



CONGREGATION OF
OUR LADY OF CHARITY
OF THE GOOD SHEPHERD

TOGETHER WE STRIVE FOR CHANGE

GOOD SHEPHERD INTERNATIONAL FOUNDATION
STRATEGIC PLAN 2017-2021



GOOD SHEPHERD
INTERNATIONAL
FOUNDATION
ONLUS



“Life is a journey of continuous improvement.
Each little thing that we do counts”

St. Mary Euphrasia

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ABBREVIATIONS

| | |
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| RGS: | Religious of the Good Shepherd – Identifying members of Our Lady of Charity of the Good Shepherd |
| GSS: | Good Shepherd sisters |
| GS: | Good Shepherd |
| GSIF: | Good Shepherd International Foundation |
| CLT: | Congregational Leadership Team |
| PLT: | Provincial Leadership Team |
| GSIJPO: | Good Shepherd International Justice and Peace Office |
| MDO: | Mission Development Office |
| SDGs: | Sustainable Development Goals |
| ToC: | Theory of Change |
| CoP: | Community of Practices |

EXECUTIVE SUMMARY

The Good Shepherd International Foundation (GSIF) is a non-profit organisation created in 2008 by the Good Shepherd sisters to support their missions in the developing countries. In 2017 the Foundation has developed its third Strategic plan, the first one prepared through a broad participatory process that has involved consultation with partners and stakeholders from 73 countries who voiced the needs of the people participating in Good Shepherd programs in Africa, Middle East, Asia and Latin America. The Plan sets a clear goal and specific outcomes to deliver that change that will contribute to respond to those needs.

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 plan outlines how GSIF will **deliver change** by joining forces with the global network of Good Shepherd partners and the international community, 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 the Encyclical *Laudato Si*.

The Plan will provide concrete ways to implement the recommendations at **the 30th Congregational Chapter** of the Good Shepherd sisters, which called all Good Shepherd partners, sisters and lay, to:

- “Be **adequately equipped** to respond to our rapidly changing world and the pressing global realities of today;
- Invest resources in **holistic formation and training** for all involved in mission. Leadership now and in the future requires preparation and training;
- Develop **clear strategic plans integrating spirituality, justice and peace with the best ministry practices**. This includes holding ourselves accountable to monitor and evaluate the results.”

Contributing to achieve the Sustainable Development Goals through our Theory of Change

Good Shepherd partners and programs at all levels, from the smallest communities to the representatives at the UN Council, are committed to achieve the SDGs, with a special focus on those targets that will respond to the needs identified above:

1. **Reduce poverty (SDG.1) and hunger (SDG.2) and creating decent work opportunities for all (SDG. 8);**
2. **Eliminate all forms of violence and discrimination against girls, women and children**, including trafficking, sexual exploitation (**SDG 5.2**) and forced labour (**SDG.8.7**) and advocating at all levels to realize gender equality (**SDG.5**);
3. **Protect the rights of migrants and refugees**, particularly of women migrants (**SDG 8.8**) to **build inclusive societies (SDG 10.7)**.

The plan outlines how GSIF will contribute to achieve these objectives by implementing the Theory of Change (ToC) presented in the following diagram. ToC is an outcome oriented, flexible and logical model of intervention, based on participatory planning, that will allow GSIF and its partners to review the Plan outcomes and activities in the course of the next 5 years.

Since ToC is a flexible and “living” tool, the outline presented here is a work in progress, that will be refined through active consultation with local partners throughout the next five years.

Goal

The Theory of Change of GSIF will contribute **to:**

bring lasting and positive change in the lives of the people who suffer from poverty, violence, gender based discrimination and other violations of human dignity and human rights in targeted countries.

Strategic Objectives to Promoting Change

To attain this Goal the plan will support Good Shepherd programs in targeted countries to:

1. **Reduce poverty and hunger and create decent work for all;**
2. **Eliminate all forms of violence and discrimination against girls, women and children;**
3. **Protect the rights of migrants and refugees, especially women.**

Outcomes

To accomplish these objectives, the following Outcomes shall be in place according to GSIF Theory of Change and the activities presented in this document will aim at producing these outcomes:

- 1. Enhanced Capacity:** to help our Good Shepherd partners in delivering the best services to their program participants;
- 2. Increased and Diversified Funding:** to reach and positively impact more lives;
- 3. Strengthened cooperation:** to ensure greater collaboration within the GS network and stronger partnerships with a wider network of organizations who have the expertise, resources and channels to bring forward systemic change to pursue GS issues.

