



STRATEGIC PLAN 2021-2024

S O C I A L P R O M O T I O N F O U N D A T I O N



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PRESENTATION

The new Strategic Plan of the Foundation for the period 2021/24 defines **the lines of action and priorities for the next four years.**

Its preparation is the result of a participatory work of the entire team: governing body, paid staff, volunteer staff and also beneficiaries and / or local partners. In this way, it has been possible to involve everyone in the Mission, while integrating the work of each one into a broader institutional vision. As always, it has started from the analysis and evaluation of the previous Strategic Plan, which has allowed a detailed reflection of our activity, extract practices, learn lessons and thus achieve the reinforcement of our institutional principles.

During 2020 and 2021 we are living, with the COVID-19 pandemic, a health emergency, which is having as a consequence notable economic and social changes unprecedented in our recent history. In this exceptional context, the role of non-profit organizations is being essential to face the social challenges that arise, especially for the most vulnerable people.

We have a great challenge ahead, which is to combat exclusion and poverty derived from this health uncertainty.

Undoubtedly, this context of a pandemic has been very present when preparing this Strategic Plan. Already during the year that we have been since the crisis broke out and with the full conviction that people are at the centre of the Foundation's labour strategy, the focus has been on the most urgent: the safety of workers and beneficiaries. On the other hand, continuing economic sustainability and investing more resources in fundraising and fundraising channels will be priorities for the future.

Fortunately, the Foundation has been able to continue developing its projects, as well as serving as a useful instrument to alleviate the suffering caused by this crisis in the countries where it works.

On the other hand, it has been possible to guarantee the safety of the workers, an essential priority of the Foundation, thanks to the adaptation to teleworking and the promotion of digitization, which has taken place with the efforts of all.

We want this new Strategic Plan, very focused on the areas of innovation, strategy and digitization, to be a coherent and effective working instrument that allows us to effectively carry out the mission of our Institution and renew our commitment to serve society.

I wish to express my appreciation to the institutions and public and private donors, who with their support and economic contribution make this work possible. To the local partners, to the beneficiaries, the true protagonists of our actions, to the volunteers, collaborating partners, the Board of Trustees and the Foundation team, who face this task with renewed effort every day.

This document was approved by the Executive Committee on April 16, 2021.

Jumana Trad

President

1) INTRODUCTION

1.1. - THE INSTITUTION: MISSION, VISION, VALUES

The Social Promotion Foundation is a private, non-profit institution that works for human development, in accordance with its dignity. Its founding objectives are related to the diversity of the countries in which it operates and to the priorities and proposals of local organizations, always putting the person at the center of its activities.

Mission:

Ensure that all people can live according to their human dignity by being the protagonists of their lives and the engine of their own development.

Vision:

Build a culture of solidarity centred on the person and on the need to achieve better and more dignified conditions of life, work, freedom and social participation for all.

Our aspiration is to strengthen the capacities of each person by mobilizing existing resources, by supporting an agile and efficient organization, giving prominence to civil society and promoting true development.

Values:

- The promotion of the person and their dignity, at the centre of the institutional mission.
- The promotion of education and vocational training as an engine for lasting development, a generator of wealth and social leadership, which contributes to reducing poverty and inequalities.
- Integrity: search for the most efficient management of projects and donations, using the best management, transparency and traceability tools.
- Promotion of social commitment, creating a greater citizen, responsible and supportive awareness, especially among young people.
- The promotion of women in all sectors and activities, to encourage their social participation and real access to the field of decision-making.
- Support for minorities, which guarantees access for all, in conditions of justice and equity, to basic goods and services and which fosters cultural dialogue, as well as the contribution to peace.

- Promotion and dissemination of culture as a qualified expression of the person and their historical vicissitudes, and as a contribution to the dialogue between different cultures.

1.2.- AREAS OF ACTION:

The Foundation works in the following areas:

1. **Cooperation for Development and Humanitarian Aid:** through programs and projects that promote human, social and economic development in accordance with the dignity of the person and respectful of the cultural identity of peoples and social groups.
2. **Cultural and Educational Cooperation:** encouraging access to education for low-income people at different educational levels: Primary and Secondary, Vocational Training and University education.
3. **Volunteering and Social Action:** through the promotion of civic values and the promotion of caring and responsible citizenship. Promoting volunteering and the training and awareness of volunteers as agents of social development.
4. **Education for Development and Global Citizenship:** instilling knowledge, attitudes and values capable of generating transforming agents of a culture of solidarity committed to the fight against poverty and exclusion that promotes human and sustainable development.

1.3.- GENERAL CONTEXT IN WHICH THE STRATEGIC PLAN IS FORMULATED:

The context in which this Strategic Plan is formulated in general lines is characterized by the following phenomena:

1. The health, social and economic emergency generated by the COVID-19 Pandemic, and the uncertainty regarding its duration and end, despite the global vaccination strategy in which we are currently immersed.
2. The effects that the Pandemic is already having on the implementation of the Sustainable Development goals show the highest priority in the goals of eradicating poverty and combating exclusion, since the most vulnerable groups are being the most affected. It is also making it clear that developing countries will need more funds and more help from Cooperation organizations.
3. Social distancing measures have suddenly accelerated the digital revolution, highlighting the digital divide, especially for people with limited resources, with disabilities, or of advanced ages.

