

Our Strategy

Vision

A just and caring world where women's and children's human rights are respected

Mission

To support the leadership and agency of women and children who are excluded and live in poverty

Strategic Priorities

- Address the systemic and structural causes of gender-based violence
- Promote women's leadership in humanitarian contexts
- Amplify feminist alternatives for economic and climate justice
- Pursue diverse sources of funding, inspire and engage all supporters

Strategic Enablers

- Uphold excellent standards of accountability and governance
- Commit to anti-racism, shifting power and decolonisation
- Ensure high quality programming, embed learning and evaluation
- Focus on safeguarding

Feminist leadership principles





OUR VISION
A world where everyone can access education to achieve their full potential.

OUR MISSION
To empower women and children left furthest behind through learning, leadership and enterprise.

OUR VALUES
Connected: Meeting the needs of our community in an inclusive way
Compassionate: Being kind, supportive and loving
Courageous: Being ambitious and resilient

OUR 10 YEAR GOAL
To become the education voice for those left furthest behind and a leader in enhancing the education system in Ireland.

OUR CORE SERVICES

Early Years Education & Care

Counselling & Family Support

Adult Community Education

We provide a pathway to learning, leadership and enterprise for those who are most marginalised in our society. While we welcome all, our focus is primarily on women and children as we believe this is the most effective way to break the cycle of intergenerational poverty.



We are a feminist organisation that holds empowerment and equality at our core. We strongly believe in inclusivity, diversity, and respect. The communities we work in are important to us and we are constantly striving to find new ways to break down barriers for people to access education in these communities to achieve their full potential.

OUR ENABLING GOALS TO BECOME A MORE SUSTAINABLE ORGANISATION

- Nurture our team and culture
- Diversify and increase our funding
- Strengthen our systems and processes
- Improve our internal and external communications

OUR STRATEGIC GOALS

- STRENGTHEN OUR CORE SERVICES**
To meet this goal, we will continue to provide our leading-edge services in:
 - Early Years Education and Care
 - Counselling and Family Support
 - Adult Community Education
- PROMOTE INCLUSIVITY**
To meet this goal, we will:
 - Exemplify how to work with marginalised communities inclusively
 - Continue to be pioneers in the area of digital inclusion
 - Create accessible community spaces
- INFLUENCE SYSTEMIC CHANGE**
To meet this goal, we will:
 - Influence public policy
 - Evidence our impact on people's lives
 - Become an influential voice in the education sector

OUR VISION: A future where humanity respects, protects, and celebrates the natural world

OUR MISSION: To defend the natural world from environmental crime and abuse



OUR VALUES:

- Courageous** – We are brave and resolute. We are not afraid to take risks.
- Collaborative** – We are inclusive and diverse. We know we can't do it alone.
- Impactful** – We are rigorous and evidence based. We are trailblazers that inspire others to achieve real change.

OUR BELIEFS:

We believe...

- In the intrinsic value of nature
- In protecting the health of the planet
- In the importance of trustworthy evidence
- In cross sector and intersectional working
- In breaking down unjust power structures
- In ensuring accountability and consequences for environmental crimes

OUR STORY:

We are an international NGO, established in 1984, that has pioneered undercover investigations to combat environmental crime and abuse. We use evidence and analysis to bring about lasting policy and changes to legislation to protect our planet, its biodiversity, climate and all who live here.

OUR GOAL – BY 2026: To have made timely, relevant and inspirational contributions towards the recovery of nature and a safer climate.

Over the decades we have honed a methodology combining intelligence gathering, analysis and tenacious advocacy which make us a highly effective campaigning organisation tackling the gravest global challenges of our time.

We have a proud track record of achievements including a ban on the international ivory trade and increased protection for whales and dolphins. We have also contributed to a legislation against imports of illegal timber in major consuming markets and a global agreement to curb the use of climate-damaging chemicals. We have spearheaded moves to create a global treaty on plastic pollution and we continue to expose those behind environmental crimes such as wildlife trafficking and illegal logging through our undercover investigation.