Outcome 1: Enhanced capacity sets forth our vision for a Good Shepherd network operating as a learning organization, whose members' capacities are continuously reviewed and developed.

HOW?

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, modelled on international good practices and delivered with the highest level of professionalism. Programs identified with these characteristics and capabilities will be highlighted at the UN Commissions Status of Women, Commission on Social Development and at the High Level Political Forum for implementation of the Sustainable Development Goals.

To do so GSIF and the Congregation are called to invest in professional training, up-grading of technical skills and sharing of learning.

Outcome 2: Increased and Diversified funding calls for GSIF to keep cultivating a mutually enriching partnership with the donors that already support Good Shepherd programs (private foundations and Good Shepherd Units), and at the same time expand its base of like-minded supporters, individuals and corporations.

HOW?

GSIF in partnership with a global network of mission development offices in the Africa, Asia and Latin America, will consolidate its foundation fundraising strategies and will engage more donors at regional and national level through professional and creative communications and marketing strategies.

Outcome 3: Strengthened cooperation focuses on the power of working as an interconnected and united entity, where all partners from within the Good Shepherd family can play a clear and effective role. This objective reaffirms our commitment to fulfil the call of Pope Francis to look at the "*interrelation between the various spheres of social interaction*" in addressing the problems and poverty and human rights violations.

HOW?

GSIF and its partners, will develop stronger and clearer internal coordination systems, allowing GS partners to cooperate more effectively with like-minded NGOs and agencies that strive to implement the Sustainable Development Goals.

VISION, MISSION AND VALUES

Our Vision

The Good Shepherd International Foundation envisions inclusive societies where girls, women and children are empowered and enjoy full human rights.

Our Mission

The Good Shepherd International Foundation is a value-based non-profit organization committed to support Good Shepherd programmes for children, girls and women focusing on poverty eradication, human trafficking, migration, elimination of all forms of violence and discrimination.

We do this through:

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

Our work is underpinned by our **Values**:

- Person-centred approach to development
- Participation
- Inclusion
- Trust and respect
- Partnership and collaboration
- Transparency and accountability

GOAL/IMPACT

People affected by poverty, violence, gender based discrimination and other violations of human dignity and human rights enjoy lasting and positive change in their lives

CONTRIBUTE TO



Reduce poverty and hunger and create decent work for all



Eliminate all forms of violence and discrimination against girls, women and children



Protect the rights of migrants and refugees, especially women

OBJECTIVES

OUTCOMES

OUTPUTS

ACTIVITIES



ENHANCED CAPACITY

- Improved services for women, girls and children participating in Good Shepherd programs.



INCREASED AND DIVERSIFIED FUNDING

- Efficient and effective resource mobilization for Good Shepherd programs.



STRENGTHENED COOPERATION

- Greater cooperation within and outside the Good Shepherd network for effective development and advocacy.

- 4 GS models of intervention in key program areas
- 3 new policies and guidelines approved and implemented
- 400+ sisters and partners increased their capacities in key program areas
- 30+ Units of the Congregation implement new policies
- 6+ Mission development offices consolidated

- Regular annual increase in restricted and unrestricted funds raised for GS programs
- New donors engaged
- Sustainability plans identified at local and international level

- Framework agreement GSS-GSIF
- Local agreements GSS-GSIF
- 2 local offices/legal branches of GSIF established

- Document, model and share good practices through Communities of Practices (CoPs) in key program areas*
- Map training needs in key program areas and design capacity development plans;
- Develop and upgrade congregational policies on Child Protection, Protection of People in Vulnerable conditions and HR Management;
- Develop training modules;
- Strengthen the skills of GSIF partners in program and grants management.

- Consolidate and expand fundraising capacity, engaging existing donors and new foundations and corporations;
- Develop new fundraising strategies to build an individual donor base
- Promote solidarity initiatives within the GS network to co-fund development projects.

