



Draft Confederation Strategic Framework 2019 - 2023

Strategic Orientation 1: Caritas at the heart of the Church

And the poor at the heart of Caritas. “That is why I want a Church that is poor for the poor” (Pope Francis)

The exercise of charity is an integral part of the Church’s mission to build a “community of love” with the poor at the centre. Reading the signs of the times and inspired its highest leadership, the Church engages those on the peripheries and those who are victims of the ‘globalisation of indifference’. Caritas promotes dialogue among people, cultures, and religions, and is an instrument of peace, reconciliation and justice. The poor evangelize us, they call us to change and engage with us on the way to transformation.

Strategic Objectives	Outcomes
<p><u>Strategic Objective 1.1:</u> We ensure that the poor are active participants in building an inclusive and equitable society, a transformative Caritas, and a welcoming Church.</p>	<p><u>Outcome 1.1:</u> People living in poverty are offered spaces and means to express themselves and participate in decisions that affect them within all levels of Caritas, the Church, their communities, and wider society. The expression and participation of those living in poverty enriches the social teachings of the Church.</p>
<p><u>Strategic Objective 1.2:</u> We enhance communion between all sectors of the Church.</p>	<p><u>Outcome 1.2:</u> Caritas cooperates and coordinates within the structures, spaces, and sectors of the Church, especially at the diocesan and parish levels, to function harmoniously and collaboratively in promoting the Church’s social and developmental engagement.</p>
<p><u>Strategic Objective 1.3:</u> We actively promote the unity of the human family to uphold human dignity in an ever more polarized world through increased collaboration with all Christians, believers, and people of good will.</p>	<p><u>Outcome 1.3:</u> Caritas animates and participates in platforms for dialogue and joint humanitarian, development, and advocacy initiatives with Christian, faith-based, and civil society organisations.</p>

Strategic Orientation 2: Reduce risk, save lives, rebuild communities

Reduce the impact of humanitarian crises by enhancing disaster preparedness and response

“Serving means working beside the neediest of people, establishing with them first and foremost human relationships of closeness and bonds of solidarity” (Pope Francis)

Caritas animates the people and communities so that they can organise themselves to face disasters and be better prepared to cope with them. It provides rapid, high-quality, and coordinated responses to humanitarian crises. This is achieved by supporting local, national, and regional Caritas efforts to save lives, relieve suffering, provide protection, and initiate immediate planning for rehabilitation and recovery. Utilising the learnings of locally-led emergency responses, Caritas informs humanitarian policy and practice on the national and international level to mitigate the effect of future disasters.

Strategic Objectives	Outcomes
<p><u>Strategic Objective 2.1:</u> We promote coordinated, rapid, and effective emergency responses according to international humanitarian standards implemented in a spirit of fraternal cooperation and in cooperation with other organisations.</p>	<p><u>Outcome 2.1:</u> Caritas responds collectively and effectively to complex emergency responses under the leadership of well-prepared and efficient national member organisations.</p>
<p><u>Strategic Objective 2.2:</u> We strengthen coping capacities of communities to make them more resilient to disasters through disaster risk reduction (DRR) and preparedness programs.</p>	<p><u>Outcome 2.2:</u> Caritas better prepares poor communities for disasters through integrated community based preparedness and resilience programs.</p>
<p><u>Strategic Objective 2.3:</u> We bring the voice of people affected by crises to the structures and spaces where humanitarian policies and practices are shaped.</p>	<p><u>Outcome 2.3:</u> Caritas ensures the full participation of crisis-affected people and communities in order to develop locally led innovative and accountable emergency responses.</p> <p>Caritas utilises the experiences of locally led emergency responses to improve and shape humanitarian policies.</p>

Strategic Orientation 3: Promote sustainable integral human development

Eradicate poverty in all its forms by empowering people and communities and transforming unjust systems and structures

“Love, overflowing with small gestures of mutual care, is also civic and political, and it makes itself felt in every action that seeks to build a better world. Love for society and commitment to the common good are outstanding expressions of a charity which affects not only relationships between individuals but also “macro-relationships, social, economic and political ones” (LS 231)

Sustainable integral human development is essential to achieve human dignity and rights. Caritas promotes and advocates collective actions so people living in poverty can empower themselves, engage in developing their own means of livelihood, and influence the systems and decisions that affect them. Upholding human rights and inspired by integral ecology, Caritas aims to promote good governance and equal access to essential services and basic rights for all.

Strategic Objectives	Outcomes
<p><u>Strategic Objective: 3.1</u> We provide leadership opportunities to poor and marginalized people, especially women and youth, and their communities through animation, mobilisation and advocacy.</p>	<p><u>Outcome 3.1.</u> Caritas promotes active participation and involvement of poor and marginalised people and their communities at all levels to amplify their voices in promoting measures and legal frameworks that protect their human dignity and rights.</p>
<p><u>Strategic Objective: 3.2</u> We promote integral human development by addressing issues of climate and social justice, peace and reconciliation in light of <i>Laudato Si’</i>.</p>	<p><u>Outcome 3.2.</u> Caritas contributes to the realisation of the Sustainable Development Goals through advocacy strategies addressing social justice and climate justice.</p> <p>Caritas protects and strengthens the resilience of populations most affected by environmental degradation.</p> <p>Caritas identifies the underlying causes of violence and takes actions to promote reconciliation and lasting peace.</p>
<p><u>Strategic Objective 3.3:</u> We develop, facilitate and implement reflections and strategies on people on the move (displaced, migrants, refugees), especially those vulnerable to exploitation and abuse.</p>	<p><u>Outcome 3.3.</u> Caritas establishes and implements policies and strategies for people on the move that enable safe, orderly and lawful movement or foster their inclusion in receiving communities.</p>

