MAPPING CHANGE

GSIF STRATEGIC PLANNING EVALUATION

EXECUTIVE SUMMARY | MAY 2022

Why an evaluation of the gsif strategic plan?

From December 2021 to March 2022 Good Shepherd International Foundation (GSIF) engaged the external evaluation agency, *Mapping Change* to evaluate the GSIF 2017-2021 Strategic Plan. The purpose was to assess GSIF's achievements against its strategic outcomes, highlight any weaknesses or strengths of the strategic plan, promote internal learning, and offer recommendations and guidance for the next cycle of strategic planning.

How data was collected?

The Mapping Change evaluation team used multiple data collection methodologies to guide the evaluation process, talking with 102 people:

Questionnaires: Sent to 122 Mission Partners with 87 responses: 40 from Asia Pacific (including members of Units with no grant relations with GSIF or no relation at all); 16 from Africa and the Middle East; and 31 from Latin America. 72 of the 87 stated that they had been in contact with the GSIF (either centrally or regionally) prior to the evaluation and during the past five years.

Focus Groups: 21 Focus Groups with 81 people attending either online meetings or face to face meetings in Rome. Focus groups included Units, Circles of Leaders, the Congregational Leadership Team (CLT), Board of Directors, and GSIF staff.

Personal interviews: 22 GSIF staff, partners and donors were interviewed.

A field visit to Kenya.

Documents: 69 documents were analyzed in the desk review phase.

87
RESPONSES TO THE QUESTIONNAIRES

21
FOCUS GROUP

1
FIELD VISIT

22
PERSONAL INTERVIEWS

69
DOCUMENTS ANALYZED

A continuous dialogue with GSIF complemented the evaluation tools including approximately 500 communications. The analysis carried out by the team of evaluators cross-referenced the quantitative data from the Foundation's documents, integrating qualitative aspects with direct insights from the questionnaire, interviews, focus groups and the field visit.

A great spirit of collaboration was shared by GSIF, Sisters, Partners-in-Mission, the CLT, Board, external partners, donors and service providers who committed wholeheartedly to the evaluation process in addition to their daily work and ministry responsibilities.

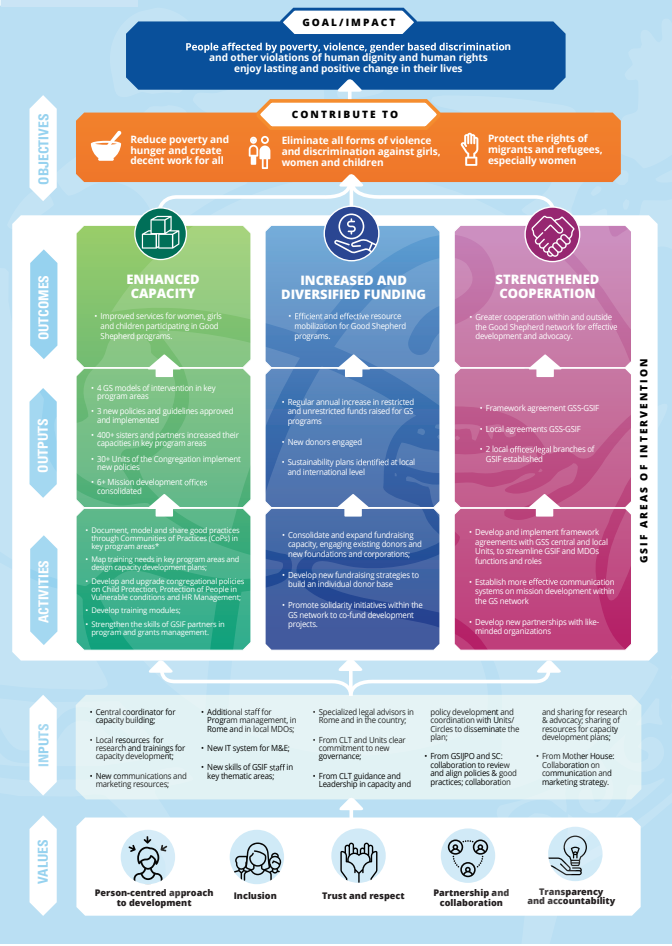
The Theory of Change Model for the 3 Strategic Planning Outcomes

The Theory of Change (ToC) that GSIF used for its planning strategy 2017-2021 is an important and useful practice that was able to give a clearer direction for GSIF staff and Offices. It worked well to respond to the needs of Mission Partners and ministries to better contribute to the directions from the Congregational Chapter Direction Statement 2017 - 2021.

