7 (eliminate all forms of child labour) by the Pontifical Academy of Sciences and UN Secretary Special Advisor for the SDGs, Prof. Jeffrey Sachs.

GSIF and Bon Pasteur Kolwezi have been invited to present their new 5-years strategy at the Responsible Cobalt Initiative and Global Battery Alliance, the two corporate sector initiatives coordinated by the World Economic Forum and the Chinese Chamber of Commerce, to align cobalt supply chain policies with the OECD Due Diligence Guidance for Responsible Supply Chains. GSIF and Bon Pasteur Kolwezi have been identified by such initiatives and other prominent international NGOs, including International Justice Mission, the German Cooperation for Development, Amnesty International, as key partners to guarantee the respect of the UN Guiding Principles of Human Rights and Business in the Lualaba Province.

Through their approach of Radical Inclusiveness, as described by Prof. Mark Canavera of Columbia University, the Good Shepherd programs supported by the GSIF in 2017, contributed to uplift the human dignity of the poorest and most vulnerable members of society, in an increasingly materialistic and unequal world, through a person-centered approach to development, weaving a web of long-term relationships within their communities.

**Cristina Duranti**

Director of the Good Shepherd  
International Foundation



# Table of contents

1. Our Identity	10
2. Past Results and New Commitments for Change	12
Evaluation of the 2013-2016 Plan	12
Implementing the New Plan	15
Early Results	17
GSIF contribution to SDGs	21
3. A strengthening of the network of the Good Shepherd Mission Development Offices and GSIF Team	24
4. How we made a difference	28
Projects and results	28
Programs supported	34
5. Fundraising and Financial Results	36



# 1. Our identity

The Fondazione Internazionale Buon Pastore ONLUS (Good Shepherd International Foundation, GSIF) is a nonprofit organization founded in 2008 by Our Lady of Charity of the Good Shepherd (aka as Good Shepherd sisters or RGS), an international Congregation of women religious present in 73 countries, to support the mission in the least developed countries of the world.

GSIF operates as a Non-Governmental Organization in Italy and in the Southern Hemisphere of the world, to promote inclusive and sustainable development for the most marginalized and vulnerable members of society, and offers assistance to programs run by the Good Shepherd sisters and their partners.



## 2017 RESULTS



36

COUNTRIES



40,000+

PEOPLE DIRECTLY INVOLVED



136,000+

PEOPLE INDIRECTLY INVOLVED



€ 4 MILLIONS

FUNDS RAISED\*

\*This amount includes all grants approved for projects supported by the GSIF team and the local Mission Development Offices.



### VISION

We envision inclusive societies where girls, women and children are empowered and enjoy full human rights.





## MISSION

The GSIF is a value-based non-profit organization committed to support the programs of the Good Shepherd sisters for vulnerable children, girls and women, promoting the rights of people living in poverty, affected by human trafficking, migration, gender-based violence and other forms of discrimination.



## HOW

We do this through:

- Capacity building;
- Resource mobilization;
- Promotion of good practices and service provision;
- Organizational learning and strengthening.

## VALUES



**Person-centred approach to development**



**Inclusion**



**Trust and respect**



**Partnership and collaboration**



**Transparency and accountability**

## 2. Past Results and New Commitments for Change

### a. Evaluation of the 2013-2016 plan

While 2016 was dedicated to assessing the results of the activities carried out under the Strategic plan 2013-2016, 2017 began with a process of review of the lessons learned and identification of the shortfalls to finalize a new plan.

The key results of the 2013-2016 plan can be summarized as follows:



19

GSS countries/programs adopted a participatory and results-based approach for long-term planning.



80

**training sessions** for **1066 Good Shepherd sisters and lay staff**, from 15+ countries to help implement new policies in M&E and F&A.



13

**GSS programs** systematically **integrated a full-on M&E** system for donor reporting and to assess their impact.



6

**local MDOs raised 700,000 Euros** (2016) from local and international donors.



+54%

**funds raised by GSIF** and its partners: from 1.543 mln Euros in 2014, to 2.370 mln Euros in 2016.

**Donors' satisfaction:** all donor visit reports were positive.  
**New donors identified and retained.**

Through the process of evaluation, we have identified shortfalls in the following areas:

- Gaps in standards for service provision across programs and countries;
- Uneven and discontinuous adoption of new policies by GSS programs;
- Unclear role of GSIF and weak governance of the MDOs network; weak ownership by the Unit leadership;
- Limited diversification of funding sources.

The GSIF team and partners recognized that there is a need to pay more attention to ownership and feasibility of the strategic plans that have been developed in the 19 countries throughout the planning period, to avoid that those plans remained only “on paper”.

There is also a need to manage expectations for funding more effectively. Since the cycle of the program planning is long and includes several steps from research to fundraising, it is important to communicate with the local partners and the beneficiaries the timing and the risks associated with raising funds.

The GSIF team and partners need to integrate and increase their skills in the areas such as service provision and training of trainers, to support an increasing demand for capacity building and organizational development.

Here are a few remarks from the responses of the partners that have participated in the evaluation of GSIF Plan:



**79%**

of our partners found that “the Monitoring & Evaluation policy and training improved their capacity to gather more reliable and accurate data, and resulted in improved planning and reporting”;

**68%**

found that the F&A policy “helped improve financial management” of programs, especially those funded by international agencies;

**78%**

of the partners reported “the new guidelines for Child Protection were useful to review existing local policies and prepare new ones”.

Overall, the plan has succeeded in accompanying the leadership of the Good Shepherd sisters towards a change in the the organizational culture, to transform the congregation into a “learning organisation” by formally requesting to adopt a participatory and results-based approach to program design and management at all key decisional levels.

Those countries and programs that have been directly involved in GSIF activities have been able to raise more funding to consolidate and extend their services. They have also been able to collect and share data more regularly through a consistent and homogeneous knowledge management system (the GSI-Global Strategic Indicators), facilitating programming, networking and on-going learning. Thanks to the ongoing training to implement the GSIF Finance and Administration policies, the programs involved in the GSIF plan have become more accountable and transparent, and some of them

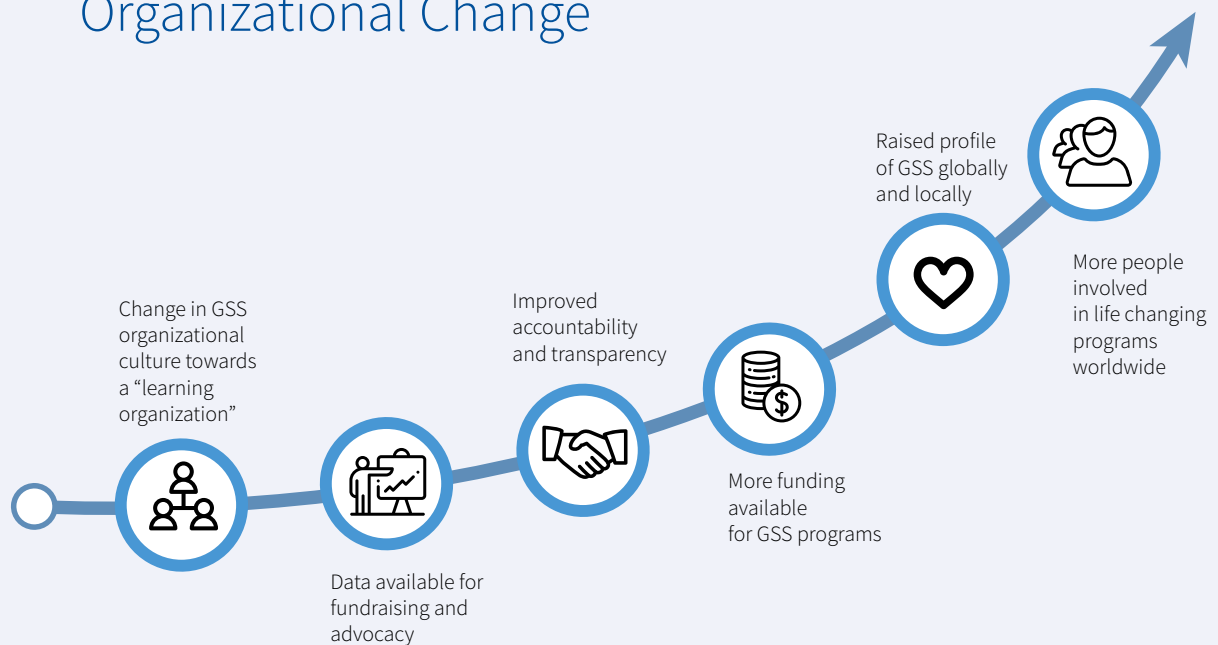
are considered a “good practice” by an increasing number of international donors.

Good Shepherd programs, particularly Bon Pasteur Kolwezi for its work on eradicating child labor in the mines, the reconstruction and community development programs in Nepal and the Good Shepherd programs in Lebanon for migrants, are now better known in the NGO sector in Italy and internationally, thanks to the GSIF media strategy.

All the aforementioned outcomes have enabled the Good Shepherd programs to involve more people in life changing programs in the most impoverished communities and to positively impact their lives.

As of December 2017, over 136,000 people have been directly involved in GS programs supported by GSIF and the local MDOs, while over 176,000 have been indirectly positively affected by the programs’ activities.

## GSS Process for Organizational Change





## b. Implementing the new Plan

In 2017 GSIF has capitalized on these results and lessons learned to design a new Theory of Change, which will inform the actions of GSIF's team and its partners for the period 2017-2021.

The new plan has been prepared through a broad process of consultation that has run in parallel with the evaluation of the old plan and has involved representatives from 73 countries, through regional and international sessions, who have voiced the needs of the people participating in Good Shepherd programs worldwide.

**The most urgent needs** identified by our partners are:

**1) Extreme poverty**, growing inequalities and limited access to resources by the most vulnerable members of the communities;

**2) Systemic violation of dignity and human rights of girls, women and children**, including gender based violence, commercial sexual exploitation and human trafficking;

**3) Rising number of people migrating** because of poverty, unresolved conflicts and climate change, **whose dignity and rights are not respected.**

The Theory of Change states that GSIF and its network of Mission Development Offices will not directly deliver services in response to those needs, but will enable the Good Shepherd programs to do it at best. GSIF will therefore **deliver change** by joining forces with the global network of Good Shepherd partners and other like-minded organizations, adopting *an integrated approach to combating poverty, restoring dignity to the excluded, and at the same time protecting nature*" as recommended by Pope Francis in *Laudato Si*.

The overall **Goal** of the new Plan is a modern articulation of the original call of the Good Shepherd founders, interpreted in the light of the human rights approach:

*GSIF will contribute to bring lasting and positive change in the lives of the people involved in Good Shepherd programs who suffer from poverty, violence, gender-based discrimination and other violations of human dignity and human rights.*

To achieve this Goal, GSIF will support Good Shepherd programs to:



**Reduce poverty (SDG.1) and hunger (SDG.2) and create decent work opportunities (SDG. 8)**



**Eliminate all forms of violence and discrimination against girls, women and children (SDG. 5)**



**Protect the rights of migrants and refugees, particularly of women (SDG 8.8) to build inclusive societies (SDG 10.7).**

To accomplish these objectives, GSIF's activities will focus on the following outcomes:



**OUTCOME 1: Enhanced capacity** to foster a Good Shepherd network operating as a learning organization, whose members' capacities are continuously reviewed and developed.

