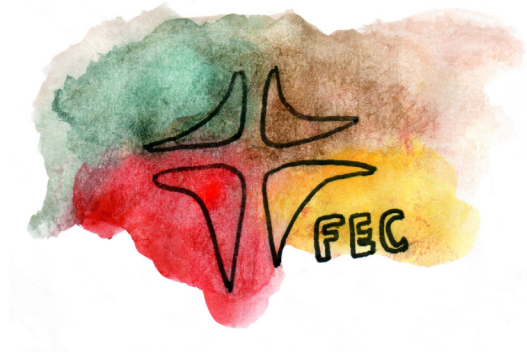




STRATEGIC PLAN

2017 - 2021





MISSION

Our mission is to Promote Integral Human Development,

With the vision of building a society where each and every person may live with dignity and justice,

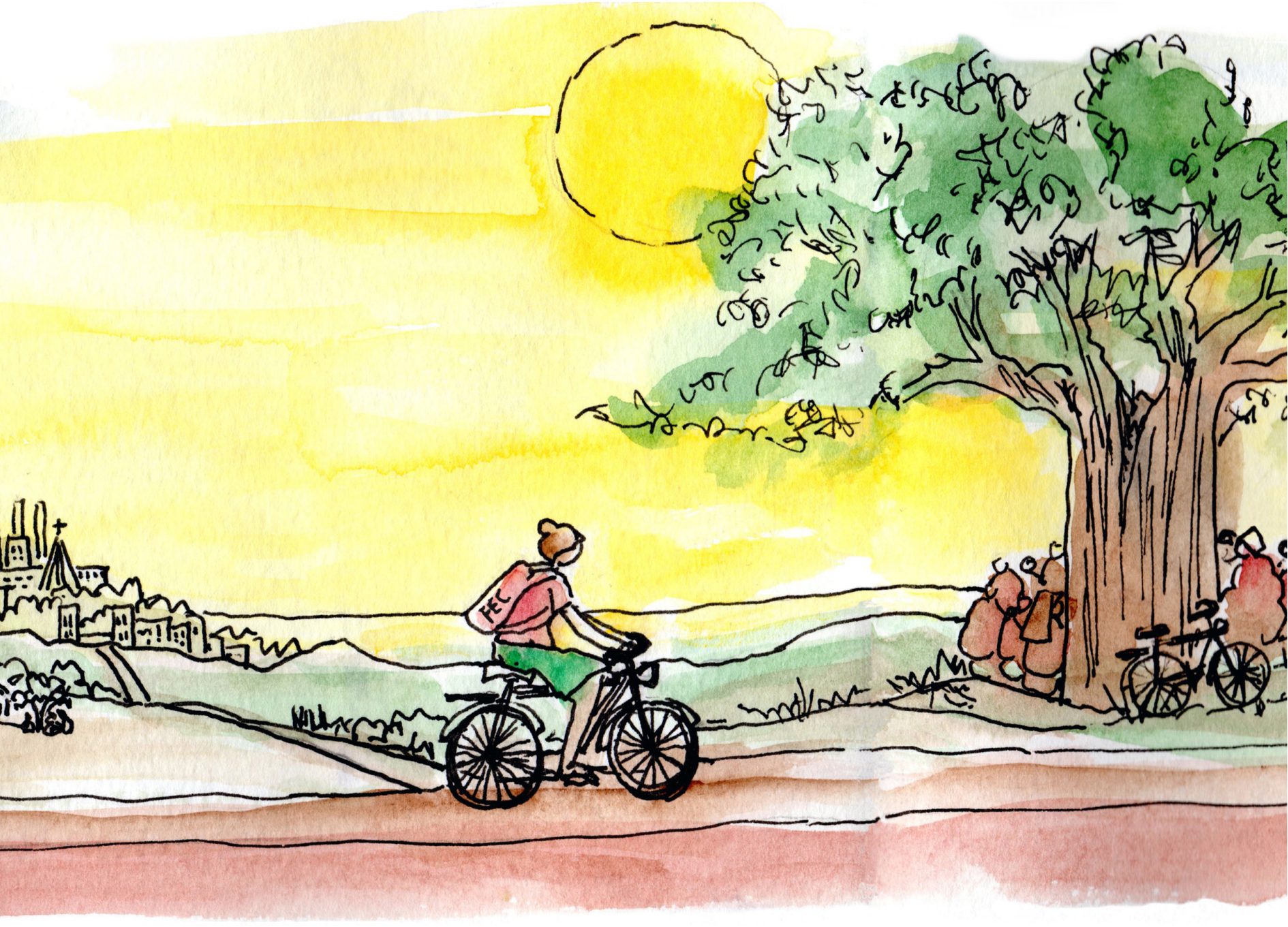
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Executive Summary

“We need to strengthen the conviction that we are one single human family. There are no frontiers or barriers, political or social, behind which we can hide, still less is there room for the globalization of indifference.”

Pope Francis

We believe that it is possible to transform the world we live in.

This belief moves us every day and helps pursue our mission to promote the integral human development of each and every person.

**The Faith and Cooperation Foundation (henceforth FEC) Strategic Plan
2017-2021 reflects our belief in change.**

This is a journey we aim to make as people, as an organisation and as Church so that social transformation can happen here and now.

FEC Strategic Plan suggests steps forward on this journey towards a horizon of social justice and sustainability of our Common Home.



The first chapter, **FEC – Faith and Cooperation**, describes briefly ‘who we are’. It revisits our identity, grounded on our values and our story, to strengthen what we consider to be our distinctive role and added value for the transformation we aspire to.

We are aware that humanity faces new challenges. As such the second chapter **Our world** addresses present concerns and hopes in our society, in order to focus further on **the change we call for**. We hunger for change. A change from structural problems that are at the root of injustice, inequality, suffering and frustration of so many women, men and children. Recognizing the fragmented inequitable world led us to develop our **theory of change**, as the basis for our Strategic Plan.

The third chapter on **Strategic Priorities of Social Transformation** identifies the sectors in which we will put our efforts and energies into over the next five years. The approach that we advocate stems from our theory of change and the conviction that a deep transformation requires an integrated approach. Thus, our three strategic priorities – **Education, Knowledge and Skills; Good Governance and Advocacy; Global Citizenship and Human Rights** – intersect, complement and reinforce each other.

We are also aware of the fact that we will not be able to achieve by ourselves these goals. More importantly, we know that we do not wish to act on our own because we would like to prevent the globalisation of indifference and build one single human family. Therefore, it is necessary to build up widespread and complementary **Networks and Partnerships**.

In order to implement this transformation we aspire to, it is important to define **How we will work**. The last chapter looks at **People**, FEC’s team, those who give life to both its projects and initiatives. Social

transformation is not possible without people and values. We also encourage **Innovation and learning** because, if we want to do more, we have to be an organisation that is capable of offering new answers to new challenges, and promoting learning from both best practices and failures. **Communication** is another key factor to engage in dialogue within FEC and with others so that our work can reach more people. We also describe the **Financial resources** needed for the implementation of our Strategic Plan. Finally, in the last section, the major milestones and instruments for **Implementation, monitoring and evaluation** of FEC Strategic Plan 2017-2021 are briefly presented.

Doubts, concerns, frustrations and obstacles will certainly arise during the implementation of FEC Strategic Plan 2017-2021. But we are sure we will also experience joy, achieve justice, and witness transformation taking place in everyday life. We will summon up strength from one another and from the faith that moves us.

And, of course, on our journey, utopia will spark unrest and a sense of dissatisfaction.

In those moments, we will be inspired by Eduardo Galeano’s words:

“Utopia is on the horizon. I move two steps closer; it moves two steps further away. I walk another ten steps and the horizon runs ten steps further away. So what’s the point of utopia? The point is this: to keep walking.”

