

### Say us!

Together, let's move along the path towards **social** and **environmental justice** 



Orientations and strategic framework 2020-2024 of Entraide et Fraternite and Action Vivre Ensemble

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#### **Foreword**

This document first of all briefly introduces our two associations (our history, our inspirations, our methods of action, our special features) and reviews the context (Belgian, international, the Church) in which we work.

It then presents the ambitions that we are aiming to reach by 2024: the themes on which we want to specialise, the objectives that we believe we must achieve if we want to be able to carry out our missions and the means that we are giving ourselves to do so.

We have chosen to stay faithful to our traditional means of action: they are appreciated and well-known among our target audiences. We also wanted to strengthen certain approaches to work and to stimulate new ones. It is therefore an ambitious task which we are working on, all the more so as the coronavirus crisis, which emerged in March 2020, has exacerbated all the challenges raised by this strategic framework.

We thank you for giving this document your close attention as you read it.

Text adopted by the General Assembly on 15 February 2020, in Brussels.

# Introduction

On the eve of the 60<sup>th</sup> anniversary of Entraide et Fraternité and of the 50<sup>th</sup> anniversary of Action Vivre Ensemble (in 2021), we wish to breathe new life into the mission entrusted to us by the Church. The Belgian, European and international economic, social and political context reaffirms the importance of the role we have to play, but it requires an update of our working strategies.

Consequently, while the vision and the missions statements of our associations continue to be up to date at a time when social inequalities are widening in Belgium as well as in countries to the south, we are today facing new global challenges. These include a necessary transition to a world whose resources will be managed in harmony with nature and with an ongoing concern for equality for "all Man and all Humanity". While this expression of Pope Paul VI continues to inspire our mission, it could today be completed by "and all the Men who will come after". as Pope Francis encourages us in his encyclical Laudato Si', urging us to take care of future generations. Politicians, challenged by a major mobilisation of citizens, have committed to respond with the Sustainable Development Goals (2030). However, this positioning continues to be timid and its application needs to be strengthened at all levels.

### The Power of We

The Belgian election results of 2019 give us a real but partial picture of our society today: fear of the future, withdrawal, weariness with regard to politics... This would fail to take account of the multitude of decisions and personal actions aimed at others, who are different and excluded. When these personal decisions come together, they become a collective force.

We want to commit to "walking all together, with concern for the most fragile, to extricate ourselves from the divisions, to get out of the logic of "them against us" versus "us against them", to say "we" of equality, of humanity"... as mentioned by the French Edwy Plenel (2016) in his book Dire nous. Contre les peurs et les haines, nos causes communes.\* A book that invites people to reflect on "saying us".

Because this is a dual challenge for our associations: to create links and, in these times of doubt, encourage people again and again to make personal and collective commitments because that is, in itself, a fairer world, as the Argentine essayist Miguel Benasayag recalls.

Together, we will fight the underlying causes of poverty and build a just and sustainable world.

<sup>\*</sup> Say us. Against fear and hatred, our common causes.

# **Our Grass Roots**

ntraide et Fraternité and Action Vivre Ensemble are two solidarity associations created by the bishops of Belgium to fight against poverty and injustice in this world in the countries of the south and in Belgium. We are aiming for a structural change, which tackles the root causes of the problems, with the poorest and most excluded people, in a desire to accompany them.

Entraide et Fraternité was created by the bishops of Belgium in the 1960s under Vatican II<sup>1</sup> and was horn from the Pastoral Constitution Gaudium and Spes, a true plea for a Church that is open to the world. Wanting to be in close solidarity with the whole human family, this text introduces "the joys and the hopes, the sorrows and the anguishes of the men of this time, of the poor especially and of all those who suffer" as central issues. Article 90-3 specifies that the Council considers the following very desirable: the "creation of an organism of the universal Church, tasked with spurring the Catholic community to promote the development of poor regions and social justice between nations".

Created ten years later,
Action Vivre Ensemble was the
response to a questioning of witnesses
from southern countries: "And you,
what are you doing for the poor and
those excluded from your societies?"

Our two associations were born at a time that is far from being neutral in the history of our societies, which were confronted with the consequences of decolonisation and the discovery of maldevelopment.

# Preferential option for the poor

Our two associations have not ceased to be nourished by a Church close to the people, from its base: in 1968, in Medellín (Colombia), the Latin American bishops demonstrated their "preferential option for the poor". One way to remind us of the words of Saint Matthew (Mt 25, 31-40): "Whenever you did it to the smallest of mine, you did it to me."



the current of **liberation theology**, [...] great inspiration
to us by defining the poor as
actors in their own history.

<sup>1 1964-1967</sup> 

Still in Latin America, the current of liberation theology, however decried by some, will be of great inspiration to us by defining the poor not as mere spectators but as actors in their own history. The fight against the causes of poverty

appeared fundamental in the footsteps of Dom Helder Camara who, in the context of the Cold War, stated this famous phrase: "If I give alms to a poor person, it is said that I am holy and if I ask why he is poor, I am called a communist."

#### Our vision

We are convinced that a united world is possible. Our project contributes to favouring alternatives to the dominant neoliberal model and participates in the advent of a world where the populations of the countries of north and south of the planet, particularly the poorest and most marginalised, will be able to exercise their rights within a united international community.

#### Our mission

Our mission is to promote solidarity and access to rights and to reduce inequalities and social exclusion.

We pursue these objectives through:

- the support of partner associations in southern countries and in Belgium,
- the education and mobilisation of Catholic communities and, more broadly, of the Belgian French-speaking public,
- challenging and proposing alternatives to the unjust structures and mechanisms of our societies.

#### Our values

All of our actions are guided by the four fundamental principles of fraternity, equity, solidarity and integrity.

#### Fraternity

For us, fraternity means treating others like brothers and sisters, with respect and dignity in everyday life. As a result, we oppose any form of harassment or discrimination based on gender, ethnicity, age, religion or disability.

#### Equity

For us, equity means giving everyone the chance to live a dignified and just life. We recognize that this requires perseverance, a critical mind and optimism because these challenges in our fight for justice are ambitious.





# In what global context are we acting?

ociety is evolving and the analysis of its changes is key in directing our action and meeting new challenges in the best way.

## KEY ELEMENTS OF THE INTERNATIONAL CONTEXT

# The Paris Agreement and the Sustainable Development Goals: international commitments seriously undermined

In order to meet global ecological and social challenges, commitments have been made within the United Nations by the States, such as the Paris Agreement on climate change signed in 2015 and the Sustainable Development Goals adopted the same year. These 17 goals that the States have committed to achieve by 2030 include poverty, economic inequality, hunger, gender equality and the environment. So many themes that are found in varying degrees at the heart of the mission of

Entraide et Fraternité and Action Vivre Ensemble. At the European Union level, commitments linked to Belgium are also being made to fight against poverty, social exclusion and global warming.<sup>3</sup>

However, the achievement of these objectives is seriously compromised given the pursuit by political leaders of the neoliberal economic model based on competition, economic growth and extractivism based on the exploitation of fossil fuels (oil, gas, coal), which is the main cause of global warming.

