

GSIF STRATEGIC
PLAN 2023-2027

Co-creating Our Future

Partnership, Justice and
Integral Development



GOOD SHEPHERD
INTERNATIONAL
FOUNDATION

GSIF Strategic Plan 2023-2027

During all of 2022, GSIF had been called to evaluate its 2017-2022 strategic planning and to imagine the future 5 years together with its founding Congregation and its partners.

The strategic planning journey was highly participative at the global level, gathering insights from Units and partners at the grassroots level. GSIF used the methodology of Theory of Change (ToC) and articulated key outcomes calling all partners to contribute towards this vision for change.

GSIF & OLCGS eco-system: co-designing and co-evolving

GSIF believes in a systemic approach to change. This implies that all GSIF members and partners commit to change at both individual and organizational level, while enabling transformation in the broader society.

GSIF shares the same mission of the OLCGS Congregation to primarily address the needs of: *“Those impoverished by social injustice who are the most adversely affected by the current ecological, economic and political crises, particularly girls, women and children”*.

GSIF believes that in response to these crises, girls and women should play a leading role in promoting an integral model of development, founded on justice and solidarity.

The engaging and constructive contribution of each participant, grounded in deep listening and generative conversation resulted in a deeper understanding of the interconnections among GSIF partners from around the world and across the Horizons.

With the new strategic plan, GSIF will ‘act as one’ with all mission partners, responding with zeal and compassion to the needs of girls, women and children for a dignified and fruitful life.

GSIF’s areas of intervention

1. Fundraising
2. Communication
3. Organizational and Capacity Development
4. Policies and Standards
5. Global Partnership Development
6. Research and Advocacy

Thematic focus

GSIF will continue to support the Congregation’s programs focusing on

- **Girls and women’s well-being and leadership development**
- **Economic justice and livelihoods**
- **Safeguarding and protection of people in vulnerable conditions**
- **Food security and care for the environment**
- **Safe migrations and anti-human trafficking**

GSIF's VISION

A world where girls, women and children, especially those deprived of their rights and dignity, can live their lives in full relationship with all.

GSIF's MISSION

To enable the Congregation's programs in the most impoverished areas of the world, to promote a global culture of justice, facilitating capacity development, international fundraising and networking among mission partners.

HORIZONS OF CHANGE

HORIZON 1

1 Co-creating the Mission

In this Horizon we see fully engaged mission partners carrying on the mission and living spirituality, justice and good practice. For this to happen, this Plan envisions the changes needed to implement that "co-responsibility" among partners that the Congregation has called for since 2004 in line with the synodal journey.

HORIZON 2

2 Sharing Justly

In this Horizon we see Congregation's programs that operate within equitable structures, ensuring accountability to just and ethical practices. For this Horizon looks at the changes needed within and outside the OLCGS systems, especially in geographical areas where justice and accountability systems are weaker, to strengthen our existing works of justice and embrace a "mindset of abundance" to generate "enough to feed all".

HORIZON 3

3 Enabling communities' transformation

In this Horizon we see communities that enable their members to enjoy their rights and promote integral development. For this Horizon envisions that local mission partners and program participants shall be the protagonists of a model of human and economic development that combines social justice, women empowerment and care for the environment.

HORIZON 4

4 Future Proofing

In envisioning its future, GSIF is called to discern how to support the Congregation in sustaining the continuation of the mission, making the best use of its resources and of its rich spiritual heritage. Horizon 4 calls for changes that enable a safe and risk-free mission development.

A journey of participatory planning

January-March 2022

GSIF engaged over 120 internal and external partners in individual interviews, surveys, global and regional workshops, to assess what had worked well of the previous Strategic Plan and and identify priorities for the future of GSIF.

September 2022

60 GSIF partners from 26 countries gathered in Rome to articulate further the four horizons. The workshop generated 200 quality inputs and elaborated maps. A dedicated core group analysed these inputs to build the Theory of Change, finalized and approved in January 2023.