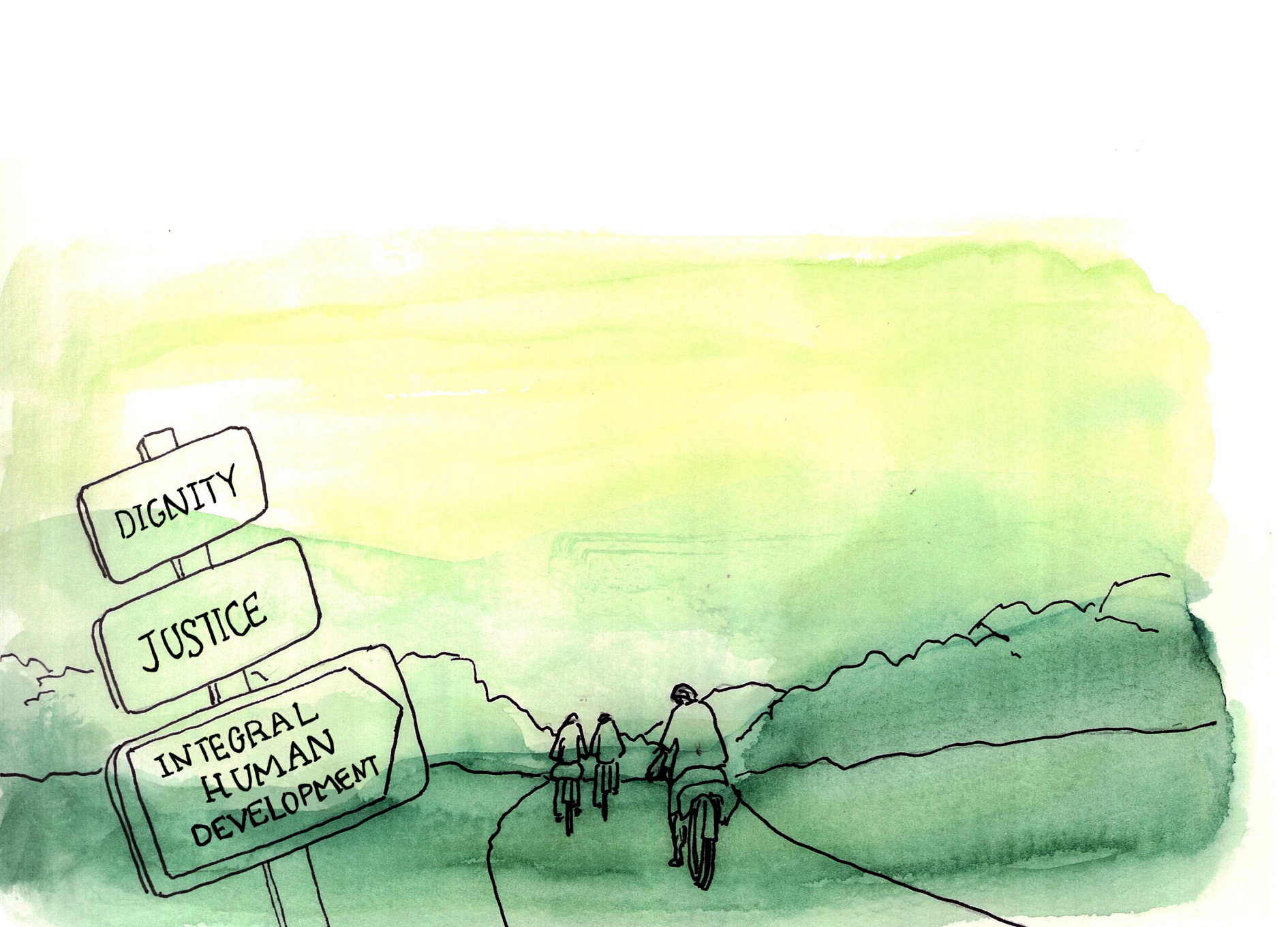
And we will keep on walking!



FEC - Faith and Cooperation

“FEC is a universe of knowledge, “laboratories” where we can experience techniques, skills, attitudes and learning. Together with FEC, I experienced, learned, made mistakes, discovered, empowered, participated, trained. Together with FEC, I transformed.”

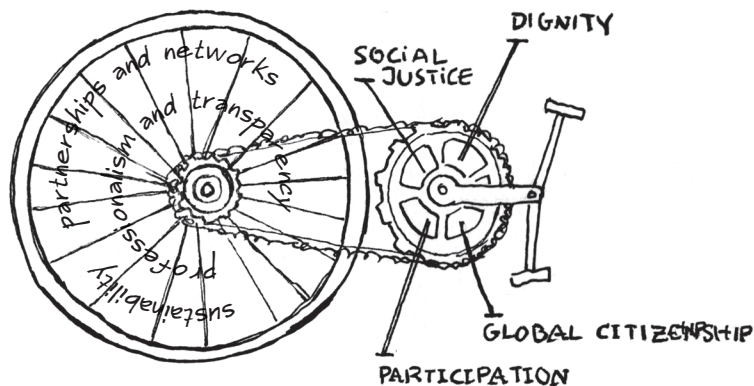
Romualdo Correia - Teacher - Guinea-Bissau



Who we are

We are FEC – Faith and Cooperation Foundation. We are a non-governmental organisation for development, created in 1990 by the Catholic Church in Portugal, in a close dialogue with the Churches of Portuguese-speaking countries.

Our mission is to Promote Integral Human Development with a vision of building a society where each and every person may live with dignity and justice.



Based on solid values and principles, with a team of committed professionals and working in partnership in several countries and sectors, we carry out sustainable projects, which have transforming results and a positive impact for populations.

The following values and principles guide our work:

Dignity – We believe in the intrinsic dignity of each and every person, regardless of their gender, ethnic origin, religious or political beliefs, or social status.

Social Justice – We believe that goods and resources should be shared, and that basic needs of every single person should be met.

Participation – We believe that each person should be a protagonist of change.

Global Citizenship – We believe that growing co-responsibility among citizens is necessary, which amounts to solidarity, social mobilisation and sustainable lifestyles.

Partnerships & Networks – We believe that only through joint work in partnership and in networks can we embark on a journey towards sustainable development.

Sustainability – We believe that environmental, social and economic responsibility is indispensable to ensure a common future.

Professionalism & Transparency – We believe that serving the most vulnerable people requires both professionalism and transparency.

Our history

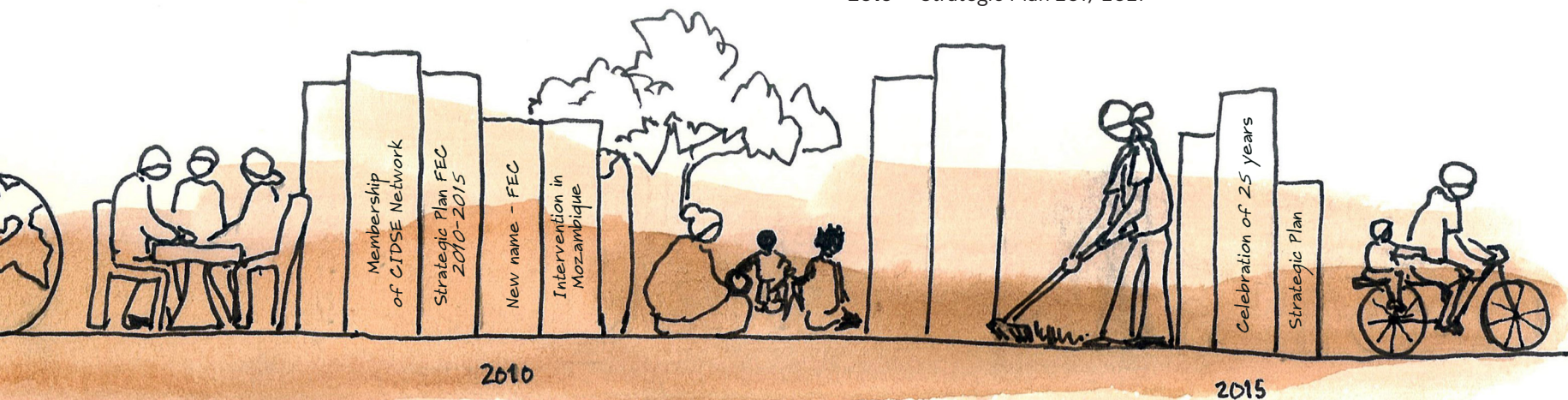
We are an organisation with over 25 years of experience and work.

Since 1990, we have been pursuing development paths with our partners. Our history was and is being written in a joint work of innovation and collective learning. Our history was and is being written with humility, desire for change, values and principles.

In these 25 years, some moments are important milestones in our collective history.



- 1990** Foundation of FEC - Fundação Evangelização e Culturas (Evangelisation and Cultures Foundation)
- 1996** First Meeting of the Portuguese-speaking Bishops
- 2000** Radio programme *Lusofonias*
- 2001** Intervention in Guinea-Bissau
- 2002** Missionary Volunteer Network
- 2003** Intervention in Angola
- 2006** *Presentes Solidários* Campaign (Solidarity Gifts Campaign)
- 2008** Membership of CIDSE (International Cooperation for Development and Solidarity) Network
- 2010** FEC Strategic Plan 2010-2015
- 2011** New name - *FEC - Fundação Fé e Cooperação* (Faith and Cooperation Foundation)
- 2012** Intervention in Mozambique
- 2015** FEC 25th anniversary celebration
- 2016** Strategic Plan 2017-2021





Our distinctive role

We have developed our identity through a journey marked by very different contexts and by working side by side with several partners. We believe we have a distinctive role as a civil society organisation that aims to be a catalyst for change and social impact.

We innovate building bridges and crossing boundaries - Disparities between peripheries and centres occur in every society. These problems that we all face are not bound by regions or borders. Since we believe in the wealth of diversity, we are committed to building bridges and crossing geographic, cultural, religious and social borders, bringing the periphery to the decision-making centres and taking centres to the periphery, thus opening a dialogue that may create social innovation.

We are a Catholic organisation - As actors in a global network of Catholic organisations, we have developed skills to combine both working with the most vulnerable communities, through the capillarity of the Church, and influencing decision-makers and leaders. Our work is based on the Catholic Social Teaching and it promotes interreligious dialogue, in joint efforts for the common good.

We invest in dialogue-based partnerships - We foster long-term partnerships based on relationships of trust and dialogue. Our partnerships are not focused on allocating resources but rather on pursuing common goals pooling and sharing skills.

