



GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION  
ONLUS

# 2018 ANNUAL REPORT

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STRENGTHENING  
A GLOBAL PARTNERSHIP  
FOR MISSION





## A message from GSIF's President

With great joy and gratitude, the Good Shepherd International Foundation celebrated its 10th anniversary in April 2018. Words frequently used by guests invited to the event to describe the accomplishments of GSIF were “amazement”, “admiration” and “awe” in recognition of the growth, creativity and outstanding results from projects supported by GSIF over the last ten years.

The universal vision and love of the founder of the Sisters of Our Lady of Charity of the Good Shepherd have inspired GSIF to reach beyond borders that keep us separated, to embrace changes necessary for the growth of women and children, and to empower and strengthen communities. GSIF participates in and has created partnerships to have a more effective voice in the global arena and to actualize the vision of a world where women and children can live in safety, grow to their full potential and contribute to the well-being of their communities.

It gives me great pleasure, on behalf of GSIF's Board of Directors, to present the 2018 Annual Report. The high level of excellence evidenced in the local projects reflects the work of many people and groups. Blessings and gratitude to all those who, through their commitment and generosity, have made the work of the last ten years possible.

**Sr. Elaine Basinger**

President of the Good Shepherd International Foundation



**“Let your love and zeal be universal; extending to all and everything.”**

St. Mary Euphrasia

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# GOOD SHEPHERD INTERNATIONAL FOUNDATION

The Good Shepherd International Foundation is a non-profit organization established in Rome to support the programs of the Sisters of Our Lady of Charity of the Good Shepherd for vulnerable children, girls and women. Our projects promote the rights of people living in poverty, affected by human trafficking, migration, gender-based violence and other violations of human rights.



## SUMMARY

# Ten Years of the Good Shepherd International Foundation

### CELEBRATING A GLOBAL PARTNERSHIP

2018 marks ten years of the Good Shepherd International Foundation. It is a good moment to reflect on the results achieved and on the model of intervention that the Foundation has implemented in partnership with the Sisters of Our Lady of Charity of the Good Shepherd and their lay partners around the world.

In 2007, the leadership of the Congregation created a small Mission Development Office (MDO) in Rome, that was turned into a foundation in 2008, to write a new and ambitious chapter in its centenary history.

In the past decade, the visionary zeal of the founders and the example of many exceptional sisters, who have led the way in promoting justice, peace and dignity for the most vulnerable, have inspired many people across Africa, Asia, Latin America, Europe and North America to come together and work with the Foundation.

From a one-person office, the Foundation has grown into an international organization, which received the “High-Performing Non-Profit” Award from the leading European philanthropic advisor Lang Italia Foundation at the 2018 Italian Philanthropy Day.

The results achieved in the past ten years are largely due to the formidable passion and generosity of a unique global network of partners, that have joined forces with the Foundation to amplify and multiply the capacities and resources available, and bring positive change in the lives of hundreds of thousands of people.

### A RENEWAL OF VOWS

In 2018, the leadership of the Congregation recognized and further articulated the Foundation’s role of catalyst and global coordinator in fundraising and mission development by stipulating a Framework Agreement.

This agreement is a “renewal of vows” that reinforces trust in the Foundation, adjusts its relationships with the different “bodies” of the Congregation, and enables it to respond to the challenges of a fast-changing environment in which all organizations need to raise their level of professionalism and accountability.

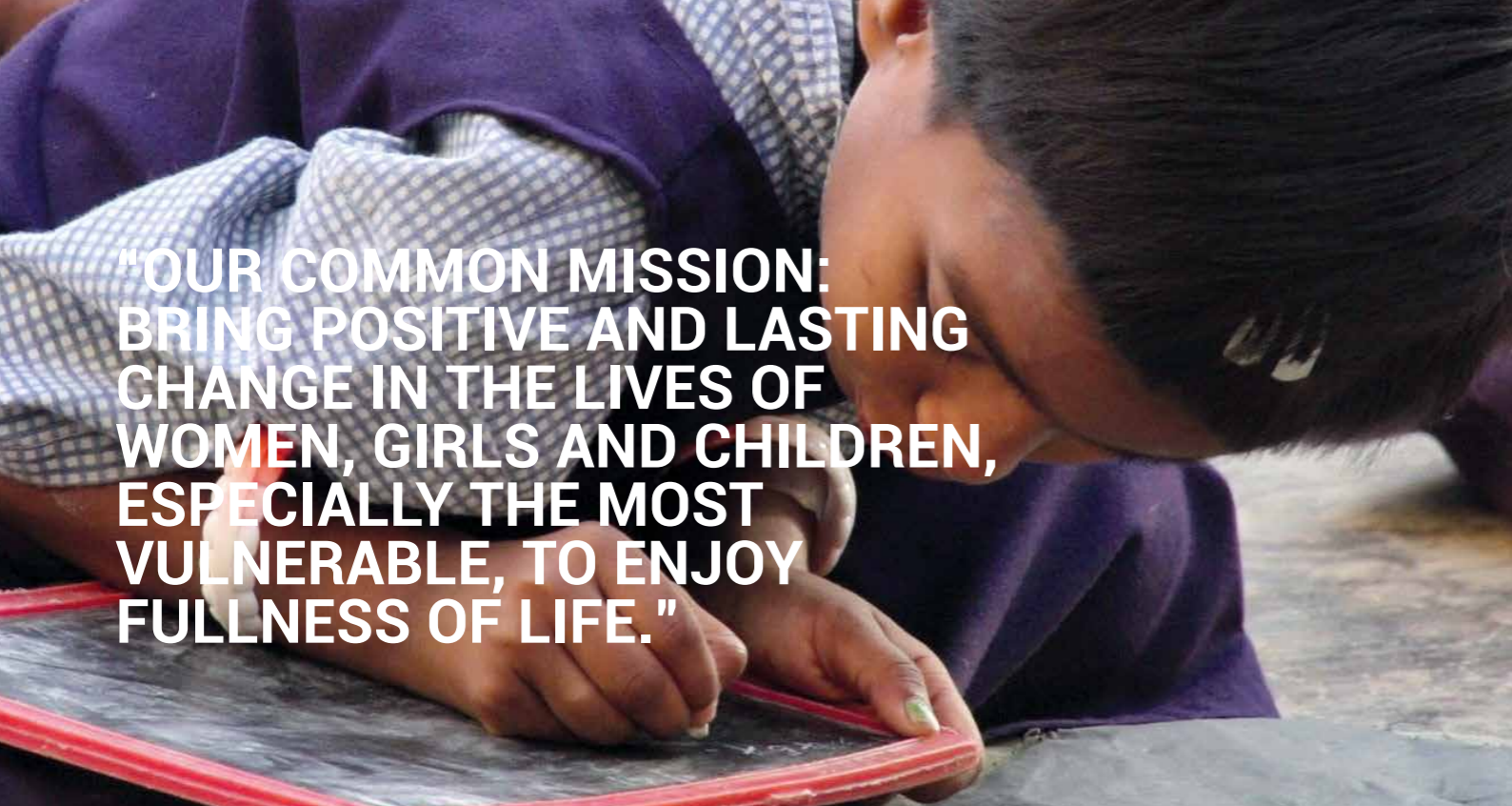
The agreement has given new impetus to GSIF and its partners to implement its Theory of Change 2017-2021.

### IMPLEMENTING THE THEORY OF CHANGE

In 2018, the GSIF team and its local partners focused primarily on: policy and capacity development, with their affiliation to the Keeping Children Safe network, to develop a global policy for child safeguarding; and on increased cooperation, creating or consolidating local structures, such as a new branch in Nepal, and reinforcing regional offices in Malaysia and Bolivia. GSIF has also consolidated its coordinating role with US funders, joining the board of the Congregation’s US Mission Development Corporation in St. Louis, to ensure higher levels of accountability of its projects to US funders.



**“THE RESULTS ACHIEVED IN THE PAST TEN YEARS ARE LARGELY DUE TO THE FORMIDABLE PASSION AND GENEROSITY OF A UNIQUE GLOBAL NETWORK OF PARTNERS.”**



**"OUR COMMON MISSION: BRING POSITIVE AND LASTING CHANGE IN THE LIVES OF WOMEN, GIRLS AND CHILDREN, ESPECIALLY THE MOST VULNERABLE, TO ENJOY FULLNESS OF LIFE."**

**MORE FUNDS FOR INCREASED IMPACT**

In line with Outcome 2 of its Theory of Change (*Increased and Diversified Funding for Greater Impact*), GSIF has begun to diversify its donors' portfolio.

In 2018, the target of a 5% rise in annual income has been surpassed (+9%), thanks to a larger group of internal and external funders engaged, including new private foundations and corporate donors. To ensure that such engagement is aligned with our values, GSIF has implemented Due Diligence Guidelines for Ethical Corporate Fundraising.

This has helped achieve the most important of all results, which is steadily increasing the number of people directly involved in GSIF sponsored projects: 49,270 (+22%), across 25 countries, and 175,172 people (+28%) indirectly benefitting from the projects, with a majority of women and girls (64%).

GSIF has not yet been able to develop a structured system of engagement for individual donors, which requires more efforts in communication and Customer Relationship Management, an objective that the GSIF team will carry out in 2019 and 2020, thanks to a reinforced communication department.

**GOOD PRACTICES AND MODELS OF INTERVENTION**

One of the key outcomes of our Theory of Change is to improve the quality of our programs and align them with best international practices. Due to the diversity of starting points of GSIF sponsored programs, this is the most challenging goal and will demand more coordinated efforts within the Good Shepherd network. Nonetheless, promising results have been achieved already, with the recognition of some of our programs as good practices by leading sector experts. GSIF's goal is to share these experiences across countries by creating dynamic Communities of Practices involving sisters, lay partners, volunteers and leaders.

Such programs include:

**Community Development in DR Congo**

A documented good practice is the GSIF sponsored program in DRC, Bon Pasteur Kolwezi, a multi-dimensional program focused on eradication of child labor and community development in the cobalt artisanal mines. A team of leading experts at the Columbia University Care and Protection of Children (CPC) Network, led by Professor Mark Canavera, has conducted thorough field research, acknowledging the uniqueness of the Good Shepherd's (Bon Pasteur's) model of intervention addressing the root causes of the problem within the broader framework of community development.

**Economic Justice in Andhra Pradesh**

The "Economic Justice Project for Dalit Women in Andhra Pradesh" has been recognized as a model for the economic and social empowerment of one of the most discriminated groups in Indian society. GSIF has documented the results of this program through an in-depth evaluation and the production of a short film, Mahila, presenting thirty years of amazing work developed by the Sisters to uphold the rights of Dalit women against a patriarchal and violent culture.

**Financial Inclusion in Latin America**

In Latin America, GSIF has worked to finalize the capitalization of the "Good Shepherd Women Financial Inclusion" model, that will be used to improve the quality and effectiveness of the many micro-finance and micro-credit projects of GSIF partners that integrate business development, micro-finance and women's empowerment.

**New Good Shepherd International Foundation Office in Nepal**

Finally, 2018 has been the year when the Nepalese Government has officially recognized the Good Shepherd International Foundation as an International NGO that can operate in the country to support local partners' projects in anti-trafficking, child protection, prevention of commercial sexual exploitation and women's empowerment.

**FUTURE GOALS AND CHALLENGES**

Alongside such promising results, GSIF and the Good Shepherd partners have experienced challenges and need to look more carefully into their organizational models to ensure a higher degree of responsibility to donors and beneficiaries, to build the conditions for the long-term sustainability of its programs. Many traditional donors supporting sisters' ministries are phasing out from supporting recurring costs, such as human resources and infrastructures. GSIF and its partners must, therefore, look into new ways to ensure sustainability of programs that are designed to become permanent local service providers and not one-off initiatives.

Combining social business with training and income generation is a possible way to promote self-reliance of development programs. However, this kind of initiative demands significant start-up investment and a sophisticated know-how for its implementation.

In 2019, GSIF will pilot a Social Business venture, sponsored by responsible corporations within the cobalt value chain. The project will consolidate and scale-up the business model of Bon Pasteur's women's farming cooperatives in Kolwezi, contributing to achieving gender equality, and promoting decent work and inclusive growth.

It is our hope that such efforts will help our programs bring positive and lasting change to the lives of women, girls and children, especially the most vulnerable, to enjoy fullness of life.

**Cristina Duranti**  
Director of the Good Shepherd International Foundation

# 2018 IN NUMBERS

# GOOD SHEPHERD INTERNATIONAL FOUNDATION ACROSS THE WORLD

## PROJECTS FUNDED

34

## COUNTRIES FUNDED

25

## INCOME

€ 2.9 MILLION +9%

TOTAL FUNDS\* € 3.9 MILLION

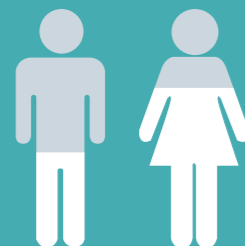
## PEOPLE DIRECTLY INVOLVED

49,000 +22%

## PEOPLE INDIRECTLY INVOLVED

175,000 +28%

36% BOYS AND MEN



64% GIRLS AND WOMEN

## COUNTRIES WHERE WE WORK

AFRICA	MIDDLE-EAST	CENTRAL AMERICA	SOUTH AMERICA	ASIA PACIFIC
Burkina Faso DR Congo Madagascar Mozambique Senegal South Sudan Kenya Angola South Africa	Syria Lebanon	El Salvador Nicaragua Costa Rica Ecuador Mexico Guatemala Honduras	Argentina Bolivia Brazil Colombia Chile Paraguay Peru Venezuela Uruguay	India Nepal Sri Lanka Vietnam Philippines Indonesia Thailand Myanmar

## OUR IMPACT AREAS



### COMMUNITY STRENGTHENING AND PARTICIPATION

We support local communities, in fragmented and conflicted societies, to strengthen social cohesion and enhance development. We support communities in becoming more inclusive and capable of providing bottom-up social welfare services to its members, especially the most vulnerable. Through community mobilization and creation of self-help groups, our programs promote civic education, social welfare, protection and financial inclusion for the most vulnerable and marginalized members of society.



