



FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

*Our vision for change,  
our agenda for action*

## Contents

Our vision for change	2
Change, faith identity and partnership	4
Using the framework	5
Our vision and mission	6
Our values – what inspires us	8
The four aims of <i>Just One World</i>	10
The journey towards change in the next decade	12
The journey towards change in the next three years	14

# Our vision for change

For 50 years, CAFOD and its partners have fought for a world where every human person can flourish, and live in dignity and peace.

Yet, more than 1 billion people still live in absolute poverty, most within sub-Saharan Africa. Their voice is not heard, most do not have access to healthcare, and they struggle to meet basic needs such as food and clean water.

Economic growth and globalisation have fuelled improvements in human development for millions of people in Europe, the Americas and Asia, but they have created a massively unequal world with billions still living in relative poverty and gender inequality rising. The global economic

downturn and climate change will only increase these injustices.

We are compelled to take action if we wish to realise our vision of a world which reflects the justice of the kingdom of God. We know the task is complex and immense, and with humility and discernment we have to make choices. While our vision is radical, we have to translate it into aims and activities true to our mission, which are both ambitious and achievable, informed by the world around us. And we have to be adaptable given the rapid pace of change we are living through.



**'Just One World'** sets the ambition and direction of our work for the coming decade as we strive to influence and bring about real, positive change in the lives of some of the world's poorest and most disadvantaged people. Underpinning this action for change is our Catholic faith identity and strong principles of partnership.

The framework is first and foremost a guide for staff and volunteers to shape and focus our work and our plans in the coming years. It will also be of interest to partners, sister agencies and funders with whom we collaborate for lasting change. It builds on the investment and achievements of the

last five years and seeks to optimise the specific contribution from this 'generation' of CAFOD.

Fifty years on, we remain passionately committed to supporting people and communities as they fight poverty and injustice and bring about change for themselves. I hope this framework will inspire current and future CAFOD staff, volunteers and partners to work together, and with others, to build a just world.

Chris Bain

DIRECTOR

June 2010

*'Change is possible. But it cannot be left to politicians alone to bring about. It needs all of us.'*

(Choosing the Common Good:  
Bishops of England & Wales, April 2010)

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

# Change, faith identity and partnership

CAFOD exists to bring about **lasting and positive change** in the lives of some of the world's poorest and most disadvantaged people in the global South, while challenging those of us in the North to transform our lives for the common good. This change is underpinned by our faith identity and our commitment to partnership.

Our work is **inspired by our faith**. Our mandate comes from the Catholic community in England and Wales. We are also part of the universal Church, connecting people across the globe. Catholic identity, by definition, reaches out to all humanity, it demands that we are open to all, seeking opportunities to work alongside those of other faiths and those of no religious affiliation.

Working in **partnership is an essential part of our identity**. It stems from a call, rooted in Christian faith, to recognise all women and men as our sisters and brothers, equal members of one interdependent global community.

CAFOD is active within the global Caritas family and CIDSE, the network of Catholic international development agencies. We value our **strong partnerships with sister agencies** and alliances internationally and in the UK.

**Change, faith identity and partnership are three inter-woven elements which together define our distinctive approach to achieving 'Just One World'.**

# Using the framework

'Just One World' is a framework to shape and focus our work over the next decade:

## > Our vision, mission and values

which presents the mandate, inspiration, and principles shaping and rooting CAFOD's work

## > Our mission, which translates into four aims

and signals the change we want to see over *the next decade*, while tracking progress, demonstrating our contribution and understanding the impact of our work

## > Our priorities for our day to day work over the next three years

which, building on the foundations of our programmes, represent areas of work which require greater emphasis and attention to ensure effective delivery of our long-term aims

*'Individual actions may seem insignificant but together the small steps of many people can have an astonishing impact. Individual choices can seem insignificant when faced with such global challenges. But multiplied, individual actions can indeed make a real difference.'*

(The Call of Creation, Bishops of England and Wales)