- Develop and implement framework agreements with GSS central and local Units, to streamline GSIF and MDOs functions and roles
- Establish more effective communication systems on mission development within the GS network
- Develop new partnerships with like-minded organizations

GSIF AREAS OF INTERVENTION

INPUTS

- Central coordinator for capacity building;
- Local resources for research and trainings for capacity development;
- New communications and marketing resources;
- Additional staff for Program management, in Rome and in local MDOs;
- New IT system for M&E;
- New skills of GSIF staff in key thematic areas;
- Specialized legal advisors in Rome and in the country;
- From CLT and Units clear commitment to new governance;
- From CLT guidance and Leadership in capacity and policy development and coordination with Units/ Circles to disseminate the plan;
- From GSJPO and SC: collaboration to review and align policies & good practices; collaboration and sharing for research & advocacy; sharing of resources for capacity development plans;
- From Mother House: Collaboration on communication and marketing strategy.

VALUES



Person-centred approach to development



Inclusion



Trust and respect



Partnership and collaboration



Transparency and accountability

BACKGROUND

The Good Shepherd International Foundation ONLUS (GSIF) is part of an international congregation of women religious, Our Lady of Charity of the Good Shepherd (RGS or GSS), whose priorities for ministry and mission are to work zealously with women and children, especially those who live in poverty, are exploited, abused, discriminated, trafficked or migrating due to climate change, conflict, and violence. The GSIF supports programs run by Good Shepherd sisters and their partners that strive to protect and promote human rights for these people, to create the conditions for economic justice within society, and to change unjust systems.

Originally established as a Mission Development Office in 2007, the GSIF became incorporated as non-profit organisation in 2008. It works to implement a development and human rights based approach to support the Congregation in low and middle-income countries and to remove the causes that generate poverty and injustice, by:

- Promoting and supporting the local populations' capacity to self-organise, with respect to economic, social and cultural issues, in order to overcome social injustice, especially gender-based social injustice, and promote human rights, the dignity of women and the defence of peace;
- Affirming the common responsibility of all the nations of the world to follow up on the principles of the promotion human dignity, girls and women's rights, democratic participation and international cooperation with consistent facts and behaviour;
- Developing initiatives fostering social, economic and cultural transformations, with respect to programmes or projects for development cooperation, humanitarian aid, safeguarding peace and human rights, health, education, environmental promotion, eliminating human trafficking, promoting the rights and dignity of girls, women and children, either directly by the Foundation itself or through other organizations.

This strategic plan examines how GSIF in partnership with the Good Shepherd sisters and their partners, can:

- *utilise* its comparative advantage as a faith-based organisation;
- *prioritise* its limited resources to areas of greatest need and
- *work* towards programmatic excellence based on good practice and innovation to *achieve* greater sustainability.

GEOGRAPHIC FOCUS

The Foundation supports primarily Good Shepherd development in **low income** and **low-middle income countries**¹ in the Southern Hemisphere: **Burkina Faso, Democratic Republic of the Congo, Guatemala, Madagascar, Mozambique, Nepal, Senegal, South Sudan, Sri Lanka, Sudan, Bolivia, Syrian Arab Republic, Cambodia, Egypt, Myanmar, El Salvador, Nicaragua, Vietnam, Honduras, India, Philippines, Indonesia, Kenya, Perú.**

In addition to these countries, GSIF collaborates with Good Shepherd partners in upper-middle income countries, such as: **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.

Under this Plan the GSIF will also collaborate with **Good Shepherd partners from other countries,** in Europe, US, Canada, Australia and Asia to promote regional/international networks and communities of practices, where human and financial resources, as well as know-how, will be shared beyond the North-South or East-West borders, to address the needs identified as most urgent by the GSIF stakeholders.

AN INTEGRATED APPROACH CONTRIBUTING TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS

The Congregation is actively engaged in international advocacy and awareness raising initiatives promoting a fair and sustainable development for all and full respect of human rights, especially of girls, women and children. GSIF collaborates closely with the Good Shepherd International Justice and Peace Office (GSIJPO) at the Economic and Social Council in New York, at the Human Rights Council Geneva and in other regional commissions, to overcome the “charity approach” to development and integrate a human rights approach to mission development in all its programs and to implement effective advocacy initiatives in support of women, girls and children’s rights at local and international level.