GSIF will support the Congregation in adopting a life-long learning approach to capacity building and organizational development, to ensure that the participants are involved in programs aligned with human rights principles, modeled on international good practices and delivered with the highest level of professionalism. To do so, GSIF and the Congregation will invest in professional training, up-grading of technical skills and sharing of learning.



**OUTCOME 2: Increased and Diversified funding** to cultivate a mutually enriching partnership with current and prospective donors, and at the same time expand a base of like-minded supporters, including individuals and corporations.

GSIF in partnership with a global network of local mission development offices in Africa, Asia and Latin America, will consolidate its foundations' fundraising strategy and will engage a more diverse base of donors through a professional and creative communication and marketing strategy.



**OUTCOME 3: Strengthened cooperation** to work as an interconnected and united entity, where all partners, from within the Good Shepherd family, can play a clear and effective role and can join forces with other organizations that share our values.

GSIF and the Good Shepherd central and local leadership will develop stronger and clearer internal coordinating systems, allowing more effective cooperation to fulfill the congregational objectives and implement the Sustainable Development Goals.

Through this plan GSIF contributes to implementing the recommendations of the **30th Good Shepherd Congregational Chapter**, which called all partners, sisters and lay, to “Risk Together for Mission” and “be **adequately equipped** to respond to a rapidly changing world, investing resources in **holistic formation and training** for all involved in mission; developing **clear strategic plans and integrating spirituality, justice and peace with the best ministry practices.**”

Under this plan, GSIF's support will primarily focus on: **Burkina Faso, Democratic Republic of Congo, Guatemala, Madagascar, Mozambique, Nepal, Senegal, South Sudan, Sri Lanka, Sudan, Bolivia, Syrian Arab Republic, Cambodia, Myanmar, El Salvador, Nicaragua, Vietnam, Honduras, India, Philippines, Indonesia, Kenya, Peru, Angola, Argentina, Brazil, Chile, Costa Rica, Colombia, Ecuador, Lebanon, Mexico, South Africa, Paraguay, Venezuela, Thailand, Uruguay, Panama**, to address the most urgent needs related to economic inequalities, gender based violence, human trafficking, migration and refugees. At the same time, GSIF will strengthen its collaboration with **Good Shepherd partners** in Europe, USA, Canada, Australia and other countries in Asia to promote regional/international networks and communities of practices.

## c. Early results

As the Plan was approved in June 2017, the GSIF team and the regional Mission Development Offices have been engaged in a process of dissemination through meetings with the central and regional leadership teams of the Good Shepherd sisters and partners, and through a workshop held in Rome in October 2017. The early results of the activities implemented in 2017 under the new plan can be summarized as follows:



### OUTCOME 1: ENHANCED CAPACITY

#### **Indicator: Improved alignment with international standards on service provision**

- A model of good practice will be available for all Good Shepherd programs who want to implement projects on financial inclusion. The guide, which will be presented to the implementing partners by May 2018 includes a general policy, a toolkit for implementation and a training program for trainers;
- The GSS program in DRC, Bon Pasteur Kolwezi, has become a model for child eradication of child labour in the mines and has been documented by Care and Protection of Children - CPC Learning Network (Columbia University) for dissemination, scaling and replication in new sites, moving from 5,000 people reached to 20,000 thanks to the 5-years strategic plan prepared with GSIF which will contribute to achieve SDG 8.7 on eradication of child labour and the DRC National Sector plan, building on the success of having brought 1,650 children out of the mines and into schools so far;
- The newly hired Capacity Development Specialist, Mr. Casavecchia, has received full support from the GSS central leadership to start the process of accreditation of the Good Shepherd sisters on child protection policies through “Keeping Children Safe”, an internationally renowned platform supporting NGOs in development, implementation, audit and monitoring of the best standards to keep children safe;



### OUTCOME 2: INCREASED AND DIVERSIFIED FUNDING: TO REACH AND POSITIVELY IMPACT MORE LIVES;

#### **Indicator: Increased/diversified portfolio of institutional donors (foundations and GSS Units)**

- New long-term funding agreements with the Good Shepherd Provinces of UK (3+ years) and Toronto (10+ years) stipulated to co-fund Good Shepherd programs in the developing countries, starting in 2017 with India, Myanmar and Sri Lanka;



### OUTCOME 3: STRENGTHENED COOPERATION

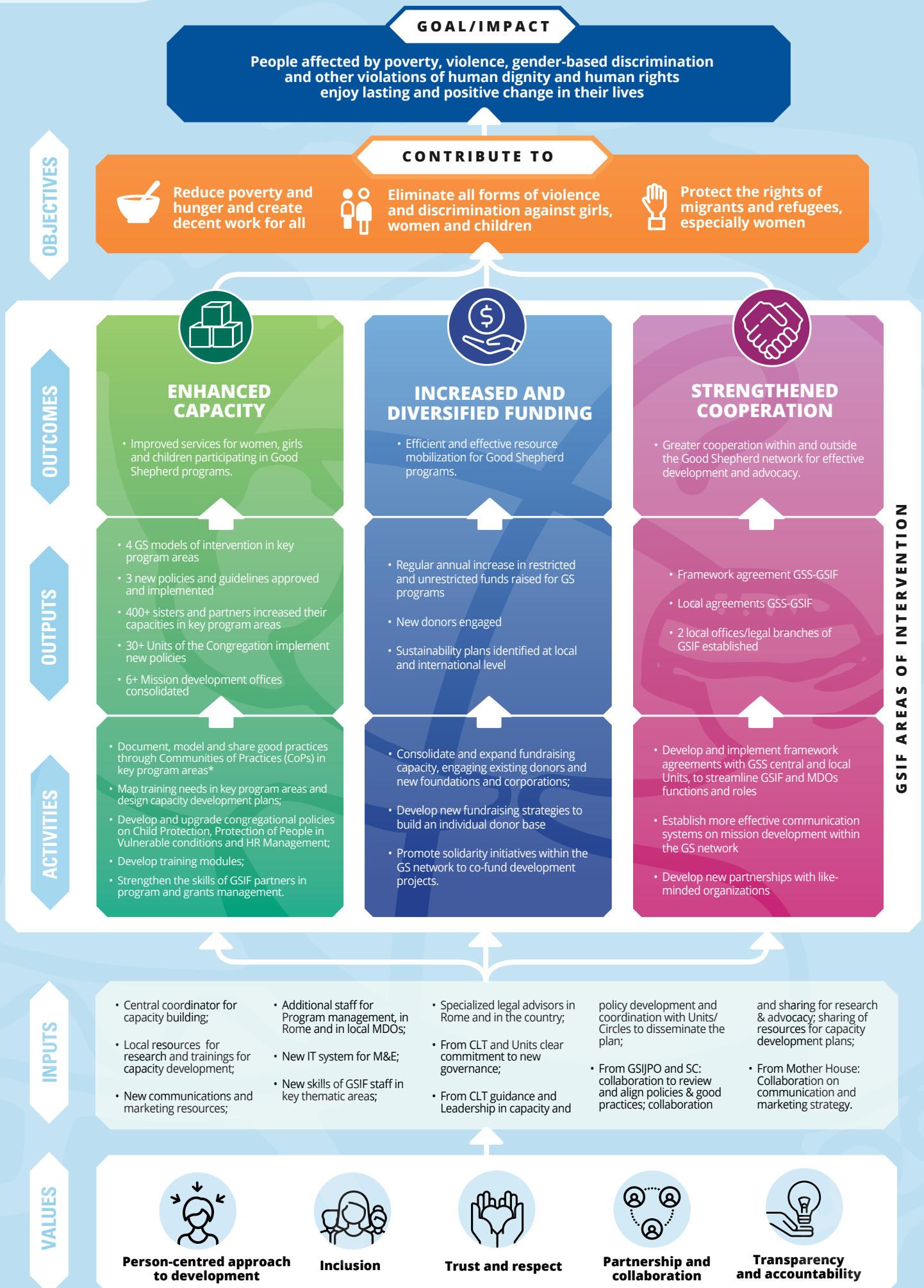
**Indicator: Increased clarity and satisfaction on roles/functions of GSIF and MDOs within the Good Shepherd network**

- The leaders of all Good Shepherd Units of Latin America and Asia Pacific have achieved greater clarity and ownership of the general goal and outcomes of the GSIF Plan and committed officially at their regional conferences in August and November 2017 to support GSIF team and regional offices in the implementation within their Units, raising the contribution to meet the expenses;
- Agreement to consolidate the role and expand the capacity of the regional offices;
- Agreement to incorporate the current regional office of GSIF in Latin America as a local branch of the GSIF, giving it a higher profile and more capacity to coordinate, fundraise and implement regional projects. The registration will likely be finalized by September 2018;
- Finalized Framework agreement between the highest authority within the Good Shepherd sisters (the Congregational Leadership Team) and GSIF clarifying role and mandate of GSIF vis-a-vis all Good Shepherd Units. This document will be shared globally and will be used as reference to stipulate agreements with all local Units;

**Indicator: Increased number of joint initiatives among GS partners and with external partners**

- The launch of the new GSIF film “Mahila” documents the Indian project on women’s economic empowerment. It brought together on International Women’s Day Good Shepherd partners from all over the world through a “digital” event, to reflect on gender-based discrimination and how Good Shepherd people around the world are engaged to eliminate such forms of discrimination in different ways. This is the first-ever global event involving simultaneously all Good Shepherd Units in a joint reflection and action.







*Women gathering in Tanglichok, Nepal*

## d. GSIF contribution to SDGs

GSIF is committed to support the Good Shepherd programs that contribute to their national strategies achieving the SDGs. Under the new plan, GSIF will focus its efforts on the priority areas for sustainable development identified by its partners:

- **Reduce poverty (SDG.1) and hunger (SDG.2) and create decent work opportunities (SDG.8)**
- **Eliminate all forms of violence and discrimination against girls, women and children (SDG.5)**
- **Protect the rights of migrants and refugees, particularly of women (SDG 8.8) to build inclusive societies (SDG 10.7).**



More specifically, GSIF and **Bon Pasteur Kolwezi** are committed to contribute directly to achieving **Target 8.7 by eliminating child labour** in seven mining sites of Lualaba (DRC), and enrolling them in school and psycho-social development programs.

This will be done in collaboration with the DRC Government, the local civil society and the international stakeholders involved in the cobalt-supply chain (see following pages)

# Bon Pasteur Kolwezi Strategic Plan 2018-2022

In the past first five years, Bon Pasteur (BP) Kolwezi has been recognized by the DRC government and NGOs like Amnesty International, as the only NGO working effectively to address the widespread human rights abuses in the province's Artisanal and Small-scale Mining (ASM) communities, which provide essential raw materials for the global electronic and automotive industries.