# Our vision and mission

*'On this earth there is room for everyone: here the entire human family must find the resources to live with dignity, through the help of nature itself — God's gift to his children — and through hard work and creativity.'*

(Benedict XVI, Caritas in Veritate 50)

## Vision

Our vision is a world transformed to reflect the Kingdom of God: a world where –

- > **the rights and dignity of every person are respected**
- > **all have access to basic needs in life**
- > **women and men share equally in shaping their societies and our world**
- > **the gifts of creation are nurtured and shared by all for the common good**
- > **the structures that shape people's lives are just and enable peace**

just  
CHANGE >

## Mission

We are inspired by Scripture, Catholic Social Teaching and by the experiences and hopes of people who are disadvantaged and living in poverty. We work with people of all faiths and none.

As part of the Catholic community, and together with partners and the global Caritas family, we:

- > work with poor and disadvantaged communities in the global South to overcome poverty and bring about sustainable development and well-being
- > protect lives and relieve suffering during emergencies; reduce the risks to vulnerable communities as a result of conflict and natural disasters
- > raise awareness and understanding of the causes of poverty and injustice to inspire a commitment to lasting change
- > challenge those with power to adopt policies and behaviour that promote social justice and end poverty

To fulfill this mission we raise funds and mobilise action from the Catholic community and beyond, and are sustained by their prayer and commitment.

*'Aspire not to have more, but to be more.'*

(Archbishop Oscar Romero)

FAITH IDENTITY >

one world

PARTNERSHIP >



## > Compassion

Confronted by global poverty and suffering, our fundamental response is compassion rooted in love. We refuse to accept the suffering of our brothers and sisters and we are compelled to take action to alleviate it.

## > Hope

Our hope is inspired by Christian faith and the strength and resourcefulness of our partners and the people whom they serve. In the knowledge that Christian hope is not passive, we believe that, by working together, a better world can and must be achieved so that all can enjoy fullness of life.

## > Dignity

We believe in the intrinsic dignity of every person. We work with all people regardless of race, gender, religion or politics. We try always to be an inclusive and diverse organisation, which celebrates difference and creates relationships of mutual respect.

## > Solidarity

We walk alongside poor and disadvantaged communities, making their cause our cause, uniting in action and prayer. We share our resources, and we work together to challenge the policies and systems that keep people poor so that the whole of humanity can flourish.

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >



## > Partnership

We build links between poor communities in the global South and the Catholic community in England and Wales. We work alongside our partners at home and overseas, acknowledging that we receive as well as give. We work within, and beyond, our wider Catholic family seeking justice to change our world for the better.

## > Sustainability

We recognise the intimate relationship between protecting and sustaining the environment and promoting human development. We aim to take proper account of ecological sustainability in our work and in our lifestyle, believing we are enriched by living simply.

## > Stewardship

We strive to be good stewards of all the resources entrusted to us. We endeavour to be openly accountable for our work, transparent in our decision making, focusing on positive change through systematically evaluating our impact and effectiveness.

*'Solidarity... is not a feeling of vague compassion or shallow distress at the misfortunes of so many people, both near and far. It is a firm and persevering determination to commit oneself to the common good ... to the good of all and of each individual.'*

(John Paul II, Sollicitudo rei socialis 38)

Our  
values  
– what  
inspires us

# The four aims of *Just One World*

## > Aim 1

### Increasing power and influence

**so that** – Women and men in the poorest and most disadvantaged communities are able to influence the systems, decisions and resources affecting them, living under governments, institutions and global structures that are just and accountable

## > Aim 2

### Promoting sustainable development

**so that** – Women and men in the poorest and most disadvantaged communities have access to the essential services and resources they need to live sustainably, with dignity



## > Aim 3

### Achieving peace, security and recovery

**so that** – Women and men in the poorest and most disadvantaged communities live in a safe and secure environment and are able to minimise, survive and recover from crises

## > Aim 4

### Building our partnerships in the Catholic community

**so that** – Catholics in England and Wales are inspired to challenge global poverty through prayer, action and giving, so transforming their own lives