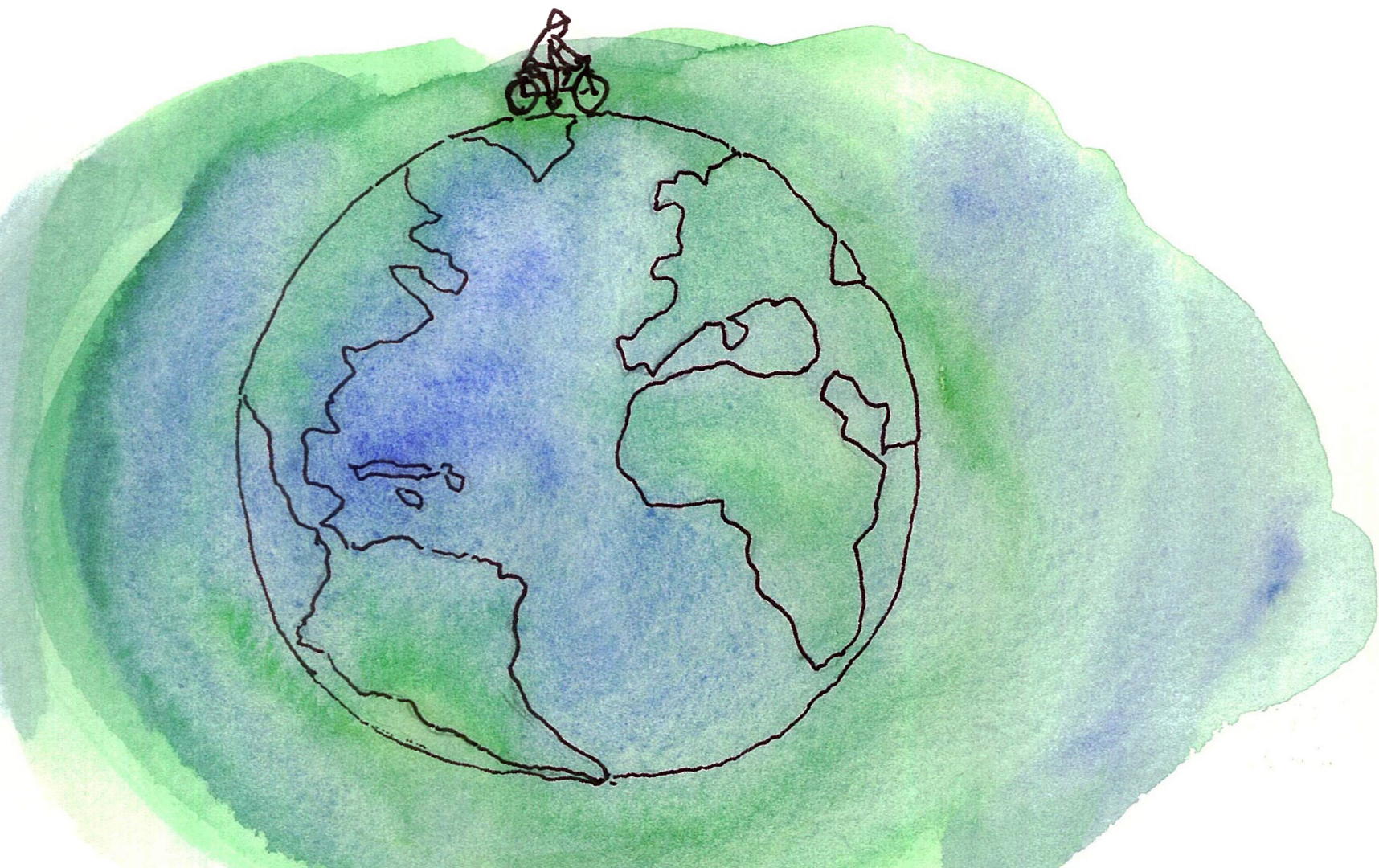
We influence decision-makers based on evidence and dialogue - Our advocacy and policy influencing work stems from the reality that both our partners and we experience. We do not foster confrontation, but

we report situations of injustice and put forward concrete proposals and recommendations.

Our added value

In operational terms, we have an added value that increases our potential to achieve positive social impact.

- A professional team committed to our mission and values.
- Multicultural teams with vast knowledge of countries and communities.
- Partners deeply grounded on local contexts
- Solid organisational experience and skills in education and training.
- Solid organisational experience and skills in organisational capacity-building and institutional strengthening.
- Development of excellent quality training resources with high replication potential
- Development of high quality communication for development resources
- Strong project management and financial management practices and procedures adapted to different intervention contexts.



Our world and the Change we call for

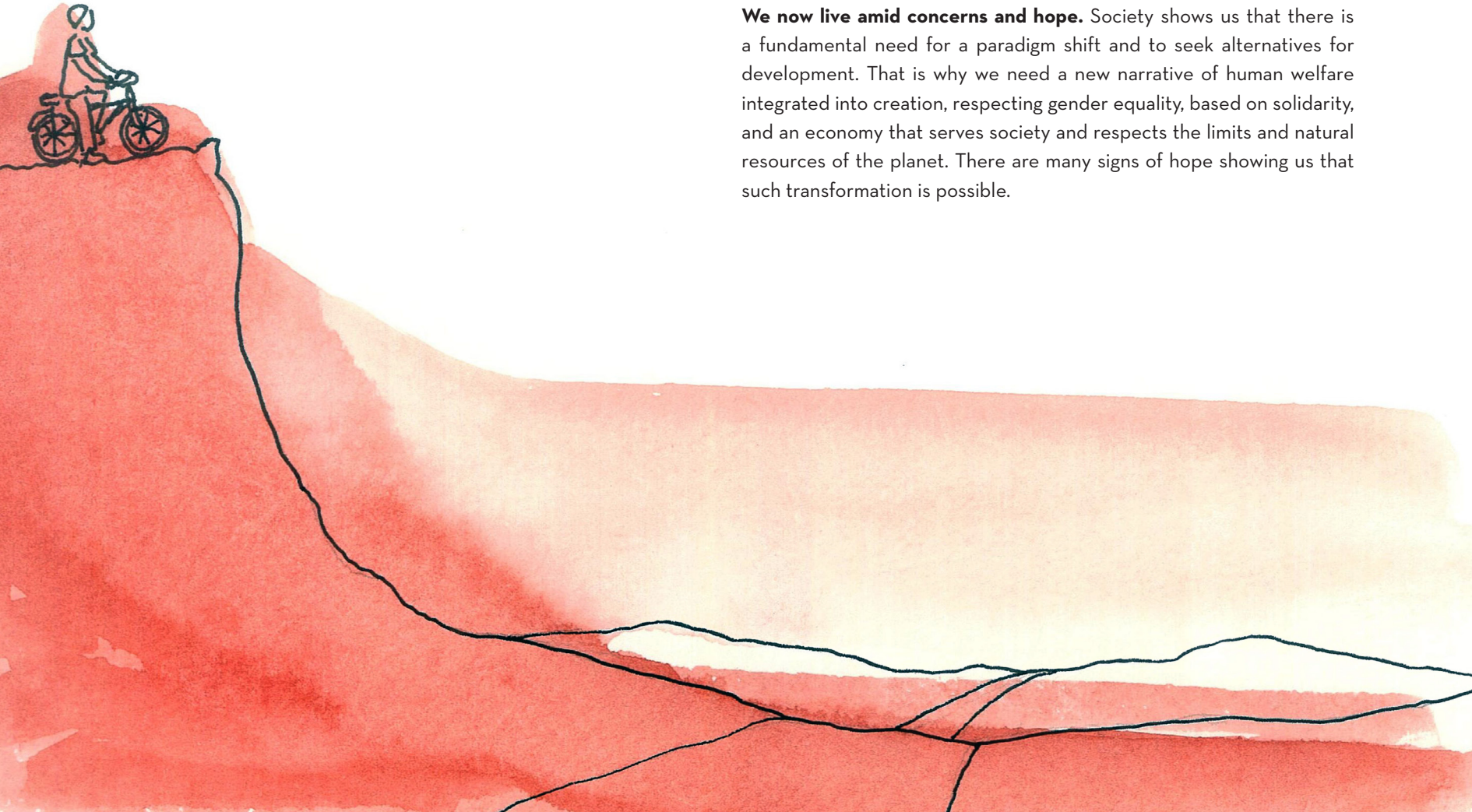
“Be the change you want to see in the world.”

Ghandi

We live in a context of rapid change.

The current FEC Strategic Plan was drawn up after years of profound changes in the international context which have had a direct impact on global development.

We now live amid concerns and hope. Society shows us that there is a fundamental need for a paradigm shift and to seek alternatives for development. That is why we need a new narrative of human welfare integrated into creation, respecting gender equality, based on solidarity, and an economy that serves society and respects the limits and natural resources of the planet. There are many signs of hope showing us that such transformation is possible.



Concerns and Challenges

Poverty and growth of social inequalities are global realities, even if in the last decade many people have escaped poverty, especially in the so-called emerging countries. On the other hand, we witness a worrying and growing gap between the rich and the poor, not only between the North and the South, but also in mid- and high-income countries, unveiling both new faces of poverty and new social tensions. Across the world, women and children are still the most vulnerable to poverty and lack of opportunities, in a clear offense against human dignity and human rights.

New configurations and power configurations suggest a global trend in a changing international context. These new powers, not only political but also from international and transnational private sector, are questioning international regulations, thus challenging the present global system of governance. A growing influence of these new actors has a direct impact on the sphere of development, and there are still no adequate mechanisms of regulation or transparency.

Climate change and overexploitation of natural resources are still at the centre of our concerns. Although an agreement was signed at the Paris Summit, our planet and our future require more decisive and incisive actions by all actors – both decision-makers and citizens. Climate change increasingly questions the current model of economic growth at any cost and present development paradigms. Moreover, it challenges our lifestyles and the concept of climate justice among countries.

Social tensions and a highly security agenda are increasingly present in the context of globalisation. Nowadays there are large flows of people fleeing their homes to escape war, terrorism, poverty and insecurity, thus intensifying global migration flows. This context is conducive to strengthening a security agenda that is frequently opportunistic and based on fear and stereotypes.

Demographic trends continue to present contrasting and worrying scenarios. In many countries there is a strong demographic pressure, with very young societies aspiring to welfare but facing serious deficits in access to education and to income-generating opportunities. In contrast, there are countries with ageing populations, where generational balances are challenged and highly qualified young people cannot access the labour market. Cross-cutting both contexts there is a growing weakening of cultural, social and religious values that makes young people more vulnerable to frustration, violence, rupture and social exclusion.