GSIF developed and presented its Theory of Change with three main outcomes:

- **OUTCOME 1** Enhanced Capacity;
- **OUTCOME 2** Increased and Diversified Funding;
- **OUTCOME 3** Strengthened Cooperation.

These were underlined by the "interventions", with outputs, activities and inputs. The result is a well-designed TOC map with a clear narrative, although underlining some "missing middles". This results in high GSIF efficiency with many activities implemented, high quantitative results, many outputs and many resources increased.



GSIF Theory of Change (ToC)

OUTCOME 1

GSIF 2017-2021 | Strategic Plan Outcome 1

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

Overview of Outcome 1

GSIF has committed to support the OLCGS Good Shepherd Congregation by adopting a lifelong learning approach to capacity and organizational development, ensuring that participants are involved in programmes aligned with human rights principles, modelled on international good practices, and delivered with the highest level of professionalism. Capacity development is one of the most appreciated and needed services of GSIF. It does this through training delivery, through a process of learning by doing, - walking Mission Partners through different steps to increase mission effectiveness, enhance the quality of services and assuring accountability and transparency of project management. In terms of **training** from 2017 to 2021, **3,390 sisters and lay partners** have been involved in training activities: if we consider that each person might have participated in multiple trainings it is reasonable to think about **575 people went through training courses.**

OUTCOME INDICATORS

(data taken from the evaluation questionnaire)

OC 1.1 Increased satisfaction of program participants

FULLY ACHIEVED

On average 80%+ of Mission Partners are satisfied or very satisfied on capacity building activities and GSIF support. 79,3% Mission Partners stated that GSIF added value to their work; over 89% agree that GSIF's support has been beneficial in planning and implementing effective services, over 93% agree that GSIF's assistance has helped them to plan and implement prompt services in response to emerging needs, over 89% acknowledge that GSIF's support has been essential in achieving results that have improved the well-being of the final beneficiaries.

OC 1.2 Improved alignment with international standards on service provision

FULLY ACHIEVED

There is no data collected during the reporting period to allow an in-depth analysis. However, it is true that, during the interviews with donors and external partners, a strong accountability of GSIF for compliance with international requirements emerged. This will be further explored in the section on Outcome 2 related to donors.

OC 1.3 Level of perception on the skills acquired

FULLY ACHIEVED

For each of the 17 topics covered, over 60% of the respondents to the questionnaire inform that all or parts of the knowledge acquired are applied in daily work; depending on the subject, but on average 13,8% of people ask for more support.

KEY DATA

80+%

ARE SATISFIED ON CAPACITY BUILDING ACTIVITIES

93+%

AGREE THAT GSIF HELPED TO BETTER IMPLEMENT SERVICES TO FINAL BENEFICIARIES

89%

RECOGNIZE GSIF'S SUPPORT AS ESSENTIAL

60%

APPLY THE KNOWLEDGE ACQUIRED IN DAILY WORK

14%

ASK FOR MORE GSIF'S SUPPORT

Main Findings of Outcome 1

Capacity Building Program

The capacity building training program was a challenge for GSIF. A variety of different methods were used including internally conducted training to external providers as well as a combination of the two. Even though there was great satisfaction by Mission Partners, the results achieved are varied, with a partial application of the skills acquired and a relatively high request for further support. **Language**, except for the Latin American region, was a big challenge and influenced access to training, along with the **lack of time off from daily tasks and duties.**

A Capacity Development Plan could **consider not only the different training needs but also differences in levels of knowledge**; learning processes; direct support experiences; the diverse organization of the regional and central offices; the **time available** and the **linguistic needs**; the p**ossible turnover of Sisters in programs**; and the e**xchange of experiences between and within the regions and Units.**