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

# The journey towards change in the next decade

## > Aim 1

### Increasing power and influence

- 1** More people, particularly women, in the global South will be making positive changes in structures, policies and practices that affect their lives
- 2** Our partners will have increased capacity for advocacy on issues affecting the poorest and most disadvantaged, with evidence of positively influencing decision makers
- 3** There will be a strong Catholic voice in the North and the South addressing poverty and injustice, with evidence of influence at national and global levels
- 4** International donors (particularly DFID<sup>1</sup> and the EU) and CAFOD will have increased the quality and impact of development assistance in ways that are transparent, accountable and responsive to the issues faced by the poor and most disadvantaged
- 5** Global governance will be more just, democratic and representative of poor people and poor countries

<sup>1</sup> Dept for International Development

## > Aim 2

### Promoting sustainable development

- 1** More women and men, in programmes supported by us, will tell us they are able to make a decent living, to access fair markets, and meet the needs of themselves and their families in ways that are sustainable
- 2** Access to essential services, like clean water, education and healthcare, within communities we support, will increase dramatically and will be available equally to women, men and children
- 3** There will be an effective regulatory framework ensuring the international private sector operates in a transparent and accountable way and supports people making a decent living
- 4** Partners will have an increased capacity to deliver positive change through effective programmes and services prioritised by them and the communities they serve
- 5** The UK government and EU will be on track to reduce emissions and will provide sufficient resources for developing countries to respond to climate change and develop sustainably. This will be carried out as part of an international agreement which is legally binding and fair

## > Aim 3

### Achieving peace, security and recovery

- 1** The communities we support will have the necessary resources to minimise, survive and recover from the impact of emergencies
- 2** A growing number of people in poor communities will be able to respond to the effects of increasing environmental threats
- 3** Fewer people will suffer personal, communal or gender-based violence, forced displacement or armed conflict, in the communities we work with
- 4** More of our partners will have the capacity to help communities build peace and reduce their vulnerability to major emergencies
- 5** The UK and EU, in supporting international efforts on the prevention, resolution and responses to conflicts and emergencies, will be more sensitive to the needs of the communities we work with

## > Aim 4

### Building our partnerships in the Catholic community

- 1** More Catholics in England and Wales will work to overcome poverty and injustice in the global South, expressing this as integral to their faith
- 2** More Catholics will work in partnership with us and engage with our work in a variety of ways, both directly and through their local communities
- 3** Deeper and more diverse links between Catholics in England and Wales and communities in the global South will be nurtured by us, reflecting the dignity and equality of all people
- 4** More young Catholics under 25 will demonstrate an awareness of global poverty and its causes, and choose to respond through engagement with us
- 5** More Catholics over 25 will demonstrate increased understanding of the causes of global poverty and injustice, and take action to address these



# The journey towards change in the next three years

*'Integral human development cannot ignore coming generations, but needs to be marked by solidarity and inter-generational justice.'*

(Benedict XVI, Caritas in Veritate 50)

*'It is not God's will that some people have everything and others have nothing.'*

(Archbishop Oscar Romero, 1978)

The three-year priorities and indicators of our international programme, our work with Catholics in England and Wales, our advocacy programme and our support services to ensure our vision becomes reality.

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

## Priorities and indicators for our International programme

*The primary means for us delivering on our 10-year change agenda is the effective delivery of our existing core programmes, using a partnership approach.*

*Our ongoing support to work on HIV, humanitarian, climate change, disaster risk reduction, governance, livelihoods and food security, the private sector, aid effectiveness and peace building are the foundations on which the bulk of our work is built. They are focused on strengthening the role of the Church and civil society as agents of positive social change. Other priorities, such as health, education or interfaith working, will also appear in our plans according to locally identified needs and the opportunity to make a positive impact on them.*

*Over the coming three years, our international programme will also increase its capacity and impact in the four priority areas of poverty and disadvantage, gender, working with the Church as an agent of social change, and improving our effectiveness and impact:*