Hopes and Opportunities

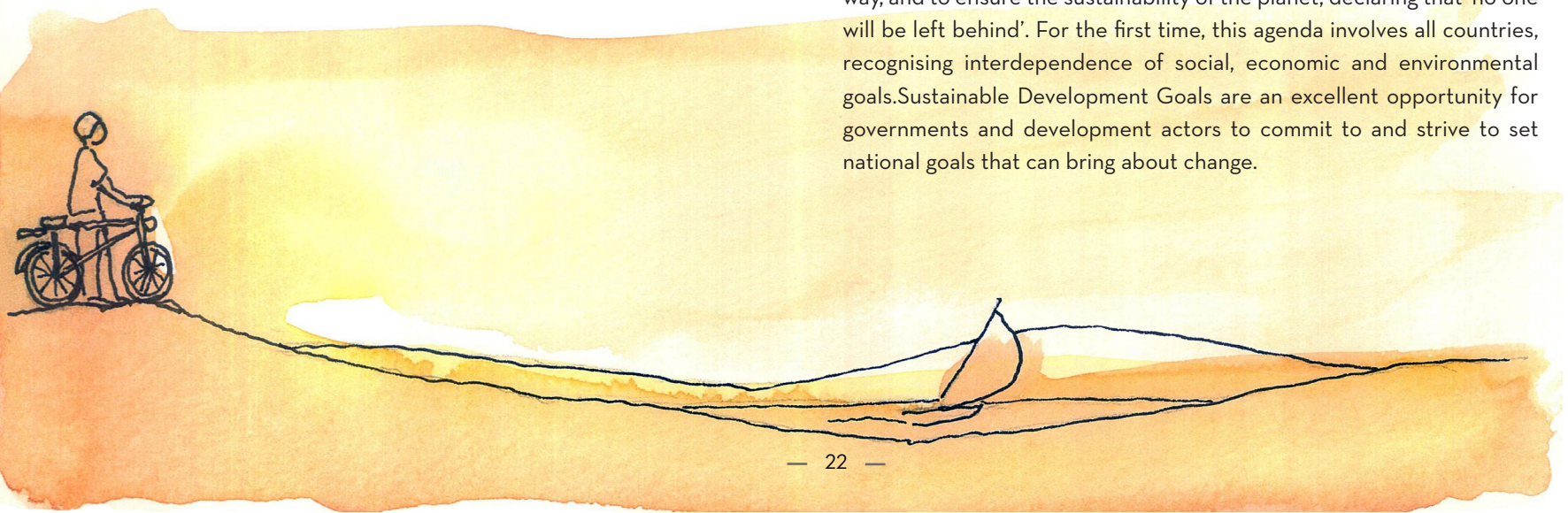
The Encyclical *Laudato Si*, with its call for a greater commitment to social and environmental justice, is a definite sign of hope, inspiration and mobilisation, not only for Christians, but also for all those who strive for the common good. Pope Francis has encouraged a renewal within the Church, as well as, an open and fruitful dialogue with all those who are committed to building a fairer society. The Encyclical *Laudato Si* is a key document to set up strategies and calls for concrete steps towards “Caring for the Common Home”.

Vitality of civil society organisations and networking, is gaining momentum and urgency, even in adverse contexts in which there is little freedom. Moreover, civil society has now a greater ownership of its own development processes, denouncing injustices and having the capacity and the legitimacy to promote human rights. There are now organisations capable of bridging the gap between local challenges and global policies. Thus they influence positively both policies and practices.

Citizen mobilisation and a greater environmental social justice awareness are also clear signs of hope. Some citizens are not afraid to risk and want to build more participatory democracies which will be less dependent on political parties. Furthermore, there are new ways of mobilisation and social innovation in communities that seek more sustainable lifestyle alternatives.

Technological innovation and access to information suggest that there are new solutions and answers to the problems we face. Technology is now part of our daily lives and it influences lifestyles all over the planet. If technology is used for serving people, it can open up an enormous space for creativity and innovation. In short, access to and sharing of information may increasingly enhance learning, new partnerships, collaborations and networking.

The new Agenda for Sustainable Development 2030 aims to push forward the fight against poverty, in an even more global and ambitious way, and to ensure the sustainability of the planet, declaring that ‘no one will be left behind’. For the first time, this agenda involves all countries, recognising interdependence of social, economic and environmental goals. Sustainable Development Goals are an excellent opportunity for governments and development actors to commit to and strive to set national goals that can bring about change.



Committed to social change

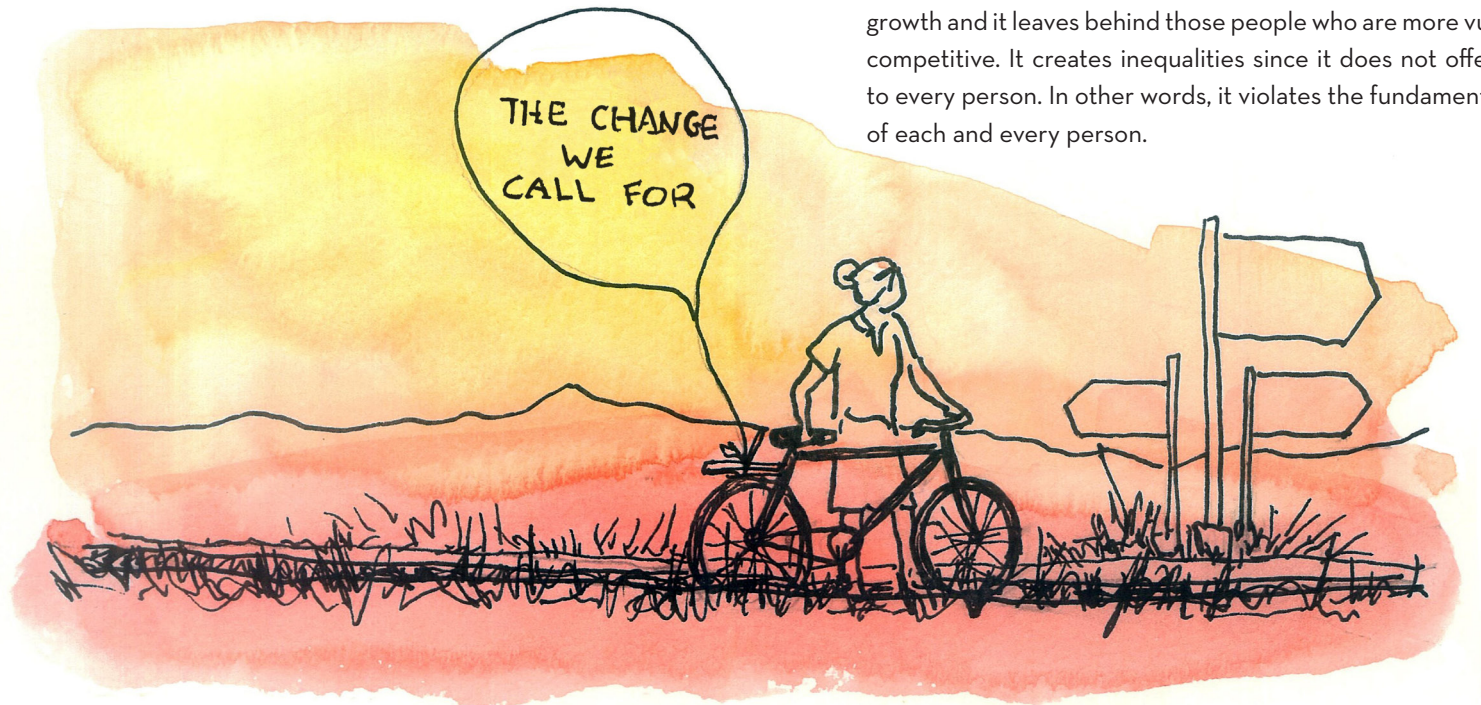
As a civil society organisation, whose mission is to Promote Integral Human Development, we aspire to change and social transformation with the vision of building a society where each and every person may live with dignity and justice. We long for social change.

