

# TOGETHER FOR A WORLD OF HUMANITY

## 2020–2024 STRATEGIC PLAN

In the year 2020, the Roncalli International Foundation celebrated its 40<sup>th</sup> anniversary. It was a moment to take stock and reflect on the meaning of international solidarity in our world today. How can the Foundation better respond to the challenges faced by communities in the Global South, our partners and the religious communities with whom we collaborate?

The result of the reflection is a strategic plan that provides the Foundation with a clear and inspiring vision so that it is well-positioned to be at the service of the communities that it supports. We revised our mission statement, our vision and our values, and identified four focus areas that will guide our actions over the coming years so the Foundation can best fulfill its mission.



### MISSION

Together with disadvantaged populations in developing countries, we build more humane and just communities as we manifest the compassion and the Providence of God. We collaborate in empowering them through partnerships and projects that improve their living conditions and their self-sufficiency.



### VISION

Become a committed partner whose actions of solidarity have a positive and sustainable impact on marginalized and vulnerable populations in developing countries.



### VALUES

#### Compassion

We accompany those who suffer in the world. Listening to their needs, we contribute to their spiritual, emotional and physical wellbeing. We act with benevolence to end the causes of poverty.

#### Respect

We recognize the sacred nature of each person, as well as the value and dignity inherent in them. The diversity of our team and its intercultural sensitivity allow us to use our long-standing expertise to find adequate, environmentally conscious and sustainable solutions.

#### Fairness

We treat all people fairly, especially in the context where inequalities and exclusion of vulnerable populations persist. We work to establish equality between women and men, to fight discrimination and oppression and to promote justice.

#### Solidarity

We recognize the interconnectedness and interdependence that unites us to others. We stand with the most vulnerable populations, focusing on mutual aid, cooperation and sharing.



# OUR FOCUS AREAS

With our partners in the Global South, our collaborators, our Board of Directors, our voting members, our team and you, we are confident that together, we can build a world of humanity!

## 1. CUSTOMIZED VALUE-ADDED SERVICES

### STRATEGIC GOAL

Develop programs and services that are adapted to the current and future needs of religious congregations and other partners in developing countries

Improve the efficiency of our operations and the impact of our programs

### KEY OBJECTIVES

1. Align our programming with the best practices in international development by increasing the maximum amount for project funding from \$25,000 to \$35,000, by supporting a few key large-scale projects and by adding three new areas of action:
  - a. Protection of the environment and resilience to climate change
  - b. The empowerment of women and equality between women and men
  - c. Income-generating activities
2. Offer new services that respond to the needs of religious congregations and other strategic partners

1. Simplify the project application, processing and approval process
2. Build the capacity to follow-up on and evaluate the results of projects

## 2. COHERENT AND STRATEGIC POSITIONING

### STRATEGIC GOAL

Strengthen the Foundation's expertise in communications

Raise the Foundation's profile and increase its visibility

### KEY OBJECTIVES

1. Put in place a team responsible for communications
2. Increase the quality and quantity of communications

1. Widely disseminate the results of the Foundation's projects
2. Make the Foundation better known amongst its target audiences

## 3. FINANCIAL SUSTAINABILITY

### STRATEGIC GOAL

Optimize our current funding sources

Develop new funding sources that are compatible with our values (private and public via strategic partnerships)

### KEY OBJECTIVES

1. Consolidate funding sources from religious congregations in the short, medium and long term
2. Enhance the management of our investments

1. Create a Philanthropic Development Department
2. Diversify the Foundation's funding sources, particularly by developing:
  - a. A planned giving program
  - b. Private sources of funding
  - c. Strategic alliances

## 4. EFFICIENT AND AGILE GOVERNANCE AND MANAGEMENT

### STRATEGIC GOAL

Fine tune the levers needed to optimize the performance of the Foundation's governance

Apply a human resources management approach that is focused on skill development and succession planning

### KEY OBJECTIVES

1. Maintain efficient governance
2. Build a succession plan for the Board of Directors and ensure the training of new members

1. Consolidate the organizational capacity by evaluating and developing staff potential and skills
2. Ensure a stimulating and motivating work environment that encourages the retention of employees and foresees a succession plan