Specifically regarding world hunger, the FAO's report<sup>4</sup> on the state of food safety and nutrition in the world in 2019 is particularly alarming.<sup>5</sup> According to this latest report, the number of hungry people in the world has been increasing steadily since 2015. Rural women are the most affected by hunger<sup>6</sup>, which poses the fundamental question of their access to resources, in particular access to land.

 $<sup>^3</sup>$  Notably, with the objective of reducing greenhouse gas emissions by 45% by 2030 and achieving carbon neutrality in 2050

<sup>&</sup>lt;sup>4</sup> Food and Agriculture Organisation of the United Nations

<sup>5</sup> www.fao.org/publications/sofi/en/

www.un.org/sustainabledevelopment/en/hunger/ «If rural women were given the same access to land, technology, financial services, education and markets as men, the number of hungry people would be reduced by 100 to 150 million."

# Food and global warming: two major interdependent challenges...

Hunger, agriculture and global warming are closely linked phenomena, as recalled in the 2019 IPCC special report<sup>7</sup> studying the link between climate change and different land uses.<sup>8</sup> Extreme weather conditions linked to climate change affect the ability of male and female farmers to grow their food and obtain an adequate income, thus forcing them to leave their farming activity, or even to uproot themselves by migrating to another country.

Other politico-economic factors explain the deprivation of farmers' means of subsistence in southern countries. Among those, let us point out the appropriation of the land by multinational companies which benefit at the same time from international trade treaties, from the policies of certain donors such as the World Bank, encouraging the commodification of land and the privatisation of agricultural sectors, or even the lack of international regulation - obliging transnational companies to respect human rights and preserve the environment.

# ... incompatible with current international trade rules

The regulation of business activities is all the more necessary as the development of the private sector is considered by donor country governments as the preferred means of reducing poverty in southern countries.

In 2019, there were no fewer than 3,245 treaties protecting foreign private investment. There is, however, no binding international treaty on business and human rights. This entirely unbalanced situation impacts the daily lives of billions of human beings on the planet, as the rights conferred by these trade treaties on multinationals endanger life on earth. These treaties affect health, the environment, agriculture and energy.

Current international trade rules lead in fine to increase economic and social inequalities by increasing the political and economic power of a handful of large multinational companies and wealthy individuals to the detriment of the majority of human beings and the environment

<sup>&</sup>lt;sup>7</sup> Intergovernmental Panel on Climate Change

<sup>8</sup> www.ipcc.ch/: IPCC Special Report on climate change, desertification, land degradation, sustainable land management, food security and greenhouse gas fluxes in terrestrial ecosystems

# The vertiginous rise of economic and social inequalities on a global and national scale: a breeding ground for the extreme right and xenophobia

Since the 2007-2008 crisis caused by the deregulated financial system, economic and social inequalities have widened further. In ten years, the number of billionaires in the world has almost doubled while half of humanity lives on less than 5.50 dollars per day and public services in southern countries, just as those in the north, are largely underfunded.

The rise of these inequalities and the deepening of the social crisis in many countries in both the south and north are accompanied by a crisis in democratic representation with authoritarian regimes, which are openly racist and which suppress social protests (in some cases using armed violence to quell popular resistance, including farming community struggles for access to resources), coming to power. In 2017 alone, 312 human rights and environmental defenders were murdered in 27 countries.



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# The explosion of popular revolts around the globe calling into question the neoliberal system as a whole

Faced with policies that generate inequality but also destroy the environment, we are witnessing, in 2018-2019, the explosion of popular revolts on all continents. Of course. each social movement has its own characteristics. However, these movements have one thing in common: they arise at the same moment following the adoption of a specific political measure (such as a tax) and then spread to more global demands for more fiscal and social iustice and in fine to explicitly challenge the ruling political class but also more broadly the economic system which oppresses them.

It is the neoliberal system that is targeted here. Neoliberalism is a mode of management of capitalism which is based on the financialisation of the economy, the commodification of society and individualism (with its ideology of meritocracy). Neoliberalism was challenged during the 2007-2008 crisis. But it survived to make a strong comeback after 2010 by proposing budgetary austerity and generalised "structural reforms" as solutions to the world, thus destroying the protections of workers and people who are already in socially precarious circumstances. 10

<sup>9</sup> www.reporterre.net/312-defenseurs-de-l-environnement-et-des-droits-humains-ont-ete-assassines-en

www.mediapart.fr/journal/international/211019/crises-sociales-crises-democratiques-crise-du-neolibe-

### KEY ELEMENTS OF THE POLITICAL CONTEXT IN BELGIUM

Belgium is affected by the various international trends that we have just identified.

#### Rise of the extreme right

The result of the 2019 legislative elections is marked, on the one hand, by a "green wave" testifying to a massive awareness of environmental issues by the electorate and, on the other hand, by a disaffection of a large part of the population for the so-called traditional parties. These parties are accused of implementing neoliberal policies under the leadership of the European Union. This perception explains in particular the rise of the parties of "extremes" who radically question, for different reasons, European political choices.

#### 2 Constant increase in poverty

Belgium remains a country where the level of poverty is high and where economic and social inequalities remain significant, although it has increased less than in other countries. Thus, the richest 1% of households alone holds between 18 and 20% of the wealth<sup>11</sup> while more than 20% of the population is, according to official figures, at risk of

poverty.<sup>12</sup> Poverty figures are increasing, as is the number of homeless or poorly housed people, which has more than doubled between 2007 and 2017.<sup>13</sup> One in five people are also in "fuel poverty".<sup>14</sup> Finally, it should be highlighted that Belgium has one of the highest child poverty rates in Europe.<sup>15</sup>

# 3 Increase in beneficiaries of food banks

Hunger affects tens of thousands of people in Belgium. In 2018, food banks distributed food to 160,000 people, compared to "only" 70,000 in 1995.<sup>16</sup>

#### 4 Public debt on the rise

The social situation owes nothing to chance since it is partly the consequence of the political choices made following the outbreak of the financial crisis of 2007-2008. Repeated bank bailouts have deepened public debt. The increase in this debt, already high before the financial crisis, then became the preferred argument for governments to pursue fiscal consolidation policies and the choices made resulted in cuts in public services but also in the budget dedicated to development cooperation.

<sup>11</sup> www.sampol.be/2018/04/onze-vermogensverdeling-alles-kan-beter

www.rtbf.be/info/societe/detail\_un-belge-sur-cinq-concerne-par-la-pauvrete?id=10047923

www.lalibre.be/regions/bruxelles/en-10-ans-le-nombr-de-sans-abris-et-personnes-mal-logees-a-pluque-double-a-bruxelles-5dc02354d8ad58388747e5f9

Fuel poverty means "the inability of a household to access - in its housing - the energy it needs, at an affordable cost in termes of its income". (www.vivre-ensemble.be/IMG/pdf/2018-13 chauffage.pdf)

<sup>15</sup> www.kbs-frb.be/fr/Newsroom/Press-releases/2018/20181213NDKinderarmoede

<sup>16</sup> www.vivre-ensemble.be/aide-alimentaire-de-la-gestion-de-la-pauvrete-a-la-lutte-contre-la-pauvrete

#### 5 Failure to meet climat targets

Belgium is highly likely not to reach its climate targets. The Flemish Minister for the Environment and Energy clearly announced in October 2019 that the 2020 European target for reducing CO2 emissions would certainly not be achieved.<sup>17</sup> We should also underline the fact that Belgium remains bound for the moment by a trade treaty (the Energy Charter Treaty) which protects the fossil fuel industry.18 This treaty constitutes one of the preferred tools of transnational companies to block the energy transition. It is, therefore, incompatible with the fight against global warming. The guestion then arises of the withdrawal of Belgium from this treaty with the other countries of the European Union.