Since 2012, BP has been working to reduce poverty, social fragmentation, weak rule of law, gender based violence heavily affecting the ASM

communities of Kolwezi, through a comprehensive community development program, integrating alternative livelihoods, social protection, education and advocacy. In five years, BP has helped 5,000+ children, women and girls from the Kolwezi village of Kanina to find their voice and dignity, 1,300+ children escaped the harsh life of the mines to attend schools, 300+ women started a business in farming, 300+ girls gained skills catering and dress-making. Overall, BP created an unprecedented community-based system to provide justice and safe spaces for victims of all abuses.

## Outcomes



1.

### ALTERNATIVE LIVELIHOODS THAT ARE SUSTAINABLE AND SECURE

Increased income and food security for families in the targeted villages through farming and income-generating activities.



2.

### SAFE SPACES CREATED FOR CHILDREN, GIRLS AND WOMEN

Extended community-based systems protecting children, girls and women from abuses and promoting their holistic development through education, healthcare and skills training.



3.

### EMPOWERED CHILDREN THRIVE OUTSIDE THE MINES

The most vulnerable children in the targeted communities are supported to quit exploitative and unsafe work in the ASM, to develop their full physical and psycho-social potential in school and in secure community settings.



4.

### STRENGTHENED COMMUNITIES IMPROVE THEIR WELFARE

Through greater community cohesion, government and mining companies are held accountable to national and international laws, ensuring a more equitable distribution of local resources and improving infrastructures and services for the targeted villages.



5.

### EFFECTIVE MANAGEMENT ENSURES PROGRAM SCALABILITY

Through continuous capacity building of staff and improvements of local structures, the program adapts and grows to meet the needs of more communities, serving as good-practice on the national and international levels.

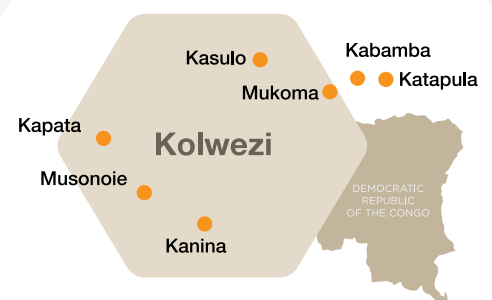
## Key Outputs

**4,700 children** will have quit works in the mines and other forms of child labour and will be enrolled in educational and psycho-social programs;

**1,300 girls** will have gained skills and have access to decent jobs;

**2,787 women** will have improved income and food security for their families.

## Target



**23,443 people** from the cobalt Artisanal and Small-Scale Mining (ASM) communities of **Kanina, Mukoma, Kapata, Musonoie, Kasulo, Kabamba, Katapula** (Kolwezi, Lualaba, DRC)



### **Outcome 1: ALTERNATIVE LIVELIHOODS THAT ARE SUSTAINABLE AND SECURE**

Women in the targeted artisanal mining communities have increased their income through sustainable farming and other income-generating activities and improved food security and overall living conditions of their families.

### **Outcome 2: SAFE SPACES CREATED FOR CHILDREN, GIRLS AND WOMEN**

By extending the Bon Pasteur model of community-based protection of children, girls and women, they will be safe from human rights violations, such as the worst forms of child labour and gender-based violence. In such safe spaces, they will be able to access basic human rights, such as education, healthcare and skills training fostering their physical, psychological and social development.

### **Outcome 3 EMPOWERED CHILDREN THRIVE OUTSIDE THE MINES**

The children of the targeted communities will be supported by social workers, teachers, psychologists, nurses and their parents to quit work in the mines and develop their full

potential, through age-appropriate, physical, psychological, intellectual programs, in schools and in secure community settings.

### **Outcome 4: STRENGTHENED ARTISANAL MINERS IMPROVE THEIR WELL-BEING AND WELFARE.**

The targeted artisanal miners (*creseurs*) improved their working and living conditions, through improved community cohesion and effective mobilization and formalization of cooperatives, to ensure the engagement of the government for an equitable distribution of resources and the full compliance of the mining companies with national and international laws and conventions.

### **Outcome 5: EFFECTIVE MANAGEMENT ENSURES PROGRAM SCALABILITY**

Through continuous capacity building of staff and improvements of local structures (more reliable internet connection, adequate office space, more vehicles available for the staff to reach isolated communities), Bon Pasteur will be consolidated as a model-program of credible management and good governance ensuring a sustainable expansion of its activities in new sites.

Through this plan Bon Pasteur will contribute to the DRC National Sector Plan to eradicate child labour in the mining sector by 2025, collaborating with the national and provincial committees for child protection, and with other NGOs and public-private platforms such as the Global Battery Alliance at the World Economic Forum and the Responsible Cobalt Initiative, to implement concrete actions to achieve this goal.

By allowing 4,830 children to quit exploitative work in the mines and in other sectors, Bon Pasteur will also contribute to achieve **Target 8.7** of the Sustainable Development Goals, “**secure the prohibition and elimination of the worst forms of child labour and by 2025 end child labour in all its forms**”.

## **Impact**

By 2022, **8,600 children, girls and women from the ASM of Kolwezi**, whose basic human rights have been systematically denied, will enjoy more dignified, healthy and productive lives.\*



### 3. A strengthening of the network of the Good Shepherd Mission Development Offices and GSIF Team

The GSIF team has grown in response to the increasing needs of our partners, hiring a Capacity Development Specialist and a Program Officer (trainee). At the same time, the local network was strengthened through an increasing number of local teams that support the Good Shepherd Units and their programs in implementing development projects.

These teams have changed their structure over the years and are now strengthening their roles and capacities in supporting the Good Shepherd Units across the world in fundraising, project management and organizational development. As one of its key outcomes for the new strategic plan, GSIF has started working to clarify and consolidate the partnership relations across this network

of Good Shepherd partners. A prominent role in the advancement of the Good Shepherd mission is carried on by the Regional Mission Development Offices, that are responsible for coordinating the fundraising and organizational development strategies of the Good Shepherd Units in Latin America and Asia Pacific in close collaboration with the Circle of Provincials in the Regions.

Their profile has grown significantly in 2017 and has contributed to extending the donor base for the Good Shepherd projects in the regions, raising the quality of the programs and developing partnerships and alliances with other organizations to achieve common goals in the areas of anti-trafficking, child protection and rural development.

#### MDO ASIA PACIFIC



The Mission Development Office in Asia Pacific, managed by **Theresa Symons**, has been working to coordinate Organizational Development and Capacity Development projects in Asia Pacific, consisting of training, research, exchange of good practices within GS programs in the region. In 2017, Theresa has conducted 21 visits in 7 Countries to facilitate strategic planning sessions, training sessions and participate in regional meetings on Anti-Human trafficking and Justice and Peace.

The AP MDO and the GSIF team have facilitated the formulation of one new strategic plan, the implementation of four strategic plans and the monitoring of three grants received including liaising with donor agencies. In addition to this growing stream of work, the office has supported the local offices in the Units and the GSIF team in grant-seeking to build a donor

base in Asia-Pacific for international fundraising initiatives. The MDOAP has collaborated in preparing 6 new applications, engaged 3 new regional funding agencies (thanks to the link of the Provinces of South Korea and Singapore/Malaysia).

Thanks to the extensive experience of Theresa Symons, the office has worked effectively to liaise mission development programs, especially strategic planning and identification of priorities within the countries, with the Spirituality and Justice and Peace network of the Good Shepherd Units, to implement an integrated approach in advocacy and fundraising initiatives beyond provincial and national borders. To do so, Theresa has participated in one Asia Pacific Anti Trafficking Workshop (with APJP) and two Asia Pacific Integration Workshops with the Circle of the regional Unit leaders.



*Theresa Symons and Calogero Gugliotta (GSIF F&A Manager) visiting the mission in Nepal*



*Theresa Symons visiting the mission in Sri Lanka*

## MDO LATIN AMERICA



**Heidi Hochstatter** is the regional manager of the Latin America Mission Development Office. Since its creation in 2015, coordinating this office has been a demanding job, requiring availability, time and creativity.

At the same time it has been exciting to work with many Provinces across the region, where the demand for support and joint work with the MDO has been growing steadily. The region, under the guidance of the Circle of Provincial, is now

open to address new challenges to attain the congregational directions and the Sustainable Development Goals. This commitment calls all Good Shepherd sisters and partners in the region to be like the women in Matthew 25, “*ready to have the lamp on waiting for the groom, for us the lamp should be the Mission that should be on to be the light for the most vulnerable, responding through the strengthening of the apostolates*”.



Heidi Hochstatter with the Circle of Provincials of Latin America

The MDO LA office in 2017 has focused on the following activities:

- Development of capacities of the national teams on project management, violence, trafficking in persons, micro-finance, monitoring;
- formulation and monitoring the implementation of strategic plans in 9 Units;
- fundraising, to expand the donor base in the region and developing alliances to strengthen the programs.
- Integration with the Justice and Peace regional network, supporting the work of the anti-trafficking program “Red Hacia la Libertad”.

The office has also developed strategic partnerships with two regional networks:

**REPAM**, through coordination with the Catholic Relief Service, has the pan-Amazonian catholic network, providing services and projects for the indigenous people who live in the Amazon, addressing issues related to environmental protection, trafficking in persons, poverty.

**RISE LEARNING NETWORK**, an international group providing training and networking opportunities to improve programs aimed at rehabilitation and reintegration of Children and Adolescents Victims of Sexual Exploitation.