### **1 Increase our focus on equality for the poorest and most disadvantaged**

**1a** By March 2013, our country strategy papers and programme frameworks will identify how we have prioritised the poorest and most disadvantaged, with standard indicators that help us to monitor, understand and demonstrate how our work helps positive change

**1b** From 2010/11, all country, programme and thematic evaluations will explicitly evaluate the extent to which the poorest and most disadvantaged groups are empowered by any CAFOD-supported programme

## Priorities and indicators for our International programme (continued)

**1c** By 2011, we will aim to publish in the public domain all evaluations of programmes spending £500K or more (subject to issues of security and the protection of third party data)

### **2 Increase our focus on support to, and equality for, women and girls**

**2a** All country, regional and thematic programmes will include integrated gender analysis and will be able to identify changes in the programmes arising from that analysis – at least six countries by March 2011; 15 by March 2012; all by March 2013

**2b** We will identify, and differentiate, the numbers of women, girls, men and boys who are benefitting from our programmes, to track progress of our

support to women and girls – in 30 per cent of our programmes by March 2011; 70 per cent by March 2012; 100 per cent by March 2013

### **3 Increase positive social change through our work with the Catholic Church and communities**

**3a** By March 2012, we will have developed new and increased coordination and collaboration on assistance, capacity building and advocacy with in-country church partners and other donor agencies, and with CIDSE/Caritas agencies in particular

**3b** By March 2011, we will have developed a long term strategy for our engagement with the Caritas and CIDSE networks

**3c** By March 2013, at least one additional Church partner in each region will have the capacity to respond to a major emergency in ways that are consistent with international standards and codes of conduct (SPHERE<sup>2</sup> and IRCCC<sup>3</sup>).

### **4 Ensure and demonstrate the effective delivery and impact of our core international work**

**4a** By 2013, our partners will be able to demonstrate an increased involvement of local communities in the decision making, management and evaluation of CAFOD-funded programmes through recognised participatory methods and approaches

**4b** By April 2011, all our strategic partners will have developed plans for achieving minimum standards of accountability and minimum standards of safeguarding children;

by April 2012, all partners expected to receive more than £250K from us over the three-year period beginning April 2010, will have introduced appropriate complaints handling mechanisms (within three months of the start of all emergency responses)

**4c** Between 2010 and 2013, we will demonstrate a year-on-year increase in positive communication and links

between communities overseas and the Catholic community in England and Wales

**4d** Between 2010 and 2013, we will achieve a year-on-year increase in the number of programmes drawing down institutional grants as part of resourcing their work

*‘Development programmes ... need to be flexible; and the people who benefit ought to be directly involved.’*

(Benedict XVI, Caritas in Veritate 50)

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

2 SPHERE is an international set of standards for humanitarian work  
3 IRCCC – International Red Cross Code of Conduct

## Priorities and indicators for our work in the Catholic community in England and Wales

*At the heart of CAFOD's strategic framework lies a strong re-affirmation of our Catholic identity and mandate. We have grown from within the Catholic community in England and Wales and our priorities focus on this relationship. In the coming years, we will strengthen our partnerships with those who identify themselves as Catholic. We shall offer support to Catholics on their journey of faith by engaging them with the issues of global poverty and injustice while seeking their support for CAFOD's work.*

*Underlying each of the priorities is the intention to nurture deeper links between Catholics in England and Wales and communities in the global South. They also reflect the need to improve and streamline our communications with supporters. Our priorities will guide us in making decisions about areas of work that need to be changed, scaled up or scaled back over the coming years.*

- 1 Build stronger partnerships within the Catholic community contributing to the life of the church with a focus on global poverty**
- 2 Achieve increased support from Catholics who are warm towards our work**
- 3 Increase engagement with individuals through their communities**
- 4 Maximise supporter income during a time of economic uncertainty**

The following indicators relate to delivery across all four priorities above:



**A Catholics in England and Wales will have become more engaged with us, both individually and through their communities, by praying, acting and giving. By 2013:**