#### 6 Growing social discontent

The year 2018 recorded that the number of strikes was above the average of the last thirty years. Numerous strikes were organised against the austerity policy and its impact, particularly on workers in the private and public sector as well as pensioners. We would highlight the numerous mobilisations and protests in the street in 2018-2019, in particular the weekly student climate strikes, which brought together tens of thousands of students over several weeks.

#### 7 Internationally timid Belgium

Belgium is concerned by the global challenges noted above and must therefore adapt its foreign policy to these challenges by respecting, protecting and promoting human rights outside its borders. To achieve this, Belgium must use the political levers at its international level to fundamentally change the rules of international trade, as provided for in the regional government agreements concluded in Wallonia and Brussels.

# OUR CENTRAL THEME : THE TRANSITION TOWARDS SOCIAL AND ENVIRONMENTAL JUSTICE

Social and environmental justice is the central theme of our action for the next few years, both in southern countries and in Belgium.

"There are not two separate crises, one environmental and the other social, but rather one complex crisis which is both social and environmental. Possible solutions require a comprehensive approach to fight poverty, restore dignity to the excluded and simultaneously preserve nature" says Pope Francis in his encyclical Laudato Si' (139).

The encyclical links the challenges of global warming with the fight against poverty and inequality. The major challenge of our societies today is to implement sustainable and viable

www.lalibre.be/planete/environnement/climat-la-flandre-n-atteindra-pas-ses-objectifs-2020-de-re-duction-des-emissions-5d9d899ff20d5a27816f46eb

<sup>18</sup> www.entraide.be/la-belgique-et-l-union-europeenne-sont-elles-schizophrenes

development for present and future generations. A challenge that calls for a radical transition to social and environmental justice. So, as the encyclical again emphasises, "today, we cannot help but recognise that a real ecological approach always turns into a social approach, which must integrate justice into discussions on the environment, to listen to both the clamour of the earth and the clamour of the poor". (Laudato Si', 49)

In October 2019 a special Synod of Bishops was held in Rome on the theme "Amazon: new paths for the Church and for an integral ecology" 19. The final document calls for the promotion of a new development model that applies not only to the Amazon but to the whole planet. It denounces the flaws of an extractivist economy which "over-exploits the earth to satisfy our insatiable consumption, destroys our planet and threatens the lives of those who try to protect it".



« ... to listen to both the clamour of the earth and the clamour of the poor. »

Pope Francis, Laudato Si' [49]

# One and the same crisis

In light of the current context, the meaning of our mission today is to walk together, with the people concerned, towards the utopia of solidarity. Solidarity for generations to come as well as for our contemporaries.

Faced with this challenge, we are doubly inspired: on the one hand, by the experiences of people themselves living out the effects of climate change as well as the victims of a society with unjust social and economic policies and, on the other hand, by the message of Pope Francis in his encyclical Laudato Si 'dating from June 2015, a few months before the opening of the Paris Climate Conference.

# Priority to people weakened by our societies

Since their creation, our associations have had the support of the most fragile people at heart so that they can be actors of their own lives and the development of their communities. This concern for the smallest<sup>20</sup> is at the heart of the Church's social doctrine.

The encyclical Laudato Si' is as much a hymn to creation as an alarm call. Faced with the multiple crises we are going through, Pope Francis is proposing a radically new way of looking at human beings in their natural and social environment, in order to restore their dignity.

<sup>19</sup> www.entraide.be/IMG/pdf/analysesynode.pdf

<sup>20</sup> so the preferential option for the poor reaffirmed in the Compendium of the social doctrine of the Church, written on the initiative of the Pontifical Council for Justice and Peace

It is essential to seek comprehensive solutions which consider the interactions within natural systems themselves and with social systems. Strategies for a solution demand an integrated approach to combating poverty, restoring dignity to those excluded, and at the same time protecting nature.

Pope Francis, Laudato Si' [139]

This multidimensional ecology is therefore available for all aspects of life (environmental, social, economic, cultural, relational and spiritual), which are seen as interdependent and has the ultimate goal of the common good for present and future generations.

Pope Francis invites us to question the place of human beings in their natural and social environment and proposes a new anthropology. Integral ecology thus envisages restoring the bond of each human being with his fellows, with nature, with God and also with himself, in a chosen harmony.

The encyclical explicitly associates ecology with the dignity of the human being. In fact, the degradation of the environment firstly affects disadvantaged social groups and the poorest countries.

The appeal of Pope Francis as well as that of our partners on the ground (in southern countries as in Belgium) encourages us to reaffirm the principles of interdependence of local and international systems in a complex but unique world. These appeals force us to refine our vision of society centred on the relationship between natural and social systems and on prioritising the weakest and to propose examples of concrete solutions to achieve this.

This systemic change cannot take place without strong political action. Our associations want to contribute to it through advocacy and political mobilisation actions, based on a strengthened dialogue with actors from all backgrounds (citizen, political, economic, scientific, religious) and support for the rule of law, including its role of planning, coordination, regulation and sanction.

Finally, this double inspiration offers us many opportunities to point the finger at the brakes being put on an integral ecology approach, as we have been doing for many years in our education and political advocacy activities, while offering us a unique opportunity to create ambitious but realistic societal alternatives.

# An inseparable transition from human rights

We are living in a multifaceted crisis which undermines the dignity of every human being, especially in their relations with natural ecosystems, society and the economic world. Yet this principle of human dignity is at the heart of the various United Nations human rights treaties and declarations. This is why we plan to structure our action around the respect of these rights.



# Our challenges

In addition to the very high scores registered by far-right parties at the federal level and in Flanders, the 2019 legislative elections in Belgium were marked by the rise, at the level of the Walloon Region and the Brussels Region, of political parties bearing programmes that positioned them in favour of greater social and environmental justice. In this regard, regional government agreements constitute springboards for Entraide et Fraternité and Action Vivre Ensemble to lead political appeals and build mobilisation. Among the demands of Entraide et Fraternité and Action Vivre Ensemble included in these political agreements are notably the support of the two regions for "the establishment of a binding multilateral treaty aimed at guaranteeing respect for human rights by transnational corporations, currently under negotiation at the UN".21 There are also important markers that determine the signing of the two regions to trade and investment treaties.<sup>22</sup>

We start from trade treaties to denounce the structural obstacles to peoples' rights to access resources (land, water, energy), their food sovereignty as well as the social and ecological transition (in particular, the agro-ecological transition). At the same time, we support projects that support the peoples' right to access resources, with a particular emphasis on women's access to these resources.