Women from the village of Tanglichok, Nepal



## Network of Good Shepherd Local Partners



**Heidi Hochstatter**  
*Regional Manager MDO Latin America*



**Theresa Symons**  
*Regional Manager MDO Asia Pacific*



**Antoinette Assaf**

*MDO Lebanon*



**ML Satyan**



**Aruna George**

*MDO Central East India*



**Bimol Bhetwal**



**Taskila Nicholas**

*MDO Nepal*



**Bernardino Culombula**



**Rita Luis Lourenço**

*MDO Angola*



**Michael Owino**



**Rosemary Karutani**

*MDO Kenya*



**Maribelle Álvarez**

*MDO Central America*



**Madonna Wimaladasa**



**Lakshmi Fernando**

*MDO Sri Lanka*



**Miguel Gregorio Fleitas**

*MDO Paraguay*



**Catherine Mutindi**



**Jean-Marie Vianney Kadwege**

*Bon Pasteur Kolwezi*



**Yvonne Clemencia Bambara**

*Good Shepherd Burkina Faso*



**Ximena Barrientos Bozo**

*Fundación Levántate Mujer Bolivia*



**Rocío Rivero Sanchez**

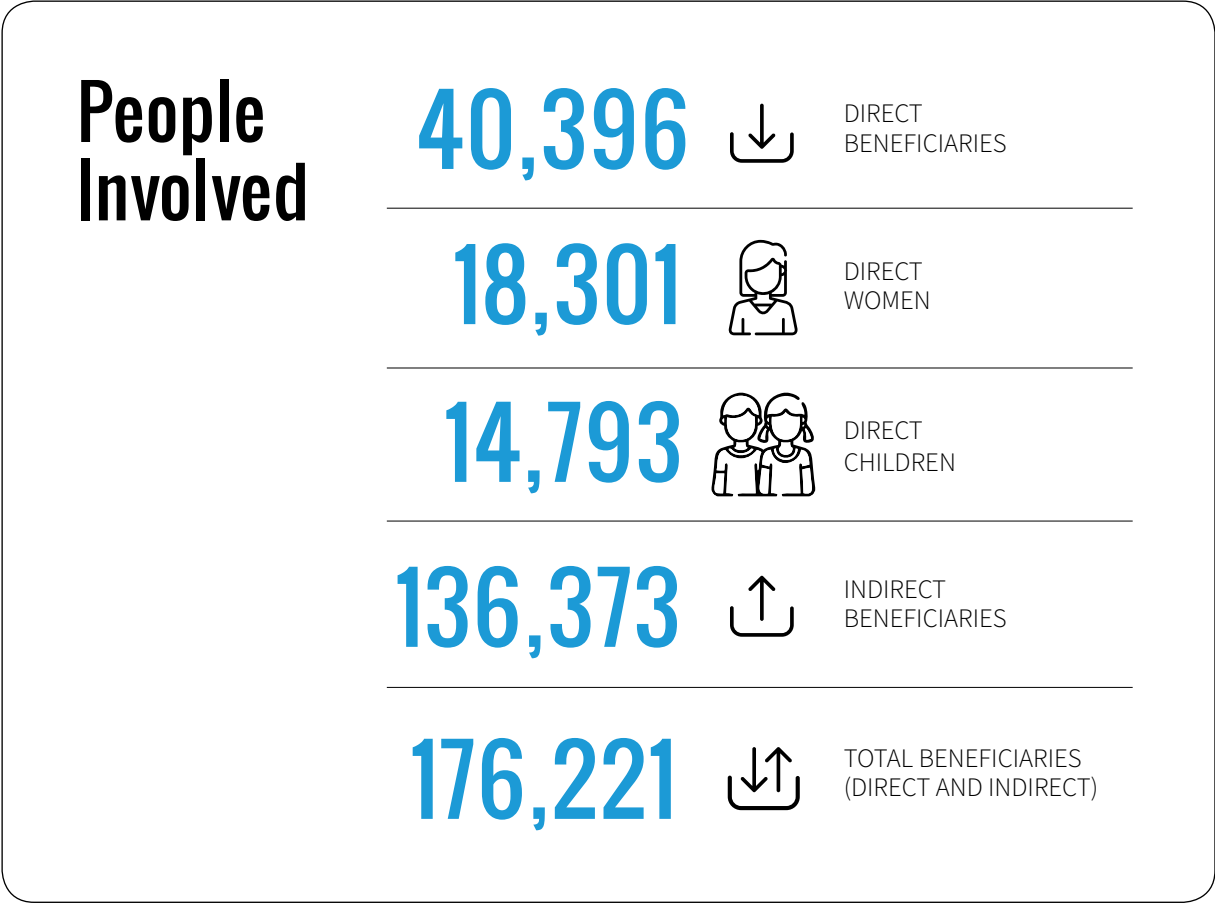
*Fundación El Buen Pastor Colombia*

# 4. How we made a difference

## a. Projects and Results

In 2017, the range and quality of the services provided by Good Shepherd programs supported by GSIF, as well as the number of people involved and of local Mission Development Offices, increased. The total number of beneficiaries (direct and indirect) involved in GS programs supported directly by GSIF and the local MDOs was 176,221.

The number of beneficiaries directly involved is 40,396 (including women, children and men living in vulnerable and marginalized conditions) and the projects supported in 2017 were 45, including programs that are still active.





## Community Development and Participation

**Local communities supported by GSIF programs are more inclusive and capable of providing bottom-up social welfare services to its members, especially the most vulnerable**

This has been possible thanks to the creation and support of 61 community-based groups and committed fostering, community cohesion and ensuring the protection of the most vulnerable members of the community. 2,363 children, adolescent girls, women and men have participated actively in these groups, ranging from children's parliaments, parents-school committees, committees to report abuses of girls and women and provide informal justice systems.

Two groups have also been formed to support peace-building initiatives, specifically in areas with refugees and migrants. In this context, particularly in Lebanon, GS programs have organized summer camps for children including inter-cultural and inter-faith activities to promote peaceful cohabitation and respect of all cultures.



### Rashida, Lebanon

Rashida is a refugee Syrian woman who fled to Lebanon 2 years ago with her family. Her husband managed with difficulty to find a decent job in Beirut. She is a housewife, taking care of their 4-months-old little girl. Rashida came to the Family Space in the Social Center in Roueissat, run by the Good Shepherd sisters, invited by a friend who participates in the speaking group and women's exchange group activities.

After moving to Beirut, conflicts with her husband began, and their relationship started to break down, also because of the family's integration problems into the fragmented Lebanese society. Rashida felt alone, depressed and helpless in a foreign country. She found the courage to ask for help from the social worker of the Family Space and she has been continuously supported to strengthen her confidence and self-esteem. "Here there is a space where I am free to speak and express myself, a space where I can cry and be listened to" - says Rashida - "Without this sharing space I wouldn't have known what to do. Now I have regained trust and hope in my life and for the future of my family. Here I found help to overcome most of our difficulties."



## Women & Girls' Empowerment

Vulnerable women and girls involved in GSS programs improved their self-esteem and confidence, and are beginning to take leadership roles in their communities and families as portrayed in GSIF's latest documentary "*Mahila- A Women's Movement Rising*", released in March 2018 ([www.mahilafilm.com](http://www.mahilafilm.com)). More specifically:

- 6,079 adolescent girls and women engaged in projects supported by GSIF and the local MDOs in Africa, Asia and Latin America, have improved their self-esteem compared to before the enrollment in the projects.
- 199 women and girls are now involved in leadership positions within their communities, and are leading activities, such as organizing and carrying out community awareness campaigns or advocating for theirs and their children's rights.
- 4,322 women and adolescent girls involved in life-skills and empowerment activities, reported to feel more capable of taking independent decisions about their lives, especially regarding the finances of their families or migrating to another country to find better living conditions.

### LIFE STORIES



#### Carmen, Bolivia

Carmen is a 33-years old mother of 5 children. For many years she hasn't heard anything of their father, he just disappeared. She had a market stall of charcoal but the income was not enough for her family to live on, as she had to pay rent, electricity and other expenses. Then Carmen decided to make sweaters, dresses and aprons and try to start a small business.

Thanks to the Financial Inclusion program she could buy a sewing machine and now she is attending dress-making classes at the *Fundación Levántate Mujer*. Her life is not easy but the women of her group support her to continue and not abandon her learning process. "I also learned that I have the right to decide over my own body, that our husbands can't force relations. We are not objects; men should respect us".



## Safety, Healthcare and Education

Marginalized and discriminated people, such as people living in remote areas, undocumented migrants and refugees, involved in our programs were provided with access to basic rights, such as healthcare, education, identity cards and now feel safer and included within their communities.

1,598 children, adolescent girls, women and men have been supported in getting civil registration (including birth certificates, health cards, etc.) in Thailand and DRC;

63 girls and women were rescued from human trafficking and commercial sexual exploitation in Nepal, Bolivia, Paraguay, Kenya and integrated in psycho-social programs for rehabilitation and reintegration into society;

4,736 adolescent girls and women victims of violence received protection including counseling, residential care, trauma management;

5,954 adolescent girls, women and men took part in awareness raising activities, trainings and workshops dedicated to preventing and mitigating risks related to domestic and social violence and abuses against children and women;

### In particular:

2,325 children, adolescent girls, women and men were able to access GSS educational and skills training services;

3,629 concluded skills trainings and/or adult literacy/numeracy courses;

17,366 children, adolescent girls, women and men received healthcare through GS community services and were helped in accessing local public healthcare.



### **Bridget, Myanmar**

“We were very poor. When I finished 9th grade my options were either to work on the farm or work overseas to get higher pay,” said Bridget, third in a family of 7 children living in a rural village in Myanmar. The agent who was known to the family had convinced her parents that Bridget would likely earn USD 300-400 a month working as a domestic maid in Singapore. Bridget packed her bags and left for Yangon with a cousin for the first time. When she arrived at the agent’s apartment there were 50 girls. The wait to leave for Singapore took longer than expected. In the meantime the girls were taught English and had to clean the agent’s apartments as part of their training. They were not allowed to go out except to the market. Even though Bridget had passed the test to enable her working permit to be processed she changed her mind about going. Moreover the agent said she looked too young and had asked her to lie in the passport application that she was 23 years old. Fortunately one of the girls in the agency house managed to contact Good Shepherd convent in Yangon to help get her out of the place, avoiding being trafficked to Singapore. It’s been a year since the traumatic experience and Bridget has resumed her studies at the convent in Hopin. She has passed her matriculation exams and will proceed to attend the Good Shepherd vocational training centre.



## Livelihoods and Economic Justice

In 2017, the projects supported by GSIF and the local MDOs helped a significantly higher number of people in finding new and decent jobs, improving family food security, compared to 2016. In particular:

- 3,504 women and adolescent girls have gained better employment status.
- 3,348 women, adolescent girls, and men have a higher level of income.
- 1,693 women and men involved in income generated activities promoted by Good Shepherd programs have improved their diet and their families have a better diet.
- 1,351 children (DRC, Kenya, and Thailand) have a better diet as part Good Shepherd nutritional supplement programs in DRC, Kenya, Thailand.

### LIFE STORIES



#### Angeline, DR Congo

Angeline, 48 years-old lives with her sickly husband. She is famous in her village because she constantly has twins. So far, she has 13 children, two of whom are girls. She worked in the artisanal cobalt mines in Kanina, Kolwezi, for nine years even when she was pregnant. “In the mines, I would do both digging for and washing the minerals. Twice, when I was pregnant, I experienced a landslide”, Angelina tells. “All the sand came falling down on me. I went back home and told my children that I could no longer work in the mines, but I had to return to the mines again after some days because we no longer had any food to eat.” Angelina stopped working the mines when she visited the Bon Pasteur school and decided to ensure that all her children received an education and enrolled them at the Bon Pasteur Child Protection Centre.

*Maman* Angeline registered herself for technical training where among other things, she was taught tailoring. In addition to that she joined the Maisha cooperative where she was taught new farming techniques, how to handle her harvest and how she could earn and income from it. She plants maize, cassava, pumpkins and other crops on the 1.5 hectares of land allocated to her and she sells the produce on her stall. “With the money that I earned from my first harvest, I paid for school fees for two of my children. Through the trainings, I now have all these new ideas which means I can never be idle, I am now eating better and I am self-reliant”.





## Capacity and Organizational Development

While the majority of GSIF projects focus on direct support for the local communities, some GSIF initiatives in 2017 aimed at building the capacity and the organizational structure of our local partners, to secure effectiveness, efficiency and long-term sustainability of their programs.