We are privileged to work in partnership with civil society organisations on the ground, through joint investigations and advocacy, all of which makes our work sustainable going forward.



OUR STRATEGY SUMMARY

OUR STORY

In 2006, our founders, Eamon Stack and Ciaran Hayden, asked a simple question: *Why don't Irish Charities use information technology to improve efficiency and effectiveness?*

They discovered the answers. The team and our services grew, and we have now become the biggest technology charity in Europe.

We have...

- Channelled more than €75 million in software donations to 2000 charities
- Built Client Relationship Management systems for nearly 400 charities
- Designed and installed a specialist system for 70 drugs addiction services, serving 10,000 clients
- Trained over 1100 people in information management.
- Designed sector specific apps, eCASE, eShelter and eSafe

OUR ENVISAGED FUTURE

By 2030, we want...

- To be recognized as a national and international leader of digital transformation in the charity sector
- To provide impactful solutions in a way that is not tied to any one organisation, platform or service
- To inspire charities to gather robust data to inform and influence non-profit and state sector policy

OUR VISION

A world in which digital technology is used effectively to bring about meaningful change

OUR PURPOSE

To enable charities to achieve greater impact through digital transformation

OUR MISSION

To boldly grow our scale, scope, impact and influence

OUR CALL TO ACTION

Charities should be **aware** of the power of ICT to increase impact

Charities should have **access** to impactful solutions

Charities should be able to leverage data to **advocate** on policy

OUR VALUES

Empathetically collaborative

Passionately proactive

Targeted excellence

OUR BELIEFS

Information Technology can increase social impact for good

Trust is fundamental to what we do

A 'Charity to Charity' approach is vital in digital transformation

Technology helps data breathe new life into the truth

OUR STRATEGIC GOALS 2019-2024



RENEWAL.

Based on continuous research and development, constantly renew and improve our services, products and models



RESILIENCE.

Based on continually developing our partnerships, network, scope of contribution and income streams, enhance our team and financial sustainability



RECOGNITION.

Based on compelling evidence and collaboration, advocate for and achieve increased recognition of the need for shared information and shared good practice for social impact

OUR VISION

A world in which the oneness and sacredness of all life is honoured

OUR MISSION

To speak and act in partnership with others for global justice from a contemplative stance in a spirit of oneness with the whole of creation. (Seventh Assembly, 2017)

OUR GOAL

To honour and advance the rights of women and children, indigenous and tribal people and the Earth

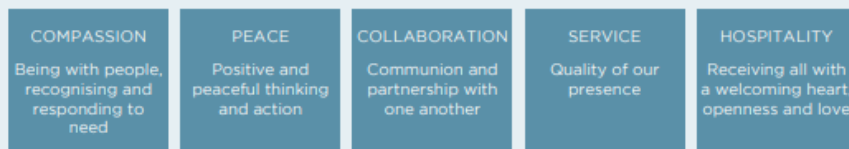
OUR CALL TO ACTION

We are impelled to undertake urgent action to achieve the Sustainable Development Goals and attain Human Rights for all. Our historical roots in education enable us to work towards bringing about transformative change. Nano's work was an act of justice in the face of injustice and exclusion