For the next five years, this collaboration will be focused on contributing to achieve the Sustainable Development Goals, in particular those targets focusing on girls, women and children living in vulnerable conditions:

1. For the definition and classification of low and low-middle income countries see: <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

Goal 1: End poverty in all its forms everywhere

- **Target 1.1** By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day;
- **Target 1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- **Target 1.3:** (Advocate) to implement nationally appropriate social protection systems and measures for all, including floors², and by 2030 achieve substantial coverage of the poor and the vulnerable.
- **Target 1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance;

Goal 2: End hunger, achieve food security and improved nutrition

- **Target 2.1:** By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round;
- **Target 2.2:** By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

Goal 5: Achieve gender equality and empower all women and girls

- **Target 5.1** End all forms of discrimination against all women and girls everywhere;
- **Target 5.2** Eliminate all forms of violence against all women and girls in the public and

2. GSS representatives at the ECOSOC have contributed significantly to the definition of the Social Protection Floor and are actively working with the NGO coalition at the UN to promote implementation at national level.

private spheres, including trafficking and sexual and other types of exploitation;

- **Target 5.3** Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation;
- **Target 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
- **Target 5.6** (Advocate) for reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- **Target 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms;
- **Target 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Goal 10: Reduce inequality within and among countries

- **Target 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status;
- **Target 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard;
- **Target 10.4** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

DEVELOPMENT OF THE GSIF STRATEGIC PLAN 2017 – 2021

This strategic plan was informed through a review and consultation process conducted between February and October 2016 which involved **176** Good Shepherd people, and external partners, spanning **73** countries and finally approved by the GSIF board and the Congregational Leadership Team in June 2017.

Its specific objectives were to:

1. Consult broadly with the relevant stakeholders and participants to GS programs in order to achieve an integrated response for greater ownership across the GSS network of the ensuing GSIF strategic plan;
2. Prepare a Plan that can serve as an effective communication tool to inform both internal and external audiences (Good Shepherd partners, donors, government, NGOs, other potential partners) on the Foundation's role, vision, mission, values, and objectives;
3. Contribute to raise organizational effectiveness and improve GSS ability to create impact.

A 5-day workshop was held in November 2016, which was attended by 30+ key GS representatives across the organisation who worked together to elaborate this strategic plan.

STRATEGY PROCESS

How we will achieve change

GSIF supports and empowers Good Shepherd programmes across the world that work locally to deliver services and activities that tackle poverty and injustice in practical and innovative ways. Adopting this approach means that the girls, women and children participating in GS programs will develop their own equitable and long-lasting solutions as well as the confidence and skills to voice and claim their rights.

A PLAN FOR THE NEXT FIVE YEARS

GOAL

Over the next 5 years the Good Shepherd International Foundation will contribute to:

bring lasting and positive change in the lives of the people who suffer from poverty, violence, gender based discrimination and other forms of human rights violations in targeted countries.

Strategic Objectives to Promote Change

To attain this Goal GSIF will not deliver services directly to the communities, but will continue to support Good Shepherd programs in the developing countries which are committed to achieve the following Strategic Objectives:

1. **Reduce poverty (SDG.1) and hunger (SDG.2) and creating decent work opportunities for all (SDG. 8)** by ensuring access to education, economic and natural resources for the most vulnerable members of society, especially girls and women, and promoting sustainable livelihoods;
2. **Eliminate all forms of violence and discrimination against girls, women and children**, including trafficking, sexual exploitation (SDG 5.2) and forced labour (SDG.8.2) and advocating at all levels to realize gender equality (SDG.5);
3. **Protect the rights of migrants and refugees**, particularly of women migrants (SDG 8.8) to **build inclusive societies** (SDG 10.7).

OUTCOMES AND ACTIVITIES

To accomplish these objectives, the following Outcomes shall be in place according to GSIF Theory of Change and the activities presented in this document will aim at producing the following outcomes. Each outcome is explained in detail, so that Good Shepherd sisters, partners, team and supporters will understand the focus of our work from 2017 through to the end of 2021.

OUTCOME 1- ENHANCED CAPACITY

to help our Good Shepherd partners in delivering the best services to their program participants

WHY

GSIF is committed to good practice in program management and service delivery. **The girls, women and children we serve, regardless of the country they live, deserve nothing less than the best professional support and quality services.**

The 30th Congregational Chapter Direction Statement calls all Good Shepherd partners to:

“...respond to a rapidly changing world and the pressing global realities of today. Therefore, we must be adequately equipped. This calls us to invest resources in holistic formation and training for all involved in mission. Leadership now and in the future requires preparation and training.”

and to:

“develop clear strategic plans integrating spirituality, justice and peace with the best ministry practices. This includes holding ourselves accountable to monitor and evaluate the results.”