Capacity building has also been carried out with GSIF staff to support organizational development. It invested in the growth of the Senior Management Team, in Rome and in the Regional Offices, adopting professional development paths and performance monitoring tools. The investment in personnel focused on the development of soft skills, in accordance with an internal growth that included the definition of the **Foundation's leadership style and the skills** necessary for its adoption. This empowerment activity has led to **greater accountability of the Senior Management Team, higher delegation**, and **better** management of activities by the Foundation, **avoiding a bottleneck** at Congregational level with respect to operational decisions.

GSIF Support

There is widespread appreciation for GSIF support work, from MDOs, Units and ministries.

GSIF's ability to be flexible is recognized: ***"GSIF is able to adapt to needs and seek for the most effective solution".*** However, what was repeatedly stressed from the field, was the need for the Foundation to **extend its assistance to minor non-grant-related projects under its coordination**. The standards expected by GSIF are not fully incorporated as practices within the Congregation but are seen as obligations of due diligence when the Units collaborate with the Foundation, through the disbursed funds. What might be **helpful is a set of minimum standards that can be applied** to all projects ensuring that the c**apacity building and support to incorporate them is done according to the level of preparedness** and awareness.

Related to this is that while acknowledging GSIF's proximity, **many Mission Partners interviewed called for a more significant presence of its staff on the ground** mainly to better understand specific contexts and needs and to tailor the support.

Professionalism and Technical Capacity

GSIF's outstanding professionalism and high technical capacities are broadly recognized, both at regional and central level. However, Sisters interviewed felt they were not sufficiently prepared to follow through the high standards of the Foundation. In fact, the most recurrent phrase was: ***"We need to improve ourselves in order to be able to fulfil GSIF demands".***

At the same time, many reflections were collected concerning **too many requests made by GSIF (events, meetings, documents to be filled, etc.) and its excessive speed** compared to local working habits *"We are not able to go at the same speed at which they want us to go"*.

There is **difficulty for Units and ministries to find the right professionals to manage projects funded through GSIF**. This means that they are often forced to give up opportunities because they do not have the right staff to carry them out. A long-term sustainability plan would **allow local Units to hire trained staff to support projects, an aspect that is still not always included in local strategic planning.** Projects could be managed accordingly where support from other collaborations occurs. (Linking to Outcomes 1 and 3)

Regional Offices

The analysis of the capacity building work carried out by GSIF revealed there is **better engagement of Units and Ministries where the Foundation's regional offices are present**. A decentralized structure particularly in the African and Middle East region, would offer support and proximity as other regions receive.

International Standards

The alignment with international standards was pursued by GSIF through the support for the development of the Congregational Child Safeguarding Policy, the production of manuals and guidelines for increasing the quality of services, and the design of intervention models. It must be acknowledged that the **work done by the Foundation in this area has been very extensive**, with good embedding of models within the ministries. One example is the **rights-based approach to managing ministries, which has not only become commonplace in the language of the Congregation but is also widely applied with success.**

Overlaps exist between GSIF definition and material of good practices, policies, intervention models, guidelines and training modules. Such overlaps have in fact **produced some misunderstandings at field level**, as was noted during the focus groups. Confusion was also created by the simultaneous presence of the Congregational Child Safeguarding policy and the GSIF policy, both with two different reporting lines.

Identifying clear and shared definitions would help to overcome overlaps between good practices, policies, intervention models, guidelines and training modules.

OUTCOME 1

Recommendations from Outcome 1

According to this evaluation team, GSIF could:

- Develop a more structured capacity development plan.
- Work with the CLT in specific cases to have a direct contact and interchange with regional offices.
- Create of a system to ensure the homogeneous adoption of simple, uncomplicated project management practices.
- Increase staff presence and support on the ground.
- Adjust the number and pace of requests based on local realities and consolidate successful achievements.
- Develop a long-term sustainability plan that would allow local Units to hire trained staff to support projects.
- Consider a decentralized structure particularly in the African and Middle East region, to offer continuity of support and proximity as other regions receive.
- Identify and develop definitions and characteristics of shared intervention models.
- Continue the work to establish a unique Congregational Child Safeguarding Policy that includes GSIF requirements.