Given the opportunities offered by regional agreements and the process of drafting the treaty on multinationals and human rights under way at the UN level, we advocate binding regulations for companies. To demonstrate the need for such regulation, we are relying on our partners from southern countries and will pass on information about their struggles against land grabbing by multinationals. We also mobilise when their civil and political rights are violated.

Page 119 of the Walloon Government Agreement and page 126 of the Brussels Agreement. Read the full text of the Brussels Agreement on www.parlement.brussels/wp-content/uploads/2019/07/07-20-D%C3%A9claration-gouvernementale-parlement-bruxellois-2019.pdf. The text of the Walloon agreement is available on www.wallonie.be/fr/actualites/declaration-de-politique-regionale-du-gouvernement-wallon-2019-2024

www.entraide.be/IMG/pdf/analyse\_accords\_regionaux\_sur\_le\_commerce\_international.pdf

Faced with hateful and deceitful speeches in Belgium which equate welfare recipients and refugees with "parasites", we are redoubling our efforts to restore the truth about the structural causes of social distress. We continue to fight for the respect of everyone's right to a dignified life by revealing the mechanisms generating poverty and inequality, by supporting projects in favour of social justice and defending political alternatives aiming at a fair distribution of wealth between southern countries and northern countries, as well as inside Belgium. We attach particular importance to the rights of children at risk of poverty.

We continue to claim responsibility for the political dimension of our collective action. This is especially to give hope back to citizens in the strength of collective action to overcome the capitalist system. This task is all the more difficult in this context where many political leaders are breaking away from international cooperation and where many individuals tend to withdraw into themselves and to those closest to them.

In Belgium, in particular, we advocate and support policies which aim at both social justice and environmental justice, the two being interdependent. We particularly make sure that the ecological transition does not take place against the weakened social classes which, with the populations of the countries of the south, are already the most exposed to the effects of global warming, as underlined by the encyclical *Laudato Si'* of Pope Francis.

To lead this fight for social and environmental justice, we amplify the encyclical *Laudato Si'*, a true plea for integral ecology, with the Sustainable Development Goals.<sup>23</sup>



<sup>&</sup>lt;sup>23</sup> www.entraide.be/IMG/pdf/analyse\_table\_ronde\_asso\_catho\_aujourd\_hui.pdf

# Our methods of action and our specific features

ur associations identify and implement three complementary methods of action: partnership with associations to fight poverty in southern countries and in Belgium, see-judge-act education and political advocacy to change unfair policies and propose alternatives.

Our approach aims to generate solidarity with partner associations from southern countries and Belgium. The partnership is simultaneously a founding principle, a relationship and an operational process. It is based on a common analysis of our realities and on a frank dialogue, the participation of local populations and exchanges of equals where everyone makes their contribution. We work directly with organised groups and local communities who fight for a dignified life and for just social structures.<sup>24</sup>

K

it is imperative to start with the realities experienced by excluded people.

# Countries in which we have specific involvement

Belgium

Africa: DR Congo, Burundi, Rwanda, Madagascar

Latin America: Guatemala, Peru, Nicaragua, Brazil

The Caribbean: Haiti

Asia: Philippines

Middle East: Israel-Palestine

This solidarity comes through education and mobilising the Belgian French-speaking public and also aims at denouncing unjust structures and systems and proposing political alternatives. Thus, for example, thanks to the work carried out during our Advent and Lent sharing campaigns, we support partners active in the field of the fight against poverty.

The proposed path is that of seeingjudging-acting by Joseph Cardijn. This trio of methodology of lifelong (or popular) education has fed into the methods of action of our associations: it

<sup>&</sup>lt;sup>24</sup> Entraide et Fraternité, *The partnership relationship, a utopia and commune action*, June 2018

is imperative to start with the realities experienced by excluded people. It is therefore not a question of "managing the poor" but rather of allowing "seeds to be sown<sup>25</sup>" in contact with realities and their witnesses and to understand that poverty and exclusion, whether experienced in our so-called rich countries or in the poorest countries of the planet, have the same roots. Finally, it is a question of acting towards this structural change as desired.

The complementarity of our work in Belgium and in southern countries allows for holistic understanding and action in order to approach "the urgent challenge of safeguarding our common home (including) the concern to unite the whole human family in the search for a sustainable and integral development" [Pope Francis, Laudato Si', 13].

### OUR INVOLVEMENT IN ASSOCIATIVE NETWORKS

We do not do this work alone. Always with an approach based on solidarity, but also with a desire to speak with a strong and common voice, we are involved in Belgian and international associative networks which denounce the obstacles to social and ecological transition and offer alternatives.

We are active in the challenges of combating poverty in Belgium within the Walloon Poverty Reduction Network and the Tax Justice Network, and on development themes such as international trade or access to land in the working groups of CNCD-11.11.11. (dome of Belgian international solidarity organisations including trade unions) also bringing together **Dutch-speaking organisations** (Broederlijk Delen, 11.11.11., etc.), with the Coalition against hunger and the Justice and Peace Commission. Entraide et Fraternité is also a member of Acodev (federation of French and German-speaking development cooperation NGOs). With a view to transition in Belgium, we also support initiatives such as Agro-ecology in Action and the Climate Coalition.

On an international level, Entraide et Fraternité is active in civil society platforms in the regions where we are present (Europe-Central Africa / Eurac, Europe-Latin America / EU-Lat) as well as within CIDSE, the network of Catholic (European and North American) development organisations.

Molitor Michel, Evolution of Christian and citizen commitments. The case of a Catholic NGO with 50 years of existence. International meeting So that the earth may be fairer. The commitment of Christians, co-organized by Entraide et Fraternité and the Theological Faculty of UCL, in Louvain-la-Neuve, March 2014.























# OUR ROLE AS CATHOLIC CHURCH ASSOCIATIONS

Created by the Belgian Bishops' Conference, our associations are based on the social doctrine of the Church and its principles of dignity, common good, subsidiarity and solidarity.

For our associations, this translates into a triple method of action:

- by raising awareness among (educating) Catholic communities and beyond, thanks to the modern and universal message of the Gospel,
- by redistributing the fruits of parishioners' solidarity (dedicated collections for sharing Lent and Advent campaigns) to local partners in southern countries and to associations fighting against poverty in Belgium.
- and, finally, thanks to the mobilization of citizens and to the action of those who experience exclusion and who develop means to get out of it, by addressing policy-makers.

#### The Gospel, like a breath

Let us stress the importance of the political role of a Catholic association while specifying that it is a question of joining, of supporting partners in their projects. Our partners are not considered only as "victims" but as real partners, "actors who fight standing up". We are inspired in this sense by the Gospel: a word that invites (that encourages) creativity for greater solidarity. Michel Molitor, former president of our associations, tells us: "A religious conviction can be an inspiration for the political provided, precisely, that one does not confuse the two registers. Doing politics is not evangelising, doing politics is trying to achieve a better world or participating in the moral reform of society so that it becomes better." 26

Molitor Michel, Christianity and resistance. Conference at the Vicariate of Brussels and the Bishopric of Liège, January 2017.





# Our thematic objectives

s part of our mission, we want to target priority areas through which we will be able to improve the quality and scope of our work and achieve greater impact.