In order to embed innovation, good practice and excellence in Good Shepherd programmes, GSIF will place an emphasis on collaborating with the CLT and the Unit leadership Teams to support the Congregation in adopting a life-long-learning approach to capacity building and organisational development, to ensure that the participants to GS programs are engaged in programs *aligned with human rights principles, modelled on international good practices* and delivered with the *highest level of professionalism*.

Our programs in the targeted countries should adopt a community based approach to:

- Strengthen prevention, protection and response systems at community level to human right violations,
- Empower communities and local partners to develop strategies towards the elimination of all forms of violence, against girls women and children including abuse, and exploitation

At the same time, our international links to UN mechanisms has shown that to address the underlying causes of inequality and contribute to achieve the SDGs, we need to raise the capacity of GS partners to effectively advocate to bringing about changes in the policies and practices of governments and organisations, as well as people’s attitudes and behaviour.

HOW

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, modelled on international good practices and delivered with the highest level of professionalism. Programs identified with these characteristics and capabilities will be highlighted at the UN Commissions Status of Women, Commission on Social Development and at the High Level Political Forum for implementation of the Sustainable Development Goals.

GSIF and the Congregation will invest in professional training, up-grading of technical skills and sharing of learning.

To do so we will promote skills training in programming approaches based on a comprehensive understanding of Human Rights, Children's Rights, and community based approaches.

This will lead to develop, implement and consistently apply agreed upon policies, standards and procedures that will ensure that GS provides a safe environment for those we serve, delivering services that meet international standards of best practice.

We will also seek to maintain high levels of transparency to both participants and donors by consolidating strong monitoring and evaluation systems and good financial management practices.

To ensure greater programme impact and sustainability, our capacity development programme will be based on research and needs assessment. Results Based Management (RBM) and Theory of Change principles will be adopted broadly to reinforce accountability of programmes.

Activities

To make this ambitious outcome achievable in a 5-years span, the GSIF **in collaboration with the CLT, the Units, the Circles of provincials and the local MDOs** will:

1. Document, model and share good practices in ministry through Communities of Practices (CoPs)³ in the following key program areas:

- a. *Economic Empowerment of Girls & Women through Human Rights & Inclusive Finance;*
- b. *Prevention of GBV and Management of Residential and non-residential programs for Girls and Women;*
- c. *Community-based Protection of Vulnerable Children to eradicate child labour;*
- d. *Protection and Inclusion of Migrants and Refugees.*

Activities will include:

- In collaboration with CLT, PLTs and local MDOs, map skills and expertise within and outside the GS network at international and regional level on the key thematic areas mentioned above to identify prospect members of the CoPs;
- Outline role, scope, functions, organisation and expected outputs the CoPs;

*3 The **Community of Practice (CoP)** is a flexible and participatory working system organizing different experts around a theme through meetings, workshops, forums and distance communication. Experts and practitioners analyze different models of service provision or program intervention. A CoP created within Good Shepherd sisters, partners and experts from different countries, at national, regional or international level, will help identify and share good practices, and agree on recommendations for those partners and programs who are willing to establish/replicate/review programs according to good practices. This participatory method will contribute to improve the capacity of Good Shepherd people and structures to respond to the needs of program participants.*

- Coordinate the start-up and the functioning of the CoPs, providing financial and organisational support;
- Monitoring the progress and delivery of expected outputs;
- Review the outputs in collaboration with CLT and GSIJPO experts (documented models of good practices, research reports, internal surveys, training toolkits, etc), collate them in libraries, translate where necessary for wider dissemination within GS network;

2. Map training needs, design and coordinate capacity development plans to improve service delivery and upgrade programs according to international good practices in the areas mentioned above.

Activities will include:

- Prepare guidelines and toolkits for adoption and/or scale of the good practices documented by the CoP at Unit or program level, where requested by the local leadership and/or by the CLT link;
- Map skills at local level that are necessary to implement/adapt the good practices; Design of capacity development plans according to the priorities of each Units (identified in their Strategic Plans);
- Implement the capacity development plans, including financial and direct support in delivering trainings, training of trainers, mentoring, individual/group trainings;
- Monitoring and follow-up on implementation;
- Provide trainings and mentoring of local GS partners in the targeted countries in program and grants management; results based planning and Theory of Change;
- Provide continuous training and upgrading of the GS information management systems for accurate Monitoring and Evaluation of GS programs impact;
- Provide continuous training in financial management systems to enhance accountability and transparency at all levels.