### LIVELIHOOD AND ECONOMIC JUSTICE

We support community-based development projects to eradicate extreme poverty and promote economic justice, through sustainable growth for all. Our programs enhance the key role of women in economic and social development. In poor urban and rural areas, we train and assist organized self-help groups of women to start up and grow viable micro-enterprises to raise their level of income. All these programs advocate locally and internationally to change unjust structures discriminating women, to break the cycle of poverty and exploitation in which they are trapped



### CAPACITY AND ORGANIZATIONAL DEVELOPMENT

Through a network of local offices in Latin America, Asia-Pacific, Middle East and Africa, we support programs in research, needs assessment, strategic planning, monitoring and evaluation, and resource mobilization, through training and assistance in project management, to ensure the highest levels of effectiveness and accountability.



### GIRLS' AND WOMEN'S EMPOWERMENT

Our projects help to achieve Sustainable Development Goal (SDG) no.5 by engaging women and girls living in poverty, at risk of exploitation or victims of violence, in empowerment programs to raise their self-esteem and skill level, and find decent work ensuring self-sufficiency. We do this by providing holistic support to girls and women, including psycho-social assistance, counseling, reintegration in formal education, skills training, access to micro-finance and micro-credit, support for income generating activities and leadership development.



### HUMAN RIGHTS

We believe in a community-based approach to protection and promotion of human rights, in which families and local groups must be responsibly engaged in the care of the most vulnerable. Our programs are based on holistic models that integrate care, assistance, social protection, access to basic services (education, nutrition and health), economic empowerment and participation in decision making processes, to ensure that girls, women and children enjoy their basic human rights.



### EMERGENCY RELIEF

Thanks to a broad network of local partners, we offer immediate responses to the needs of populations affected by natural disasters, conflicts and other humanitarian emergencies, in partnership with local and international organizations, helping the communities in reconstruction and sustainable recovery, through a participatory approach to project planning.

**"WE HAVE SUCCESS STORIES AND GOOD PRACTICES FOR THE DEVELOPMENT OF PEOPLE WHO HAVE BEEN LEFT BEHIND."**





URANT CHE  
DA  
CHANS



**"WE BELIEVE THAT TO BUILD INCLUSIVE COMMUNITIES AND A MORE EQUITABLE SOCIETY, WE MUST EMPOWER WOMEN, SOCIALLY AND ECONOMICALLY."**

## Who We Are

The Good Shepherd International Foundation (GSIF) is the international development arm of Our Lady of Charity of the Good Shepherd (aka Good Shepherd Sisters), an international Congregation of women religious, whose mission is to work zealously with women and children, especially those who live in poverty, are exploited, abused, discriminated, trafficked or forced to migrate.

GSIF's philosophy is derived from the vision and values of the Congregation and its legacy of compassion and respect for each individual. This philosophy, handed down through generations of sisters and lay partners, permeates the way GSIF does its work as an international non-profit and non-governmental organization.

GSIF believes in a human rights-based approach to development and in cooperation between countries to deliver sustainable development. GSIF believes that such development is better achieved through community-based and family-based systems, that have been largely recognized as the most effective in protecting and empowering the rights of girls, women and children.

GSIF believes that, to build inclusive communities and a more equitable society, we must empower women, socially and economically.

GSIF has observed that communities thrive when their members, especially the most vulnerable, have opportunities to express their ideas and participate in decision making.



GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION  
ONLUS



CONGREGATION OF  
OUR LADY OF CHARITY  
OF THE GOOD SHEPHERD

## Vision

We envision inclusive societies where girls, women and children are empowered and enjoy full human rights.

## Mission

GSIF is a value-based non-profit organization committed to supporting the programs of the Sisters of Our Lady of Charity of the Good Shepherd for vulnerable children, girls and women, promoting the rights of people living in poverty, affected by human trafficking, migration, gender-based violence and other forms of discrimination.

## Values



**Person-centered approach to development**



**Inclusion**



**Trust and respect**



**Partnership and collaboration**



**Transparency and accountability**

# What We Do

The Good Shepherd International Foundation supports the programs of the Sisters of Our Lady of Charity of the Good Shepherd and their partners in Africa, Asia and Latin America, that strive to protect and promote human rights and economic justice in the poorest countries and communities of the world, with the objective of eradicating poverty, preventing human trafficking, protecting the rights of migrants, and protecting girls, women and children from all forms of violence and discrimination.

We do this through:

- developing the capacities of local partners;
- mobilizing resources to improve the quality of programs and serve more people in need;
- promoting good practices in service provision;
- ensuring continuous organizational development.

We believe that the best way to concretize our values is to support programs that:

- combine women's economic and social empowerment;
- promote community-based and family-based child protection;
- are based on a participatory approach in planning and implementation of actions, involving beneficiaries and communities in identifying priorities and methods for intervention;
- are centered on the protection and promotion of human rights of girls, women and children;
- are outcome-oriented, measurable and sustainable.



**“WE STRIVE TO PROTECT AND PROMOTE HUMAN RIGHTS AND ECONOMIC JUSTICE FOR ALL.”**

**"WE ARE COMMITTED TO SUPPORTING THE DEVELOPMENT OF EFFECTIVE GOOD SHEPHERD PROJECTS, TO DELIVER THE BEST SERVICES TO CHILDREN, GIRLS AND WOMEN."**

## Structure and Governance

The Good Shepherd International Foundation (GSIF) has been established by the Congregational Leadership Team (CLT) of the Sisters of Our Lady of Charity of the Good Shepherd in Rome, to assist those Units of the Congregation that are most in need of financial and technical support to start or develop their programs. The CLT has entrusted GSIF to coordinate fundraising from international donors towards programs in the target countries. The goal is that all programs receiving grants and donations comply with good practices in project management and accountability, and provide the best services to girls, women and children.

The structure of GSIF has evolved over the years with the creation of an international board. This board includes religious and lay members. Over time, the Foundation has hired specialized staff in response to the growing demand for support. This support has been extended from primarily seeking funds, to planning and providing training.

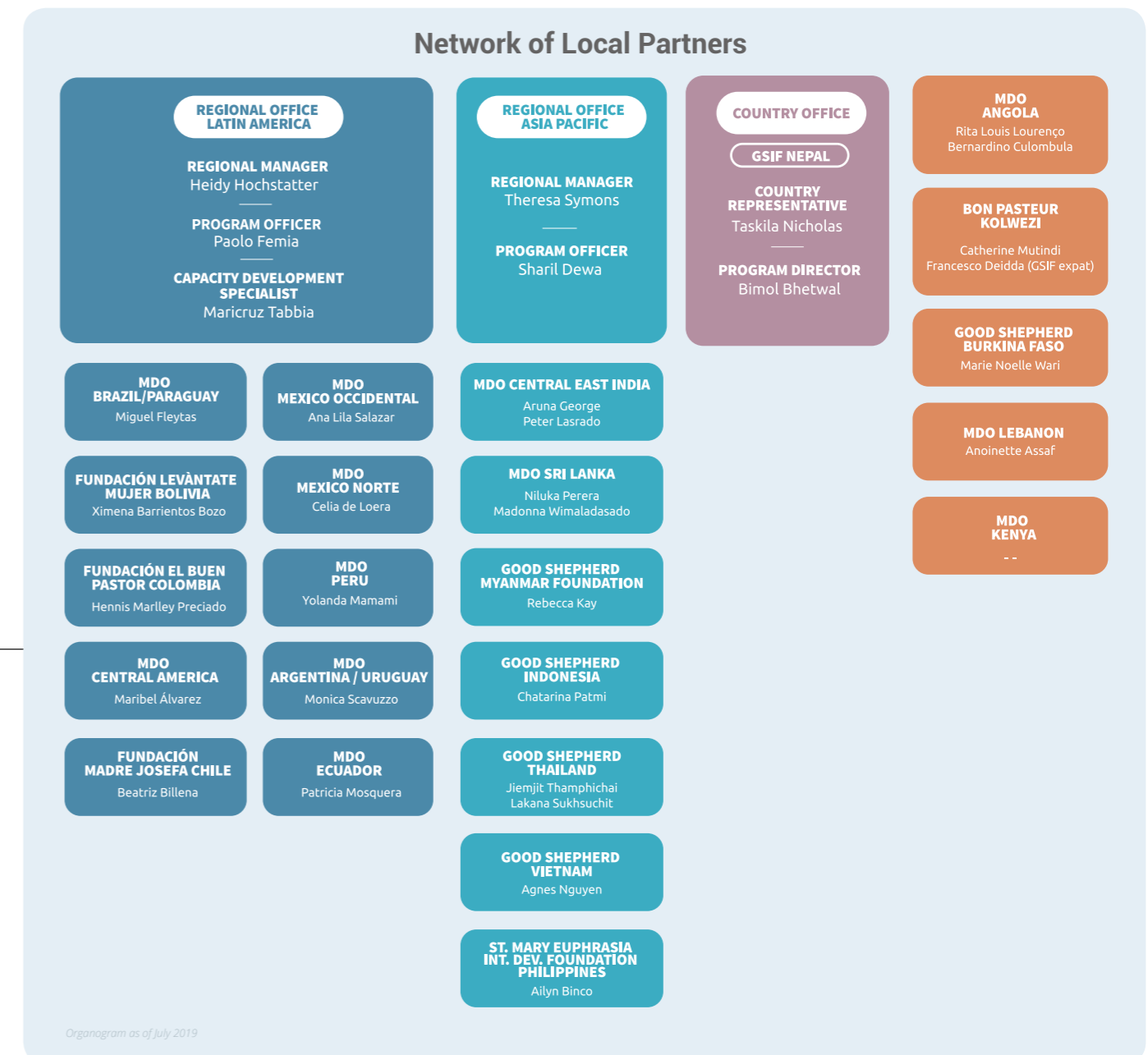
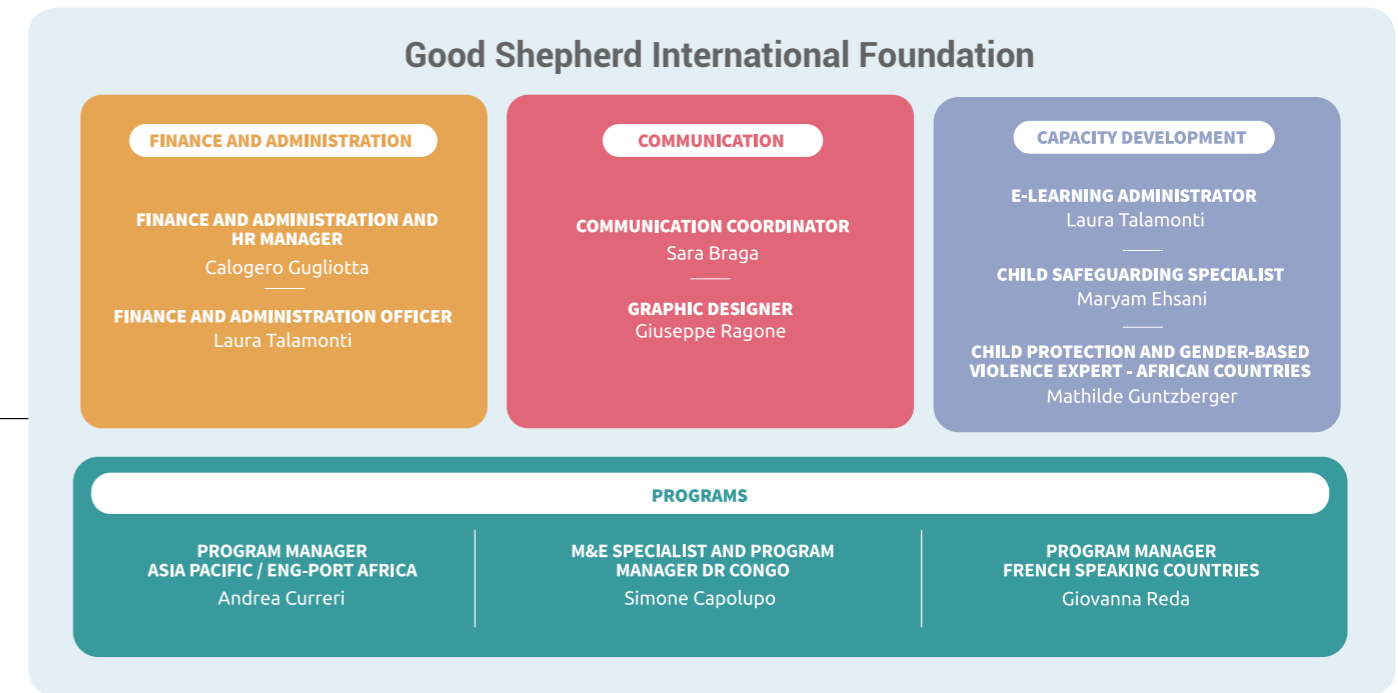
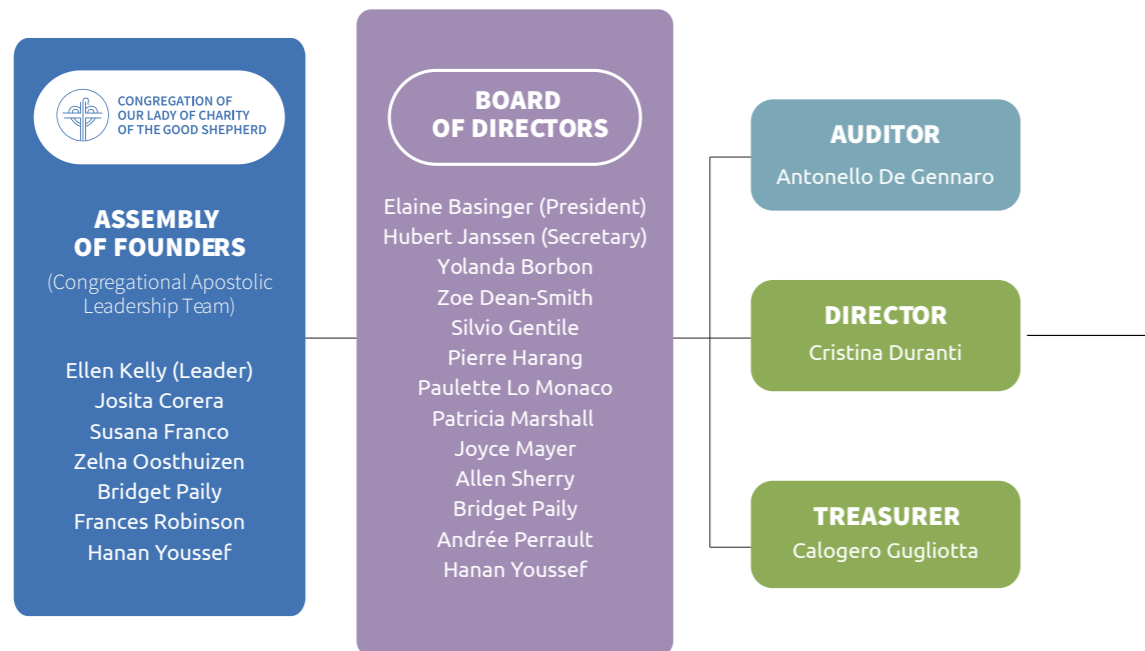
Since 2010, GSIF has worked with the Congregational and Unit leaders to support the creation of national Mission Development Offices (MDOs) which liaise with the team in Rome in the following areas:

- fundraising;
- training;
- policy and capacity development;
- strategic planning;
- management of grants and programs;
- networking at regional and international level.