We have identified five working themes that have been formulated to show the importance of access to fundamental rights. This work is part of the ambition to achieve the Sustainable Development Goals in 2030.



#### Specific objective n°1

THE RIGHT TO ACCESS TO RESOURCES



#### Specific objective n°2

THE RIGHT TO A WORTHY LIFE



#### Specific objective n°3

THE RIGHTS OF CHILDREN AND YOUTH



#### Specific transversal n°1

CIVIL AND POLITICAL RIGHTS



#### Specific transversal n°2

THE RIGHTS TO GENDER EQUALITY



#### Specific objective n°1

#### THE RIGHT TO ACCESS TO RESOURCES

#### WHY THIS THEME?

Human intervention has lost its "friendly" character to adopt a voracious and predatory attitude which tends to coerce reality to the exhaustion of all available natural resources. To counter this phenomenon which seriously harms life, it is necessary to seek alternative economic models, more sustainable, more respectful of nature, with a solid spiritual foundation.<sup>27</sup> In the 17 UN Sustainable Development Goals,

included in a document entitled Transforming our world: the 2030 Agenda for Sustainable Development<sup>28</sup>, it is reported that 500 million smallholder farms provide up to 80% of the food consumed in developing countries. Yet one in ten people in these countries still live on less than \$1.90 a day and millions of others barely earn more. In this context, women are systematically poorer and more excluded than men. Finally, our unrestrained consumption leads to

#### **OUR OBJECTIVE**

Through our preferential option for the poor, we support communities which, while respecting their culture and spirituality, exercise their rights of access to resources and control of natural resources and who benefit from sustainable use and sustainable management of these resources. The challenges linked to food and the ecological transition in agriculture, the land and the regulation of international trade are at the heart of our action.

## EXPECTED RESULTS BY 2024

**Result 1**: The communities exercise their rights to access and control resources and improve their living conditions in a fair and sustainable manner.

Result 2: Obstacles to the exercise of the right to resources are identified and alternatives are proposed to remedy them. Populations, decision-makers in the north and south and international institutions are aware of these obstacles and adopt favourable policies. Communities both in Belgium and in southern countries are mobilizing.

<sup>&</sup>lt;sup>27</sup> See the final document of the Synod entitled Amazon: new paths for the Church and for an integral ecology sure www.vatican.va/roman\_curia/synod/documents/rc\_synod\_doc\_20191026\_sinodo-amazzonia\_en.html

<sup>28</sup> sustainabledevelopment.un.org/post2015/transformingourworld

climate change that firstly affects the poorest women on the planet.

The right to resources refers to access of individuals and communities to participative, fair and sustainable management of resources for their full development and fulfilment. This right is part of a vision of ecology and integral human development and has an economic, political and social dimension as well as a cultural and spiritual one. It is in this context that we pay particular attention to the right to

food and support the ecological transition in agriculture, including its necessary commercial dimension faccess to the market, etc.).

Access to resources is the main theme of Entraide et Fraternité in 2020-2024. It offers a holistic approach to the theme of the right to food which we have addressed in previous years. The right of people to access resources must be understood as part of an integral ecology.

#### TO REACH THIS OBJECTIVE

- 1 We support initiatives which approach agro-ecology through environmental, political, sociocultural, economic and spiritual issues.
- We are strengthening agricultural programmes that respond to and mitigate the effects of climate change.
- We are strengthening our work on the peoples' right to access natural resources through rigorous analyses.
- We approach this theme with a particular look at gender inequalities and the rights of children and young people.

- We participate in **networks** to increase our ability to present agro-ecology as a serious and viable alternative.
- 6 We are fighting to prevent the signing and / or reform of trade treaties and targeted investment and work to regulate international trade (national and international regulations). We analyse the impacts of these treaties on populations in order to raise awareness and mobilise them.
- 7 NEW

We **denounce land grabbing** for agro-industrial projects that violate the rights of rural communities.



#### Specific objective n°2

#### THE RIGHT TO A WORTHY LIFE

#### WHY THIS THEME?

Poverty is increasing, and not only in southern countries. Belgium has a very sad record<sup>29</sup>: in 1995, the number of beneficiaries of food banks was 70,000... it is 100,000 more today. Single-parent families (especially mothers) and young people are particularly impacted. The increase in the number of homeless people as well as people signing up for the public social services centers are other revolting examples. The administrative constraints, but also the

reduction in the structural budgets allocated to associations, are among the many difficulties experienced by those acting in the fight against poverty that we support. Stigmatising and blaming the person experiencing poverty reinforces their social exclusion and weakens collective solidarity. In a context of State disempowerment, our social security system, the main bulwark against poverty, is under threat. However, emergency aid cannot be seen as a single and sufficient response.

#### **OUR OBJECTIVE**

We contribute to the construction of human dignity in Belgium by financially supporting projects that fight against poverty and its structural causes and by creating times for meeting and debate for citizens and associations. We support the transition to a more just and ecologically sustainable model of society. Reinforced by the experience and reflection of our partners, and thanks to our associative networks, we participate in the political debate so that human rights are a real concern for our Belgian political leaders.

# **EXPECTED RESULTS**BY 2024

Result 1: Associations combating poverty in French-speaking and German-speaking Belgium are supported in their efforts to combat poverty and participate in structural changes in society.

Result 2: Those acting in the fight against poverty (associations, Church structures, political representatives, volunteers, citizens, etc.) are mobilised individually and collectively to promote and defend human dignity and succeed in making their political demands heard.

<sup>&</sup>lt;sup>29</sup> See the inter-federal poverty barometer at enquete.mi-is.be/barometer/fr

Dignity consists in having the right to be an actor in one's own personal and collective history, thereby sharing in the economic, social, intellectual, cultural and spiritual riches of society. In our view, poverty is an attack on human dignity. It is a multidimensional, structural and systemic reality from which we will only emerge by fighting against the individualisation of responsibility. The emancipation of citizens requires collective responsibility. It is therefore a question of constantly reminding political actors

of their responsibility to conduct fair social or economic policies, based on solidarity mechanisms.

For us, climate change contributes to social and economic inequalities... and vice versa: the fight against inequalities is a necessary lever for the transition to a fair and environmentally-friendly society. Social justice and environmental justice are inseparable. The right to a dignified life is the main theme of Action Vivre Ensemble.

#### TO REACH THIS OBJECTIVE



We are setting up an evaluation of our support work for associations fighting poverty and take into account the recommendations to strengthen our approach. This work is carried out in consultation with our working committees made up of experts inside and outside our associations.

We are developing work to analyse the issues relating to the fight against poverty and are widely disseminating our proposals for alternatives.

- We continue our work of awareness raising and lifelong learning with diverse audiences (solidarity teams, volunteers, associations, etc.).
- We strengthen the visibility of our work of resistance to injustices through an increased presence in the media and social networks.
- 5 We are strengthening an active presence in Belgian networks' fight against poverty and for social justice.