3. Develop and upgrade congregational policies on Child Protection, Protection of People in Vulnerable conditions and Human Resource Management for the CLT to disseminate and promote adoption at all levels. Activities will include:

- Review and upgrade of existing congregational policies in line with the congregational position papers and other general policy documents;
- Prepare ready-to-use manuals for dissemination and implementation by all Units (CLT might decide to integrate the new policies in the Provincial Administration Manual (PAM));

- Support the CLT in the dissemination of the manuals;
 - Development of training modules to support the implementation and monitoring of the policies by the local Units, in collaboration with the local MDOs (where present);
 - Supervise, in collaboration with the CLT, the implementation process and recommend corrective actions.
4. Continue to **build the capacity of local MDOs in grant writing, fundraising, marketing and communications** to increment resource mobilization at local level.

This process will be guided by the Congregational Leadership Team and implemented by GSIF and its local partners in collaboration with the Circle of Provincials, the Unit Leadership Teams and the Congregational offices responsible for advocacy work (Good Shepherd International Justice Peace Office), spirituality (Spirituality Centre) and formation. To implement such activities GSIF will look for resources available within the Good Shepherd network and will collaborate with internal and external experts and specialists.

OUTCOME 2. INCREASED AND DIVERSIFIED FUNDING: to reach and positively impact more lives

WHY

Increased income will enable greater scale impact of our services.

Because we operate in an increasingly competitive fundraising environment, we must both maintain and grow our existing sources of income, and implement new and innovative ways of generating income, both centrally and through our network of partners across the globe.

In addition, we will focus on developing a reserve of unrestricted income so as to improve our sustainability as an organisation, and respond more effectively to emerging challenges.

HOW

GSIF in partnership with a global network of mission development offices in the Africa, Asia and Latin America, will consolidate its foundation fundraising strategies and will engage more donors at regional and national level through professional and creative communications and marketing strategies.

Activities

To achieve this GSIF will:

1. **Consolidate** and **expand** our base of value-aligned institutional donors. Activities will include:
 - Regular assessment of Unit/programs financial needs and funding partnership opportunities with the local MDOs to review the GSIF funding plan on a quarterly basis;

- - Review of the GSIF and local MDOs donor matrix at local and international level;
 - Identification and engagement of new donors;
 - Donor cultivation in partnership with international and local GS partners;
 - Supervision and direct management of the whole grant-seeking cycle;
 - Supervision and support in management for projects funded through GSIF;
2. **Develop new, ethical, marketing strategies** to build an individual donor base for increased unrestricted funding.

Activities will include:

- Marketing, communications and fundraising initiatives in collaboration with GS or external partners, to engage a larger donor base of individual supporter;
 - Preparation and disseminate of effective communication materials, to be used by all GS partners, including films, documenting GS work from the different regions;
 - Upgrade the GSIF website and social media strategy to increase reach and engage visitors in actions and fundraising.
3. **Promote solidarity initiatives within the** Good Shepherd network and develop networks to cultivate relationships that build on successful achievements in fundraising, communication and marketing in other Good Shepherd programmes.

OUTCOME 3: STRENGTHENED COOPERATION to ensure greater collaboration within the GS network and stronger partnerships with a wider network of organizations who have the expertise, resources and channels to bring forward systemic change to pursue GS issues.

WHY

To become a more effective, efficient and collaborative organisation whose individual parts are all striving towards one goal.

To achieve transparency, participation, evaluation, feedback and clear communication in all areas of our work.

To ensure engagement and inclusion of all Good Shepherd partners and team in transforming our mission

HOW

GSIF and its partners, will develop stronger and clearer internal coordination systems, allowing GS partners to cooperate more effectively with like-minded NGOs and agencies that strive to implement the Sustainable Development Goals.

Activities

To achieve this GSIF will:

1. **Develop adequate agreements, in the forms of Memorandums of Understandings** or similar with the Congregational Leadership Team, the GSIF board, the regional and Unit Leaderships and the local MDOs, that will help clarifying mandates, roles and responsibilities of GSIF and of the local offices in the area of mission development. When necessary, GSIF will carry out due diligence missions to evaluate the most cost/effective and suitable legal framework for the local Mission Development Offices and decide upon the creation of new offices, local branches or strategic partnership to reinforce our networking capacity;
2. **Establish regular communications with CLT and Circles of Provincials** to enhance mutual understanding and ensure coherence between Province Strategic plans and the work of local Mission Development Offices and GSIF;
3. **Explore new partnerships** and develop the existing ones with like-minded organisations, from within and outside the Good Shepherd network, to raise our effectiveness in research, advocacy and program implementation in the areas of poverty eradication, gender equality, protection of migrants and refugees.