While these offices work in coordination with the GSIF team in Rome, they are provincial offices under the responsibility of the local Unit leader or her delegate. In 2012, the Circle of Leaders of Latin America (REAL) began a process of coordination with GSIF for the development of the mission in the region and agreed to establish a regional MDO, that is currently managed by Ms. Heidi Hochstatter, based in Bolivia. The Circle of Asia Pacific Provincials (APC) initiated a similar process in 2015, with the creation of a regional MDO, managed by Ms. Theresa Symons and based in Malaysia.

Since 2018, these offices form part of the GSIF structure and their managers are accountable to the GSIF director. Nonetheless, their key role is to implement the directions and the plans agreed with the Circles of Leaders in the regions, and they report to the Circles regularly. As regional MDOs, they assist the Unit leaderships and the national MDOs (or other local partners, such as local foundations) within the region, according to the priorities agreed with the Circles. The partnership between the Foundation, the Circles and the regional MDOs is regulated by specific agreements, signed by all Unit leaders and reviewed periodically.

# GSIF Organogram



Organogram as of July 2019

# Key Results of Our Theory of Change

In 2017, the Good Shepherd International Foundation launched a new strategic plan for the period 2017-2021, following a broad consultation with 150+ partners from 73 countries. The plan articulates GSIF's Theory of Change (ToC) that will contribute to achieving the following strategic objectives, in partnership with all members of the Congregation:



Reduce poverty (SDG.1) and hunger (SDG 2), and create decent work opportunities (SDG 8).



Eliminate all forms of violence and discrimination against girls, women and children (SDG 5).



Protect the rights of migrants and refugees, particularly of women (SDG 8.8), to build inclusive societies (SDG 10.7).

GSIF does not directly deliver services in these areas, but supports Congregational programs in Africa, Asia and Latin America that are committed to fulfilling those strategic objectives. To best enable those programs, GSIF's Theory of Change will focus on achieving the following outcomes:



## Outcome 1

**Enhanced capacity** to help partners in delivering the best services to their program participants;



## Outcome 2

**Increased and diversified funding** to reach and positively impact more lives;



## Outcome 3

**Strengthened cooperation** to ensure greater collaboration within and outside the Congregation's network.

2018 has been the first full year of implementation of GSIF's Theory of Change. It has been dedicated to disseminating widely its contents throughout the network of Good Shepherd partners and to kick-starting the implementation of the key activities under the three outcomes.

"WE BELIEVE IN CHANGE"



## Outcome 1 Enhanced Capacity

In 2018, GSIF has implemented capacity and organizational development initiatives to raise the quality of the services provided by their programs and, ultimately, increase the level of satisfaction of the participants.

The GSIF team and regional offices have organized training sessions on all aspects of project cycle management, strategic planning, monitoring and evaluation, finance and administration, and accompanied **524 sisters and lay partners across 25 countries**, with technical assistance.

GSIF has designed a **new e-learning platform**, “ProLea”, to conduct e-learning sessions and animate Communities of Practices (CoP) among partners from different countries. With the support of the regional office, nine Congregational Units in Latin America have created four CoPs to share experiences and good practices in anti-human trafficking, protection of women migrants’ rights, prevention and protection of victims of commercial sexual exploitation, and women’s economic empowerment. The CoPs have identified their coordinators and members, including 13 sisters and lay partners, from the Latin America region.

In the area of policy development, with its affiliation to the Keeping Children Safe network, GSIF is supporting the Congregation’s leadership to develop a new global policy on child safeguarding, to be launched in 2019.

**Women’s Financial Inclusion:** GSIF has finalized the Good Shepherd “Guidelines for Women’s Financial Inclusion Programs”, integrating best international practices in micro-finance and key principles of women’s empowerment. These guidelines, together with the necessary tools, will be used for sharing and implementation at regional and international level with programs that intend to scale-up or start financial inclusion programs for women, including micro-finance and micro-credit activities.

### Community-Based Child Protection to

**Eradicate Child Labor:** The GSIF sponsored program in DRC, Bon Pasteur Kolwezi, has been evaluated as good practice in community-based child protection and eradication of child labor by Columbia University’s CPC Network. Furthermore, Bon Pasteur’s model of intervention has been recognized as an effective program for child labor eradication by the international organizations such as OECD working groups on Responsible Mining; The Global Battery Alliance; the Congolese Bishops Conference; interagency learning initiative (ILI) on community based child protection mechanisms and systems; The Pontifical Academy of Sciences; EPRC Uganda.

### Economic and Social Empowerment of

**Scheduled Caste Women:** an external consultant has conducted an overall evaluation of the Good Shepherd project in India, focused on Dalit women’s economic and social empowerment. The evaluation recognized that practices, results achieved and

level of quality of the services provided were aligned with international standards, and proposed recommendations for continuous improvement. A significant external recognition of such quality is the international award “Women Stop Hunger”, obtained by a beneficiary of the project, Ms. Bisto Bai, for the results achieved by her cooperative in raising women’s income, rights and food security.

### Strategic Planning and Theory of Change:

GSIF and its local partners have embraced strategic planning at program and organizational level, supporting a strong change in the traditional, activity-based approach of religious congregations. With the support of GSIF, four partners of the Congregation, in DRC, Nepal, Angola and Colombia, have designed their plans adopting the Theory of Change, the new global standard for outcome-oriented planning. By embracing such innovative methodologies, the programs of Our Lady of Charity of the Good Shepherd stand out among international religious congregations in adopting a human-rights and outcome-oriented approach to planning and development, ensuring effectiveness and transparency in mission for girls, women and children.



## Outcome 2 Increased and Diversified Funding

The overall results of GSIF’s fundraising strategy in 2018 are positive, with an overall income growth of 9%, above the target of 5% per year, and an increased diversification of funding sources. GSIF succeeded in raising more funds from corporate donors (+12% in 2018) specifically for the child labor eradication program in DRC.

To ensure the alignment of such donors with our values, GSIF has developed and implemented Guidelines for Ethical Corporate Fundraising, to conduct due diligence and plan risk mitigating actions before engaging with corporate donors.



## Outcome 3 Strengthened Cooperation

In 2018, the Congregation’s leadership and GSIF’s president signed a Framework Agreement to strengthen the collaboration and coordination between the GSIF team and offices and the Congregational Units. This agreement has been presented to all of the Congregational Units and has been used as a model to prepare regional and country-level agreements.

As of December 2018, all Asia Pacific Units (15 countries) had signed the agreement and the Latin America Units were committed to signing it by May 2019. These agreements affirm the role of the regional MDOs in their relations with GSIF, consolidating the role of GSIF in the regions and strengthening GSIF’s structure in support of local program development. The Units have also agreed to co-fund the expansion of the regional offices to increase their capacity to assist in project management and monitoring, to increase effectiveness and accountability.

The GSIF team and partners at regional and national level have increased the number of projects submitted to donors (+42%), thanks to the improved capacity of local offices. Nevertheless, the overall success rate has decreased (-9%), due to the risks associated with the attempts to engage new donors.

In 2018, we achieved the target of gradually increasing the number of projects supported and, therefore, of people involved, with an estimated total number of people directly benefitting, across 25 countries, at 49,270, up 22% from 2017. Overall 175,172 people have been indirectly benefitting from GSIF sponsored programs, up from 136,373 in 2017 (+28%), and this includes dependents and family members of the beneficiaries. The majority of the people involved in GSIF sponsored programs are women and girls (64%).

Two regional meetings were held in the fall of 2018, in Quito (Ecuador) and in Colombo (Sri Lanka). 65 sisters and lay partners, together with GSIF’s director and board members’ delegates, gathered to review GSIF’s plans at regional and national level. It was a significant moment to sanction the ownership of the new approach towards continuous capacity development and strategic planning, and to reaffirm the central role of the regional offices.

All partners have committed themselves and their Units to a reinforced cooperation within the countries and in the regions, to learn from one another and improve the quality and effectiveness of the services, especially those that benefit the most from good regional networking, such as protection of the rights of migrants and prevention of human-trafficking.

2018 marked the year when GSIF opened its first local branch in Nepal. This new governance will strengthen the local programs through an improved capacity of networking and fundraising at all levels.



**“AN EXTRAORDINARY  
COMMITMENT  
TO CONTINUOUS  
IMPROVEMENT  
DEMONSTRATED BY  
GSIF’S LEADERSHIP.”**

## Philanthropy Award

### Good Shepherd International Foundation receives the “High-Performing Non-Profit” Award

The Lang Philanthropy Day is dedicated to highlighting themes, main players and best practices in the European philanthropic sector. Since 2013, the Lang Italia Foundation has been promoting this annual event, the first in Italy, as an opportunity to debate the new frontiers of philanthropy for social change with national and international speakers. The Award was bestowed on GSIF in front of an audience of foundations, charities and socially-committed companies, commending GSIF’s impact model.

In particular, the Awards recognized the: *“extraordinary commitment to continuous improvement demonstrated by GSIF’s leadership and management; the great attention to a results-oriented project design, focused on the involvement of internal and external stakeholders through the Theory of Change approach; and the investment in organizational capacity, a particularly challenging task for a ramified faith-based organization. These drivers represent, in our perspective, an inspiring model in terms of long-term vision and perseverance in the fulfillment of GSIF’s social mission.”*



# A Model of Radical Inclusivity

## Documenting the approach to community-based development and child protection of Our Lady of Charity of the Good Shepherd in DRC

Prof. Mark Canavera, co-director of the Care and Protection of Children (CPC) Learning Network at the Columbia University Mailman School of Public Health, has documented the community-based child protection program that the Sisters of Our Lady of Charity of the Good Shepherd have implemented in Kolwezi (Democratic Republic of Congo) with the support of the Good Shepherd International Foundation, in the report “Weaving the Web”.

The report is the result of six-months of research that examined the unique approach of the Sisters’ program “Bon Pasteur Kolwezi” in developing and implementing a community-led child protection program in artisanal and small-scale (ASM) cobalt mining communities. Prof. Canavera was joined by Congolese researchers who used a qualitative methodology to conduct the study.