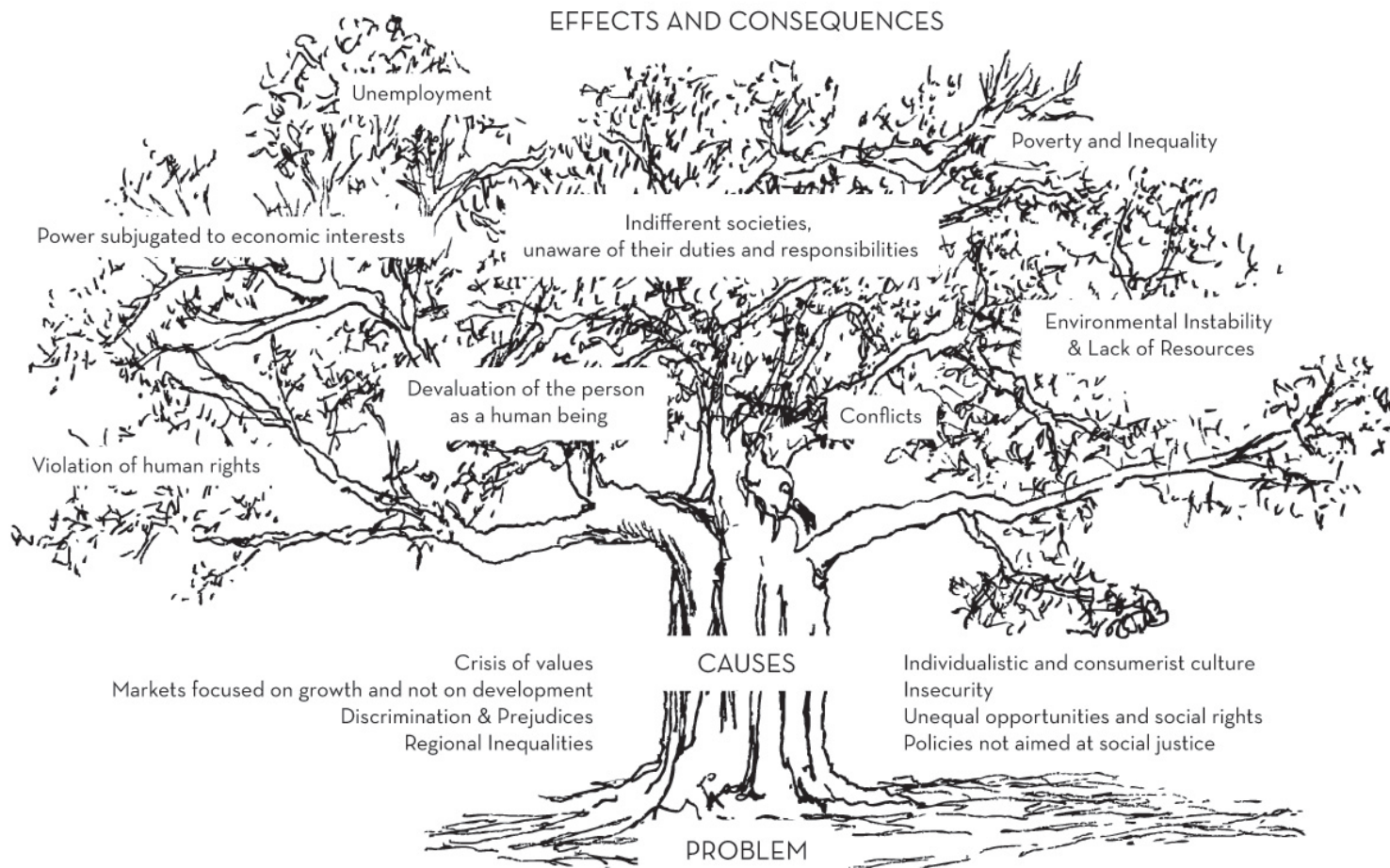
We are aware that our mission to transform society is extremely complex and challenging. We are aware that such change requires joint efforts and the involvement of many actors from different sectors. We long for social change.

As an organisation, we consider that the central problem of society stems from the current **model of human development that remains fragmented and creates inequalities**.

This model is **fragmented** since it continues to address problems in a segmented and sectoral way, rather than globally, in a holistic and integrated manner. It is fragmented since it separates people from nature, that is to say, it does not integrate social and environmental dimensions into a single aspect. It is fragmented since it considers each person partially and only as a creator of wealth.

This model **creates inequalities** because it only focuses on economic growth and it leaves behind those people who are more vulnerable or less competitive. It creates inequalities since it does not offer opportunities to every person. In other words, it violates the fundamental human rights of each and every person.