June 2022

A dedicated working group analyzed the results of the evaluation of the survey and defined four Horizons and Long-Term Outcomes (LTOs). The proposed Horizons were then shared virtually with 300 people from all over the world to harvest comments and ideas.

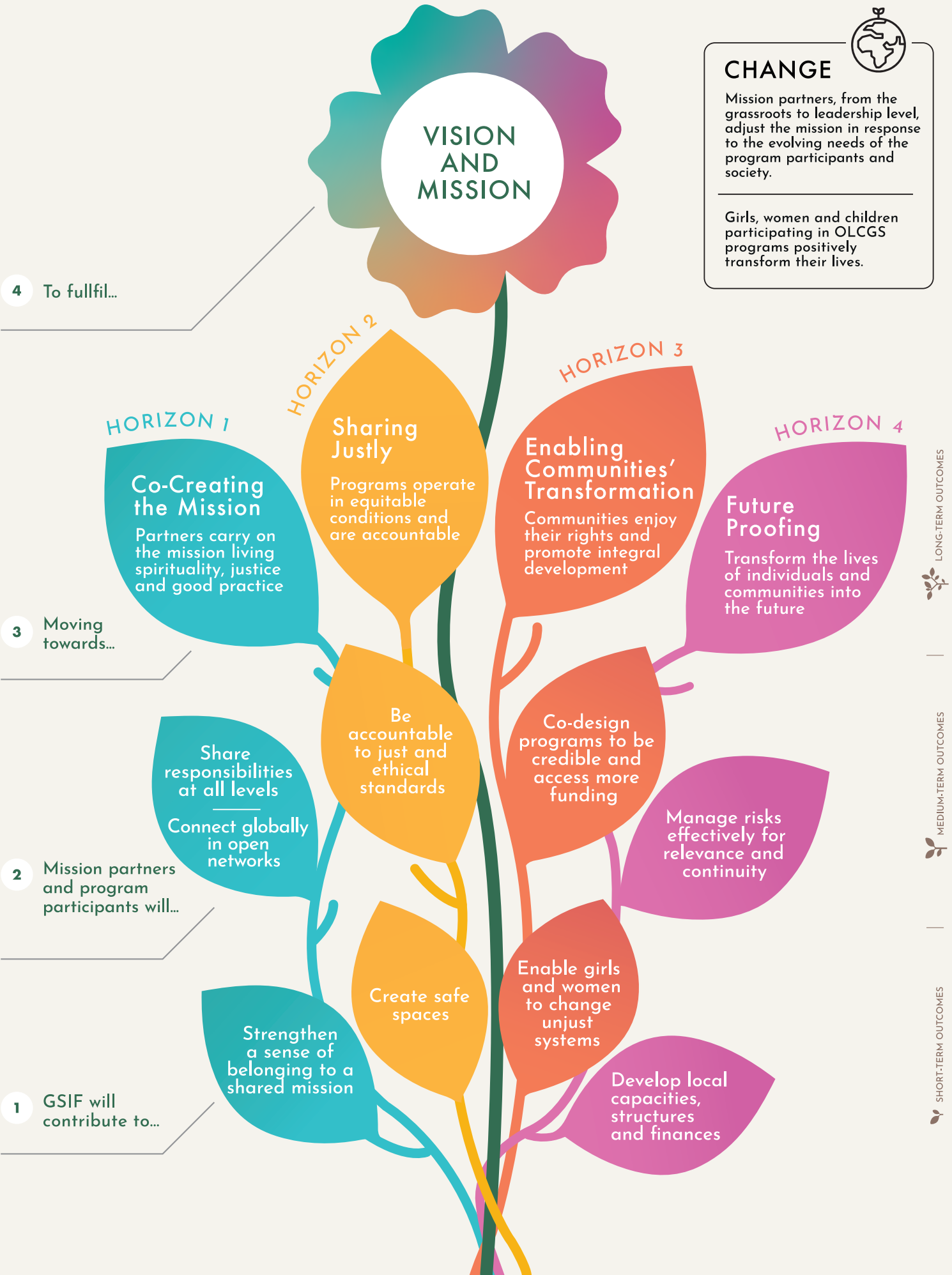
GSIF and OLCGS Congregation

The Good Shepherd International Foundation (GSIF) is the non-profit organization created in 2008 by the Congregation of Our Lady of Charity of the Good Shepherd (OLCGS) to support the development of its programs in the most impoverished areas of the world. The Congregation, founded in France in 1835 by Saint Mary Euphrasia

Pelletier, is currently present in 68 countries.

For the past 14 years GSIF has supported the Congregation's programs for girls, women and children in 37 countries of Africa, Middle East, Latin America and Asia Pacific through a partnership model based on shared mission and values.

STEPS TOWARDS THE HORIZONS



Share responsibilities at all levels
 Connect globally in open networks

Strengthen a sense of belonging to a shared mission

Create safe spaces

Be accountable to just and ethical standards

Enable girls and women to change unjust systems

Co-design programs to be credible and access more funding

Manage risks effectively for relevance and continuity

Develop local capacities, structures and finances

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GSIF THEORY OF CHANGE 2023-2027



MISSION

Enable the Congregation's programs in the most impoverished areas of the world, to promote a global culture of justice, facilitating capacity development, international fundraising and networking among mission partners.

VISION



A world where girls, women and children, especially those deprived of their rights and dignity, can live their lives in full relationship with all.

Long-term Outcomes (5+y)

HORIZON 1

Co-Creating the Mission

Partners carry on the mission living spirituality, justice and good practice.

HORIZON 2

Sharing Justly

Ministries operate in equitable conditions and are accountable.

HORIZON 3

Enabling communities' transformation

Communities enjoy their rights and promote integral development.

HORIZON 4

Future Proofing

The Congregation and GSIF transform the lives of individuals and communities into the future.

Medium-term Outcomes (3-5 y)