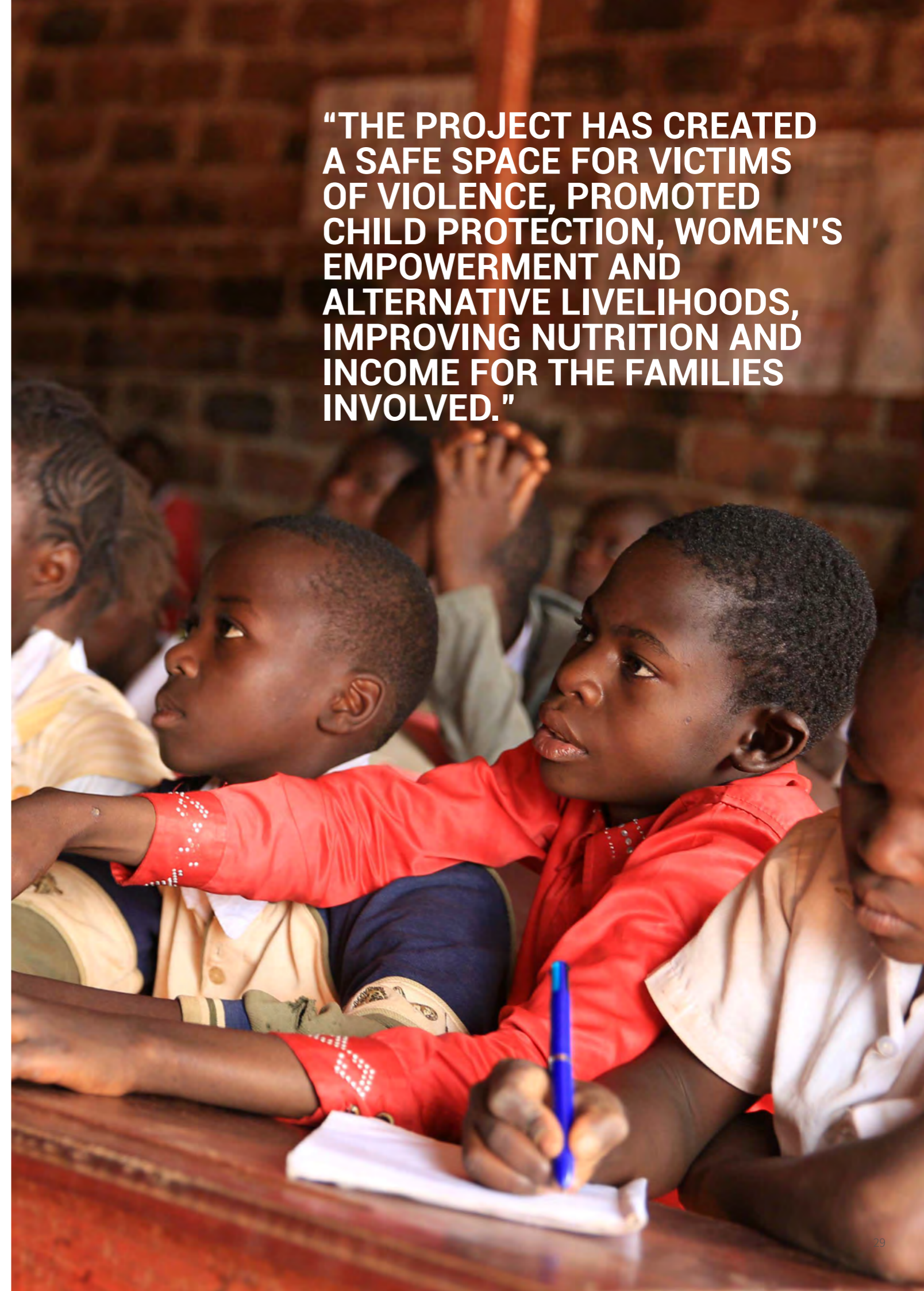
As highlighted in the report, a distinctive approach of “radical inclusivity” serves as the cornerstone of the program, founded in 2012. This element, combined with good development practices and a human rights value framework, are at the core of the work that Bon Pasteur has developed in Kolwezi to eliminate child labor in the province’s ASM cobalt mining communities.

ASM provide essential raw materials, such as cobalt, for the electronic and automotive industries. More than half of the world’s total supply of cobalt comes from the DRC and, according to the government’s own estimates, 20 percent of the cobalt currently exported comes from artisanal (or informal) mines in the southern part of the country. Tens of thousands of children in DRC are involved in every stage of mining for cobalt and UNICEF estimates that, overall, 40,000 children are working in DRC mines.

According to a study carried out by the Sisters in 2013, 70 percent of children in Kolwezi were involved in different forms of child labor and 60 percent in mining activities, exposing them to harm, and severely compromising their health and well-being. The rate of illiteracy among children was extensive, reaching 90 percent, and most of the children did not recall when they had their last meal. The exploitation of child labor, hunger and malnutrition have profound effects on development and learning.

The goal of the research project was to document what the child protection program has effectively achieved in the past five years, and how it is contributing to mitigating risks and strengthening the existing protective mechanisms.

**“THE PROJECT HAS CREATED A SAFE SPACE FOR VICTIMS OF VIOLENCE, PROMOTED CHILD PROTECTION, WOMEN’S EMPOWERMENT AND ALTERNATIVE LIVELIHOODS, IMPROVING NUTRITION AND INCOME FOR THE FAMILIES INVOLVED.”**

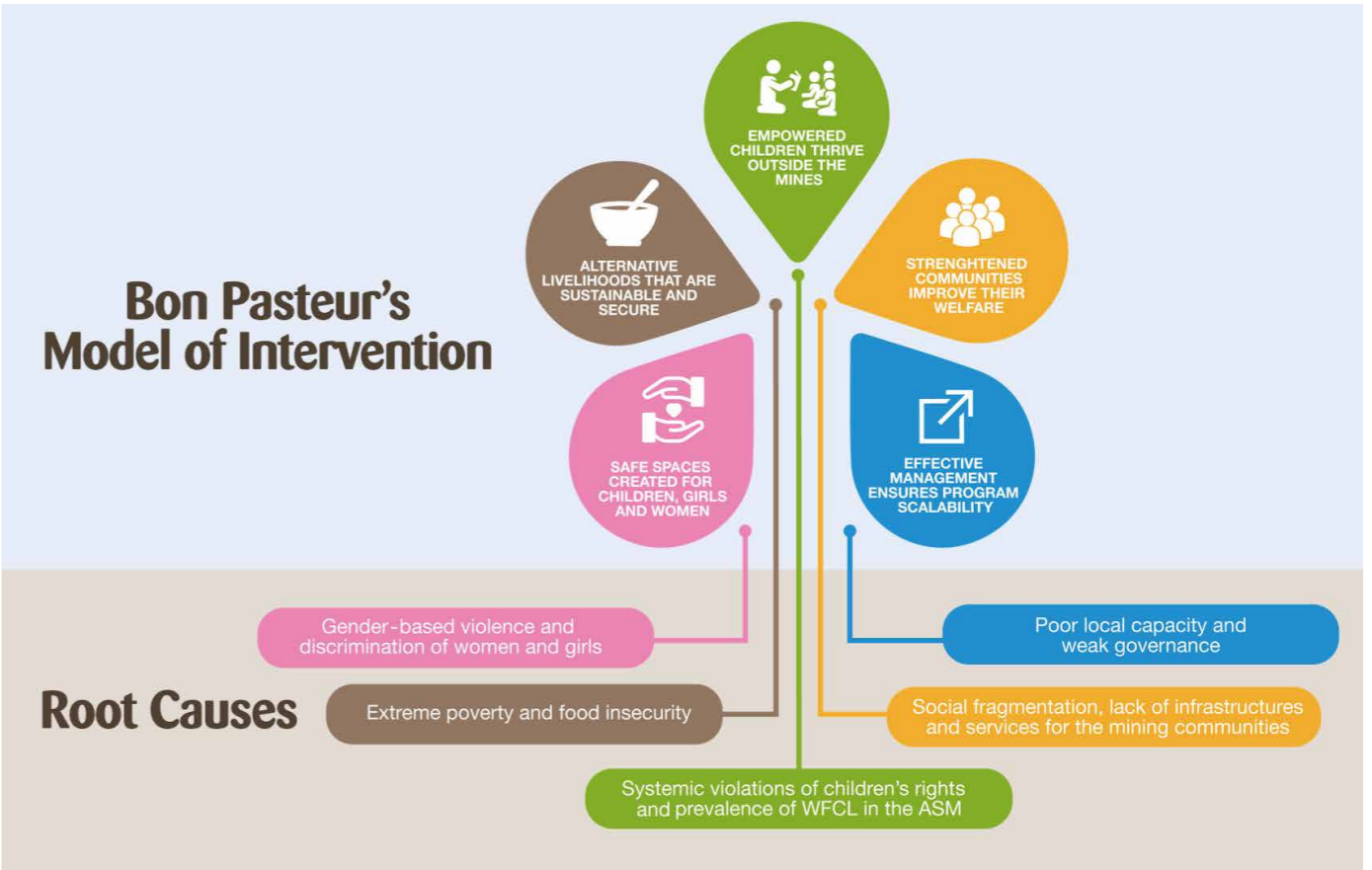




**“THE GOOD SHEPHERD PROGRAM IN KOLWEZI HAS SUPPORTED 2,000 CHILDREN TO QUIT WORK IN THE COBALT MINES, ONE OF THE WORST FORMS OF CHILD LABOUR.”**



One of the most unique and important aspects of Bon Pasteur’s child protection program is that it is not exclusively focused on children or on traditional child protection approaches. According to Prof. Canavera, “Rather than treating women’s protection and empowerment or child protection as isolated work strands, removed from the daily concerns of community life, the Bon Pasteur’s model of intervention situates women’s and children’s protection and empowerment in a broader poverty reduction and governance framework addressing the root causes of the abuses on children”.



**WEAVING THE WEB**

The report was funded by the Eurasian Resources Group (ERG) and a private anonymous foundation. The report was presented at an international gathering of leading experts on child protection in Africa and will be published in 2019 in the volume, “What Works for Africa’s Poorest Children?” by David Lawson, Lawrence Ado-Kofie and David Hulme, with the title: “Underneath the floors of social protection: Small-scale efforts to ensure children’s social protection in areas ravaged by artisanal copper and cobalt mining in the Democratic Republic of Congo” by Bonfils Cheruga, Rebecca Liron and Mark Canavera.

**A UNIQUE GOOD PRACTICE TO ENSURE CHILDREN’S SOCIAL PROTECTION**

An excerpt from the research report: “Small but comprehensive programs, like the social protection program for children and families run by the Good Shepherd Sisters—if they are designed and implemented well—could be a major contributor to the “post-mine” landscape. Currently, the area’s political and economic life is focused entirely on the mines, and programs like the child protection program that is described create “social protection” that operates well beyond the realm of economic realities. The power of a well-run NGO program that provides comprehensive social protection lies in what it helps people not only to live in their current realities, but also to imagine for the future. The Good Shepherd Sisters are not simply running education and agricultural training programs; they are tapping into the community’s collective desire to imagine alternative futures that do not depend entirely on the mines. With its focus on human rights documentation and legal system strengthening, it is attacking state decay and state failure in a powerfully imaginative way: what can we change today so that we are contributing to the society we want to live in tomorrow? This is a most powerful “demonstration project”, demonstrating what social protection and well-being can look like when it weaves together the social, cultural, economic and spiritual elements of social fabric to create a new tapestry that represents an altogether different, and better, reality.”

# The Good Shepherd International Foundation in Nepal

## Results and new plans to protect and empower at-risk girls and women in Nepal

Nepal remains one of the world's poorest countries, whose economic, social and environmental conditions have become extremely fragile in the wake of the 2015 massive earthquake and the widespread damaging floods and landslides that occurred in the following years.

GSIF continues to help vulnerable Nepalese through Opportunity Village Nepal, a community-based organization founded by the Good Shepherd Sisters of India. With the support of CARITAS Italy and other donors, GSIF has contributed to delivering emergency relief after natural disasters, and responding to the local communities' basic needs by providing health, education and vocational services, protecting at-risk women, girls and children, and preventing them from being trafficked and exploited.

Immediately after the earthquake, GSIF delivered significant results, from setting-up mobile clinics and health camps with referral services, to rebuilding health posts and water systems in the Gorkha district to serve local communities heavily affected by the earthquake, with an overall reach of 15,000 people.

In 2018, GSIF's priorities shifted towards improving the social and economic conditions of the communities through a strategic approach.

A particular focus was given to protecting and promoting the human rights of vulnerable women, adolescent girls and children: a three-year project is currently being implemented in the Kaski district and Kathmandu Valley to provide alternative livelihood opportunities to 150 adolescent girls and young people at risk of exploitation in the entertainment sector by providing them with skills-based vocational training to access decent work in a safe and supportive environment.

The local team initiated a program to implement cross-border anti-human trafficking activities that, starting in 2019, will reintegrate and rehabilitate victims repatriated from India.

GSIF applied to the Nepalese Government for recognition as an international NGO operating in the country through a local office, GSIF Nepal. The Government granted recognition in May 2018, allowing GSIF Nepal to implement its new strategic plan 2018-2022, in partnership with local NGOs, focusing on empowerment of women, girls and children living in poverty, at risk of human trafficking and vulnerable to various forms of violence and discrimination.



**“THE PROJECT IN NEPAL CREATED A SAFE SPACE FOR GIRLS AND CHILDREN, AND PROMOTED WOMEN’S EMPOWERMENT AND ALTERNATIVE LIVELIHOODS.”**

**"THE ECONOMIC JUSTICE PROJECT HAS DELIVERED LONG-LASTING IMPACT IN THE LIVES OF THE 600 WOMEN, AND HAS IMPROVED INCOME AND FOOD SECURITY LEVELS FOR OVER 500 FAMILIES."**

# Upholding the Rights of the Most Vulnerable in India

## Social and economic empowerment of tribal and Dalit women

The main aim of the program is to contribute to the economic, social and political empowerment of Dalit and tribal women in India. The program is being implemented in Madhya Pradesh, Andhra Pradesh and Telangana states in India, combining the efforts of sisters and lay partners in different locations to lift up women belonging to the most vulnerable castes to reduce discrimination, to increase income through access to financial and productive resources, and to increase confidence and self-esteem. The Sisters' long-standing relationship with the communities has contributed in no small measure to the impact of the program. According to the evaluation presented early in 2018, and summarized below, the program resulted in being fully aligned to national and international policies and strategies that aim to prevent discrimination and exploitation of women, and towards affirmative action and gender transformation.

"The program, designed with a mix of interventions, is highly relevant as it is based on the needs and priorities of tribal and Dalit women. 600 women and 550 men (spouses) were reached through livelihood promotion across the four locations. In addition, the program developed interventions to promote community leadership, health, citizenship awareness and collective action.

Revolving seed capital was provided to the beneficiary women, formed into Self-Help Groups (SHGs), training inputs were given in technical skills and leadership,

and cooperatives of women formed in each location. Livelihood activities such as agriculture, fish farming and goat/buffalo/pig rearing, that were familiar to the women, were strengthened or promoted.

The program has been successful in achieving its stated objectives, with only a few indicators that have not been fully reached. As a result, there are positive changes that can be observed in the project participants:

- Women, who, previously, rarely went out of their homes to interact with other people, are now leaving the house, moving outside the villages, for example, to participate in training
- Men's attitudes towards women taking part in public activities and being in public spaces has been changing over the project period: they now allow their wives to go to meetings, encourage them to go and would take over household chores in the latter's absence.
- Men are starting to consult their wives in decision making: there is more dialogue - husband and wife discuss family matters, discuss the training and share tasks.
- Women now feel more confident to interact with officials, to speak up at meetings and to ask questions.