OUTCOME 2

GSIF 2017-2021 Strategic Plan Outcome 2

Increased and Diversified Funding

Overview of Outcome 2

Through Outcome 2, GSIF intended to **improve the impact of its services on the basis of its increased income.** The Foundation committed to **maintain and grow its existing sources of income**, and implement new and innovative ways of generating income, both centrally and through its network of partners. In addition, GSIF decided to focus on developing a reserve of unrestricted funds to improve its sustainability as an organization and respond more effectively to emerging challenges.

Resource management is one of the best results that GSIF was able to achieve, and this can be seen by the increase of resources that **went much further than planned,** starting with € 2,710,871 (75% to ministries) and reaching € 5,000,000 in 2021, with a peak due to emergencies in 2020 of € 6,594,774 (88% to ministries) with average growth during years.

GSIF was able to effectively engage external donors, through its mission focus, guaranteeing the right levels of transparency and accountability, and its ability to directly reach people and beneficiaries on the ground.

OUTCOME INDICATORS

(data taken from desk review)

OC 2.1 5% average growth of GSIF income
Average annual growth of +20%;
From 2017 to 2021 income has grown by 84.4%
FULLY ACHIEVED

OC2.2 Up to 50.000 euros of income from individual donors by 2021
400.000 euros raised
FULLY ACHIEVED

OC2.3 Increased diversified portfolio of institutional donors
82% increase in grants awarded;
From 2017 to 2020 : 10 new external donors and 20 new internal donors engaged
FULLY ACHIEVED

OC2.4 Increased number of grants/donations raised by local MDOs
3% increase in grants disbursed directly to the Units
FULLY ACHIEVED

OC2.5 Steady increase of people involved in the programs
From 40.396 people in 2017 to 83.958 people in 2021
FULLY ACHIEVED

KEY DATA

+20%
AVERAGE ANNUAL INCOME GROWTH

400,000 EUR
TOTAL INCOME FROM INDIVIDUAL DONORS

+82%
GRANTS AWARDED BY INSTITUTIONAL DONORS

+108%
DIRECT BENEFICIARIES REACHED

Main Findings of Outcome 2

Low Cost of Core Support

GSIF invests on average about **85% of its income in the implementation of Congregational projects,** maintaining a low level of costs for core support.

When overheads costs are kept **under 20-24% it is usually considered as a good practice**. Such a high level of investment in programs is **greatly appreciated by donors**, as is the **accountability in the management** of resources. Donors are aware that their funds will be used to help the most vulnerable people effectively and efficiently.

The core support costs have been guaranteed by the OAK Foundation for 10 years, up to 2025. GSIF could consider investing more on its human resources to avoid doubling the role of its staff.

Broader Communications about Funds

The evaluation team views positively GSIF's commitment to allocating financial resources to the Congregation's programmes. **Broader communication about the funds channeled directly to the Units, and not disbursed through GSIF would be desirable.** This doesn't have to be at the financial statement level certified by reviewers, but communicated at least internally, to overcome misunderstandings. Such communication, which was implemented until 2018, could avoid confusing disbursement practices with major investments in specific regions.

Increased Fundraising

Individual fundraising grew and almost quadrupled in 2021 (from € 55.648,45 in 2020 to € 204.414,26) reaching the target indicators but not up to expectations. The initial consultancy done in Italy was very Italy-centered and didn't provide GSIF with a clear path to follow. If individual fundraising is proved to be key and strategic, then a specific outcome should be identified in the next strategic planning, which would outline the what needs to be done to obtain it.