Strategic Orientation 4: Build global solidarity

Address the causes of extreme poverty through reinforced communication, increased education and mobilisation, and enhanced visibility of Caritas

“I pray that you may involve in your efforts those whom you seek to help; give them a voice, listen to their stories, learn from their experiences and understand their needs. See in them a brother and a sister, a son and a daughter, a mother and a father”. Pope Francis

Caritas amplifies the voices of the poor through coordinated communication and advocacy strategies. These strategies call for global solidarity with those inflicted by injustice. By transforming the hearts and minds of society, Caritas influences policy and reduces prejudice while enhancing Caritas’ visibility as a force of positive social change.

Strategic Objectives	Outcomes
<p><u>Strategic objective 4.1:</u> We promote the voice of the poor leading to a conversion of mind through awareness raising programmes and active participation of people.</p>	<p><u>Outcome 4.1:</u> People living in poverty participate directly or indirectly in our communications, representation, advocacy, campaigning including social media and awareness raising programmes.</p>
<p><u>Strategic Objective 4.2:</u> We mobilise a global movement to eliminate poverty and injustice, support the right of the poor to participate in the decisions that affect their lives and ensure their voices are heard.</p>	<p><u>Outcome 4.2:</u> Caritas develops and implements a common, action oriented four year campaign with the goal of providing poor and vulnerable communities, donors, supporters and the wider public the ability to transform policy, practice and prejudice.</p>
<p><u>Strategic Objective 4.3:</u> We increase the awareness of Caritas as the major integral human development and humanitarian network of the Catholic Church.</p>	<p><u>Outcome 4.3:</u> Caritas increases the visibility as one family through greater collaboration and coordination, stronger shared branding, and robust internal communications leading to increased engagement of supporters, volunteers, donors, campaigners and youth.</p>

Strategic Orientation 5: Increase the effectiveness of the Caritas Confederation

Build a stronger Caritas based on professional and effective members, guided by the “formation of the heart” and the mobilisation of resources.

“The Church’s charitable organisations, beginning with those of Caritas (at diocesan, national and international levels), ought to do everything in their power to provide the resources and the personnel need for this work. Individuals who care for those in need must first be professionally competent...these charity workers need “a formation of the heart” (Benedict XVI, DCE 31)

Caritas further enhances organisational expertise and standards to efficiently respond to the need for quality service with the poor, marginalised and vulnerable. We are accountable, financially sustainable, compassionate, and able to work professionally with the poor in diverse cultural settings and in fraternal cooperation. Caritas supports the integrated training of staff members, especially women and youth, with a focus on pastoral, relational, spiritual and professional knowledge and skills.

Strategic Objectives	Outcomes
<p><u>Strategic Objective 5.1:</u> We support organisational development through the implementation of the Caritas Internationalis Management Standards (CIMS) and relevant member organisation improvement plans.</p>	<p><u>Outcome 5.1:</u> Caritas is equipped with professional competencies, guided by the formation of the heart.</p> <p>Caritas develops and implements regional strategies to support the most fragile member organisations.</p> <p>Caritas exemplifies a culture of safeguarding and protection through adherence to confederation accepted protocols, policies, and standards.</p>
<p><u>Strategic Objective 5.2:</u> We develop strategies for mobilizing the necessary financial resources from public and private sources.</p>	<p><u>Outcome 5.2:</u> Caritas increases self-reliance and sustainability through resource mobilization strategies and a greater diversity of funding sources.</p>
<p><u>Strategic Objective 5.3:</u> We work together as members of one Caritas family.</p>	<p><u>Outcome 5.3:</u> Caritas practices principles of authentic fraternal cooperation. National member organisations coordinate with member organisations present in the country with the support of bishops, leadership, and staff.</p>

<p><u>Strategic Objective 5.4:</u> We support and develop the personal and professional capacities of women, with an aim to increasing opportunities for women’s leadership at all organizational levels of the Confederation.</p>	<p><u>Outcome 5.4</u> The Caritas Women’s Forum is an institutional space for exchange, empowerment and monitoring of the status of women in the Caritas confederation. Its policy recommendations reflect women’s rights and needs and are an integral part of the governance agenda.</p> <p>Caritas develops and implements strategies to increase the number of women in leadership positions.</p>
<p><u>Strategic Objective 5.5:</u> We provide leadership opportunities for youth to serve their respective communities and countries.</p>	<p><u>Outcome 5.5</u> Caritas sustains the engagement of youth and increases the visibility of youth contributions from youth programmes by establishing a shared online and offline space to promote learning, exchange experiences, and strengthen the unity within the confederation.</p> <p>Caritas increases the contribution and involvement of young people in operational and programmatic decisions.</p>