- Women are now better able to claim their entitlements with the support of the project: during the project period, a total of 883 government credit schemes were approved and accessed by the women. Previously, the women were not even aware of most schemes.
- The provision of seed money through SHGs has brought in awareness of the need for credit discipline, reduced the number of external loans families took to run tiny businesses, and reduced their dependence on money lenders.
- The seed money, together with the technical training, has supported women's livelihood activities, resulting in higher family incomes and the possibility of diversifying the family income base.
- Through the links facilitated by the project, women are now more confident to access relevant services such as health, veterinary and banking.
- More women are now assuming leadership within the project e.g. in the SHGs that have been formed for the project or as board members of the cooperatives.
- The women are envisioning a better future through the running of the cooperative, they are hopeful for the future and have a "can do" attitude.

The setting up of cooperatives for channeling the economic activities has faced some stumbling blocks as it is a new experience for Dalit and tribal women to run a business, the majority of whom are illiterate and not yet able to handle governance and management functions. They perceive their primary role is the domestic one and focus on earning enough to feed the family. So, volunteering has been low. Increasing membership and local market share are also a challenge because the new structure goes in the face of old, established ways of working and competition.

The project hopes to overcome these challenges in the coming years by helping the cooperatives become more self-reliant. Besides the cooperative, the other outputs and outcomes will require further strengthening, which is not surprising considering that the program implemented many activities and targeted different outcome areas, and the number of beneficiaries was progressively increased.

The program has a comprehensive M&E framework which is impressive, especially as it also allows the progress of each of the project participants to be tracked. At the same time, it is complex, entailing much time and effort on the part of the project teams."

*The assessment was conducted by Dr. Nicole Moran, an independent evaluator contracted by GSIF to document the project.*



**"EDUCATION, LEADERSHIP DEVELOPMENT AND ECONOMIC EMPOWERMENT OF TRIBAL WOMEN ARE KEY TO BREAKING THE CYCLE OF POVERTY AND EXPLOITATION."**

### Stop Hunger Award 2019

In 2015, Ms. Bisto Bai, a young woman belonging to the tribal Gond community, joined a self-help village group under the Economic Justice Project, and started saving and attending workshops and trainings to become a self-sufficient goat-rearing woman in Pandaripathra, India. She started mobilizing the women of her community about their capacities and their rights to access healthcare and education. She became the president of a co-operative of 150 women, that helps women farmers to improve and multiply their business. For this impressive commitment and results, she received the Stop Hunger Award 2019 in Paris.

*Stop Hunger launched Women Stop Hunger Awards to support financially innovative and measurable initiatives led by women and to give international recognition to the role of rural women in the fight against hunger, and to achieve food security and increase economic development in their local communities*



# GSIF Regional Offices



**Highlights from Latin America, by Heidi Hochstatter**  
Regional Mission Development Office Manager

“We can affirm that progress is being made in the implementation of the global GSIF Strategic Plan, that has been assumed in the Latin American region. This is allowing the process of development of the Good Shepherd to be deepened. We keep working with the local Units and programs to raise more awareness, and encourage strong commitment of the local leadership in promoting changes in systems to achieve good practices that raise the quality of services provided to the girls, women and children in the region. This includes serious commitment of all leaders in Latin America to review procedures, policies, management structures and training processes, and ensure full compliance with the highest standards of accountability, transparency and child safeguarding.

A very important aspect to highlight is the use of the Communities of Practice as a way to provide customized and practical responses to implement and improve the quality of the services, through the exchange of experiences and integration of the mission in the region. With the support of the new e-learning platform and the coordination of a regional capacity development specialist, we hope this will become a way to create internal networks that will help to restructure programs within each country.

We can see that GSIF’s intervention in Latin America has generated a positive movement overall in the processes of organization and sharing, and the Mission Development Office in Bolivia has played an important role of orientation and technical assistance at the regional and provincial levels, increasing the trust and the demand of support from the local partners.”



**Highlights from Asia Pacific, by Theresa Symons**  
Regional Mission Development Office Manager

2018 was a significant year for GSIF in the Asia Pacific Region. It was a year of many ‘firsts,’ that fostered the deepening of GSIF’s presence in the region, in line with its strategic focus of Enhanced Capacity, Increased and Diversified Funding, and Strengthened Co-operation.

Capacities of about 230 mission partners across the region were enhanced through training sessions on rights-based approaches in program delivery, project cycle management, review of ministries, grant seeking and writing, and strategic planning. On a regional basis, GSIF organized its first Asia Pacific regional workshop in Sri Lanka that was attended by thirty-five participants from all nine Units, two GSIF board members and the GSIF team. The workshop was well received, with participants expressing solidarity and partnership with GSIF and each other across the region.

During the year, GSIF worked in collaboration with three Units to secure multi-year grants for projects related to economic justice, community-based child protection and the capacity development of mission partners. Of significance is the establishment of a new donor relationship with a funding agency in South Korea.

The Kerala floods in mid-2018 saw an outpouring of global solidarity for the victims. Funds received were channeled to the Province of South West India for implementation.

A significant ‘first’ for GSIF was also the agreement of the Asia Pacific Circle of Leaders to fund the regional office, with effect from July 2018, with the shortfall co-funded by GSIF. This was a positive step forward in mission partnership, and strengthened co-operation between the Circle of Asia Pacific Leaders and GSIF. This relationship was further cemented with a General Agreement executed between the Circle and GSIF in November 2018. The growing and extended reach of the regional office led to the employment of a project officer in October 2018, to be more effective and efficient in its role of grant seeking and grant management.

In summary, the growth of mission development in Asia Pacific was borne out of the mutuality in relationship and partnership for mission effectiveness between GSIF and the Units in the region; setting the stage for mission sustainability, based on good ministry practices and social justice, woven together by Good Shepherd charism and spirituality.



# Implementing Partners

**Province of South East Latin America**  
A province since 2011, with the unification of the provinces of Brazil (1892) and Paraguay (1918), its programs focus on the empowerment of women, girls, boys and adolescents, combatting human trafficking, and formal education. GSIF supports the Province in strategic planning and capacity development.

**Province of Argentina / Uruguay**  
A province since 2006, with the unification of the provinces of Argentina (1885) and Uruguay (1876), its programs focus on the prevention of human trafficking and the protection and empowerment of women, girls and young people. GSIF supports the Province in strategic planning and capacity development.

**Province of Central America**  
Present in seven countries since 1911, its programs, supported by GSIF, focus on promoting the economic and social inclusion of women living in poverty, basic education, and the protection and empowerment of girls and adolescents.

**Province of Ecuador**  
Since 1871, the Province has been responding to the needs of vulnerable women, girls, children and young people, through social protection, empowerment, formal education and skills training for economic inclusion. GSIF recently began to support its child protection and education programs.

**Province of West Mexico**  
Since 1900, the Province's programs have focused on assistance to migrants, protection, education and skills development of girls, and women's empowerment. GSIF supports the Province in strategic planning and capacity development.

**Province of North Mexico**  
Since 1900, the Province has run programs focusing on assistance to migrants, protection, education and skills development of girls, and women's empowerment. GSIF supports the Province in strategic planning and capacity development.

**Province of Peru**  
The Province has run programs since 1871, focusing on the empowerment of women in situations of vulnerability, economic and social inclusion, and the protection of at-risk girls. GSIF supports the Province through strategic planning, training and emergency relief projects.

**Fundación Madre Josefa Chile**  
Created in 2003 by the Province to assume its mission in Chile, it addresses to the needs of migrants, through legal, social assistance, economic protection and advocacy. GSIF partners on cross-border projects to assist migrants.

**Fundación Levántate Mujer Bolivia**  
Created in 2012 by the Province to run the mission in Bolivia, it focuses on women's empowerment, economic justice, prevention of abuses and protection of girls affected by human trafficking. GSIF supports its programs for women empowerment and support to migrants.

**Fundación El Buen Pastor Colombia**  
Created in 2003 to run the mission in Colombia, Venezuela and Cuba, it focuses on empowering vulnerable women and their families, preventing violence and human trafficking, and supporting migrants. GSIF supports its programs for child protection and support to migrants.

**Province of Central East India Nepal (CEIN)**  
The Province has been present in eight states of India since 1854, plus a mission in Nepal. GSIF supports its programs focusing on preventing human trafficking, protecting the rights of girls and women, and promoting economic justice, with special emphasis on Dalit and tribal communities.

**Province of Sri Lanka-Pakistan**  
The Province has had a presence in seventy locations across Sri Lanka since 1869, and has a community in Pakistan. GSIF supports its programs on child protection and education through a community-based approach.

**Province of Indonesia**  
Since 1927, the Province's priority areas in Indonesia have been gender-based violence, anti-human trafficking and safe migration. GSIF has supported strategic planning for its ministries across the country.

**Good Shepherd Myanmar Foundation (GSMF)**  
Since 1865, the Sisters have run programs across nine towns in Myanmar. Since 2017, GSIF has supported GSMF, the local organization running the Sisters' programs on child protection, prevention of gender-based violence, support to youths in the juvenile justice system, and education.

**Good Shepherd Thailand**  
The Sisters began their programs in Thailand in 1965, and are now present in Chiangrai, Nongkhai, Bangkok, Phuket, Pattaya and Cambodia. GSIF has been supporting their programs focusing on elimination of all forms of violence and abuse against women and children through protection, education and economic empowerment.

**Saint Mary Euphrasia Integrated Development Foundation Inc. (SMEIDFI), Philippines**  
Since 2006, SMEIDFI has been the development arm of the Philippines-Japan Province. It operates in the protection and development of women and children, justice and peace, and integrity of creation. GSIF has supported SMEIDFI in emergency relief and development projects.

**Good Shepherd Vietnam**  
The Sisters have operated in the country since 1957, in collaboration with the local Church. GSIF has provided support for their programs on education for children from poor backgrounds and skills training for tribal girls.

**Province of South West India (SWI)**  
SWI was formed as a Province in 2014, and extends its programs for women and children's education and protection in Karnataka and Kerala, and recently in Delhi. GSIF has supported SWI in emergency relief and development projects.

**Opportunity Village Nepal (OVN)**  
Founded in 1998 by the Good Shepherd Sisters, and currently supported by GSIF, OVN runs programs in Pokhara, Kathmandu and at the border with India, providing residential care and education for orphaned, abandoned or trafficked children, healthcare and vocational training for at-risk girls and women, and victims of violence and trafficking.

**Sector Angola/Mozambique**  
The Sisters have been present in Angola since 1963 and in Mozambique since 1995. GSIF supports their programs focusing on vocational training, adult literacy, informal and formal education, as well as maternal and child health.

**Province of East Central Africa (ECAP)**  
GSIF partners with the Sisters who run ministries in seventeen communities across Kenya, as part of the ECAP Province, that also includes Kampala (Uganda), Kolwezi (DRC) and Rumbek (South Sudan). ECAP's programs focus on children's and women's protection and empowerment, livelihoods, education and health.

**Bon Pasteur Kolwezi**  
Locally registered as Bon Pasteur ASBL (BP), the Sisters have been working in Kolwezi (DRC) since 2012. BP promotes human rights and community development through alternative livelihoods, social protection, education and advocacy in mining villages, to eliminate child labor, poverty and gender-based violence.

**Good Shepherd Sisters of Madagascar**  
GSIF partners with the Sisters of Madagascar (part of the District of the Islands), who have run programs in six communities since 1978, focusing on education, protection of vulnerable girls and women's economic empowerment.

**Good Shepherd Sisters of Lebanon**  
GSIF partners with the Sisters of Lebanon (part of the Lebanon/Syria Province), who have worked, since 1893, with marginalized people, especially women, girls and children who are victims of violence, discrimination, abuse and poverty. Recently, GSIF has supported projects for migrants, providing protection, empowerment and healthcare services.

**Good Shepherd Sisters of Burkina Faso**  
Since 2011, GSIF has partnered with the Sisters who operate their ministries in one of the poorest neighborhoods of Bobo-Dioulasso, where they offer shelter and protection for vulnerable girls, skills training, and day care for children.

**Good Shepherd Sisters of Senegal**  
GSIF is supporting the Sisters of Senegal in strategic planning for their ministries that have provided skills training and protection for vulnerable girls and women in three cities across the country since 1978.

# Partnerships and Alliances

Besides the efforts to strengthen its internal network of partners, GSIF has been working in 2018 to develop alliances and partnerships with the following organizations operating in GSIF's key areas of intervention at local and international level.



**INTERNATIONAL JUSTICE MISSION** - A global organization with a plan to eliminate the slave trade and human trafficking everywhere by enforcing the rule of law and building local capacity to protect and promote human rights. GSIF works with IJM on the project in Kolwezi (DRC) to strengthen the capacity of the Good Shepherd program in formal referral systems and case management for cases of abuse and human rights violations, in addition to joining forces to advocate for the eradication of child labor, and for the end of enslaved labor in the battery/cobalt supply chain. GSIF also links and coordinates with the Good Shepherd programs in Malaysia, Nepal, India and Philippines interested in working with IJM.



**GIZ** - The leading German federal agency for cooperation and development, and a service provider in the field of sustainable development and international education work. GIZ will partner with GSIF to implement an innovative pilot project for responsible artisanal mining in Kolwezi (DRC). GIZ has over fifty years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security.



**CARE AND PROTECTION OF CHILDREN (CPC) Learning Network at the Columbia University Mailman School of Public Health** - Established in 2005, the CPC Learning Network promotes innovative research, nurtures communities of learning, and builds the next generation of researchers and advocates for children and families. CPC develops innovative tools and methodologies to better measure children's care, protection and welfare. These methods and tools range from program-level evaluations to broader research methods focused at the policy level.