In 2017 the GSIF team and the local MDOs facilitated and organized training sessions and workshops on Project Cycle Management, Monitoring and Evaluation, Finance and Administration, Fundraising, Communication, Anti-Trafficking, and Theory of Change involving 223 Good Shepherd sisters and lay mission partners directly involved in their programs.



### Lakshmi and Madonna, Good Shepherd Sri Lanka/Pakistan

“During the MDO workshop in Rome in October 2017, we had the opportunity to share with other Good Shepherd partners our journey of transformation in promoting change and innovation throughout our programs for Child Focused Community Development. In Sri Lanka we have been doing many programs for children and women for 140 years. In 2014 our leadership decided to promote a profound renewal in our ministries and in 2015, we began a process of strategic planning to re-structure our children care programs with the support of GSIF. At the beginning we experienced struggles and challenges but we never gave up. After research and stakeholders interviewing, we found out what would be the best model to move out of the institutional care model.

We prepared a good strategic plan to pilot a new model of community-based care for children in vulnerable conditions and thanks to the support of GSIF and the Asia Pacific MDO we raised enough funding to start piloting this new model. We have initiated a women's empowerment program adopting the Self Help Approach which now supports 555 women. We have also created a children's *safe space* program that is now involving many children from the tea plantation estates. We will keep building the capacity of the sisters, especially the youngest, in community-based child protection and project cycle management, to ensure the highest level of transparency and accountability in the continuation of our secular mission in Sri Lanka”.

## b. Programs supported

Good Shepherd programs supported in 2017 by the Good Shepherd International Foundation's team and by the GS Local Mission Development Offices

	COUNTRY	PROJECT TITLE	START DATE	END DATE	PROJECT VALUE (EURO EQUIV. FOR THE PROJECT PERIOD)	MAIN AREA OF ACTIVITY	SECONDARY AREA OF ACTIVITY BENEFICIARIES (FOR THE PROJECT PERIOD)	TOT # OF DIRECT	WOMEN/ GIRLS	MEN/BOYS
1	Angola	Professional Training and Access to local Market for Women in Luanda	01/10/2015	31/05/2018	486.639,00	Skills Training	Income Generation	1,200	900	300
2	Angola	Core support for Good Shepherd Mission Development in Angola	01/01/2015	31/12/2017	86.250,00	Capacity and Organizational Development	Skills Training	30	38	4
3	Angola	Education and holistic development for vulnerable youth in Kicolo	01/01/2018	31/12/2020	871.628,00	Secondary education	Community development	520	260	260
4	Bolivia	"Casas de las Mujeres Emprendedoras" - Women's Economic Empowerment	01/08/2015	31/07/2018	658.175,00	Income Generation	Human Rights	1,870	30	1,840
5	Burkina Faso	Protecting and empowering vulnerable women and children	01/01/2016	31/08/2019	216.248,59	Women/Girls Protection	Skills Training	700	600	100
6	Central America	Solidarity for Financial Inclusion - Year 2	19/09/2017	18/09/2018	175.169,00	Income Generation	Skills Training	260	250	10
7	Central America	"Remen Mar Adentro"	01/02/2017	30/11/2017	10.000,00	Capacity and Organizational Development		59	59	
8	Chile	Immediate response to the wild fire emergency: "Rebuilding Hope in Vulnerable Communities in Chile"	01/02/2017	01/09/2017	15.000,00	Emergency relief		100	12	88
9	Chile	Immediate response to the wild fire emergency in Fenix	01/03/2017	31/07/2017	15.000,00	Emergency relief		360	360	
10	Chile	"Woman Walk With Hope, You're not alone"	01/07/2018	30/06/2019	31.500,00	Human rights	Income Generation	60	60	
11	Colombia	Transformando vidas para ser discípulos misioneros - Transforming Lives	01/01/2017	31/12/2018	144.873,00	Capacity and Organizational Development	Human Rights	220	160	60
12	Cuba	Immediate relief for Hurricane emergency	01/11/2017	30/03/2018	6.700,00	Emergency relief		100		
13	DR Congo	Strategic Plan 2013-2017/Bring Hope to Girls, Women and Children in the Mining Community of Kolwezi	01/01/2013	31/12/2017	1.299.088,00	Human rights	Income Generation	7,500	6,000	1,500
14	DR Congo	Strategic Plan "Bon Pasteur Kolwezi" 2018-22 - Community development for the Mining Communities in Lualaba	01/01/2017	31/12/2022	6.916.117,15	Human rights	Income Generation	19,207	7,399	11,808
15	DR Congo	Building a residence for the Good Shepherd sisters and program administration HQ in Kolwezi	17/05/2018	18/04/2019	678.849,33	Capacity and Organizational Development		10	10	
16	Honduras	Microcredit program: "Stand up and Walk" Phase 2	02/02/2015	31/01/2018	79.322,00	Income Generation	Skills Training	36	36	
17	India	Women's Empowerment through Human Rights & Economic Development	01/10/2015	30/09/2018	582.354,00	Income Generation	Human Rights	1,286	886	400
18	India	Good Shepherd Convent School Karjat	12/09/2017	31/05/2018	1.200.000,00	Education		700	350	350
19	India	Promoting Livelihood Support to Dalit Women in Amaravathi Region, Andhra Pradesh	01/11/2017	31/06/2018	13.500,00	Income Generation	Human Rights	150	150	
20	International	Our Journey of Transformation Year 2 - Strategic Planning	01/05/2016	30/09/2017	108.783,00	Capacity and Organizational Development		78	73	5
21	International	Capacity and organizational Development for GS Mission partners	01/11/2016	01/10/2019	22.137,00	Capacity and Organizational Development		40	20	20
22	International	Core Support for the GSIF Strategic plan 2017-2021 and co-funding of GS Programs	01/09/2017	31/12/2021	2.500.000,00	Capacity and Organizational Development	Income Generation; Skills Training, Human Rights	TBD	TBD	

	COUNTRY	PROJECT TITLE	START DATE	END DATE	PROJECT VALUE (EURO EQUIV FOR THE PROJECT PERIOD)	MAIN AREA OF ACTIVITY	SECONDARY AREA OF ACTIVITY BENEFICIARIES (FOR THE PROJECT PERIOD)	TOT # OF DIRECT	WOMEN/ GIRLS	MEN/BOYS
23	Kenya	Community Development in Kitale	01/10/2016	30/09/2017	86.751,00	Income Generation	Skills Training	390	230	160
24	Kenya	Immediate response to the draught and famine emergency in Kangeta	01/04/2017	01/08/2017	17.222,00	Emergency relief		1,000	500	500
25	Kenya	Euphrasia Women Center	01/01/2017	31/12/2019	192.431,00	Skills Training	Income generation	220	200	20
26	Latin America	Camino de Vida y Transformación	12/02/2018	31/01/2019	10.000,00	Capacity and Organisational Development		30	30	
27	Lebanon	Technical assistance to the Roueissat Center for migrants	06/06/2016	31/05/2017	23.690,00	Migrants	Primary Education	500	300	200
28	Lebanon	Projet éducatif pour une paix positive	30/12/2016	31/12/2019	1.205.247,00	Human rights	Secondary Education	1,725	915	810
29	Mexico	Immediate relief for Hurricane emergency	20/11/2017	03/12/2017	1.380,00	Emergency relief		300	200	100
30	Multi-country (Angola, Burkina Faso, DRC, Kenya, Central America)	Achieving Girls' and Women's Economic Empowerment	01/06/2016	31/03/2017	300.000,00	Skills Training	Income Generation	1,230	1,230	
31	Myanmar	Restoring Rights and Dignity of Girls and Vulnerable Women	01/03/2017	28/02/2018	47.808,70	Women/Girls Protection	Human Rights	845	845	
32	Myanmar	Capacity Building of Sisters and Mission Partners	01/01/2017	31/12/2019	84.007,00	Capacity and Organisational Development		35	35	
33	Nepal	Water, Sanitation and Health (WASH) in Gorkha	03/02/2017	31/01/2017	135.014,00	Healthcare		15,000	8,000	7,000
34	Nepal	Immediate response to the victims of floods and landslides emergency	01/11/2017	31/10/2018	32.346,00	Emergency relief	Children Care	300	150	150
35	Nepal	Anti-Human Trafficking program in Pokhara	01/01/2018	31/12/2020	154.592,00	Women/Girls Protection	Skills Training	1,421	883	538
36	Nicaragua	Construction and Equipment of a Nutritional Support Centre	16/09/2016	30/10/2017	60.572,00	Food security	Education	350	175	175
37	Paraguay	Program support for the protection of underage girls	28/03/2017	28/03/2020	127.900,00	Women/Girls Protection		60	60	
38	Peru	Immediate response to the floods emergency in El Milagro	17/05/2017	30/09/2017	15.000,00	Emergency relief		130	62	68
39	Puerto Rico	Immediate relief for Hurricane emergency	15/11/2017	30/05/2018	10.000,00	Emergency relief		100	50	50
40	South Sudan	Solar system for GSS in Juba	19/09/2017	31/12/2017	5.869,00	Capacity and Organisational Development		5	5	
41	Sri Lanka	Creating Child Friendly Safe Spaces in Tea Plantation communities	01/01/2018	31/12/2018	44.619,00	Women/Girls Protection	Human Rights	467	258	209
42	Thailand	Protect human rights of Burmese migrants in Phuket - Phase 2	01/02/2015	31/01/2017	323.545,00	Human rights	Children Care	2,735	1,635	1,100
43	Thailand	Protecting human rights of Burmese migrant children in Phuket - Phase 3	01/06/2017	31/05/2018	157.925,00	Human rights	Children Care	2,818	1,720	1,098
44	Thailand	Video-documentation and Evaluation of the program in Phuket	15/12/2017	15/06/2018	5.000,00	Human rights	Children Care			
45	South Africa	Strengthening community/public health partnership	01/04/2015	30/03/2018	1.207.681,00	Healthcare	Staff Capacity Building	900	800	100

## 5. Fundraising and Financial Results

The fundraising activity of GSIF has kept focusing on grant-seeking from Foundations, although there has been a significant investment in time and communication, to engage corporate donors, particularly for the project in DRC, and to establish long term funding partnership with internal donors, such as the Units of the Good Shepherd sisters.

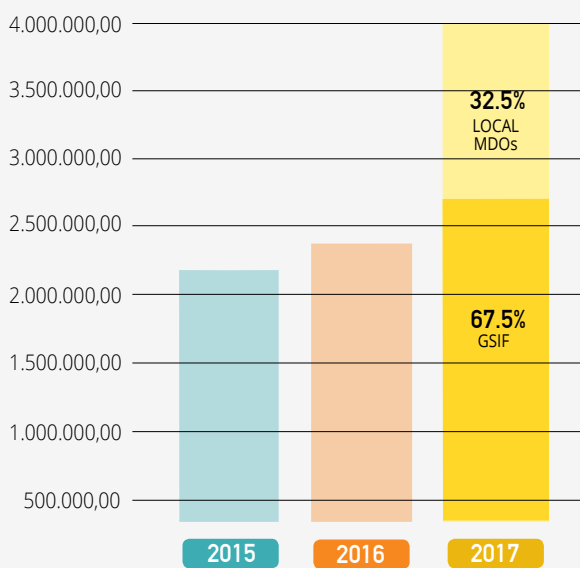
GSIF team and the local MDOs at regional and national level have overall submitted 4 new applications (see table annexed), 32 more than in 2016, thanks to the increasing

efforts of the local Mission Development Offices.