- Sisters and partners-in-mission share leadership for mission in co-responsibility at all levels;
- Mission partners promote a vibrant and contemporary testimony of the mission globally;
- Mission partners remain connected globally to share experiences and learn from good practice, leaving no one behind.

- Mission partners enjoy equitable relationships;
- Ministries adopt standards of ethical management;
- Ministries have equitable access to financial resources;
- Local communities advocate for change in unjust structures and promote human rights and ecology.

- Mission partners at the grassroots advocate for policies that protect and enable human rights, especially of girls and women;
- Ministries implement effective programs co-designed with participants;
- Donors increase funding for programs and core support.

- Congregation and GSIF manage effectively financial, reputational and organizational risk;
- GSIF and ministries respond to the evolving needs of program participants and society;
- Congregation and GSIF are visible and credibly positioned in the faith and development sector.

Short-term Outcomes (1-3 years)

- Deepen the understanding of the congregation's heritage, mission and calls to action;
- Promote a sense of belonging of all partners moving from "me" to "we";
- Model equitable partnership

- Facilitate the establishment of accountability systems and safe spaces for mission partners at all levels;
- Facilitate the definition of common standards for ethical management of Finances, Human Resources and Risks;
- Ensure Mission Development Offices are equipped with adequate capacities and resources to be more effective in their service;
- Enable partners to do evidence - based advocacy at the local and global level.

- Enable women leaders to express their rights and needs for community transformation;
- Adopt in full the rights-based approach;
- Demonstrate impact and attract donors and investors.

- Facilitate implementation of effective congregational formation and organizational development initiatives;
- Ensure continuity through succession plans;
- Ensure financial stability of programs and core support activities;
- Implement effective MEAL and joint communication strategies to demonstrate impact;
- Facilitate platforms for global networks within and outside the Congregation.



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