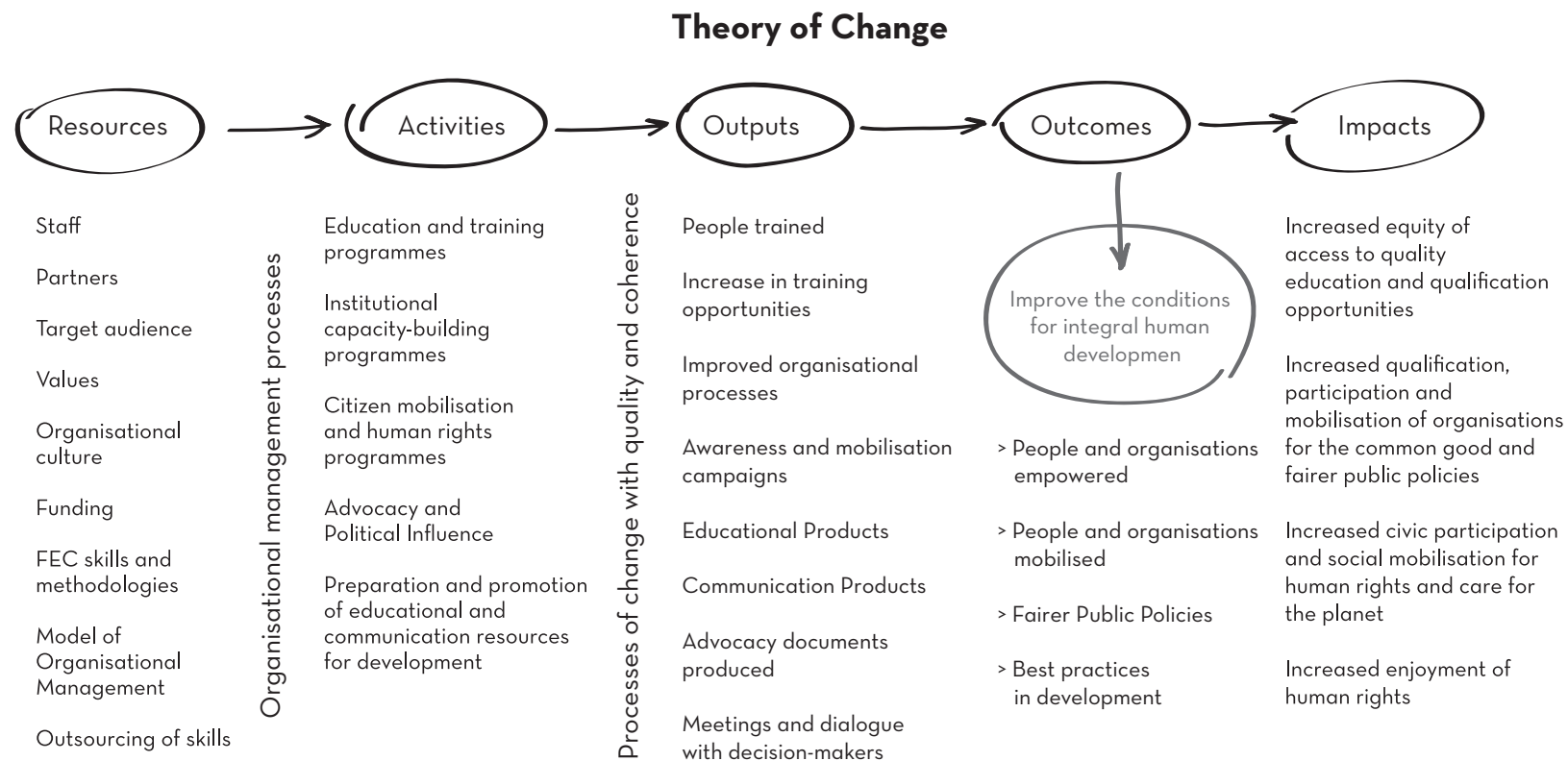




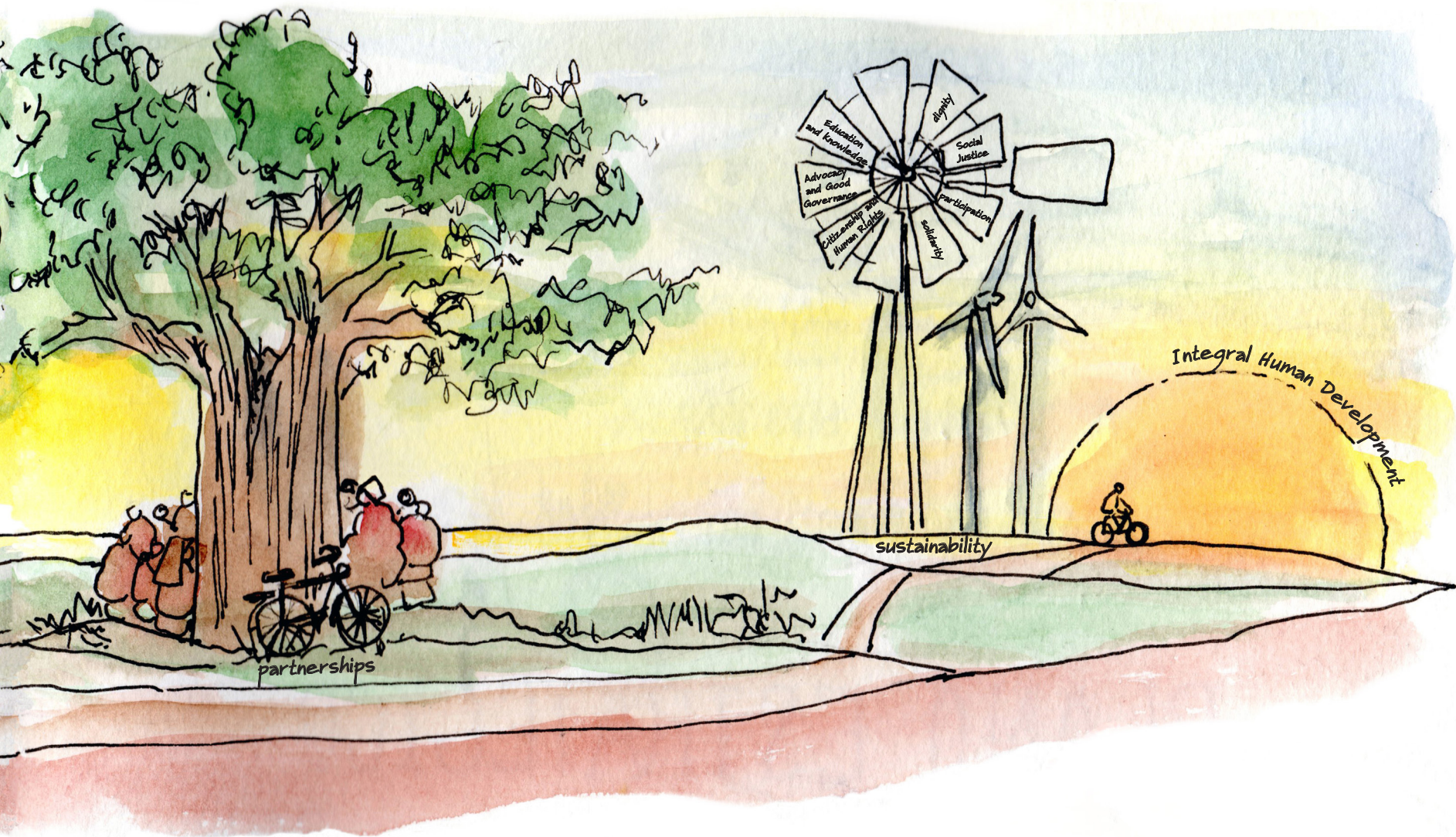
Our theory of change

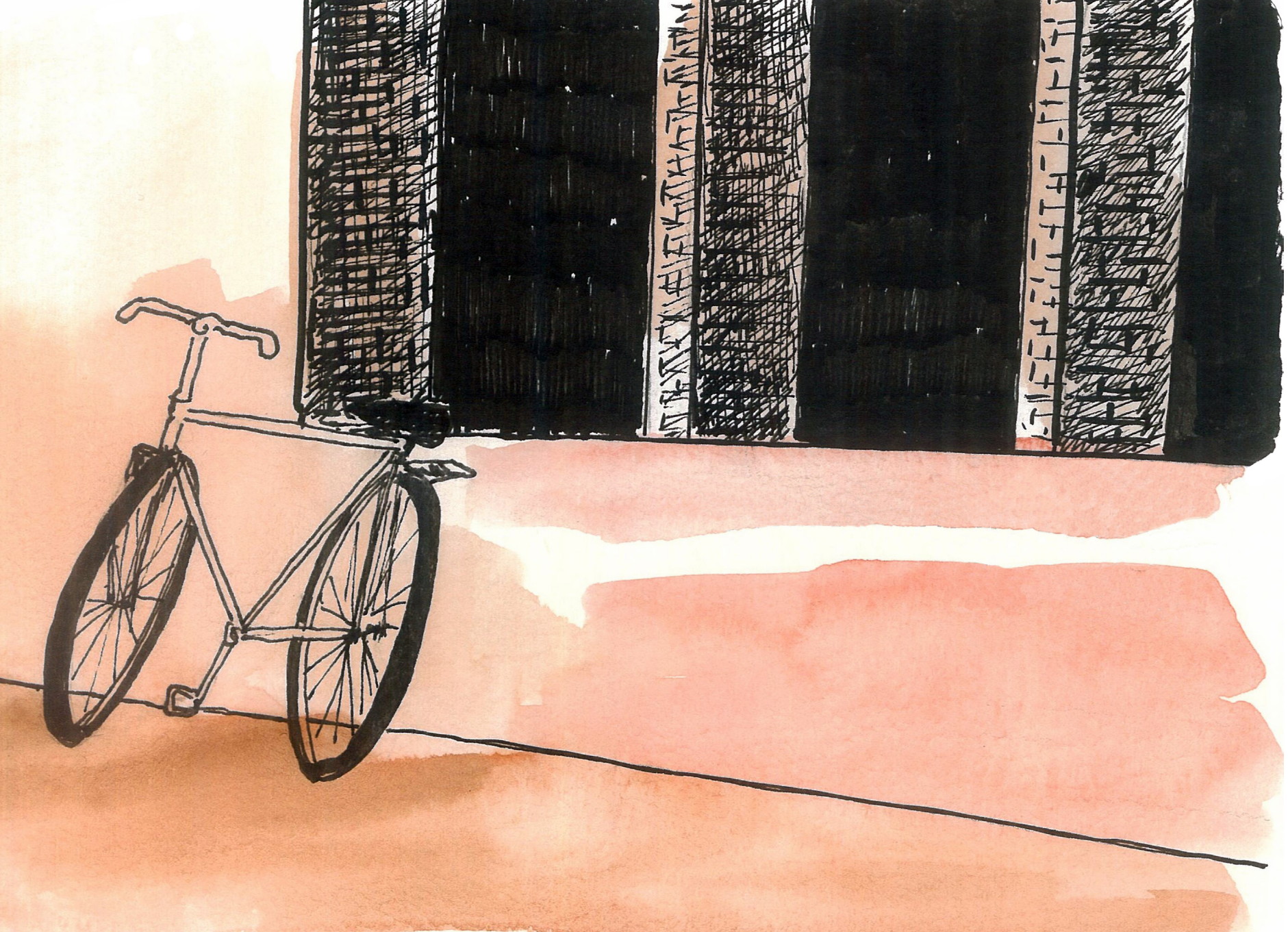
Rather than a 'map' that defines a precise path, we see our theory of change as a 'compass' that guides us in the direction we want to follow, it influences decisions we want to make and strategic options we want to take, as an organisation, during the implementation of FEC Strategic Plan 2017-2021. Our theory of change is thus a living, participatory and organic process, in continuous development and learning, on how with our action effective social transformation can be made.

Therefore, we may say that our theory of change is like a windmill or a wind turbine in constant movement, made up of our values and strategic priorities, aiming at social transformation. This turbine is based on partnerships, sustainability and professionalism. In short, the horizon we would like to reach is Integral Human Development.









Strategic priorities for social transformation

“We can change the world and make it a better place.

It is in your hands to make a difference.”

Nelson Mandela

With FEC Strategic Plan 2017-2021, we aim to take a more holistic and integrated approach towards a true development, which stems from participated processes that are rooted in local contexts. Based on our theory of change and with our distinctive role and added value, we identify three strategic priorities for social transformation and key sectors of action that interact and complement each other.

We wish to work in a more integrated way across countries. Therefore, these strategic priorities for social transformation will be applied to FEC's work in every country where we currently are, namely Angola, Guinea-Bissau, Mozambique and Portugal.

Bearing in mind this integrated approach, we will prioritise projects and programmes that cover more than one country, strategic priorities or key sectors of action. This approach aims to build bridges and to share knowledge and experiences among people, communities, partners and countries.



Strategic Priority:

Education, Knowledge & Skills

Our goal:

Skilled people

Education is a fundamental human right; it is essential for exercising all other rights. Education is on the basis of integral human development and it is a fundamental pillar for the construction of fairer and more equitable societies. Education grants citizenship, promotes development, peace and democracy. Education spreads knowledge and develops skills that are essential to have access to employment and to develop entrepreneurship to generate income, create wealth and stimulate innovation.

Therefore, during FEC Strategic Plan 2017-2021, we will work with teachers, educators, parents and guardians, young people, nurses, community development agents, and entrepreneurs to foster **Education, Knowledge and Skills**. The promotion of **gender equity** and **inclusive education** will be cross-cutting approaches to all work we will carry out.

Our key sectors of action are:

Educational Agents Training

In many countries, there lack of quality and access to education. Access to pre-school education is often non-existent and there is a lack of teaching quality in primary and secondary school. Due to this situation, many children do not complete compulsory education. On the other hand, vocational education and training is seldom adequate to national labour markets.

Our work - We will offer refresher courses for both teachers and educational agents. These courses will help them improve their teaching skills and, therefore, their pupils and students learning skills. As a result, relevant and effective learning outcomes will be achieved.

Professional Skills Strengthening

In many different sectors, there are often professionals with poor qualification, and who seldom have access to refresher courses, i.e. training courses in which they may improve their knowledge or skills and learn about new developments that are related to the job that they do. This professional skills deficit has a direct impact both on their lives and on those with whom they work, in particular in the fields of healthcare, community development, and social protection.

Our work will improve professional skills in various sectors (especially in the social field). This will enable successful entrepreneurship and self-employment initiatives, which can be decisive for the future of the young people and for generating income for families.



Strategic Priority:

Good Governance and Advocacy

Our goals:

Efficient organisations for Social Justice

Advocacy initiatives for Social Justice

Development actors - public, private, civil society - who are competent and mobilised for the common good and for fair and inclusive policies are needed. In addition, many development actors in every sector show organisational weaknesses in management, governance, accountability or even in technical skills. Therefore, it is crucial to focus on institutional strengthening so that the work of these actors can have increased social impact. On the other hand, to promote integral human development requires major policy changes and effective alterations in the above mentioned current economic model. Thus, while it is necessary to strengthen governance systems of development actors, it is also crucial to influence political, economic and religious decision-makers to encourage fairer policies and practices and more equitable models of wealth distribution. To sum up, FEC's work on advocacy and political influence aims to achieve greater coherence between policies and sustainable development.

During FEC Strategic Plan 2017-2021, we will work with: civil society organisations, NGOs, ministries, local authorities, universities, faith-based organisations and dioceses, encouraging development actors to play **Good Governance and Advocacy** roles in order to achieve more social justice.