This year for the first time we report on all applications submitted with the support of the GSIF team and the local offices, although not all of them are not accounted for in the GSIF balance sheet.

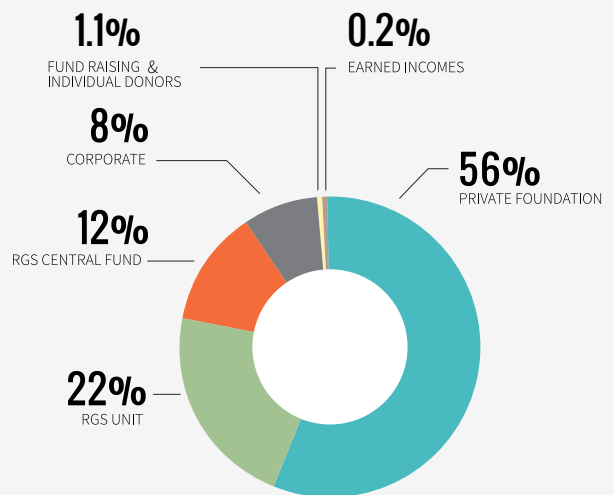
As one can see in the chart, 37% of the 2017 applications prepared with the support of GSIF team and local MDOs have been directly disbursed to the final recipients.

**INCOME TREND 2015-2017 (€)**

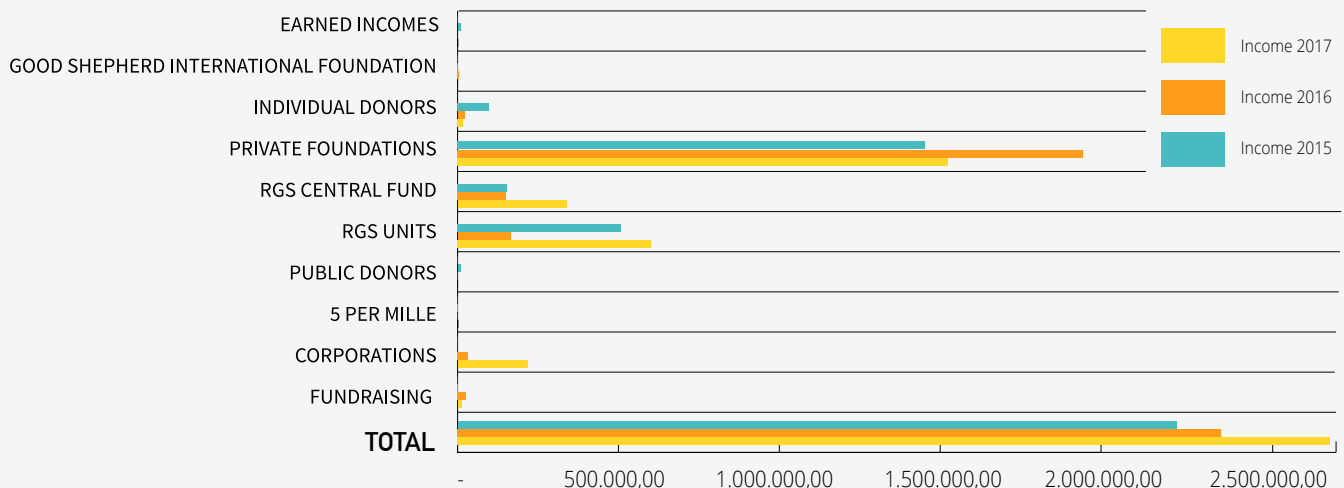


2017 total income amount includes both GSIF direct income (69%) and local MDOs incomes (31%).

**GSIF SOURCE OF FUNDING 2017**



**INCOME 2015-2017 BY TYPE OF DONOR (€)**

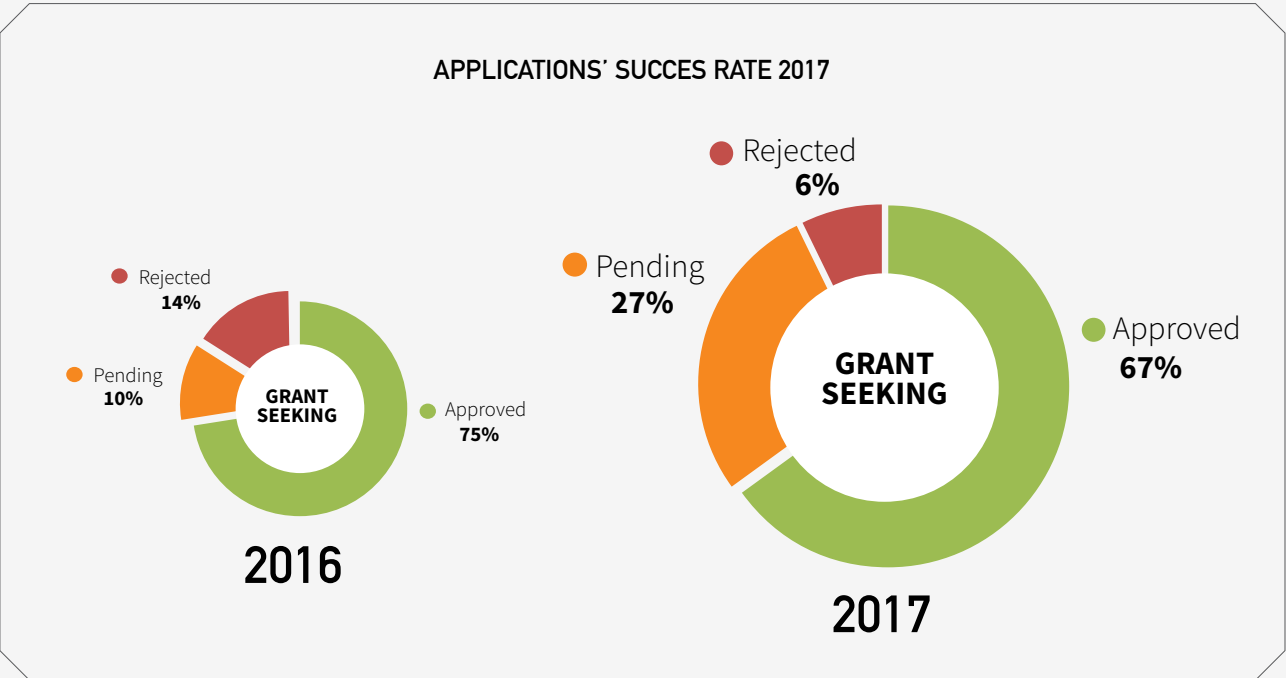


The overall success rate has been satisfactory at 67% of approved grants although lower than 2016 (-9%), but it might be increased up or above the rate of 2016 if at least half of the pending grants are approved. The number of pending grants is significantly higher than in 2016, which means that the donors are taking longer to decide on grants, particularly the new type of donors, mostly corporate, that GSIF is in the process of engaging.

The loss registered for the first time in 2017 (94.205,09 €) is due to a difference in exchange rates (72.973,37 €) in USD/ Euro currency and it is mostly a “virtual” loss. In general,

we can say that we have maintained the forecasts of our provisional budget 2017 approved by the board.

The overall financial result is positive, with an overall **income growth of 14.24%**, and an **increased diversification of funding sources**. GSIF succeeded in raising more funds from internal donors (GSS Units grew from 6.93% in 2016 to 22.16% in 2017) through long term partnership agreements and corporate donors (from 1.37% in 2016 to 8.02% in 2017) which have also agreed to long term partnership agreements.



# APPLICATIONS SUBMITTED IN 2017 BY THE GSIF TEAM AND THE LOCAL GOOD SHEPHERD MISSION DEVELOPMENT OFFICES

## APPROVED

	Country	Project Title	Funding Agency	Amount Requested eq Euro	Amount Granted eq Euro	% Granted	Disbursed through GSIF or directly
1	ANGOLA	Education and holistic development for vulnerable youth in Kicolo	Harris Fraser	250.000,00 €	250.000,00 €	100%	GSIF
2	BURKINA FASO	Protecting and empowering vulnerable women and children	Advents Actie - The Netherlands	50.000,00 €	48.500,00 €	97%	GSIF
3	CHILE	Immediate response to the wild fire emergency: "Rebuilding Hope in Vulnerable Communities in Chile"	Misean Cara	15.000,00 €	15.000,00 €	100%	GSIF
4	CHILE	Immediate response to the wild fire emergency in Fenix	Hilton Fund for Sisters	11.718,75 €	11.718,75 €	100%	Direct
5	CONGO (DRC)	Strategic Plan 2013-2017/Bring Hope to Girls, Women and Children in the Mining Community of Kolwezi	Anonymous foundation (Amsterdam)	179.961,00 €	180.000,00 €	100%	GSIF
6	CONGO (DRC)	Strategic Plan 2013-2017/Bring Hope to Girls, Women and Children in the Mining Community of Kolwezi	ERG	187.500,00 €	187.500,00 €	100%	GSIF
7	CONGO (DRC)	Strategic Plan 2013-2017/Bring Hope to Girls, Women and Children in the Mining Community of Kolwezi	Misean Cara	99.999,00 €	89.999,00 €	90%	GSIF
8	CUBA	Immediate relief for Hurricane emergency	Congregazione Missionarie Francescane	5.234,38 €	5.234,38 €	100%	GSIF
9	INDIA	Good Shepherd Convent School, Karjat	GS Toronto	93.936,41 €	93.936,41 €	100%	GSIF
10	INDIA	Good Shepherd Convent School, Karjat	GS Singapore/Malaysia	86.956,00 €	86.956,00 €	100%	Direct
11	INDIA	Construction of the selling point for the dairy co-operative under the Economic Justice Project	Charis Singapore	8.772,17 €	8.772,17 €	100%	Direct
12	INTERNATIONAL	Camino de Vida y Transformación	Adveniat	45.109,38 €	9.687,50 €	21%	Direct
13	INTERNATIONAL	Solidarity for Financial Inclusion - Year 2	Misean Cara	54.958,00 €	50.711,00 €	92%	Direct
14	INTERNATIONAL	Solidarity for Financial Inclusion - Year 2	GSS New York	86.956,52 €	86.956,52 €	100%	GSIF
15	INTERNATIONAL	Core Support for the GSIF Strategic plan 2017-2021 and co-funding of GS Programs	Oak Foundation Philanthropy Ltd	2.500.000,00 €	2.500.000,00 €	100%	GSIF
16	KENYA	Emergency response to draught and famine Kangeta	Misean Cara	15.000,00 €	15.000,00 €	100%	GSIF
17	KENYA	Water pipes project to support recovery from draught in Kangeta	Doctors for Africa (Germany)	9.810,00 €	9.810,00 €	100%	GSIF
18	MEXICO	Immediate relief for Hurricane emergency	Congregazione Missionarie Francescane	1.078,12 €	1.078,12 €	100%	GSIF
19	MEXICO	Immediate relief for Hurricane emergency in San Cristobal	GSS Central Fund	7.812,50 €	7.812,50 €	100%	GSIF
20	MYANMAR	Capacity Building of Sisters and Mission Partners	Good Shepherd Sisters of UK	84.007,00 €	84.007,00 €	100%	GSIF
21	MYANMAR	Restoring Rights and Dignity of Girls and Vulnerable Women	One Body One Spirit Korea (OBOS)	26.085,22 €	26.085,22 €	100%	Direct
22	NEPAL	Immediate response to the victims of floods and landslides emergency	Caritas Italiana	22.650,00 €	22.650,00 €	100%	GSIF
23	NEPAL	Immediate response to the victims of floods and landslides emergency	Hilton Fund for Sisters	7.812,50 €	7.812,50 €	100%	Direct
24	NEPAL	Anti-Human Trafficking Program in Pokhara	DKA	89.985,00 €	89.985,00 €	100%	Direct
25	NEPAL	Anti-Human Trafficking Program in Pokhara	Roots for Life	4.000,00 €	2.000,00 €	50%	Direct
26	PERU	Immediate response to the floods emergency in El Milagro	Misean Cara	15.000,00 €	15.000,00 €	100%	GSIF
27	PUERTO RICO	Immediate relief for Hurricane emergency	Congregazione Missionarie Francescane	10.000,00 €	10.000,00 €	100%	GSIF
28	SOUDAN	Solar system for GSS in Juba	Individual donors (GSS NL)	5.879,00 €	5.879,00 €	100%	GSIF
29	SRI LANKA	Creating Child Friendly Safe Spaces in Tea Plantation communities	Good Shepherd Sisters of UK	16.528,00 €	16.528,00 €	100%	GSIF
30	THAILAND	Protecting human rights of Burmese migrant children in Phuket-Phase 3	Misean Cara	63.690,00 €	57.320,00 €	90%	Direct
31	THAILAND	Protecting human rights of Burmese migrant children in Phuket-Phase 3	Charis Singapore	17.565,22 €	17.565,22 €	100%	Direct
32	THAILAND	Video-documentation and Evaluation of the program in Phuket	GS Singapore/Malaysia	4.347,83 €	4.347,83 €	100%	Direct
TOTAL					4.017.852,12 €	AVERAGE 98,5%	