CPC is coordinated by a Secretariat housed at Columbia University Mailman School of Public Health. GSIF partnered with its Co-Director Prof. Mark Canavera from Columbia University in 2018, engaging him to develop a thorough research and evaluation of the Good Shepherd child protection program in Kolwezi. Based on the positive outcomes of the collaboration, GSIF and CPC plan to develop new joint research, training and advocacy projects in child protection in Africa, Asia and Latin America.



**GBA** - Global Battery Alliance, hosted by the World Economic Forum, is a multi-stakeholder platform, including global corporations, NGOs (IJM, IMPACT), governments and public agencies (African Development Bank Group, GIZ, UNICEF, ILO, OECD) seeking to catalyze and accelerate action towards a socially responsible, environmentally sustainable and innovative battery value chain. GSIF will give voice to the communities living at the upstream end of the battery supply chain in the DRC cobalt mining areas of Kolwezi, who suffer the detrimental effects of irresponsible mining extraction and resources management, and will lobby for the enforcement of international guidelines protecting the rights of the communities to fair working conditions and sustainable development.



**IMPACT** - Formerly Partnership Africa Canada, it is an international NGO that has been transforming how natural resources are managed in areas where security and human rights are at risk, for over thirty years. GSIF partners with IMPACT and GIZ to implement an innovative pilot project for responsible artisanal mining in Kolwezi (DRC). GSIF and Good Shepherd Kolwezi will benefit from IMPACT's experience in transforming the management of natural resources in areas where security and human rights are at risk, learning how to investigate and develop approaches that improve security, development and equality.



**AMNESTY INTERNATIONAL** - GSIF continues to partner with Amnesty to critically review the commitment of international corporations under the framework of the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines, with a special focus on responsible business conduct in the battery supply chain. GSIF has joined forces with Amnesty's Unit on Business and Human Rights to promote advocacy initiatives aimed at eradicating child labor from the battery supply chain and all other forms of human rights violations in resource management. The collaboration with Amnesty, although not formal, will continue on this specific area, to give international visibility to the Good Shepherd program in Kolwezi as good practice in combining protection of children's rights with community development.



**FOCSIV** - GSIF is a member of FOCSIV, the Italian Federation of International Christian Voluntary Service Organizations, currently engaging eighty Christian non-profit organizations operating in over eighty countries. FOCSIV, together with its members, promotes concrete and long-term initiatives in advocacy and development projects in the social and health sectors, agriculture and food, and education and training in ecology, child protection and gender equality. Since 2016, GSIF has actively participated in FOCSIV's campaign "HUMANITY: Being Human with Human Beings", supporting members' projects in the Middle East that promote the rights of people affected by war and migration crises. Thanks to the HUMANITY campaign, FOCSIV has raised and donated over €85.000 to the Good Shepherd Sisters' Dispensary and Social Center in Roueissat, Beirut, Lebanon.

# Funding Partners

Special thanks to all our donors that have become partners over the years. Most of our donors have embraced a strategic vision, supporting long term planning for our projects, allowing a more systemic approach to community development, and promoting capacity building for more effective and sustainable programs. A particular acknowledgement to our 501 (c) 3 partner in the United States, the Good Shepherd Mission Development Corporation, for its continuous support with our US based donors and to Good Shepherd Ireland for the cooperation with Miseen Cara funded projects.



STELLA AND CHARLES  
GUTTMAN FOUNDATION



- Congregational Central Fund
- Good Shepherd Sisters Toronto
- Good Shepherd Sisters UK
- Good Shepherd Sisters Germany
- Good Shepherd Sisters NY
- Good Shepherd Sisters BFMN
- Good Shepherd Sisters Taiwan
- Good Shepherd Sisters Singapore-Malaysia
- Circle of Asia Pacific Provincial Leaders
- Circle of Latin America Provincial Leaders



**“THROUGH OUR NETWORK OF LOCAL PARTNERS, WE BUILD LONG-TERM RELATIONSHIPS WITH LOCAL COMMUNITIES, OTHER NGOs AND DONORS.”**



# How We Made a Difference

GSIF local partners are responsible for measuring the level of engagement and satisfaction of the participants in the supported programs, using the Global Strategic Indicators (see table below and on the next page).

Overall, GSIF partners and sponsored programs have contributed to improved participation in the socio-economic life of local societies of girls, women and children, promoting social cohesion, peace and human rights.

Furthermore, GSIF sponsored projects have engaged more girls, women and children in a variety of initiatives to gain or consolidate leadership positions within their communities and capacity to engage in public life (+194%).

GSIF's sponsored projects have also contributed to giving access to basic human rights to a larger number of people: education (+103%), protection from and prevention of trafficking (+127%), civil rights and birth registrations (+91%), and basic healthcare (+17%). In terms of livelihoods, 661 women and their families reported an improvement in their diet (+22%).



## COMMUNITY COHESION

**6,231** +164%

People participating in group and community initiatives.



## WOMEN IN LEADERSHIP

**586** +194%

Women performing a leadership position in their communities.



## EDUCATION

**12,061** +103%

Girls, women and children able to access education and skills training.



## FOOD SECURITY

**3,705** +22%

Girls, women and children improved their diet.

Percentages increases compared to 2017 impact.

KEY AREA	INDICATOR	TOTAL 2018
<p>COMMUNITY STRENGTHENING AND PARTICIPATION</p>	<b>1. COMMUNITY COHESION</b> - Number of women's/youth/children's groups/ community-based programs for social welfare and protections of the most vulnerable members created.	128
	<b>2. WOMEN, YOUNG PEOPLE, CHILDREN IN ACTION</b> - Number of women/young people/children participating in groups/community initiatives.	6231
	<b>3. PEACE BUILDING</b> - Number of peace building and intercultural initiatives (tribal, cultural, religious, etc.) developed.	122
<p>WOMEN'S AND GIRLS' EMPOWERMENT</p>	<b>4. PERSONAL DEVELOPMENT</b> - Number of girls and women who have increased their level of self-esteem (after enrollment for a minimum period of 6 months in GS initiatives).	5700
	<b>5. WOMEN IN LEADERSHIP</b> - Number of women who have been empowered to perform a leadership position at the local level.	586
	<b>6. PERSONAL EMPOWERMENT</b> - Number of girls and women who are able to make informed decisions about their life (i.e. economic decisions, reproductive decisions, etc.)	3785
<p>HUMAN RIGHTS</p>	<b>7. ACCESS TO RIGHTS</b> - Number of undocumented women/girls/children supported in getting civil registration and identity rights.	3046
	<b>8. SAFETY FOR PEOPLE TRAFFICKED</b> - Number of trafficked women/girls/children who are reintegrated in a safe environment.	143
	<b>9. PREVENTION OF ABUSE</b> - Number of women/girls/children at risk who had direct access to anti-human trafficking prevention services, services for domestic violence, sexual abuses, or were referred to similar activities/services provided by other institutions.	8360
	<b>10. ACCESS TO EDUCATION</b> - Number of vulnerable children/young people/women who have been able to access educational/skills' training services. Education (6672) +187% Vocational Training (5389) + 48%	12061
	<b>11. ACCESS TO HEALTHCARE</b> - Number of women/girls/children who had direct access to health services or were referred to similar activities/services provided by other institutions.	19074
<p>LIVELIHOODS AND ECONOMIC JUSTICE</p>	<b>12. EMPLOYMENT</b> - Number of women/girls with better employment status at the end of their engagement with GS.	1332
	<b>13. INCOME</b> - Number of women/girls with a higher level of income at the end of their engagement with GS.	1816
	<b>14. FOOD SECURITY</b> - Number of women/girls/children who have a better diet.	3705
<p>CAPACITY AND ORGANIZATIONAL DEVELOPMENT</p>	<b>15. STAFF DEVELOPMENT</b> - Number of GSS staff capacitated.	504
<p>EMERGENCY RELIEF</p>	<b>16. EMERGENCY RELIEF</b> - Number of beneficiaries of GSS emergency projects.	2387

# Stories



## DR CONGO

### **Yanick, from child labor in the mine to youth leadership**

Yanick, now 18 years old, is proud to be the spokesperson for the Children's Parliament at the informal school of the child protection project in Kapata, DR Congo, after experiencing a troubled childhood. His father, who left the family when his new wife got pregnant, came back to DR Congo to take him away from his mother to Zambia when he was 2 years-old. His father's new wife mistreated and often beat Yanick, depriving him of food and care. He almost died because of malnutrition.

At the age of 6, Yanick returned to DR Congo and found his mother married to a fisherman. His stepfather didn't want him to study. When the family moved to Kolwezi, the capital of cobalt mining, Yanick's stepfather took him overnight to secure the diggers' wells in the Kapata quarry for only 2 dollars a day. During the day, Yanick often stayed in the mine to work and earn more money. Here, he found peers who taught him how to distinguish between copper and cobalt, and how to dig and sort minerals. When his stepfather died, life became tougher for Yanick because he had to work hard in the cobalt mines to feed his mother and his little brothers. As it wasn't easy for Yanick to get into deep wells to dig minerals, he started taking drugs, sniffing glue or gasoline. This helped him to mask his fear of dying. Since enrolling in Bon Pasteur's program, Yanick has been attending secondary school. He dreams of becoming a leader, of changing things in his community and his country, and of making a better future for all children and their families.



## LEBANON

### **Nahed, a flourishing young talent**

Nahed was 9 years old when she started attending the social and community center of the Good Shepherd Sisters in Roueisset, an impoverished neighborhood in northeastern Beirut, Lebanon. Just like dozens of children like her who come every afternoon to the center, Nahed received tutoring for her homework and was happy to participate in the recreational activities on Saturdays. Nahed was a very shy child, but the sisters and staff helped her to come out of her shell and understand that that she was loved and appreciated. With her educators' support, Nahed became more self-confident and more able to think of herself as a talented and cherished girl.

As she grew up, she started helping out at the center as a tutor's helper, then became a tutor herself after many training sessions. She was studying interior decoration, yet while she worked at the center, she discovered her new potential and talent in teaching children. She loves working and playing with kids and, now, encouraged and supported by the sisters, Nahed continues her studies at university to become a specialized educator and better help marginalized children in Lebanon to thrive and develop according to their talents.



## INDIA

### **Draupadi, a woman determined to succeed**

Three years ago, Draupadi, a young tribal woman, started her own small business activity after learning new techniques for fish farming, thanks to the Good Shepherd Economic Justice project in Garratola, India. Her home was a humble mud house with thick walls and only a small opening as a window, where she lived together with her husband and their three children.

Today, Draupadi works on her pond and, every summer season, she prepares the deposit of new fingerlings bought from the seed money of the program. She has consistently increased the income for her and her family, and she has been successful in applying for government schemes to construct a new two-story house and a well. She is planning to expand her small activity to grow fruit, such as mangos, by accessing a grant from the agricultural department. Her children are attending school and are happy to do their homework in their new, bright brick house. Draupadi appears to be a different woman from three years ago: she is more confident, smiles readily and knows that she can succeed in what she wants. A new life awaits Draupadi and her family, free from discrimination and economic insecurity.



## HONDURAS

### **Berallia, empowered to rise up and walk**

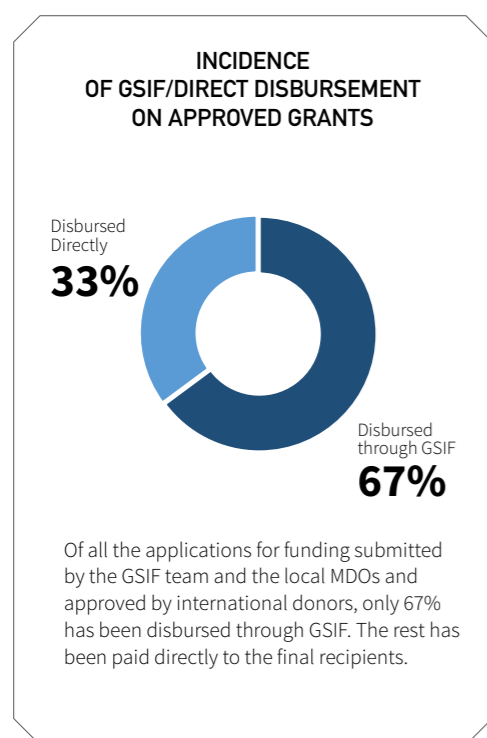
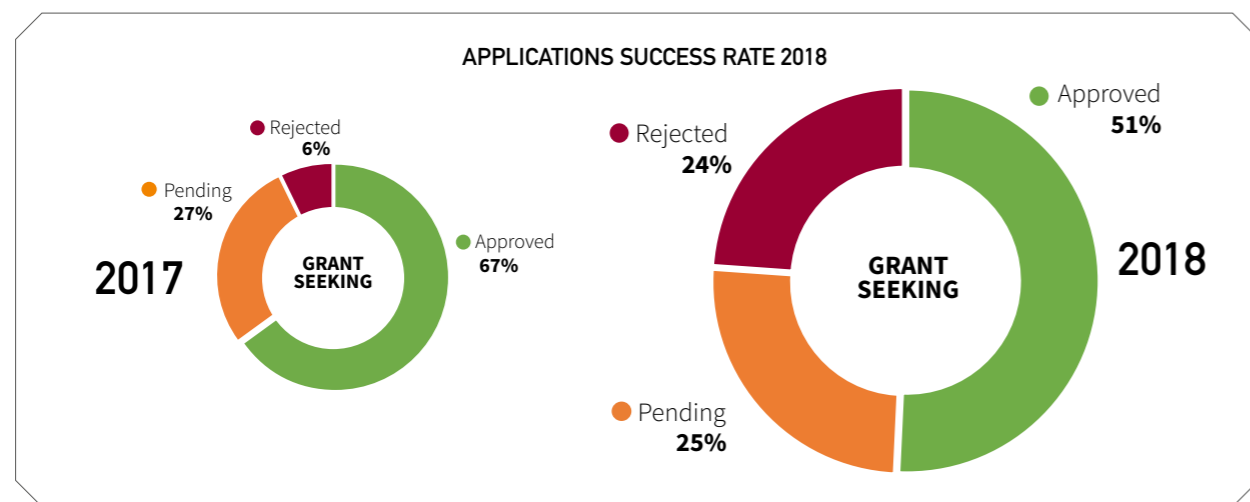
Berallia, a 48 years-old mother of four, was one of many women who has been suffering from gender-based discrimination in her family and in the community. Five years ago, she got involved in the "Mujer Levántate y Anda" (Woman Rise up and Walk) micro-credit project, receiving skills training and financial support to start her own food business and become economically independent.