Our key sectors of action are:

Capacity building in management and technical advisory services

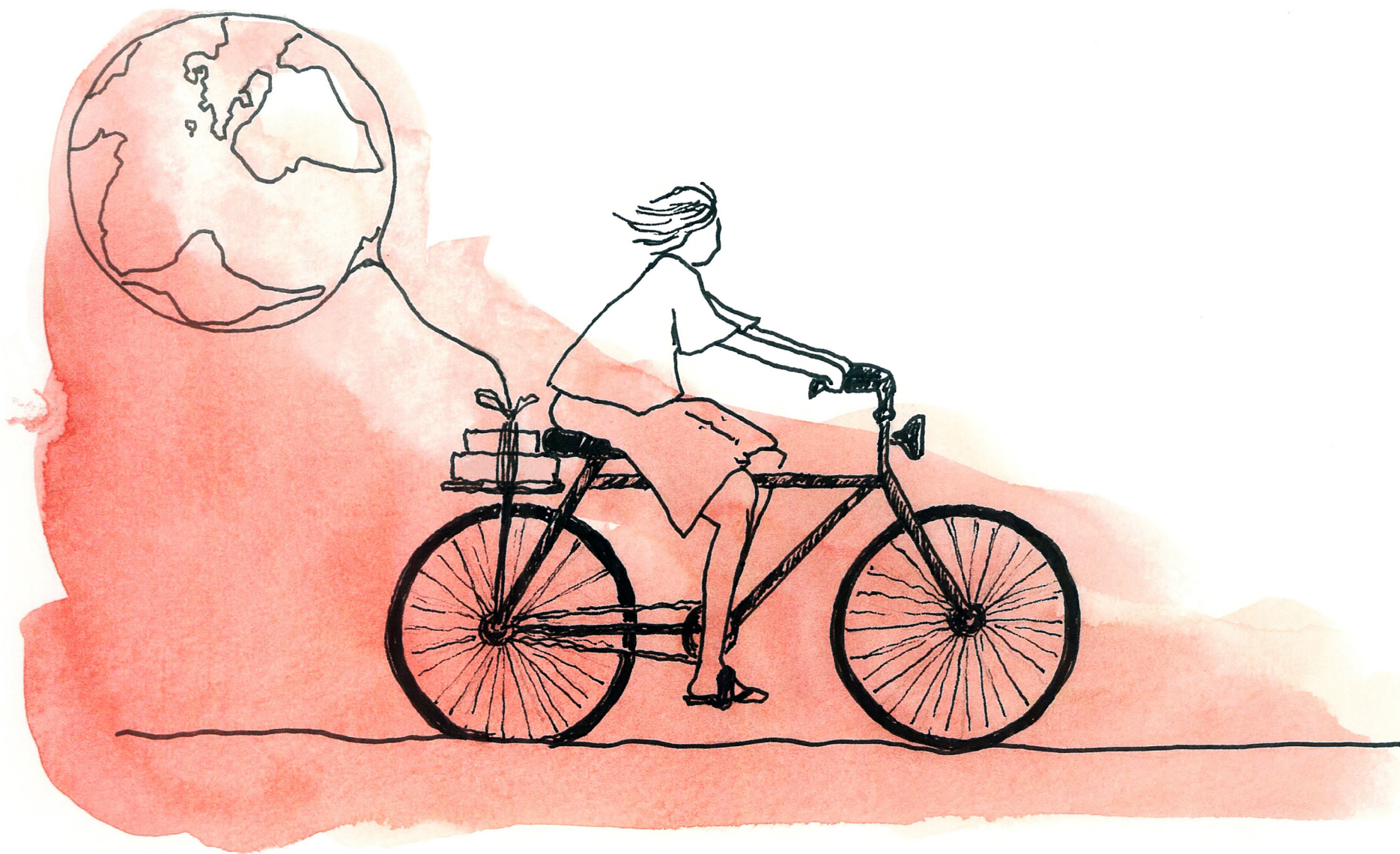
Good governance and efficient management are critical assets to enable organisations to accomplish their missions. In addition to a competent management, which makes ethics compatible with efficiency, it is essential that organisations have specialised technical training in the fields they work.

Our work will focus on capacity building actions and technical advisory services that will lead to improvement in management processes and in organisation technical quality as a commitment to social transformation sustainability.

Networked Advocacy and Political Influence

In order to carry out advocacy and political influence which leads to fairer and more inclusive policies, we believe that it is fundamental to give voice to those who suffer the consequences of social injustice. It is also necessary to have evidence supporting the positions we defend.

Our work will focus on communities, partners and networks, seeking alternatives and new solutions, gathering evidence and data that support the recommendations and proposals that we want to make to decision-makers. We will continue to work with the European network International Cooperation for Development and Solidarity (CIDSE), with the Portuguese Non-Governmental Development Organizations Platform and with other national and international networks.



Strategic Priority:

Global Citizenship & Human Rights

Our goal:

People mobilisation for Global Citizenship and Human Rights

We live in an increasingly globalised and interdependent world where the sense of the common good, as a common home, is a vital urgency. We live in a world where co-responsibility for the planet and for others - particularly the most vulnerable - is a commitment that needs to be embraced by us all. Global citizenship means an awareness of the complexity of current issues, coupled with the exercise of active citizenship committed to driving change towards a fairer and more sustainable world.

Human dignity is one of our core values. Such dignity is intrinsic to each and every person, regardless of their gender, ethnical origin, religious or political creed, or social status. The human rights enshrined in the Universal Declaration of Human Rights materialise the inalienable dignity of each and every person in equal rights for all: children, women and men. Human rights encompass several dimensions - civil and political, economic, social, cultural. In our work, we seek to pay special attention to social rights that continue to be violated, creating both poverty and inequalities. As a Catholic organisation, we believe that promoting global citizenship and human rights means to put into practice the values of the Gospel and the Catholic Social Teaching.

During FEC Strategic Plan 2017-2021, we will work with: children and young people, teachers and educators, volunteers, religious leaders, decision-makers, civil society, local associations, focusing on awareness raising and mobilisation of citizens committed to social transformation and the defence of human rights. **Non-formal education** and **Communication for Development** will be cross-cutting approaches throughout our work.

Our Key Sectors of action are:

Sustainable Lifestyles - We are, individually and collectively, co-responsible for the future of our planet. Our lifestyles and consumption choices have an impact, both where we live and in distant countries, and even more importantly on the most vulnerable people. It is increasingly important to realise that climate justice and social justice are interrelated. Moreover, they are strongly related to access to natural resources and the cycle of poverty.

Our work will seek, will disseminate and will foster alternatives to lifestyles and consumption, energy and technological innovation, thus promoting sustainable lifestyles.

Children's rights - Children's rights are often neglected or violated. There are several dimensions of children's rights that should be further protected, such as the right to care, the right to education, the right to food, the right to health and the right to protection.

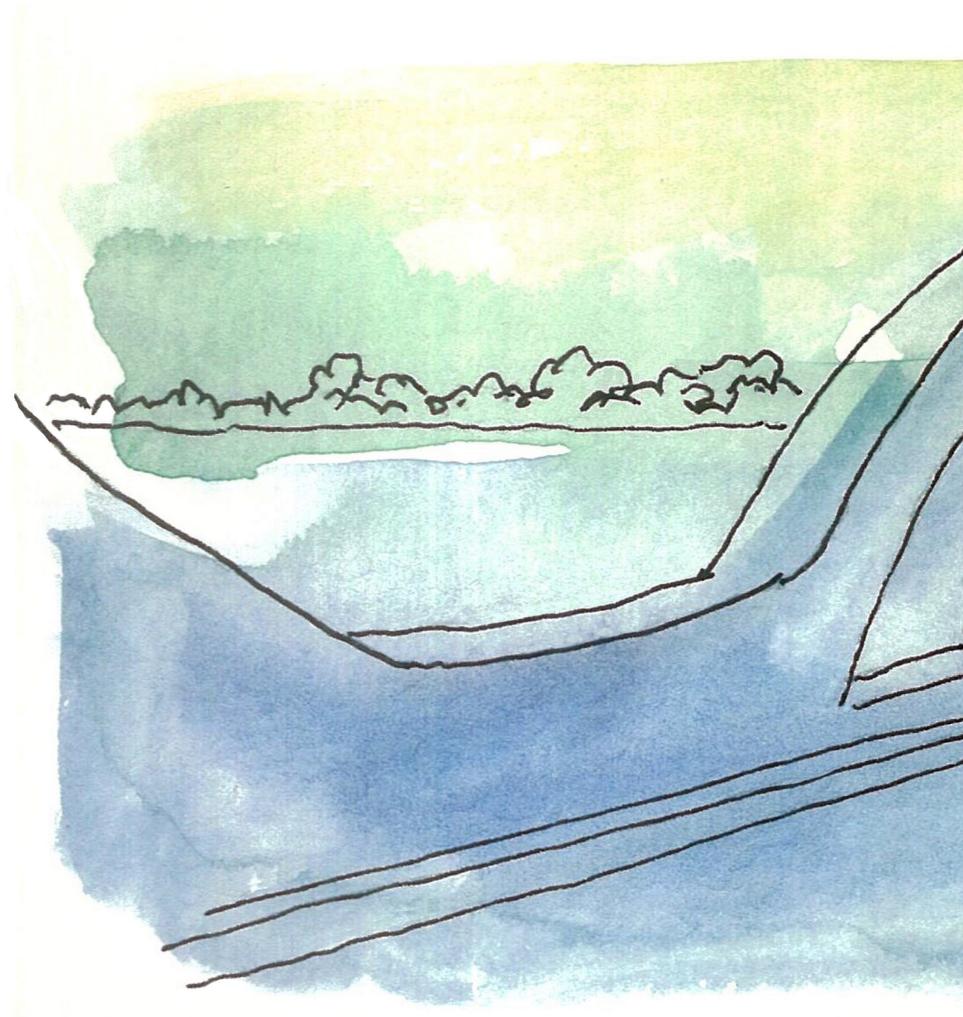
Our work will promote an effective and real social protection of children by the State and a greater awareness and defence of children's rights by decision-makers, educators, caregivers and society, as well as by children themselves.

The Right to Food – As far as the right to food is concerned there are marked inequalities at the global scale. This is strongly related to both current means of production and consumption, which creates social, economic and climate impact. This right to food is also closely linked to the right to land.