**a1** consistent and systematic feedback from a number of different sources will indicate that Catholics have deepened their partnership with CAFOD to address global poverty and injustice

**a2** we will demonstrate that more Catholics are engaging with our work through their preferred communication channels, both online and offline

**a3** the number of active supporters on our database will increase by 100,000 to 350,000, a significant number of whom will be engaging directly with our work

**a4** we will deepen our partnership with parish communities and tailor our communications as appropriate. This will involve increasing the number of:

- > highly engaged parishes by 50
- > regularly engaged parishes by 100
- > less regularly engaged parishes by 50

**a5** more advocates of CAFOD's work and leaders within the Catholic community will demonstrate increased understanding of the causes of global poverty, and will have inspired others to take action

**a6** links between Catholics in England and Wales and communities in the global South will be developed and deepened in ways that reflect our partnership principles and enable delivery of our work

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

## Priorities and indicators for our work work in the Catholic community in England and Wales (continued)

*‘What is needed is an effective shift in mentality which can lead to the adoption of new life-styles in which the quest for truth, beauty, goodness and communion with others for the sake of common growth are the factors which determine consumer choices.’*

(Benedict XVI, Caritas in Veritate 50)

**B Young people and their communities will increase their engagement with our work. By 2013:**

**b1** of the 2,500 Catholic school communities:

- > 300 will have deepened their engagement with our work
- > 1,200 will maintain their current level of engagement, and
- > strategies for engaging the remaining 1,000 beyond 2013 will have been developed

**b2** we will have retained brand recognition among young Catholics (under 25s) at a level of 60-65 per cent

**b3** systematic feedback will indicate that young people are more involved with us through prayer, taking action and giving

**C Supporter income will have increased by an average of five per cent per annum by 2013**

FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

# Priorities and indicators for our Advocacy programme

*We understand that a major cause of poverty has been, and continues to be, unequal relations, structures and policies and we will continue to challenge these in our work in the global North and South. We will continue to challenge these through mobilising support, taking action and directly influencing on our key areas of climate and environment, private sector, development effectiveness and promoting fair markets.*

*We will communicate a clear, coherent alternative vision of the overall difference we, as a faith-based agency, seek. The challenging external environment and shifts in global power will demand a greater rigour in our analysis, and a better understanding of the drivers of change. It is only through challenging the injustice in the global North and South, through coherence and links in our work, that we will achieve the long-term change we desire.*

**1 Develop and apply our research and analysis in the North and South of the causes of poverty and drivers of change affecting the poorest and most disadvantaged, to inform our programming and advocacy strategies**

**1a** There will be a year-on-year increase of the application of research, links to academic institutions and political, economic and theological analysis in our advocacy work shown in our plans, reports and strategies



## Priorities and indicators for our Advocacy programme (continued)

**1b** By 2012, we will have established systematic, coherent monitoring and evaluation that tracks our outcomes and measures our impact on change and northern and southern advocacy initiatives

**1c** Each year, we will seek to bring about change on each of our advocacy themes through lobbying, media and public campaigning which will be based around the publication of a report

**2 Increase our influence at a regional, national and international level in order to bring about effective change**

**2a** By 2012, we will have established new, and developed existing, non-funding relations with DFID and

the European Union as a priority and investigated other bodies such as the African Union. These relations will be developed North and South with information used and shared effectively across the organisation

**2b** By 2011, each advocacy area will detail how we use the strength of European and international networks, especially CIDSE and Caritas, and how we will engage with them

**3 Engage decision makers and the Catholic community of England and Wales in a shared and coherent alternative vision of the world we as a faith-based agency seek to bring about, through living out our faith, lifestyle change and political action**

**3a** By 2012, we will have communicated an inspiring vision of human flourishing and will seek to realise it through:

> better regulation and transparency of the private sector; a fair, ambitious and binding climate treaty; a transparent, accountable aid budget targeted at, and responding to, the poorest communities; and reform of international rules to support markets that work for poor people and support sustainable development