This project allowed her to overcome her fears and become a leader. Today, she is one of the founders of the small savings and loan cooperative "Fondo Solidario Eufrasiano en Camino" (FOSEC) in her village of Germania, in the outskirts of Tegucigalpa, Honduras. Thanks to her training and experience in the project, she is able to train and lead other women in her community. She is a courageous model, strongly connected to and actively participating in community life.

# Projects Supported in 2018

In 2018, GSIF has increased the number of projects supported and, therefore, the number of people involved, with an estimated total number of people directly benefitting, across 25 countries, of 49,270, up 22% from 2017. The GSIF team and the local offices at regional and national level have, overall, submitted 67 new applications (see table on the right), 19 more

than in 2017, thanks to the improved capacities of the local Mission Development Offices. More than half of applications have been approved, a slightly lower rate than 2017, due to a higher number of pending grants and the risks related to the efforts to engage new and diverse types of donors, such as corporate and public organizations.



## CRITERIA FOR SUB-GRANTING

When GSIF receives donations or grants that are not restricted or addressed to a specific country or project, it applies the following criteria to decide on the projects that can receive such grants or donations:

- The project should be part of a strategic plan, at programme or country level, aligned with the priorities of the GSIF Theory of Change and with the Congregational Direction Statements. Alternatively, it must be used to design a strategic plan at program or country level;
- The local management must guarantee capacity to adopt the GSIF Finance and Administration and Monitoring and Evaluation Policies, either through a local MDO, or through an equivalent local coordinating structure;
- The project has a Child Safeguarding Policy aligned with the Congregational Policy;
- The primary beneficiaries of the project must be girls, women and children living in poverty, victims of violence, discrimination and other forms of human rights violations;
- The project must contribute to achieving the SDGs in the target country;
- The project is co-funded by local resources or other donors;
- The grant contributes to building the sustainability of the project.

## NEW SPONSORED PROJECTS

	Country	Project Title	Funding Agency	Amount Granted Euro	Date of Approval
1	India	Economic and Social Empowerment of Dalit and Tribal Women	Misean Cara	176.660,00 €	08/10/18
2	Nepal	Cross-border AHT Project	CARITAS Italiana	179.085,00 €	31/10/18
3	Sri Lanka	Creating Child Friendly Safe Spaces - CBCP	Babonatum Foundation	38.231,85 €	03/12/18
4	Thailand	Empowering Women Religious	Misean Cara	89.995,00 €	22/11/18
5	International	Capability Development of GSS in Africa	Harris Fraser	220.376,00 €	02/11/18
6	Angola	Professional Training and Market Linkages Luanda	Hilton Fund for Sisters	12.714,00 €	26/10/18
7	Angola	Education and Holistic Development Kicolo	Raskob Foundation	25.428,00 €	16/05/18
8	Kenya	Sustainable Community Development and Women Empowerment	CEI	66.348,00 €	04/06/18
9	Madagascar	Building Holistic Development for Morondava	Harris Fraser	48.771,75 €	02/11/18
10	Burkina Faso	Protecting and Empowering Vulnerable Women and Children	Harris Fraser	77.700,00 €	02/11/18
11	Congo (DRC)	Bring Hope Women and Children in Kolwezi, 2013-17	ERG	203.424,00 €	28/07/18
12	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Daimler	1.010.000,00 €	07/02/18
13	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	ERG	160.134,96 €	21/12/18
14	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Harris Fraser	101.712,00 €	26/11/18
15	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Anonymous foundation (Amsterdam)	200.000,00 €	08/10/18
16	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Misean Cara	389.955,80 €	20/06/18
17	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	ERG	210.000,00 €	28/07/18
18	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Accelere-USD	69.404,03 €	28/08/18
19	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Missio Austria	5.867,60 €	15/12/18
20	Congo (DRC)	Children not miners - BP Kolwezi 2018-2022	Individual Donors	26.000,00 €	--
21	Bolivia	Economic Empowerment Oruro	Misean Cara	75.000,00 €	01/10/18
22	Colombia	Transformando vidas para ser discipulos misioneros	ADVENIAT	102.457,89 €	21/03/18
23	Guatemala	Recovery to the affected by the volcano eruption	Hilton Fund for Sisters	8.476,00 €	14/06/18
24	Guatemala	Recovery to the affected by the volcano eruption	Misean Cara	15.000,00 €	09/07/18
25	Bolivia/Chile	Network Bolivia-Chile in defense of migrant women	GS Toronto	65.000,00 €	15/04/18
26	Bolivia/Chile	Network Bolivia-Chile in defense of migrant women	OAK Core Support co-funding	50.000,00 €	15/04/18
27	El Salvador/Nicaragua	Solidarity for Financial Inclusion	OAK Core Support co-funding	50.000,00 €	02/01/18
28	Guatemala	Recovery to the affected by the volcano eruption	GS M.D.Corp. USA	8.646,35 €	15/06/18
29	Guatemala	Recovery to the affected by the volcano eruption	GSS UK	5.542,43 €	15/06/18
30	Guatemala	Recovery to the affected by the volcano eruption	GS Australia	3.195,65 €	15/06/18
31	Guatemala	Recovery to the affected by the volcano eruption	Consejo Gubernativo de Los Bien	977,07 €	15/06/18
32	South West India	Kerala Emergency Funding	Misean Cara	15.000,00 €	26/09/18
33	South West India	Kerala Emergency Funding	GS Toronto	16.346,09 €	10/10/18
34	South West India	Kerala Emergency Funding	Mix	34.636,45 €	10/10/18

# Financial Results

In 2018, Good Shepherd International Foundation has registered Income for a total amount of 2.972.642,44 € and Expenditures for a total amount of 2.986.725,54 €. The financial result of the year 2018 is -14.083,10 €.

The most significant financial results of 2018 compared to 2017 are the following:

- Income increased 9,66%;
- Expenses grew 6,03%.

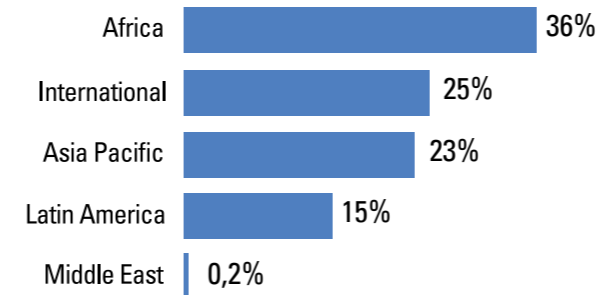
These figures refer only to the share of Income and Expenditures directly managed through GSIF. Core Support components increased both on the side of the expenses (from 25,36% in 2017 to 28,37% in 2018) and on the side of the income (from 20,82% in 2017 to 33,66% in 2018).

Particularly on the side of the income, GSIF has been able to increase the Core Support Costs related income of 77% compared to 2017. This increase is mainly due to an increase of contribution from Good Shepherd Units.

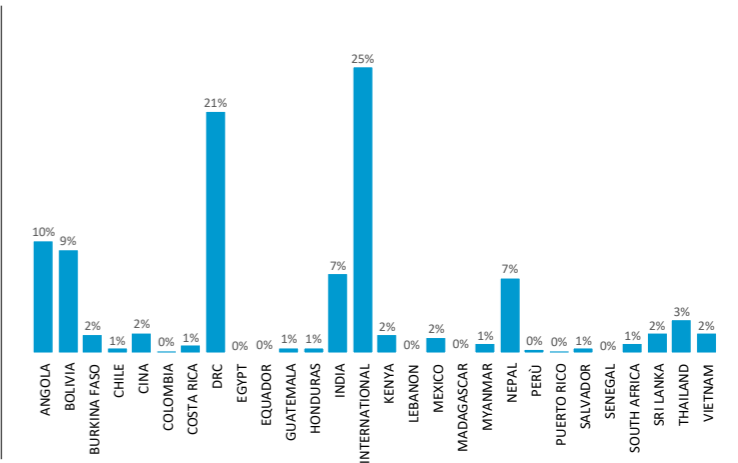
In the general picture, there is a new thematic area named "GS Service" to give evidence to income and expenditures not directly related to Programs and/or to Core Support but related to the service that GSIF gives to the Congregation.

With regards to the diversification of funds, the main result is related to the 95% increase of Corporate Donors income, from 8,02% of the total income 2017 to 14,29% in 2018. This positive variance compensates, together with other smaller positive variances, the reduction of funds from Private Foundations.

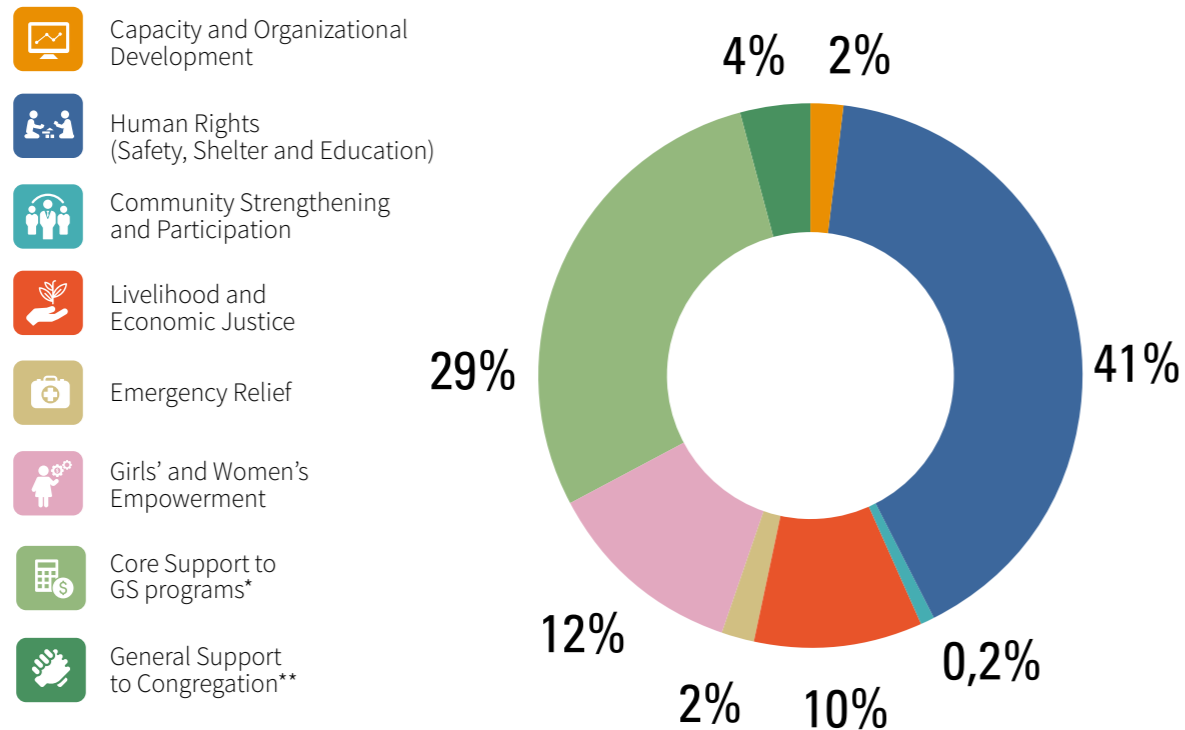
FUNDING DISBURSED BY CONTINENTS



FUNDING DISBURSED BY COUNTRY



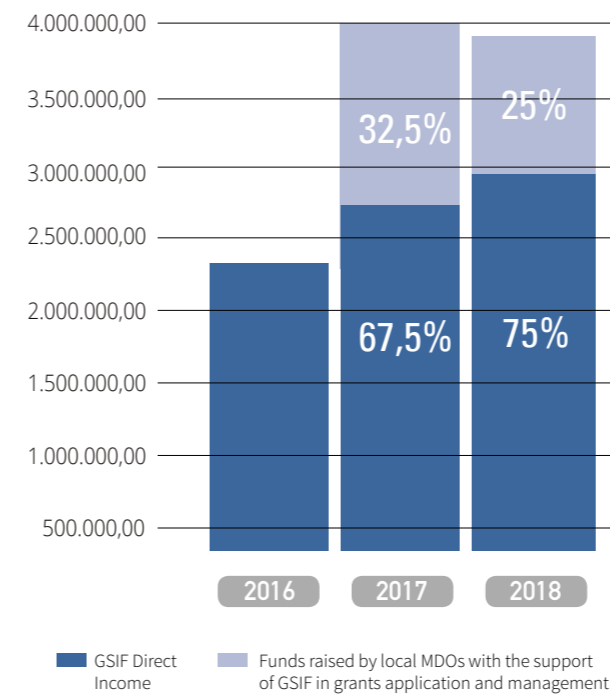
FUNDING DISBURSED BY AREA OF ACTIVITIES



\*Core support includes general support and coordination for GS programs' management, monitoring and evaluation, grants management, capacity development for GS programs and governance, fundraising, and communication. The costs related to these core support activities, as well as general operational and administrative costs, are covered by specific core support grants and restricted funds not included in funds directly disbursed for direct GS program costs.