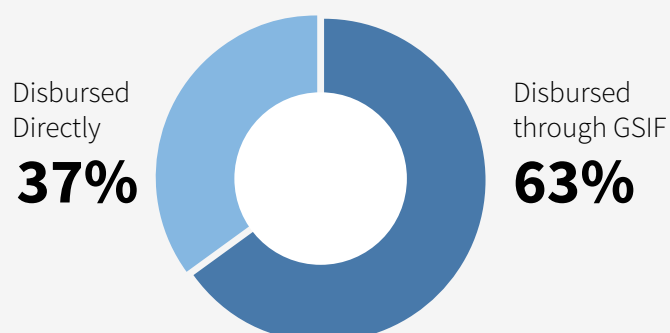
## PENDING

	Country	Project	Funding agency	Amount
1	ANGOLA	Education and holistic development for vulnerable	Raskob Foundation	26.086,96
2	BURKINA FASO	Protecting and empowering vulnerable women and children	Harris Fraser	42.110,16 €
3	COLOMBIA	Transformando vidas para ser discípulos misioneros	Adveniat	94.437,50 €
4	CONGO (DRC)	Building convent in kolwezi	Propaganda Fide	82.018,75 €
5	CONGO (DRC)	Building Hope and Peace in Kolwezi (Alternative Livelihoods and Child Protection Centre construction)	Harris Fraser	110.000,00 €
6	CONGO (DRC)	Bring Hope Women and Children in Kolwezi (construction of the Child Protection Centre)	ERG	178.500,00 €
7	CONGO (DRC)	Promoting Community Development to Eradicate Child Labour from the ASM of Kolwezi (DRC)	Huayou Cobalt Co Ltd	1.264.000,00
8	CONGO (DRC)	Promoting Community Development to Eradicate Child Labour from the ASM of Kolwezi (DRC)	Volvo Car Corporation	1.019.805,00
9	CENTRAL AMERICA	Seeds of Hope - An integrated regional approach to promote financial inclusion for social excluded people in Central America	Argidius	97.440,00
10	KENYA	Euphrasia Women Center - Income generation CEI	CEI	66.348,00
11	LEBANON	Projet éducatif pour la construction d'une paix positive dans les régions de Beyrouth et du Mont Liban	Misereor	398.452,00
12	PARAGUAY	Strengthening Professional Training for Women	Raskob Foundation	15.625,00 €
13	VENEZUELA	Psycho-social support to vulnerable women, victims of the socio-political crisis	Catholic Relief Services	39.062,50 €

## REJECTED

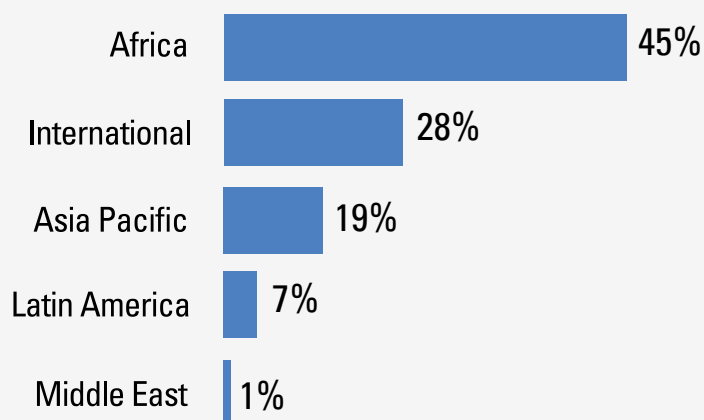
	Country	Project	Funding agency	Amount
14	CHILE	Woman Walk with Hope, You're not alone	Raskob Foundation	15.234,38 €
15	SRI LANKA	Creating Child Friendly Safe Spaces	Babonanum Foundation Korea	63.977,39 €
16	CONGO (DRC)	Equipment for the Alternative Livelihood project	MIVA NL	48.500,00 €

## INCIDENCE OF GSIF/DIRECT DISBURSEMENT ON APPROVED GRANTS

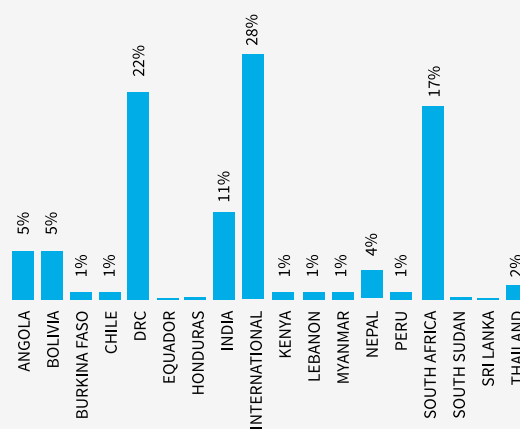


Of all the applications for funding submitted by the GSIF team and the local MDOs and approved by international donors, only 63% have been disbursed through GSIF. The rest has been paid directly to the final recipients.

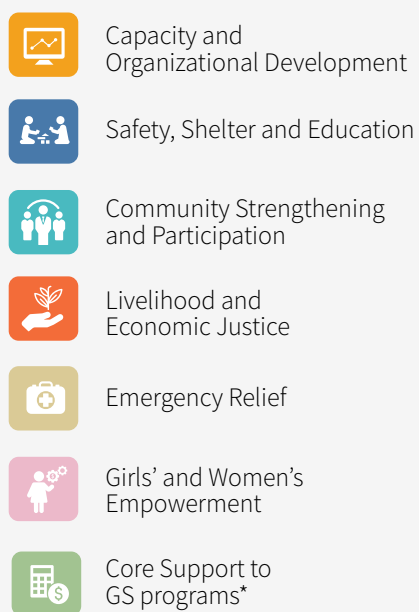
### FUNDING DISBURSED BY CONTINENTS



### FUNDING DISBURSED BY COUNTRY



### FUNDING DISBURSED BY AREA OF ACTIVITIES



\*Core support includes general support and coordination for GS programs' management, monitoring & evaluation, grants management, capacity development for GS programs and governance, fundraising, communication. The costs related to these core support activities, as well as general operational and administrative costs, are covered by specific core support grants and restricted funds not included in funds directly disbursed for direct GS programs' costs.

# Funding Partners

Special thanks to all our donors that have become over the years true funding partners. Most of our donors have embraced a strategic vision, supporting long term planning for our projects, allowing a more systemic approach to community development and promoting capacity building for more effective and sustainable programs.





*Women artisans involved in our economic justice program, Bolivia*

# Balance Sheet as of 31 December 2017

STATEMENT OF ASSETS AND LIABILITIES				
(amounts in Euro)		31 December 2017		31 December 2016
ASSETS			1.476.449	1.317.110
A) Receivables from associate members for payments still due			-	-
B) FIXED ASSETS			4.500	3.797
I- Intangible fixed assets			-	-
7) Other intangible fixed assets		-		-
II- Tangible fixed assets			4.500	3.797
3) Other assets		11.412		9.278
4) Depreciations other assets		(6.912)		(5.481)
5) Ongoing assets and advances				
C) CURRENT ASSETS			1.471.950	1.310.945
II- Receivables			683.935	405.110
1) With customers				-
2) of donations from the Foundation's supporters to be received		673.893		400.609
3) Receivable represented by credit securities				
4) Tax receivables		653		1.327
5) With others		9.389		3.174
IV- Cash equivalents			788.014	905.835
1) Bank and post office accounts		783.088		900.522
2) Cash on hand and valuables		4.927		5.313
D) Accrued income and prepayments			-	2.368
1) Prepayments		-		2.368
LIABILITIES			1.476.449	1.317.110
A) NET EQUITY			1.125.164	1.231.212
I- Free Equity			975.164	1.081.212
1) Profit (loss) for the year		(106.048)		37.006
2) Retained Earnings		1.081.212		1.044.206
II- Endowment fund		150.000	150.000	150.000
B) PRVISION FOR CONTINGECIES AND OTHER LIABILITIES:			-	-
C) EMPLOYEE SEVERANCE PAY			42.179	56.597
D) PAYABLES			77.182	29.301
1) Bank payables		-		-
2) Payables to suppliers		5.985		105
3) Taxes payables		11.682		5.881
4) Payables to social security institutions		16.050		10.022
5) Payables to other non profit organization		-		-
6) Other payables		43.465		13.293
Account payables to employees for holidays		40.441		4.380
Other payables		3.024		8.913
E) Accrued liabilities and deferred income			231.925	-
2) Accrued liabilities		231.925		