#### Specific objective n°3

#### THE RIGHTS OF CHILDREN AND YOUTH

#### WHY THIS THEME?

Children represent more than a third of the world population and this percentage is increasing significantly in southern countries. Although progress has been made in recent years, the situation of children around the world is still worrying; many children continue to be victims of violence, abuse or even discrimination. Poverty remains the main factor violating children's rights. Currently in Belgium, 40% of children in Brussels and 25% of children in Wallonia live below the poverty line, that is no less than 80,000 children aged 0 to 6 affected by this scourge in the Wallonia-Brussels Federation.

#### **OUR OBJECTIVE**



We support initiatives in southern countries just as in Belgium, which give more space, visibility and power to children and young people. Initiatives which place children and young people at the centre of the action and which offer spaces where everyone, whatever their age, gender or origin, is heard, protected and respected. The participation is seen as a means and an objective.

# EXPECTED RESULTS BY 2024

Result 1: Communities, service providers (child protection services, day care centres, schools), local authorities as well as children and young people themselves have the means to prevent, respond to and report situations of violence (physical, psychological, institutional, etc.) towards them.

Result 2: Young people and children are recognised and recognise themselves as the first spokespersons for their experiences and their daily lives. They contribute to the construction of solutions concerning them on the political, climatic, social and cultural level.

People under the age of 25 make up almost half of the world's population and therefore half of its potential. Youth remains an important demographic aspect and taking this category into account is a global democratic concern. It is also overexposed to world conflicts, migration, extreme poverty and climate change.

In this context, the rights of children and young people are an essential aspect of a fair society based on an approach in defence of human rights. Although these rights constitute an indivisible whole, we emphasise the right to participate.

#### TO REACH THIS OBJECTIVE

- We document the impact of the role of children and young people and we are developing expertise in the field linked to field projects. We are deconstructing the main obstacles (paternalism, authoritarianism, assistance) to the implementation of a rights-based approach.
- We are strengthening our work on the rights of children and young people with an analysis and dissemination of good practices and case studies to influence awareness.

- We are developing partnerships which are aligned with our vision as well as the projects led by young people.
- We integrate a specific look at the situations of the rights of children and young people in our work on the right to resources, civil and political rights and gender equality.
- We are strengthening our engagement with networks sharing the same political orientations
- We are developing clear beacons and outcome indicators for monitoring and success of our work programs.



# Transversal objective n°1 CIVIL AND POLITICAL RIGHTS

#### WHY THIS THEME?

In 2018, 321 human rights defenders in 27 countries were targeted and killed because of their work. This is the highest number ever recorded according to the data collected. Over three quarters of the total number of assassinated activists defended the right to land, the environment and the rights of indigenous people, often in the context of opposition to mining projects

or mega-projects supported by the government.<sup>30</sup> This data goes hand in hand with **the shrinking civic space observed over the past decade, in both northern and southern countries.** In principle, the new regulations aim to strengthen the governance and accountability of civil society and to assert national sovereignty over the development process. In practice, however, efforts to regulate civic space are often a heavy mixture of stigma and

#### **OUR OBJECTIVE**

We work to protect the civil and political rights of individuals and organisations, particularly those involved in access to resources which are the subject of criminalisation by the powers that be, and who fight, in northern and southern countries, against unequal power structures and offer viable alternatives. These rights are discussed in a horizontal way across all of our programmes.

# EXPECTED RESULTS BY 2024

Result 1: The criminalised and weakened social movements, mainly in the countries of the south, are supported through capacity building programmes, networking, financial support, etc.

Result 2: The supported and mobilised communities, in Belgium as in the southern countries, understand and undertake mobilisation and advocacy actions for civil and political rights.

www.frontlinedefenders.org/fr/resource-publication/global-analysis-2018

delegitimisation, selective application of rules and restrictions, violence and impunity for violence against actors and civic groups, motivated by the concentration or consolidation of political power.

Civil and political rights have traditionally been those which seek to protect individuals from the State. But we also design these rights collectively. Civil and political rights include, among

other things, freedom of expression, freedom of thought, conscience and religion, freedom of assembly, association and peaceful assembly, the right to freedom of movement and to security, the right to property and the right to nationality.

We defend civil and political rights because these rights come from political choices: their use is a driver and a vector of all rights.

#### TO REACH THIS OBJECTIVE

- We are deepening our work on civil and political rights by making it one rigorous analysis of the situation in the countries where we operate. Particular attention will be paid to the poorest populations, to women and to defenders of civil and political rights.
- 2 Our target audiences are informed of the situation of civil and political rights in our regions of intervention and are mobilizing in order that they are respected.
- We support the **networking of organisations** with which we work.
- We actively participate in our advocacy networks.



We maintain an annual financial envelope to support individuals threatened due to their work in defence of civil and political rights.

- 6 We develop proposals social and civil struggle projects or actions aimed at respecting civil and political rights on questions of access to resources.
- We systematically integrate civil and political rights in our different work programmes subject to public and private donors.
- 8 We are strengthening our monitoring and evaluation system allowing us to measure the impact of our actions in the area of civil and political rights, including the amounts to be allocated to the financing of projects in Belgium and in the countries of the south.



#### Transversal objective n°2

#### THE RIGHT TO GENDER EQUALITY

#### WHY THIS THEME?

Despite the wide media coverage in recent years by feminist movements, women continue to be the first victims of social, economic and cultural inequalities. One in three women in Belgium has experienced sexual or physical violence during their lifetime.<sup>31</sup> Women are also the primary victims of cuts in public budgets. In southern countries, mainly women have to face

the effects of global warming and they are the first victims of wars, rape continuing to be used as a weapon of war. Although they are pillars of the local economy via, among other things, the development of family farming projects, they are finding it increasingly difficult to provide for their families.

We consider gender as an essential reading grid referring to norms, stereotypes, expectations, expected

#### **OUR OBJECTIVE**

We contribute to building a culture of gender equality by integrating this approach in a horizontal way. Particularly by supporting projects that take this dimension into account, actively contributing to the political debate led by our partners and raising awareness among our audiences, in Belgium as in southern countries.

#### EXPECTED RESULTS BY 2024

Result 1: We integrate gender equality as a fundamental requirement to carry out our missions of supporting development projects and fighting poverty.

Result 2: Our different audiences (including political decision-makers) and partners (including religious decision-makers) are raised awareness about the importance of a gendered approach in the different actions we carry out with them.

<sup>31</sup> www.cncd.be/SHE-HAD-A-NAME-Contre-les

behaviours for one or the other sex, which are socio-cultural constructions capable of being modified. Gender equality therefore means that the rights, responsibilities and possibilities that are offered to a person will not depend on whether they are born of either sex

Our associations have historically received the mission of being attentive to the most excluded people. This

implies working, in Belgium as in our partner countries, on mechanisms that exclude citizens because of their gender, and to work with them so that they are able to take an active part in society.

#### TO REACH THIS OBJECTIVE

- We are developing a culture of gender equality internal to our associations and with all of our stakeholders. This involves, among other things:
  - an internal inventory to assess the integration of gender in our different approaches,
    - the dynamic work of our working committee made up of experts inside and outside our associations,
    - a logic of continuous training for our stakeholders,
    - updating and appropriation of our gender charter.
- We systematically integrate gender in our different work programmes subject to both public and private donors.