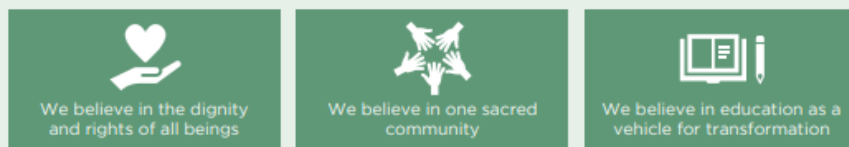
OUR PRIORITY ACTIONS



OUR VALUES



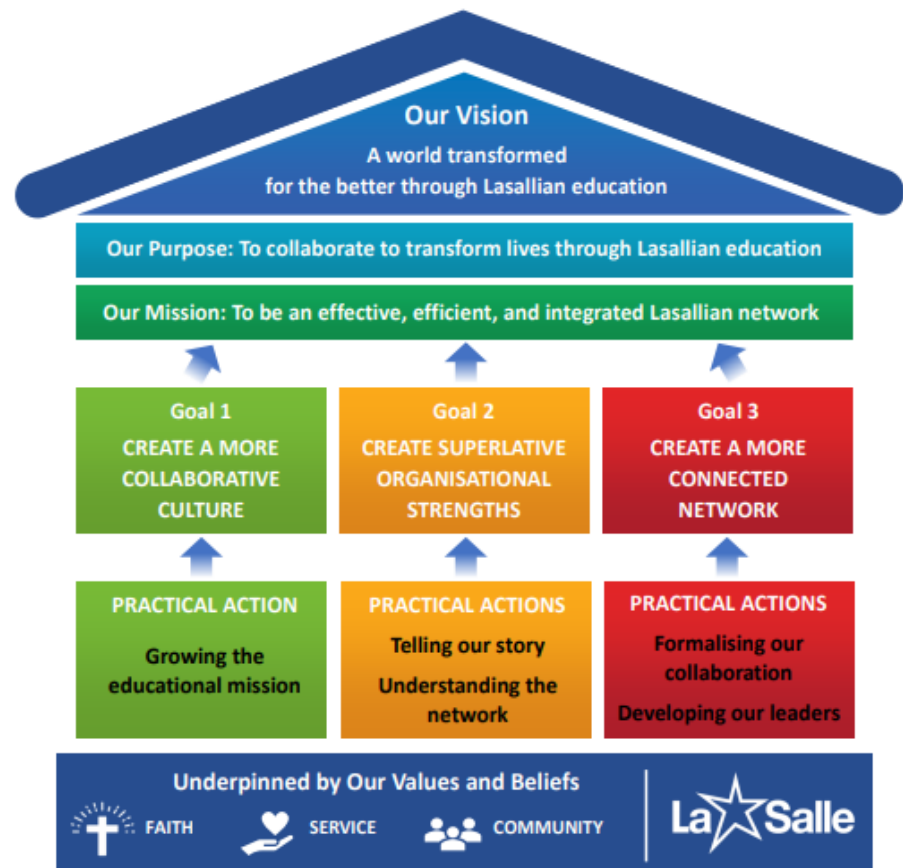
OUR BELIEFS



COLLABORATION HELPS US ACHIEVE GREATER IMPACT

Motivated by the inspirational legacy of John Baptist de la Salle, we are passionately united to transform lives through Lasallian education. To achieve our vision, we need to maximise the unrealised potential of the global Lasallian network.

As a result, in 2020 a highly diverse group of 40 Lasallian leaders from across our Institute came together in solidarity to enhance collaboration across the Lasallian network.





Strategy on a page: 2020-23

Vision: to see people free from slavery and exploitation.

Mission: to ensure survivors of trafficking and exploitation have all they need to recover, and build lives that are safe and free.

Values:

Generosity – *unconditional love*

Community – *where everyone counts*

Bravery – *to reach the unreached*

Passion – *committed to our mission*

Our three-year strategy

To strengthen our organisation and our work, and increase our impact among women who have survived trafficking and exploitation.

By the end of year one, success looks like strengthened foundations of Ella's as an independent organisation. By the end of year two, success would look like the expansion of our work among survivors.



Our Goals

1. Provide expert care in London

- Run existing safe houses and open 2 more
- Increase support work to 45 women
- Develop our community and resettlement work
- Increase our number of local community partnerships to 55

2. Grow influence and develop

- Grow our reputation and brand
- Increase our presence and engagement at key sector meetings

3. Run an excellent organisation

- Produce and implement all key policies and procedures
- Monitoring and evaluation to evidence impact
- Implement a fundraising strategy
- Grow our team to 16



OUR VISION

A sustainable world where all people in low-income communities have the opportunity to prosper.

OUR MISSION

To fight poverty by helping people build regenerative farms, businesses and markets that increase incomes.

OUR VALUES

Lasting Impact.

We are passionate about helping all people create meaningful and measurable improvement in their lives that persists long after our work with them ends.

Collaboration.