- > mobilising more of the Catholic community at all levels to engage in political action and lifestyle change
- > integrated new media into all our methods of communication by 2012

#### **4 Establish a shared understanding within CAFOD on how we bring about change**

**4a** By 2013, our advocacy programme:

- > will be supporting partner-led advocacy work with clear overall change objectives, with CAFOD's contribution identified and the analysis and learning shared and used
- > will have aligned CAFOD-led advocacy work across our policy, campaigns, media and international programmes to bring about change in the global North

*'Efforts are needed not only to create 'ethical' sectors of the economy or the world of finance, but to ensure that the whole economy, the whole of finance, is ethical.'*

(Benedict XVI, Caritas in Veritate 45)



## Priorities and indicators for our Support services

*Over the last five years, our internal systems and work practices have been built to connect our programmes across a geographically dispersed organisation, to support a programmatic approach, to enable increased institutional funding, to create and respond to more diverse fundraising initiatives and to strengthen management and staff competence.*

*Over the next period, we will continue to strengthen our systems and procedures based on a fuller understanding of their cost effectiveness and discerning appropriate levels of investment to ensure the quality and impact of our programmes.*

**1 Build the skills, competence and confidence needed for staff to achieve the aims of the new strategic framework in ways that are accountable and joined up with the rest of CAFOD**

**1a** By the end of 2010, we will have a comprehensive set of generic job descriptions which clarify accountabilities, responsibilities and standards for different roles and different locations and teams

**1b** By March 2011, we will have a detailed role-specific competence framework, building on our existing generic one and including generic role-specific competencies



**1c** By March 2011, we will implement an induction and continuing training programme that is role-specific and fully covers all staff, wherever they are based

**1d** From September 2010, we will have increased transparency and sharpened individual accountability and effectiveness as a result of reviewed arrangements for individual performance management

**2** **Prioritise investment in systems development initiatives based on improved understanding of the cost and benefit of our support services**

**2a** By March 2011, we will have developed internal business partnerships and implemented rolling three-year development plans for support functions

**2b** By March 2011, we will have methods of attributing the costs of support functions to what is being achieved and the benefit gained, separating out ongoing costs of support and costs of initiatives and developments

**3** **Develop our systems for supporter relations and fulfillment to meet our ambitions for deepening and widening our support base**

**3a** By March 2011, we will have increased our capacity for enabling supporters to link their donations to specific parts of our ongoing work

**just one world**  
CHANGE > FAITH IDENTITY > PARTNERSHIP >

## Priorities and indicators for our Support services (continued)

*'God is present alongside those who come together in his name to work for justice.'*

(Benedict XVI, Caritas in Veritate 78)

**3b** By March 2013, we will have developed and renewed our underlying supporter database

**4 Support staff across the organisation to work together effectively and be accountable for delivering shared outcomes**

**4a** By April 2011, we will have developed and embedded project management skills and practices

**4b** By 2011, we will have improved internal communication practice, particularly in leadership teams and management groups, evidenced in staff surveys

**4c** By 2011, we will have reporting mechanisms in place that monitor, understand and demonstrate the qualitative and quantitative outcomes and impact of our work

**just one world**  
FAITH IDENTITY >  
CHANGE > PARTNERSHIP >



FAITH IDENTITY >  
**just one world**  
CHANGE > PARTNERSHIP >

CAFOD  
Romero House  
55 Westminster Bridge Road  
London SE1 7JB  
cafod.org.uk  
Tel: 020 7733 7900

07/2010

Registered charity no. 285776

Photos: Annie Bungeroth, Simon Rawles,  
Dado Galdieri, Anderson Barbaso,  
Pilar Olivares Novoa, Paul Green

CAFOD is the official overseas development and  
humanitarian agency of the Catholic Church in England  
and Wales and part of Caritas International.

*'You are not making a gift of what is  
yours to the person who is poor, but you  
are giving them back what belongs to  
them. You have been appropriating  
things that are meant to be for the  
common use of everyone. The earth  
belongs to everyone, not to the rich.'*

(St Ambrose)