- We are strengthening our monitoring and evaluation system allowing us to measure the impact of our actions regarding gender, including the amounts to be allocated to project funding in Belgium and in the countries of the south.
- We integrate a gender analysis (cross-cutting and specific) in our communication and awareness-raising tools (including during our annual campaigns) for our stakeholders and our various audiences.
- (5) We contribute to the collective efforts of our associative **networks** and we are strengthening these.



# Our internal strategic goals

n addition to the identified themes, we have chosen to focus our efforts on five types of internal strategic objectives which we must achieve if we are to be able to achieve our mission and which will be translated into concrete action plans.

- OUR ASSUMED CHRISTIAN IDENTITY AND TARGET AUDIENCES
- A JOINT AND STRENGTHENED POLITICAL WORK TO OUR TWO ASSOCIATIONS
- STRENGTHENED LINKS BETWEEN NORTH AND SOUTH
- A CONSOLIDATED EDUCATIONAL MISSION
- AN EXEMPLARY ORGANISATION

  5.1 An organisation with integrity and accountability

  5.2 An organisation which evaluates, learns from its practices and improves



#### Strategic objective n°1

OUR ASSUMED CHRISTIAN IDENTITY AND TARGET AUDIENCES

#### WHY THIS OBJECTIVE?

If, in our struggle, we join men and women from all walks of life sharing our desire to build a world free from injustice and exploitation, our work and our action are nourished by the teachings of the Gospel.

Today, this fundamental inspiration still guides our associations. We still hope that our work and our action will participate in what could be called an effective gospel history, that is to say the coming of a just and united world, open to all and concerned for the young.

#### **OUR OBJECTIVE**

We encourage solidarity action inspired by the Gospel, and in a way that is adapted to our different audiences.

# EXPECTED RESULTS BY 2024

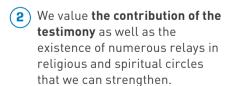
Result 1: We accept our Christian identity and we are able to address everyone. While remaining active in the parishes, our associations reach Christians outside the parishes.

Result 2: Our bond with the Church institution remains strong while maintaining a free and critical posture and fully exercising, in all circumstances, our missions for social justice and the protection of the dignity of all.

#### TO REACH THIS OBJECTIVE



We are setting up an educational strategy to work with the new audiences identified.





We organise **spiritual events** and training for staff to allow them to orient themselves more to new audiences.

We pay attention to what our identity and our Christian "message" embodies in all our activities of education, partnership and advocacy with Church institutions.



## Strategic objective n°2

A JOINT AND STRENGTHENED POLITICAL WORK TO OUR TWO ASSOCIATIONS

#### WHY THIS OBJECTIVE?

Our mission aims for a structural change which involves supporting the action of our partners in the field and the mobilisation of citizens who will, in turn, feed an inquiry of political actors. A work of joint and reinforced advocacy therefore seems essential to us in order to carry out our missions.

#### **OUR OBJECTIVE**

We are a recognised actor of political change. Our proposals are supported by the entire organisation and nourished by our partners from the north and the south thanks to reinforced political work.

#### **EXPECTED RESULTS BY 2024**

Result 1: We are a step ahead in terms of news, messages and political action and we position ourselves as a recognised actor of political change. Our publications are read by a wide audience and find resonance beyond our usual audience.

Result 2: Socio-political exchanges with our partners in the north and south are strengthened in order to co-construct our positions and our advocacy actions, which allows us to carry a strong message at a political level.

#### TO REACH THIS OBJECTIVE

- 1 We specify our angles of analysis, we identify our favourite subjects and develop shared internal skills around them through joint missions.
- We organise in-house training to share knowledge, create more links between our different sectors, strengthen our specialisation and deepen our content.
- We are strengthening our internal political positioning, thanks to:

- the profile and skills of the members of the International Partnership Department,
- a political sector whose working time will be reinforced and whose north-south links appear to be central,
- one political citizen mobilisation which gives legitimacy to our appeals.
- We are strengthening the dissemination of our messages in southern countries to clarify our positioning and that of our partners with efficient centralisation of information.



### Strategic objective n°3

#### STRENGTHENED LINKS BETWEEN NORTH AND SOUTH

#### WHY THIS OBJECTIVE?

The international context shows this to us every day: our way of life and the technical knowhow which accompanies it means that the "world is a village" where sociopolitical and economic issues are interconnected. Our unique ability to create bridges between north and south is to be considered as a real added value in today's ecclesial and associative context.

#### **OUR OBJECTIVE**

We are responsible for picking and making known the point of view agreed between our partners in the north and south. For this, these partners are in contact, know each other and interact in a sustainable global movement.

#### **EXPECTED RESULTS BY 2024**

Result 1: We position ourselves as having a role of networking, mobilisation and proposal to ensure that all the conditions are in place so that a link can exist if the partners of the north and the south want it.

Result 2: The political demands that we share within our associative networks and that we bring to Belgian and European political decision-makers take into account the complex geopolitical analysis and links of interdependence that exist between the porth and south

#### TO REACH THIS OBJECTIVE



We are developing **common themes for reflection and action**for partners in Belgium and in
southern countries.

We organise reflection time and make communication tools allowing our partners, in Belgium as in southern countries, to share, if possible together and with us, their priorities in terms of their analysis of society's challenges.

#### TO REACH THIS OBJECTIVE

- 1 We are developing consolidated expertise on our subjects and we carry out environmental analyses in connection with the political service, including political positions.
- We carry out educational work throughout the year from our work themes.



## Strategic objective n°4

#### A CONSOLIDATED EDUCATIONAL MISSION

#### WHY THIS OBJECTIVE?

We have recognised expertise in Global Citizenship and Solidarity Education (GCSE), whether in schools of the Wallonia-Brussels Federation or with adult audiences. The GCSE and lifelong education are the central tools for transmitting and raising awareness of democratic values, as well as a bulwark to counter the rise of the extreme right. The development of this line of work is therefore expected by our partners.

#### **OUR OBJECTIVE**

We support our audiences in Belgium so that they become even more actors (individually and collectively) of change in the north and in southern countries, for a united world where human rights and social justice are a reality.

#### **EXPECTED RESULTS BY 2024**

Result 1: Our associations act by stimulating and supporting mobilisation, change and transition. We propose means of political mobilisation - citizen and collective - for which our methods are a means and not an end.

Result 2: We are implementing an ongoing educational process with our audiences, which is based, among other things, on the highlights of our awareness campaigns.



We conduct **awareness and mobilisation campaigns** nourished by our political positioning.

- We facilitate the **feedback from the field** from our partners to be even
  more attentive to them and to fuel our
  mobilisations.
- We are setting up a **proactive communication platform** thanks to a
  clear positioning on topical themes
  related to our work themes and our
  countries of intervention.
- 6 We are implementing exchange spaces internally and with our audiences on current topics, and on our content to guide the actions to be implemented in a participative and engaging way.
- 7 We highlight our educational approach, including its translation of terms to donors, both public and private, monitoring and evaluation within the various work programmes subject to both public and private donors.



## Strategic objective n°5.1

# AN ORGANISATION WITH INTEGRITY AND ACCOUNTABILITY

#### OUR OBJECTIVE

We are able to demonstrate the impact of our actions and strengthen the confidence of our stakeholders. We have clear, functional mechanisms known to all, to attest to our integrity and accountability.