Dependence on Internal Funds

The investment of the Congregation's solidarity partners (Congregational Units with availability of funding) in Good Shepherd projects through GSIF can be considered good practice, yet it contains risks that generate a dependence on internal funds. This funding was described as more attractive to the Units because they require less effort than external donor resources. This dependence on internal funding could therefore **lead in the long term to a lack of external grant capacity for some programmes.**

OUTCOME 2

Quality of Projects

The extensive provision of funds from outside the Congregation requires an **increase in quality of projects on the field so that they can meet the requirements of donors**. However, this increase in quality must be done together with the Units, and this **requires a long-term investment strictly linked to Outcome 1** and to the development of a more structured capacity building plan.

Recommendations From Outcome 2

According to this evaluation team, GSIF could

- Work with the Congregation to consider **how to cover the longer-term core support costs**, after OAK Foundation support ends in 2025.
- Develop **broad communications together with the Congregation** about funds channeled directly to the Units, and not disbursed through GSIF.
- Determine **if individual fundraising is a priority** and include it in the next strategic planning cycle as an outcome.
- Include in Outcome 1- Capacity Development more opportunities to **develop higher quality field projects.**

OUTCOME 3

GSIF 2017-2021 Strategic Plan Outcome 3

Strengthened Cooperation

Overview of Outcome 3

GSIF committed to enhance greater collaboration within the Good Shepherd network, and stronger partnerships with a wider network of organizations having expertise, resources and channels to bring forward systemic change to pursue the Congregation's mission.

Measuring the achievement of Outcome 3 was a **very interesting journey for the evaluation team through the various types of relationships that the Foundation has, both within and outside the Congregation.** The findings concern the recognition of GSIF's role and functions, as well as internal and external cooperation.

OUTCOME INDICATORS

(data taken from evaluation questionnaire and desk review)

OC3.1 Increased clarity and satisfaction on roles/function of GSIF and MDOs within GS network

On average 93%+ of Mission Partners have clarity on key roles and functions of GSIF; 78,7% of Mission Partners are satisfied with the roles and functions of GSIF.

OC3.2 Increased number of joint initiatives among GS partners (cross border, JP/SC, etc) and with external partners

+108% increase of number of GSIF development partners involved in joint initiatives; From 12 (in 2017) to 25 (in 2020); no structured data regarding joint initiatives with external partners.

KEY DATA

93+%

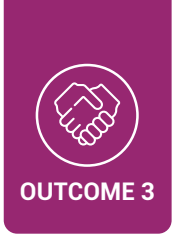
AGREE ON ROLES AND FUNCTIONS OF GSIF

79+%

ARE SATISFIED OF ROLE AND FUNCTIONS OF GSIF

+108%

GS PARTNERS INVOLVED IN JOINT INITIATIVES



Main Findings of Outcome 3

Memoranda of Understanding and Framework Agreements

The Memoranda of Understanding that have been signed at different levels (framework OLCGS-GSIF and GSIF with local Units and MDOs) give clarity on roles and responsibilities that each office should have in pursuing the mission. At local levels, **the agreements are very useful and are necessary for understanding clear roles and functions but might not be well known by all ministry managers and MDOs personnel.** The focus groups with the Units **returned a confused idea of whether or not the Foundation belongs to the Congregation, and which are its roles and functions** *(How can you love something that you don't know?)*. It might be useful to **find easy and innovative ways to present the content of the agreement, but also to clarify the communication flow**, or "who does what" or "what to do if" section.

The framework agreement is also very clear and complete, explaining in detail what are the roles and the responsibilities of the Congregation and of GSIF. Considering the new structure and Governance that the Congregation is implementing, **there might be a need to update or better clarify the future role of GISF, its responsibilities and its structure**. It is acknowledged that GSIF is a Partner-in-Mission, but it would be recommended to clarify whether and when GSIF could be directly responsible for project implementation, adding value in specific situations, to increase mission effectiveness.