Strategic collaboration and partnerships

GSIF recognises the need for collaboration and inputs from other bodies within the Good Shepherd network and from external partners, to ensure the success of the Plan.

From GS partners:

- Congregational Leadership Team: collaboration to implement new governance systems; guidance for capacity and policy development plans; coordination with Units/Circles to disseminate the plan goal and activities;
- Good Shepherd International Justice Peace Offices at the UN and in the regions: cooperation on advocacy initiatives; ensure alignment of the new policies with the SDGs and GS position papers; sharing of resources and expertise for capacity development;
- GSS Mother House and Communication office: ensure alignment with GSS spiritual heritage and collaboration in marketing strategy to engage a larger community of GS friends and sponsors;

- GS Units with programs recognized as “good practices”: share expertise and offer learning opportunities for members from other countries;
- GS Microfinance Australia: partnership to pilot a state-of-the-art economic empowerment program for women in Central America;
- GSS NY: training of staff and exchange visits on management and share good practices in service delivery for vulnerable youth;

Others:

- Federation of Italian Catholic NGOs: joint awareness raising and fundraising on migrants protection and the Middle East crisis;
- The RISE Learning Network: capacity building in Latin America and Nepal on recovery and (re)-integration for children affected by sexual exploitation;
- Catholic Relief Service: funding and collaboration for training and joint advocacy on GBV and anti-trafficking in Latin America;
- UNICEF Latin America and CEPAL: coordination and joint work in Central America on GBV;
- Caritas: joint programs on emergency relief and anti-trafficking initiatives in Nepal, Vietnam, Myanmar;
- Columbia University Department of Population and Family and CPC Network: research to document GS good practices in community based child protection to eradicate child labour in DRC artisanal mining;
- World Economic Forum, OECD, PACT, International Justice Mission, and UNICEF DRC: joint awareness raising and direct interventions eradicate child labour in DRC cobalt mining areas.

STRATEGY IMPLEMENTATION AND EVALUATION

Monitoring, Evaluation and Review of our Strategic Plan

The Congregational Leadership Team (CLT) and the GSIF Board will oversee the implementation of this plan. They will play an active part with GSIF in monitoring progress. A mid-term review will be

held in Year 3.

GSIF team will be responsible for the implementation of the plan. Annual operational plans including budgets will be reviewed and approved by the Board and CLT. Year-end reports will review progress against the objectives and will be presented to the CLT and GSIF Board at the annual meetings.

Criteria for Evaluating Our Work

GSIF believes that by implementing standards and monitoring, evaluating and learning from its work, it can achieve greater impact. GSIF monitoring and evaluation systems and procedures, which have been shared and implemented with GS programs in the field in the past cycle of planning, will also provide the gateway through which GS will:

- Improve knowledge management;
- Identify and implement alternative and better ways of working and responding to the needs of the girls, women and children participating in the programs;
- Ensure continued adherence to good practice standards.

The evaluation of GSIF and GS programs' work, therefore, is central to informing the achievements under the GSIF Theory of Change, whose outcomes will be measured according to the indicators presented below, which are aligned with internationally agreed definitions set by the Organisation for Economic Co-operation and Development (OECD)- Development Assistance Committee.

GS programs which will be funded by GSIF, will use the GSIF Monitoring and Evaluation (M&E) Policy and submit regular reports. Such M&E tools will be integrated in the course of the strategic plan's period into an information management system, accessible from a distance, which will be piloted in 2017 with the GS program in DRC and, if successful, adopted in all other programs. Thanks to the M&E Policy and tools, the results and impact achieved by GS programs will be evaluated against the Global Strategic Indicators adopted in 2015 by GSIF to evaluate all GS programs.