Our work will raise citizens' awareness to responsible consumption patterns and will influence decision-makers to adopt more environmentally-friendly policies involving small farmers and working with producers to protect their right to food and to land.

Volunteering for social transformation – Volunteering as a means of civic participation can be exercised in different contexts. It is based on gratuity and availability to meet others irrespective of their location. It is a learning experience both in human and spiritual terms. It is also a skills learning experience. Because we live in an increasingly 'virtual' society characterised by 'information overload', which faces the risk of growing indifference and individualism, we are committed to focusing on volunteering that is aimed at a profound social transformation.

Our work will focus on new approaches to international volunteering as a way towards global citizenship.







Our Networks and Partners

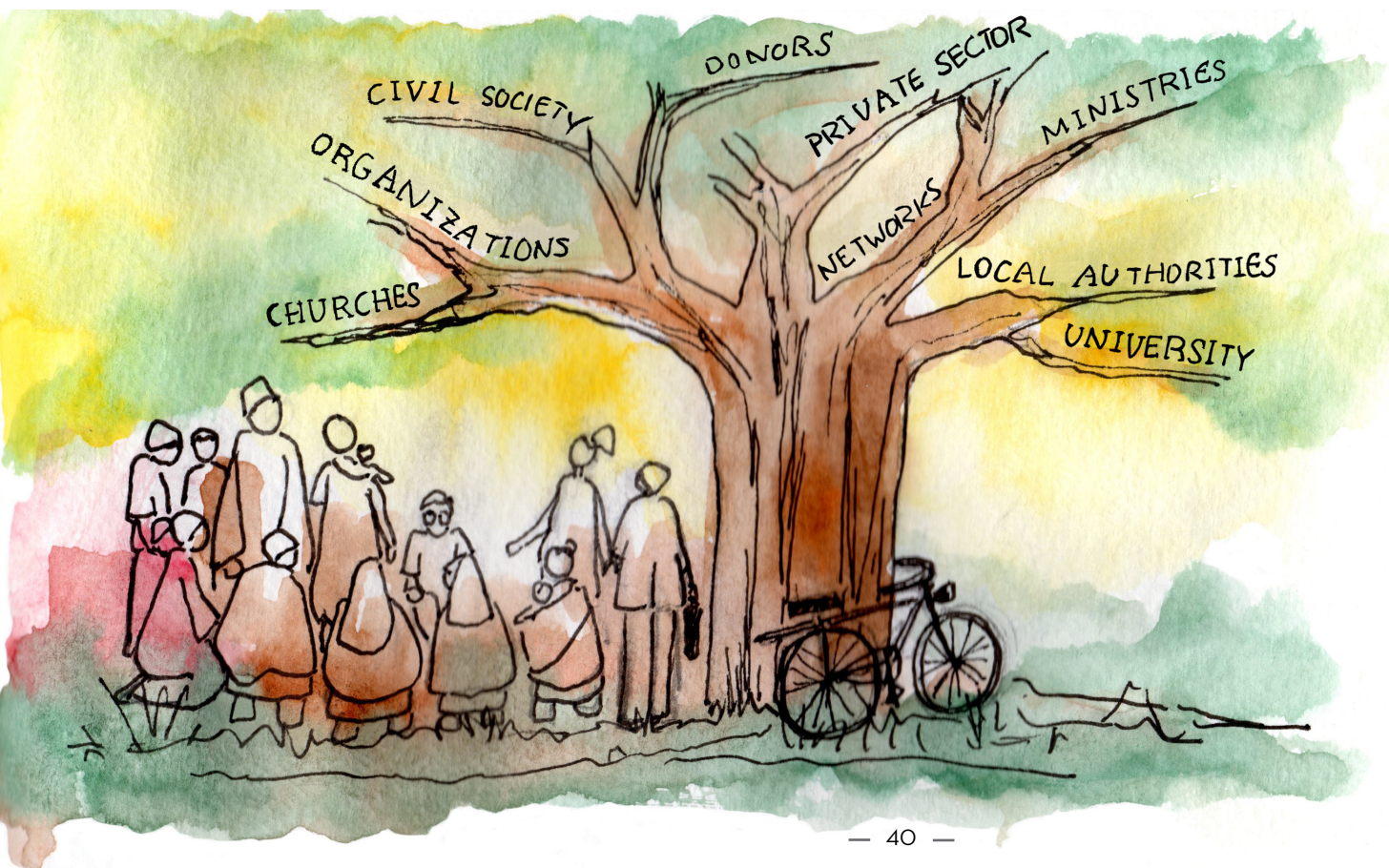
*“If you want to walk fast, walk alone.
If you want to walk far, walk together.”*

African Proverb

we believe that only in a joint effort and in dialogue can we follow the path towards effective sustainable development. Thus, we establish partnerships based on dialogue, equity and co-responsibility. We believe that partnership does not mean resource management but effective joint effort for attaining common goals that can achieve transformation and social justice.

As a Catholic organisation, it is part of our mission to support structures

of the Catholic Church in their social work and in the promotion of justice. True to our identity, we also believe that it is essential to go beyond the boundaries of the Church. Therefore, our partnership policy is open to every organisation, regardless of their religious beliefs. We are therefore in partnership with other organisations from civil society, local authorities, public bodies, universities, the private sector and networks that strive for the common good and human dignity.



Our goal:

Successful, learning and long-term partnerships

During FEC Strategic Plan 2017-2021, we will strengthen, develop and diversify partnerships, since we consider variety of partnerships an institutional wealth.

We will spend time, devote energy and allocate resources in networking at local, national and international levels.

We believe that our role is to build bridges and networking between partners having different backgrounds experiences and skills.

We believe that development may only be sustainable if it is rooted in local organisations that are protagonists of their own development and implementers of their actions. In this sense, we believe that international NGOs such as FEC are responsible for supporting local civil society organisations in fields such as capacity building and institutional strengthening, project management, monitoring and evaluation, without replacing local organisations' role at national level.

We will adopt different approaches and methodologies as far as partnership value chain is concerned. Most of the time, FEC will tend to favour intervention in the first stages of a project cycle, as well as its monitoring and evaluation.



We will continue to be capacity building agents alongside our partners and process facilitators, so that local actors can take the lead in work with communities and in both local and national advocacy. We believe partnerships and networks are learning opportunities and institutional growth opportunities. We are committed to promoting and best practices among partners.



How we will work

*“We must not think that these efforts are not going to change the world.
They benefit society, often unbeknown to us, for they call forth a goodness which,
albeit unseen, inevitably tends to spread.”*

Pope Francis

We aim to be increasingly human, professional, and efficient to better fulfil our mission. We are committed to being better within and outside of our organisation. We are committed to being governed by our values and by our principles in the pursuit of our goals.

This is why, it is fundamental to have a model of governance and organisational management that evolves as we are faced with new challenges. We are committed to continuing to put people at the heart of our organisation. We are committed to innovation and learning. We are committed to promoting development communication. We are committed to continuing to ensure efficient resource management combined with sustained improvement. Thus, to implement our strategy we will focus on: People, Innovation and Learning; Communication and Funding Resources.

People

We are an organisation whose mission is the integral human development. Therefore, our team members' integral human development is fundamental for us.

During FEC Strategic Plan 2017-2021, we will:

- provide professional and human growth and development
- foster organizational identity and team building initiatives
- promote a participatory organizational culture

We are committed to being an organisation where people feel fulfilled and valued.

Innovation and Learning

To achieve social impact within sustainable development is a highly complex challenge. It requires time; the ability to analyse and to understand social context; participation; specialised skills; the involvement of actors from different fields and the ability to adapt oneself to new contexts. In short, it requires the ability to innovate and learn.

During FEC Strategic Plan 2017-2021, we will:

- enhance monitoring and impact assessment
- develop and replicate inter-programme and inter-country best practices
- spread knowledge with social impact

We are committed to being a learning and innovative organisation

Communication

Communication is essential to mobilise more people and organisations for the transformation we aspire to. We want to be more creative in the way we communicate, we want to share inspiring and mobilising stories of change. We are committed to sharing impactful development experiences with communities and people. We want to gain credibility, legitimacy and recognition, and enhance social mobilisation.

During FEC Strategic Plan 2017-2021, we will:

- promote communication for development
- encourage FEC and its partners' communication and public intervention

- develop a more user friendly and efficient internal information system
- share stories of change

We are committed fostering communication for development as a way to combine behavioural changes, social mobilisation and influence.

Financial Resources

Financial sustainability is an essential premise for proper functioning of any organisation. This includes a careful and effective management of available resources for the common good; ensuring accountability to our stakeholders; and fundraising for initiatives and projects. These responsibilities must be taken proactively and consciously by all, i.e. board of directors, staff, partners, and supporters.

During FEC Strategic Plan 2017-2021, we will:

- be good stewards of all resources entrusted to us
- strengthen robust financial management
- obtain new funding sources and establish new funding partnerships
- increase fundraising initiatives

We are committed to being openly accountable for our work, and professional in managing our resources.

Implementation, monitoring and evaluation

FEC Strategic Plan 2017-2021 includes an annual operational plan and the definition of annual goals that contribute to its strategic priorities. An organizational and context risk analysis to identify risk levels and their contingency plans is carried out every year.

FEC Strategic Plan 2017-2021 also includes key performance indicators that will be monitored every six months, in order to assess its implementation.

There will be a mid-assessment in the first semester 2018 and an external assessment in 2021.



We believe just as Pope Francis does that

“these convictions and habits of solidarity, when they are put into practice, open the way to other structural transformations and make them possible.”

We believe that social transformation is possible.

And we are committed to being part of such transformation.