# EXPECTED RESULTS BY 2024

Result 1: We have a strategy and practices that make a difference and are able to demonstrate this to all of our stakeholders. Our donors and stakeholders trust us and all the Church's actors recognise us as an essential actor of solidarity.

Result 2: We promote and encourage integrity practices within our organisation and with our partners. Thus, all of our employees, volunteers, interns and partners sign and refer to our code of ethics by incorporating it into their practices.

#### NEW

#### TO REACH THIS OBJECTIVE

- We are developing a code of ethics to be signed by all our employees, volunteers, trainees and partners and we define the measures applicable in the event of noncompliance with it.
- We are setting up a management system for complaints and to decrease internal and external risks related to integrity.
- We are identifying an Integrity and Accountability Advisor as a reference person on these subjects.
- We define our **positioning** related to integrity issues and share these with our peers and our audiences.
- We communicate at least once a year globally on breaches of integrity, including from our complaint tracking.



## Strategic objective n°5.2

AN ORGANISATION WHICH EVALUATES,
I FARNS FROM ITS PRACTICES AND IMPROVES

#### OUR OBJECTIVE

We take the time to take stock of our practices and do so in consultation with our various stakeholders (donors, stakeholders and partners) to guarantee relevant action that meets their needs while ensuring that they are consistent with our values.

#### **EXPECTED RESULTS BY 2024**

**Result 1:** We have several indicators and factual data allowing us to objectively assess the quality of our actions and those of our partners in order to rigorously monitor them.

Result 2: Our associations have forged a culture of learning through a set of methods and processes that facilitate the sharing of knowledge and the continuous improvement of our programmes.

#### TO REACH THIS OBJECTIVE

- We are developing an overall monitoring and evaluation system and impact measurement for us and for all our donors, in consultation with our partners.
- We define our **indicators** of monitoring-evaluation-learning and monitoring processes and methods
- We formalise the integration of the learning stage in the cycle

of our projects for taking into account the lessons learned in the formulation of a new project/programme.



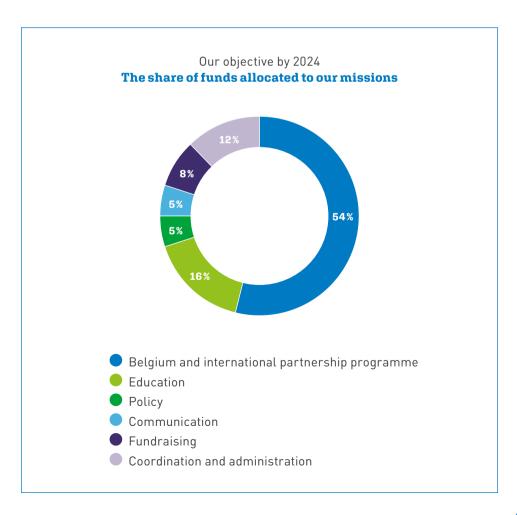
- We support coordinators from each country in a monitoring-evaluation-learning cycle as well as in collecting factual data.
- We train each **newcomer** to our associations in a result and impact culture.



# The means that we give ourselves

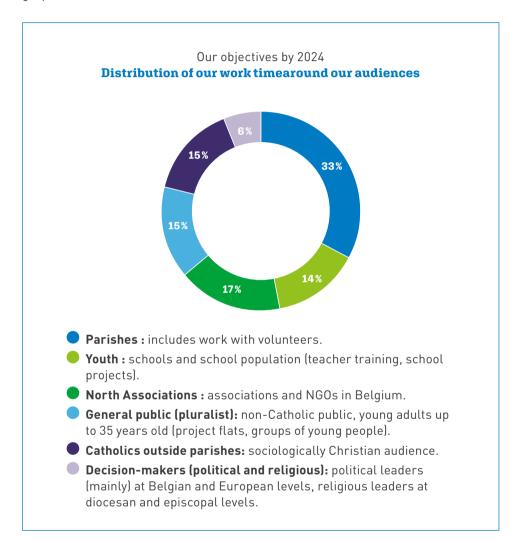
#### THE SHARE OF FUNDS ALLOCATED TO OUR MISSIONS

By 2024, our ambition is to strengthen the financial envelope intended for partnership programmes as well as political work. We wish to maintain the existing education envelope by building on past investments and a relative reduction in administrative burdens.



#### THE EVOLUTION OF TYPOLOGY OF OUR AUDIENCES

Faced with the evolution of the Church's audience and given our mission, we must work in dialogue with the Church to renew and rejuvenate our audiences. By 2024, we therefore wish to see our working time allocated to the public according to the graph below.



# A STRENGTHENED AND DEPLOYED FUND-RAISING STRATEGY

The current context in terms of financial returns is no longer the one that our organisations have known in the past: today, solidarity raising during the liturgical times of Advent and of Share Lent are no longer sufficient to finance our mission in its three dimensions (education, project support and policy), and our loyal donors are ageing.

If we want to continue to be jointly ambitious, we must diversify and renew our sources of funding (public and private) while keeping clear guidelines, which are respect for our values of integrity and respect for our partners.

#### **OUR METHOD OF GOVERNANCE**

In the background is the question of the method of governance that can help us (guide us) to fulfil our mission. We are committed to ensuring governance that guarantees sound management, circularity and the fluidity of our operations, which defines and respects individual and collective roles and responsibilities. This must be done in accordance with our values: trust and accountability, respect (which implies among other things recognition of the work provided) and transparency (including communication).

#### This involves:

- reflecting on the implications of the method of governance chosen by the institution: with levels of responsibility and methods of participation and co-construction,
- clarifying the roles and responsibilities, individual and collective, at each level of the organisation,
- enriching daily life whilst being visionary (managing to make choices and set priorities).
- guaranteeing real complementarity and cooperation between departments,
- allowing everyone to train and share their knowledge and experiences.

# Acknowledgements

This strategic framework is the result of collective work which brought together the members of the board of directors, volunteers and all permanent members of Entraide et Fraternité and of Action Vivre Ensemble. We extend our warm thanks to them for their commitment alongside us.

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Thanks to the representatives of close partners who shed light on complex contextual issues.

The section on the Belgian and international political context is largely inspired by two round tables.

- 1. Round table What development are we working for? (06/06/2019) with Arnaud Zacharie (secretary general of CNCD-11 11 11.), Florence Sitwaminya (coordinator of CREDDHO-Congo), Jean-Claude Brau (trainer at CEFOC), Josianne Gauthier (secretary general of CIDSE) and Michèle Deworme (director at the Directorate-General for Development Cooperation-DGD).
- 2. Round table Fighting poverty: with whom and how? (12/09/2019) with Adrien de Vreese (president of the St-Vincent-de-Paul association), Élodie Dessy (researcher at the Center for Social Economy, University of Liège), Quentin Martens (King Baudouin Foundation) and Soizic Dubot (national coordinator for Women's Life).

Finally, thanks to Lucie Barthlen for her methodological support and her great experience in the use of collective intelligence animation tools.

# So that the Earth may be FAIRER! Against poverty, I choose SOLIDARITY!



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