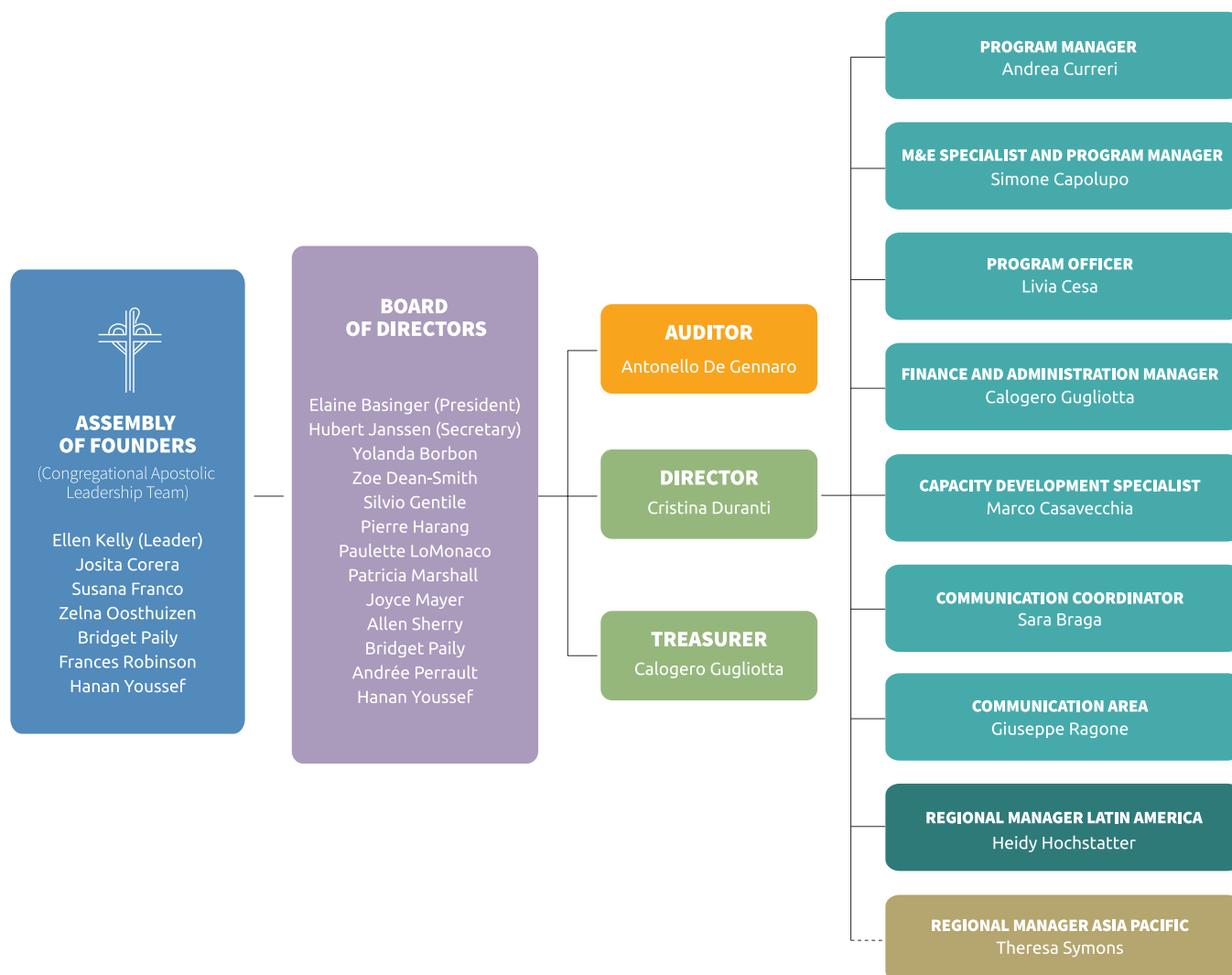
# MANAGEMENT REPORT

(amounts in Euro)		31 December 2017				31 December 2016			
		INCOME		EXPENSES		INCOME		EXPENSES	
<b>1) ISTITUTIONAL ACTIVITY</b>									
<b>1.1 Income and Expenses:</b>									
<b>A Children Protection and Education Project</b>									
Income									
Operating grants	387.337	14,29%				78.918	3,33%		
Expenses									
Project maintenance costs			(486.147)	17,26%				(17.056)	0,73%
Project A total	387.337	14,29%	(486.147)	17,26%	78.918	3,33%	(17.056)	0,73%	
<b>B Capacity Building and Organizational Development Project</b>									
Income									
Operating grants	427.996	15,79%			454.880	19,17%			
Expenses	-								
Project maintenance costs	-		(703.236)	24,96%				(413.031)	17,68%
Project B total	427.996	15,79%	(703.236)	24,96%	454.880	19,17%	(413.031)	17,68%	
<b>C Community Development and Economic Justice Project</b>									
Income									
Operating grants	-	0,00%			369.060	15,55%			
Erogazione dei Fondi 5xmille assegnati	-	0,00%							
Expenses									
Project maintenance costs			0	0,00%				(115.702)	4,95%
Project C total	-	0,00%	0	0,00%	369.060	15,55%	(115.702)	4,95%	
<b>D Girls and Women Empowerment Project</b>									
Income									
Operating grants	930.896	34,34%			587.991	24,78%			
Expenses									
Project maintenance costs			(431.739)	15,33%				(453.966)	19,43%
Project D total	930.896	34,34%	(431.739)	15,33%	587.991	24,78%	(453.966)	19,43%	
<b>E Emergency Relief Project</b>									
Income									
Operating grants	265.970	9,81%			142.189	5,99%			
Expenses									
Project maintenance costs			(177.798)	6,31%				(96.647)	4,14%
Project E total	265.970	9,81%	(177.798)	6,31%	142.189	5,99%	(96.647)	4,14%	
<b>F Migrants and Anti-human Trafficking Project</b>									
Income									
Operating grants	-	0,00%			166.370	7,01%			
Expenses									
Project maintenance costs			0	0,00%				(174.795)	7,48%
Project F total	-	0,00%	0	0,00%	166.370	7,01%	(174.795)	7,48%	
<b>G Multi sector</b>									
Income									
Operating grants	-	0,00%			295.758	12,46%			
Expenses									
Project maintenance costs				0,00%				(694.485)	29,73%
Personnel costs				0,00%					0,00%
Project G total	-	0,00%	0	6,31%	295.758	0,00%	(96.647)	4,14%	

# MANAGEMENT REPORT

(amounts in Euro)		31 December 2017				31 December 2016			
<b>H</b>	<b>Community Strengthening and Participation Project</b>								
	Income								
	Operating grants	16.714	0,62%			0	0,00%		
	Expenses								
	Project maintenance costs			(15.915)	0,56%			0	0,00%
	Project H total	16.714	0,62%	(15.915)	0,56%	0	0,00%	0	0,00%
<b>I</b>	<b>Livelihood and Economic justice</b>								
	Income								
	Operating grants	117.472	4,33%			0	0,00%		
	Expenses								
	Project maintenance costs			(279.065)	9,91%			0	0,00%
	Personnel costs								
	Project I total	117.472	0,00%	(279.065)	0,00%	0	0,00%	0	0,00%
		-	0,00%	0	0,00%	-	0,00%	0	0,00%
	<b>TOTAL</b>	<b>2.146.384</b>	<b>79,18%</b>	<b>(2.093.900)</b>	<b>-77,24%</b>	<b>2.095.166</b>	<b>88,29%</b>	<b>(1.965.682)</b>	<b>-82,83%</b>
<b>2)</b>	<b>GENERAL SUPPORT INCOME AND EXPENSES</b>								
	Income								
<b>2.1</b>	<b>Operating grants</b>	564.455	20,82%			241.879	10,19%		
	Disbursement of allocated 5x1000 Funds		0,00%				0,00%		
	Other income		0,00%			1.254	0,05%		
	Repayment of mistakenly paid funds		0,00%				0,00%		
	Expenses								
<b>2.2</b>	<b>Direct costs</b>			(243.544)	8,65%			(107.552)	4,60%
	Costs for disbursement of Rome			(114.253)	4,06%			0	0,00%
	Office lease, condominium expenses and utilities			(4.010)	0,14%			(884)	0,04%
	General and service expenses			(88.955)	3,16%			(69.567)	2,98%
	Entertainment expenses			(402)	0,01%			(98)	0,00%
	Purchase of durable goods and services			(2.997)	0,11%			(9.171)	0,39%
	Travel expenses			(3.324)	0,12%			(1.393)	0,06%
	Amortization, depreciation and write-downs			(1.431)	0,05%			(1.996)	0,09%
	Taxes and duties			(11.843)	0,42%			(13.989)	0,60%
	Other expenses			(14.566)	0,52%			(9.946)	0,43%
	Bank commissions			(1.763)	0,06%			(508)	0,02%
<b>2.3</b>	<b>Personnel costs</b>			(406.391)	14,43%			(262.814)	11,25%
	Employee wages and salaries			(297.100)	10,55%			(198.515)	8,50%
	Staff project fees			(19.035)	0,68%			(6.063)	0,26%
	Internship allowance				0,00%				0,00%
	Social security and national insurance expenses			(71.377)	2,53%			(42.915)	1,84%
	Allocation of severance indemnity fund (TFR) quota			(18.879)	0,67%			(15.322)	0,66%
	Gift to employees				0,00%				0,00%
	Use of third-party personnel				0,00%				0,00%
	<b>TOTAL</b>	564.455	20,82%	(649.936)	23,07%	218.089	9,19%	(370.366)	15,85%
<b>3)</b>	<b>FINANCIAL INCOME AND EXPENSES</b>	31	0,00%	(73.083)	2,59%	34.797	1,47%	(41)	0,00%
<b>4)</b>	<b>TOTAL AVAILABLE MEANS FOR THE YEAR</b>	2.710.871	100,00%	(2.816.919)	100,00%	2.373.095	100,00%	(2.336.092)	100,00%
	<b>OPERATING RESULT FOR THE YEAR MANAGEMENT SURPLUS (DEFICIT)</b>	(106.048)				37.004			

## 2017 Organogram of the Good Shepherd International Foundation







**GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION**  
ONLUS

**Fondazione Internazionale Buon Pastore ONLUS**  
**Good Shepherd International Foundation**

Via R. Sardiello 20 - 00165 Roma - Italy  
**T** +39 06 66179101 - **E** [gsif@gssweb.org](mailto:gsif@gssweb.org)  
[www.fondazionebuonpastore.org](http://www.fondazionebuonpastore.org)







**GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION  
ONLUS**

Via Raffaello Sardiello, 20  
00165 Roma – Italy

**T** + 39 06 66179101

**E** [gsif@gssweb.org](mailto:gsif@gssweb.org)

[www.fondazionebuonpastore.org](http://www.fondazionebuonpastore.org)



*Girls at Opportunity Village, Pokhara, Nepal (photo courtesy MIVA)*