We engage our colleagues, clients and partners with a spirit of collegiality, open dialogue and mutual respect.

Entrepreneurial.

We try new things and build on what we've learned. We're bold and willing to take smart risks in pursuit of our mission. We are resourceful and see opportunities where others see problems.

Accountability.

We do what we say and say what we do, holding ourselves and each other to the highest standards of integrity and transparency.

OUR 10-YEAR GOAL (Draft)

TechnoServe will transform business in low-income communities to dramatically reduce poverty while having a positive impact on climate change and nature. Over the next ten years, millions of TechnoServe clients will earn \$3 billion more in sustainable incomes.

OUR STORY

Everyone deserves the opportunity to build a better future.

This simple idea has been at the heart of TechnoServe's work around the world for over 50 years. Poverty limits potential. Opportunity leads to prosperity—for individuals, families, and communities. We know that a sustainable business approach is the most effective path to creating opportunity that lasts.

The low-income communities in which we work are full of enterprising people. Their small-scale farms and businesses are the keys to economic development. But they face many challenges: low literacy, lack of access to jobs and markets, unpredictable political dynamics and, increasingly, the effects of climate change. For many women and young people, the challenges are even more daunting.

TechnoServe is a pioneer in leveraging the power of business and markets to create sustainable pathways out of poverty. Smallholder farmers and entrepreneurs gain the skills, connections, and confidence they need to create viable businesses, improve their incomes, and build brighter futures. We work directly with farms and businesses and across whole market systems to make them more sustainable—environmentally, socially, and commercially.

Working with TechnoServe staff, people around the world are lifting themselves out of poverty. The results are amazing...and they are lasting. Farmers and entrepreneurs improve their operations, respond to climate change, and access new markets. Women are earning more money and are more able to make economic decisions. Living conditions for families get better, and they are able to access health care and education. Communities and countries are better off.

The world stands at the threshold of enormous challenges...and opportunity. Increasing wealth inequality, climate change, youth unemployment, and limitations on women co-exist with tremendous economic and technological growth and innovation. TechnoServe, with its decades of experience transforming local communities, is well-positioned to leverage these opportunities in a way that enables hundreds of millions of people to build better futures and a more sustainable planet.

OUR BELIEFS

- **Every human being** deserves the chance to create a better life.
- **Given the opportunity**, people have the ability to lift themselves out of poverty.
- **Increasing incomes improves people's lives**, enabling improved housing, education, nutrition and other aspects of well-being.
- **Business relationships that are truly commercially viable** will last over time and scale up. Free giveaways or subsidies are unlikely to provide lasting impact.
- **Gender equality and the equal engagement of women is fundamental** to the social and economic development of families, communities and nations.
- **Economic growth that sustains and regenerates nature** is both possible and vital.

OUR CULTURE

The change we seek to make in the world will only be possible if we continue to attract and retain world class talent. We can do that if we create and nurture ways of working with each other that:

- **Reflect our passion** for service and impact.
- **Demonstrate a commitment to our people**, empowering them as leaders and investing in opportunities for them to learn and develop.
- **Promote frank sharing of ideas and perspectives** in a way that is respectful, inclusive and productive.
- **Encourage our commitment to excellence and integrity** in our work and quality in the programs we deliver.
- **Have a bias for action**. Living our values requires us to make things happen and get things done.
- **Enable smart, evidence-based decision making** and an ability to learn and change course in the face of new circumstances and opportunities.
- **Cultivate inclusive and equitable workplaces**. We adopt practices and behaviors to reduce bias and inequality and create supportive and safe environments for our staff and our clients.
- **Celebrate success—our clients and our own**. We enjoy what we do, have fun, and seek balance in our lives.

OUR AREAS OF EXCELLENCE

Significantly increasing the impact we have will require us to leverage our half-century of experience across a range of sectors, populations and geographies. Our strengths and expertise in the following areas provide a springboard for scaling our impact.

- **Agricultural development**
- **Enterprise development**
- **Food processing**

OUR CROSS-CUTTING THEMES

Three issues impact the work we do in almost every place we work. When effectively addressed, they are keys to greater impact.