Internal Cooperation and External Collaboration

Cooperation between GSIF and the other Congregational offices, while having improved over the five years of the Strategic Plan especially in facilitating local partnerships in projects, still has **room for improvement to represent the Congregation with a single voice** (*"We need to have one voice within the Congregation"*). This is clearly in line with the Zeal Calls Us to Respond and the Calls to Action from the most recent Congregational Chapter Direction Statement. The cooperation with Partners-in-Mission is seen as *"critical for the relevance, thriving and vibrancy of our mission globally. Mission Partnership is an ever-evolving relationship that demands a broader understanding of communion, mutual respect, trust, commitment, freedom to live and grow full-and-free"*. However **not everyone is finding themselves at the same level of acceptance and understanding of the process, as *Zeal Calls Us to Respond* clearly reflects.** The 5 steps (Minimal engagement, Movement toward engaging, Middle space, Full commitment, Full engagement) identified in *Zeal Calls Us to Respond* might represent a great start to assess the different needs of Units or ministries, and therefore act accordingly. **In the next planning, the changes could be related to these 5 levels**.

Collaboration with other external partners (such as other congregations or organizations) **gave very good results, with greater awareness and joint work** to reach common results. During the next strategic planning it would be interesting to **identify key external partners to build a stronger relationship** with, also to better clarify the path to follow.

OUTCOME 3

Recommendations From Outcome 3

According to this evaluation team, GSIF could:

- **Promote an easy and innovative ways to present** the content of the framework agreement.
- Update or **better clarify the role of GISF**, its responsibilities and its structure in light of any changes from the last Congregational Direction Statement and the current Calls to Action.
- Clarify whether and when GSIF could be directly responsible for project implementation, adding value in specific situations, to increase mission effectiveness.
- **Use the Zeal Calls us to Respond continuum in the next planning cycle** to assess the different needs of Units and plan changes related to these 5 levels.

Methodological Recomendations on the Theory of Change

GSIF Theory of Change was well structured overall and it resulted in delivering high GSIF efficiency with many activities implemented, high quantitative results, many outputs and many resources increased. However, by detailing outputs, activities and inputs, the ToC risked to be too "activity based", giving clarity on what GSIF wanted to do but holding little flexibility for unexpected events in the path to achieve the outcomes. More specifically this Evaluation Teams offers a few reccomendations to support GSIF is designing its new ToC:

OUTCOME 1 Enhanced Capacity does not give enough emphasis to the different starting points and differences between people and their roles and responsibilities. Enhanced capacity often means behavioral changes are required and different pathways to achieve them are needed. In a complex system such as Good Shepherd the capacity enhancement outcome could be better understood if shifted to ask this:
"Who is supposed to change and how, in order to reach our goals?" This would allow for identifying specific stakeholders needs and designing ways forward for change.

OUTCOME 2 Increased and Diversified Funding focuses on financial aspects, increasing work and growth. A missing component is identifying the differences between donors (private foundations, institutional, Congregational and individuals), and what kind of change was expected from them. The link to other outcomes is also required as financial needs are often related to cooperation and capacity building.

OUTCOME 3 Strengthened Cooperation refers to internal and external collaboration which have very different characteristics. Internally, there are different offices, across many countries and regions. A missing component here is between the agreements or offices and how these should influence the internal and/or external mission focused collaboration. Difficulties in this outcome are more delicate because it deals with people's perceptions and emotions. The focus is on relationships and care, values and beliefs, communication and trust, understanding and respect. This outcome is therefore linked to the vision, the mission and the values of both the Congregation and GSIF. The Congregation direction is focused on mission effectiveness and therefore, this outcome is where GSIF supports all Sisters and Partners-in-Mission to move through the changes they need to reach mission effectiveness.

Recommendations from the ToC Strategic Plan

According to this evaluation team, GSIF could:

- Consider the different needs of different stakeholders, focusing on the goals that GSIF and the Congregation want to reach, and expressing outcomes on these bases.
- Articulate a new Theory of Change, making sure that the path to change is clearly expressed in the main sectors and defining priorities for the next 3-5 years.
- Monitor the Theory of Change yearly, with an efficient monitoring system, and update it according to the emerging needs. Year planning will support and address any changes in priority.

Final Considerations

Culture and context are indeed elements to be considered by GSIF in the future such as increasing field visits, in order to tailor the needed support. The support provided by GSIF has been extensive and of high quality, and its value has been widely recognized. GSIF has adjusted its organizational structure several times over the past 5 years in order to offer effective services, as well as undertaking organizational development with a view to enhancing the soft skills and autonomy of its senior management. This shall continue evolving and adapting to the new governance and the new strategic plan.