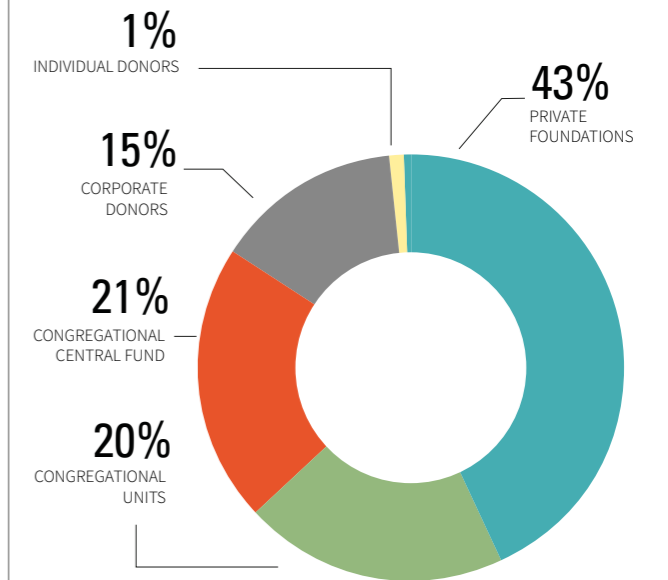
\*\*Other administrative services provided to the Congregation, besides projects' support.

TOTAL FUNDING TREND 2016-2018



\*GSIF started analyzing this data in 2017

GSIF SOURCES OF FUNDING 2018



# Financial Statements

AS OF 31 DECEMBER 2018



# Statement of financial position

(amounts in Euro)

31 DECEMBER 2018

31 DECEMBER 2017

## ASSETS

<b>A) RECEIVABLES FROM ASSOCIATE MEMBERS FOR PAYMENTS STILL DUE</b>		-	-
<b>B) FIXED ASSETS</b>		<b>8.651</b>	<b>4.500</b>
<b>I - Intangible fixed assets</b>		-	-
7) Other intangible fixed assets	-	-	-
<b>II - Tangible fixed assets</b>		<b>8.651</b>	<b>4.500</b>
3) Other assets	17.456	11.412	
4) Depreciations other assets	(8.805)	(6.912)	
5) Ongoing assets and advances			
<b>C) CURRENT ASSETS</b>		<b>1.257.143</b>	
<b>II - Receivables</b>		<b>463.639</b>	<b>683.935</b>
1) With customers			-
2) of donations from the Foundation's supporters to be received			
3) Receivable represented by credit securities		793.504	788.014
4) Tax receivables	-	653	
5) With others	6.377	9.389	
<b>IV - Cash equivalents</b>		<b>788.014</b>	<b>905.835</b>
1) Bank and post office accounts	790.723	783.088	
2) Cash on hand and valuables	2.782	4.927	
<b>D) ACCRUED INCOME AND PREPAYMENTS</b>		-	-
1) Prepayments	-	-	
<b>TOTAL ASSETS</b>		<b>1.265.794</b>	<b>1.476.449</b>

## LIABILITIES

<b>A) NET EQUITY</b>		<b>1.111.080</b>	<b>1.125.164</b>
<b>I - Free Equity</b>		<b>961.080</b>	<b>975.164</b>
1) Profit (loss) for the year	(14.083)	(106.048)	
2) Retained Earnings	975.163	1.081.212	
<b>II - Endowment fund</b>	150.000	150.000	150.000
<b>B) PROVISION FOR CONTINGENCIES AND OTHER LIABILITIES:</b>		-	-
<b>C) EMPLOYEE SEVERANCE PAY</b>		<b>44.621</b>	<b>42.179</b>
<b>D) PAYABLES</b>		<b>110.093</b>	<b>77.182</b>
1) Bank payables	-	-	
2) Payables to suppliers	10.593	5.985	
3) Taxes payables	16.733	11.682	
4) Payables to social security institutions	21.512	16.050	
5) Payables to other non profit organization	-	-	
6) Other payables	61.255	43.465	
Account payables to employees for holidays	60.038	40.441	
Other payables	1.217	3.024	
<b>E) ACCRUED LIABILITIES AND DEFERRED INCOME</b>		-	231.925
2) Accrued liabilities	-	231.925	
<b>TOTAL LIABILITIES</b>		<b>1.265.794</b>	<b>1.476.449</b>

# Management Report

(amounts in Euro)

## 1) INSTITUTIONAL ACTIVITY INCOME AND EXPENSES

	31 DECEMBER 2018				31 DECEMBER 2017			
	INCOME		EXPENSES		INCOME		EXPENSES	
<b>A CHILDREN PROTECTION AND EDUCATION PROJECT</b>								
Operating grants	1.157.195	38,93%			387.337	14,29%		
Project costs			(1.215.326)	40,69%			(486.147)	17,26%
<b>Project A total</b>	<b>1.157.195</b>	<b>38,93%</b>	<b>(1.215.326)</b>	<b>40,69%</b>	<b>387.337</b>	<b>14,29%</b>	<b>(486.147)</b>	<b>17,26%</b>
<b>B CAPACITY BUILDING AND ORGANIZATIONAL DEVELOPMENT PROJECT</b>								
Operating grants	144.551	4,86%			427.996	15,79%		
Project costs			(49.902)	1,67%			(703.236)	24,96%
<b>Project B total</b>	<b>144.551</b>	<b>4,86%</b>	<b>(49.902)</b>	<b>1,67%</b>	<b>427.996</b>	<b>15,79%</b>	<b>(703.236)</b>	<b>24,96%</b>
<b>C GIRLS AND WOMEN EMPOWERMENT PROJECT</b>								
Operating grants	17.838	0,60%			930.896	34,34%		
Project costs			(368.934)	12,35%			(431.739)	15,33%
<b>Project C total</b>	<b>17.838</b>	<b>0,60%</b>	<b>(368.934)</b>	<b>12,35%</b>	<b>930.896</b>	<b>34,34%</b>	<b>(431.739)</b>	<b>15,33%</b>
<b>D EMERGENCY RELIEF PROJECT</b>								
Operating grants	49.144	1,65%				9,81%		
Project costs			(64.009)	2,14%			(177.798)	6,31%
<b>Project D total</b>	<b>49.144</b>	<b>1,65%</b>	<b>(64.009)</b>	<b>2,14%</b>	<b>265.970</b>	<b>9,81%</b>	<b>(177.798)</b>	<b>6,31%</b>
<b>E COMMUNITY STRENGTHENING AND PARTICIPATION PROJECT</b>								
Operating grants	9.050	0,30%			16.714	0,62%		
Project costs			(5.765)	0,19%			(15.915)	0,56%
<b>Project E total</b>	<b>9.050</b>	<b>0,30%</b>	<b>(5.765)</b>	<b>0,19%</b>	<b>16.714</b>	<b>0,62%</b>	<b>(15.915)</b>	<b>0,56%</b>
<b>F LIVELIHOOD AND ECONOMIC JUSTICE</b>								
Operating grants	255.841	8,61%			117.472	4,33%		
Project costs			(295.356)	9,89%			(279.065)	9,91%
<b>Project F total</b>	<b>255.841</b>	<b>8,61%</b>	<b>(295.356)</b>	<b>9,89%</b>	<b>117.472</b>	<b>4,33%</b>	<b>(279.065)</b>	<b>9,91%</b>
<b>G OTHER PROJECTS GSS</b>								
Operating grants	336.892	11,33%						
Project costs			(131.814)	4,41%				
<b>Project G total</b>	<b>336.892</b>	<b>11,33%</b>	<b>(131.814)</b>	<b>4,41%</b>				
<b>TOTAL INSTITUTIONAL ACTIVITY</b>	<b>1.970.510</b>	<b>66,29%</b>	<b>(2.131.106)</b>	<b>71,35%</b>	<b>2.146.384</b>	<b>79,18%</b>	<b>(2.093.900)</b>	<b>77,24%</b>

## 2) CORE SUPPORT INCOME AND EXPENSES

	31 DECEMBER 2018				31 DECEMBER 2017			
	INCOME		EXPENSES		INCOME		EXPENSES	
<b>2.1 Operating grants</b>	986.133	33,17%			564.455	20,82%		
<b>2.2 Core support costs</b>			(336.995)	11,28%			(243.544)	8,65%
Costs for disbursement of Rome			(102.556)	3,43%			(114.253)	4,06%
Office lease, condominium expenses and utilities			(5.650)	0,19%			(4.010)	0,14%
General and service expenses			(143.528)	4,81%			(88.955)	3,16%
Entertainment expenses			(1.550)	0,05%			(402)	0,01%
Purchase of durable goods and services			(3.658)	0,12%			(2.997)	0,11%
Travel expenses			(36.741)	1,23%			(3.324)	0,12%
Amortization, depreciation and write-downs			(1.893)	0,06%			(1.431)	0,05%
Taxes and duties			(18.205)	0,61%			(11.843)	0,42%
Other expenses			(17.980)	0,60%			(14.566)	0,52%
Bank commissions			(5.232)	0,18%			(1.763)	0,06%
<b>2.3 Personnel costs</b>			(510.381)	17,09%			(406.391)	14,43%
Employee wages and salaries			(355.698)	11,91%			(297.100)	10,55%
Staff project fees			(20.713)	0,69%			(19.035)	0,68%
Social security and national insurance expenses			(110.459)	3,70%			(71.377)	2,53%
Allocation of severance indemnity fund (TFR)			(23.510)	0,79%			(18.879)	0,67%
<b>TOTAL CORE SUPPORT</b>	<b>986.133</b>	<b>33,17%</b>	<b>(847.375)</b>	<b>28,37%</b>	<b>564.455</b>	<b>20,82%</b>	<b>(649.936)</b>	<b>23,07%</b>
<b>3) FINANCIAL INCOME AND EXPENSES</b>	15.999	0,54%	(8.244)	0,28%	31	0,00%	(73.083)	2,59%
<b>TOTAL FOR THE YEAR</b>	<b>2.972.642</b>	<b>100,00%</b>	<b>(2.986.726)</b>	<b>100,00%</b>	<b>2.710.871</b>	<b>100,00%</b>	<b>(2.816.919)</b>	<b>100,00%</b>
RESULT FOR THE YEAR MANAGEMENT SURPLUS (DEFICIT)			(14.083)				(106.048)	

Full Financial Statements, included Notes, are available on the Good Shepherd International Foundation website.

## PHOTOS

Cover: Maman Idee, a participant in the Bon Pasteur Kolwezi Economic Empowerment Project in Kanina, DRC (©Nyokabi Kahura).

p. 2: Children playing in the playground of the Bon Pasteur Kolwezi informal school in Mukoma, DRC (©Nyokabi Kahura).

p. 7: A sister from the Bon Pasteur Kolwezi program talking with children at the "Centre de Rattrapage Scolaire" in the Kabamba artisanal mining community, DRC (©Nyokabi Kahura).

p.8: Girls' education is key to breaking the cycle of poverty and discrimination in Dalit and tribal communities in India. The Economic Justice project, run by the Good Shepherd Sisters Central East India, has helped 600 women access basic education and skills training, supporting their economic and social empowerment.

p. 13: A pupil from the new school St. John Eudes in Kicolo, Angola. Good Shepherd programs in Angola focus on primary education, vocational training and adult literacy.

p. 14: Musenga in front of the small restaurant she manages. She participated in vocational catering training, part of the Bon Pasteur Kolwezi, Economic Empowerment Project, DRC.

p. 17: A refugee woman at the Dispensary St. Antoine, managed by the Good Shepherd Sisters in Lebanon, where her daughter was able to receive free, quality healthcare (©Cristian Gennari).

p. 18: A child from the remote village of Magikwin, Myanmar, served by the Good Shepherd Community Center that offers pre-school education and tuition for more than 200 children.

p. 22: A staff meeting at Bon Pasteur Kolwezi, DRC, to plan new activities, and to improve capacity in management and organization for the effective development of the mission (©Nyokabi Kahura).

p. 26: Cristina Duranti, GSIF Director, receives the award for "High-Performing Non-Profit" organization at the 2018 Philanthropy Day in Milan, organized by the Lang Italia Foundation.

p. 29: Children in the classroom of the informal school in Kanina, DRC, where Bon Pasteur Kolwezi has been running its community-based program to eradicate child labor in cobalt mines since 2013 (©Nyokabi Kahura).

p. 30: A member of the Maisha Farm in Kanina, DRC, that has involved about 200 families, offering them an alternative livelihood to unsafe mining work and improving their annual food security (©Nyokabi Kahura).

p. 33: Nepali girls at the village school in Gorka district, rebuilt after the 2015 earthquake. GSIF Nepal works to create community-based systems to protect and empower at-risk children, girls and women.

p. 36: Jaysree, one of the protagonists of the documentary "Mahila: A Women's Movement Rising", leads a women farmers' cooperative that negotiates fair prices for their dairy production ([www.mahilafilm.com](http://www.mahilafilm.com)).

p. 39: Bisto Bai is the president of a co-operative of 150 tribal women, that helps women farmers improve their business, under the Economic Justice Project in Pantripatra, India.

p. 38: Session discussing the Regional Strategic Plan during the 2018 GSIF Latin America Regional Meeting in Quito, Ecuador.

p. 39: The participants of the first GSIF Asia Pacific Regional Workshop, held in Sri Lanka in 2018.

p. 45: A Bolivian woman attending a weaving workshop, organized by the Fundación Levántate Mujer for women's economic and social empowerment in Sucre, El Alto, and Oruro in Bolivia.



**GOOD SHEPHERD  
INTERNATIONAL  
FOUNDATION  
ONLUS**

An initiative of



**CONGREGATION OF  
OUR LADY OF CHARITY  
OF THE GOOD SHEPHERD**

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