- **Regenerative Business**
- **Gender equality**
- **Technology**

What Makes TechnoServe Distinct?

TechnoServe helps people lift themselves out of poverty through a distinct mix of a business approach, deep knowledge of local context, and a data-driven culture committed to impact.

Our business approach employs detailed market analysis to identify opportunities where local farmers and businesses can benefit and substantially increase their incomes. These analyses allow our programs to leverage the power of markets and corporate partners—local, regional and global—to create sustainable economic growth. More than 95% of our staff are from the countries in which they work, enabling them to apply local context to this world class analysis—and design and deliver interventions that are locally adapted and implementable. Measuring outcomes rather than process—how much did people's incomes grow rather than how many people were trained—allows us to adapt programs as needed and supports our ambition for sustainable, lasting impact at scale.



Africa Province Strategic Framework 2021-2023

Our Vision: An empowered and transformed society where everyone enjoys fullness of life

Our Mission: To restore the dignity and quality of life for people affected by poverty through improved access to Quality Education, Sustainable Livelihoods, Healthier Lives, Advocacy and Justice

Our Purpose: To partner and work effectively to tackle poverty and inequality through Presence, Compassion and Liberation

Our Approach

Operating as one entity, we will leverage our organisational effectiveness to achieve measurable, community-led, sustainable development

Our Story

Inspired by Edmund Rice and the Gospel values, the Christian Brothers opened the first mission in South Africa in 1897. We are currently operational in 10 countries throughout Africa, involving 25 active projects directly impacting over 56,000 people focused on the 4

Our Core Values

- Empowerment
- Collaboration
- Accountability
- Integrity
- Commitment

Our 4 Strategic Themes

We take a human-rights based approach through-out all our development work initiatives

Our approach to development work is inspired by our historical roots in providing quality education. It is influenced by the communities we partner with and draws strength from the Sustainable Development Goals (SDGs).



Our 4 Strategic Objectives

In order to achieve our 4 Strategic Themes, we will proactively focus on:

- Community Engagement
- Collaboration
- Capacity Development
- Sustainability

In order to attain the Strategic Objectives, we plan to undertake these Operational Objectives...

SO1: Community Engagement

By the end of 2021:

- ✓ Assess all existing community engagement approaches in key projects across the Province
- ✓ Identify & develop at least 4 examples of existing best practices – representing the 4 thematic areas

By the end of 2021:

- ✓ Enhanced participatory engagement in at least 4 projects – representing the 4 thematic areas

Overall, by end of 2023:

- ✓ There will be enhanced participatory engagement in all development projects by local communities

SO2: Collaboration

By the end of 2021:

- ✓ Defined partnership understandings between AP with all stakeholders both (i) within AP – governors, mission offices, development projects; & (ii) with partners e.g., ERD, ERFA & others. Including clarifying clear roles and responsibilities
- ✓ The creation and effective operation of working groups for the 4 thematic areas

Overall, by end of 2023:

- ✓ Strengthened & effective relationships with all stakeholders

SO3: Capacity Building

By the end of 2021:

- ✓ Have clearly defined structures, roles, responsibilities, and enhanced communication at each of the governance levels within the Africa Province

By the end of 2022:

- ✓ Ensure that AP has common policies, procedures, and systems in operation

Overall, by end of 2023:

- ✓ Have trainings delivered in RBM, Financial Management, Resource Mobilization and Donor Compliance at all levels. This should include a mentorship process and M&E to ensure there is effective impact.

SO4: Sustainability

By the end of 2021:

- ✓ Communicate and adopt new strategy at all levels in AP
- ✓ Create a succession plan for leaders
- ✓ Strengthen existing partnerships
- ✓ Map current available resources

Overall, by end of 2023:

- ✓ Develop a clear identity & enhanced visibility for the work of AP
- ✓ Build networks and partnerships more broadly
- ✓ Develop a strategic plan to diversify funding
- ✓ Take an integrated training approach to ensure greater sustainability in areas such as gender, rights and the environment