According to this evaluation team, **GSIF has proved to be very effective in producing results, but the effort it has endured has been very high. Some people in the senior management team cover two or three roles.** It would be appropriate in **future planning to rethink the organizational structure to make it more efficient, by investing in the establishment of a regional office in Africa and the Middle East, with dedicated staff**. This would not only help the Region to improve its performance, as was the case with the establishment of regional offices in Asia Pacific and Latin America but would also **free up time for the senior management team in Rome to deal with supporting mission development in an integrated way** (capacity building, M&E, tailored support, etc). In order to organize staff more efficiently, it is necessary to increase the investment of resources on core support. Effective communication of the added value that GSIF contributes to the effectiveness of the Good Shepherd Mission is key to this.

The Monitoring and Evaluation System, according to local capacities and based on clear defined indicators and data collection methodologies, **should be adjusted**. It is important to highlight that to reach sustainable growth and mission effectiveness, **GSIF can improve the quality of its services, but it is just as important that the Congregation mirrors this too.** For example, the results achieved in the field, while supported by GSIF, are implemented by Mission Partners. When the Congregation has oversight, it might happen that the Sisters working in ministries are transferred to another Unit or Ministry, without proper or complete handover. **It is necessary in this sense to increase local ownership of Ministries, together with providing a well-defined system for the handover of responsibilities, to ensure sustainability and success of projects.**

Continuity of the mission is also a concern when reflecting on the decrease in number of Sisters, as stated in the last Congregational Chapter. In order to carry out the ministries and to pursue the Mission, it is **very important to integrate lay people into the daily work**, both within the ministries or to implement projects as Partners-in-Mission.

Further Recommendations

According to this evaluation team, GSIF could:

- Continue to adapt the organizational structure and invest resources into core support to meet the needs of the new Congregational governance, the new GSIF strategic plan and to balance out overworking in some roles.
- Invest in the establishment of a regional office in Africa and the Middle East, with dedicated staff.
- Increase local ownership of projects and provide a well-defined system for the handover of responsibilities, to ensure the sustainability and success of projects.
- Integrate more lay people both within the ministries or to implement projects as Partners-in-Mission.

Conclusions

It is clear to everyone, and confirmed by interviews, focus groups, a field visit, and questionnaires, that GSIF contributes significantly to mission effectiveness, with a very high level of professionalism and capacity to bring technical support.

During the period of implementation of its strategic plan, **GSIF delivered extraordinary results**, leading to the growth of all the Units it worked with. The **Units, having different starting points have all demonstrated an advancement in project/grant management and networking skills,** according to their possibilities and the context in which they work.

During interviews and focus groups it was **easy to perceive the beauty and the passion that each person is dedicating to their daily work, together with shared values and beliefs**, and an immense sense of respect. The **high complexity in the Congregation's governance and organization that GSIF is relating with, makes it challenging to be able to "work as one"**. GSIF is in a continuous evolving process to make sure it can deliver the best services to Mission Partners for mission effectiveness. It has worked greatly, with very high technical level, supporting the growth of all Units involved in ministries. However, sometimes, the efforts put in place didn't find people ready for the changes needed for the quality level requested by GSIF.

It is noted that **some adjustments are needed, especially in the integration of work between Mission Partners, GSIF and Congregational offices and in delivering different services on the basis of the different local capacities and needs.**

GSIF is an organization that has **shown a great growth and strong leadership in the past 5 years**. It can guarantee high levels of expertise and technical capacities that are highly appreciated by the whole Congregation.

A great value is represented by the internal growth that GSIF went through, which included not only an organizational process, but also a **focus on leadership, values, respect and sense of belonging**. GSIF was able to adapt to the needs that arose during the Strategic Plan implementation, **changing both its internal structure or services implementation methodology, to overcome difficulties** (e.g. the Covid 19 pandemic). **It is the belief of this evaluation that GSIF represents great added value to the apostolic work of the Congregation.**

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