| OUTCOME | INDICATOR | ASSUMPTIONS |
|--|--|---|
| <p>1. ENHANCED CAPACITY</p> <ul style="list-style-type: none"> • Improved services and programs for children, girls and women participating in GS programs | <ul style="list-style-type: none"> • Increased satisfaction of program participants • Improved alignment with identified benchmarks based on international standards on service provision | <ul style="list-style-type: none"> • New team hired at GSIF can develop a good working relation with regional/local partners; • Adequate resources (human/financial) available at local level; • Full commitment and collaboration of congregational and local leadership and other offices (JP, SC, formation) to design, disseminate and support implementation of new policies; • Consistent funding for capacity development from institutional donors and funding agencies |
| <p>2. INCREASED AND DIVERSIFIED FUNDING</p> <ul style="list-style-type: none"> • Increased funding for programs and participants • Increased reach of participants • Sustainable programs expansion | <ul style="list-style-type: none"> • 5% average growth of GSIF income; • Up to 50.000 Euro of income (by Y5) from individual donors; • Increased/diversified portfolio of institutional donors (foundations and GSS Units) • Increased number of grants/donations raised by local MDOs • Steady increase in people involved in the programs | <ul style="list-style-type: none"> • Stable framework of philanthropic investment in international development by private and public donors; • Collaboration for new marketing/communication initiatives from Mother house/Museum/Rome Comm office; • Local offices have adequate juridical personality for effective fundraising • Local partners willing to expand/replicate successful programs |
| <p>3. STRENGTHENED COOPERATION</p> <ul style="list-style-type: none"> • Greater connection within the GS network • Increased effectiveness for development and advocacy | <ul style="list-style-type: none"> • Increased clarity and satisfaction on roles/functions of GSIF and MDOs within GS network • Increased number of joint initiatives among GS partners (cross-border, JP/SC, etc) and with external partners | <ul style="list-style-type: none"> • Agreement of local/international partners on new framework agreement and local agreements; • Alignment of goals/agendas with internal and external partners |

The impact of our programs in achieving social change within their areas of intervention will be continuously monitored through the GSIF **Global Strategic Indicators** (GSI).

The GSI is a system of customized indicators integrated in our Monitoring and Evaluation system and shared with all GSIF partners, to collect and analyse project and program results, for in-depth internal and external assessment, learning and documentation of results.

INPUTS

To deliver on the ambitious objectives we have set ourselves will require significant investments. Based on the priorities set under the Strategic plan we will reinforce the GSIF team with adequate resources at central and local level, in particular:

- A coordinator, specialist in Capacity Building and Policy Development, to work in team with the GSIF, CLT, the PLTs and local MDOs to plan and monitor actions for capacity building under Outcome 1 of the strategic plan;
- Dedicated resources (consultants) at local level for the MDOs to implement actions under Outcome 1, particularly for research and trainings;
- A communication/fundraising team to coordinate international and local initiatives under Outcome 2 of the strategic plan;
- Additional human and financial resources at headquarters and local level to support the GSIF program managers and the regional MDOs;
- Upgraded IT system for information management and Monitoring and Evaluation;
- Additional skills developed by GSIF and MDOs team in the key thematic areas, through customized training and mentoring;
- Specialized legal advisors in Rome and in the countries to review and improve the governance systems.

FUNDING THE STRATEGIC PLAN

Accompanying the Strategy is a budget outlining projected costs of the interventions under the 5-Year plan (Refer to Appendix A). The budget outlines the costs of the capacity building; training and resources (both human and material) and fundraising and communications required to achieve best practice and sustainability in our work.

The total estimated cost of funding the strategy for 5 years, which includes the operating costs of the Foundation is approximately 3.300.000 Euro.

A significant portion of the funds will be sub-granted to the regional Mission Development Offices to design and implement the activities at local level.

Funding support for actions under the Strategy Plan will be secured through:

- Increased contribution from the Congregational Central Fund, specifically aimed at supporting the capacity development activities within the Plan;
- Continuous financial support from GS Units, in continuity with previous co-funding agreements, for capacity and organisational development (Province of UK, Province of BFMN, Province of New York, Province of Singapore/Malaysia, Provinces of REAL);
- Promotion of solidarity initiatives from other GS Units and partners to support capacity development initiatives;
- Funding from the OAK Foundation for core support, in continuity with the previous funding granted for the same purpose;
- Grant-seeking from institutional donors (CEI, Hilton Fund, Misesan cara, Missio, Misereor, Harris Frazer and others) in support of specific activities (workshops, trainings, research);
- Fundraising from individuals through a new marketing strategy to create and develop a global base of Good Shepherd friends and sponsors.

[APPENDIXES](#) (Available upon request)

Appendix A - Budget 2017 – 2021

Appendix B – Activity Plan



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
www.fondazionebuonpastore.org