4. The economic crisis in Spain may cause a decrease in our sources of financing due to the reduction of donations from individuals and companies that will force us to focus and redouble our efforts in our fundraising and campaigns area, so that it does not affect our present strategy to increase the social base and collaborating partners.
5. By area of operation of international projects, the COVID-19 crisis is expected to fundamentally affect Asia, Africa and Latin America, in many of the countries in which we work, which together with the economic and social crisis that is now even affecting Lebanon, one of our priority countries, makes us face a four-year period with important challenges of aid to these regions, which we will be able to solve with calls for public aid, as well as with private humanitarian and emergency aid campaigns that have already been launched.
6. In the context of Spanish Cooperation, it will be necessary to be very attentive to the reform of the new Cooperation Law, already announced as a priority of the current Government, as well as to the reform of the Spanish Agency for International Development (AECID), and the need to adapt the Agenda 2030 of the United Nations, as will be explained in more detail in the section of institutional objectives of Cooperation of this EP.
7. Regarding the internal context of the organization, the reforms that were designed in the previous EP have already been undertaken, having made progress towards a more agile and innovative management model, which has made it possible to adjust expenses to the current size of the institution and adaptation to the changing environment that we are living.

However, improving quality in management is a constant challenge for the Foundation, which continues to advance in the innovation of transparency tools, optimization and management of both human and financial resources, in order to achieve maximum efficiency.

8. The plan to reinforce the Delegations and Headquarters, both international and in Spain, will be one of the main strategic objectives of the next four-year period, placing special emphasis on the Valencia headquarters, where there are already hired personnel, volunteers and partners who support the projects and programs that the Foundation has with the Generalitat Valenciana.

In short, the Social Promotion Foundation must continue with its process of permanent updating and improvement of its procedures to face the important challenges that will arise in the coming years, and all this with a human team

committed to the mission of the Foundation, which is perfectly coordinated for maximum efficiency.

2) COOPERATION FOR DEVELOPMENT:

Based on the experience accumulated during the period of validity of the previous EP, together with the fact that the strategies of our main public donors are in the review and update phase at the time that the new EP of the FPS enters into force, the lines of action proposed in the area of cooperation for development are the following:

1.- **Geographical and sectorial concentration.**

Always aligned with the mission of the foundation, priority regions will be given continuity, aware that geographic and sectorial concentration is an added value, as well as a trend that is strengthened by donors, who value the experience of the organization aid applicant both in the country and in the intervention sector.

Thus, the priority **geographic areas** of intervention for the new 2021-2024 period would be: Middle East (Palestine, Lebanon, Jordan, Egypt); Latin America (Guatemala, Nicaragua, Bolivia, Peru); Africa (Ethiopia).

Indicator:

During the period of validity of this Strategic Plan, at least 24 cooperation for development interventions will have been implemented, either in the form of a project, program or agreement, of which at least one will be developed in each of the priority countries mentioned.

The priority **intervention sectors** would also be those in which the Foundation offers more experience and added value. This sectorial distribution will make it possible to contribute to different goals of the following SDG of the 2030 Agenda

- Education (formal and non-formal; professional training): SDG4 (quality education).
- Rural development (agricultural development, recovery / generation of sustainable livelihoods, entrepreneurship): SDG2 (zero hunger), SDG3 (health and well-being).
- Environment (sustainable management of natural resources, renewable energy): SDG6 (clean water and sanitation), SDG7 (affordable and clean energy), SDG13 (climate action).

Continuing this work, and as a qualitative leap, entrepreneurship (not only linked to the rural development sector) and support for those goals related to SDG8 (decent work and economic growth), will be a line of work to be consolidated in the frame of this PE.

Based on the holistic approach of both the 2030 Agenda and the Human Rights-based Approach, in tune with the vision and mission of the Foundation, the interventions will contribute to SDG5 (gender equality), SDG16 (peace, justice and strong institutions) and SDG17 (partnerships to achieve the goals), not forgetting that all of them will have an impact on SDG1 of ending poverty.

Indicators:

- 1.- During the period of validity of this Strategic Plan, cooperation for development interventions will have been launched and/or implemented in the 3 priority sectors (education, rural development and the **environment**).
- 2.- At the end of the period of validity of this Strategic Plan, the line of work related to SDG 8 will have been consolidated with at least 2 cooperation interventions.

2.- Diversification of donors.

While waiting for the eventual news that the new strategic frameworks of the Foundation's **public donors** may incorporate, work will be done to continue growing in Latin America with decentralized cooperation, and in the Middle East in the Spanish Agency for International Cooperation for the development. Africa, and specifically Ethiopia, is a priority in both areas.

In the same way, work will continue to expand the spectrum of donors who collaborate in the Foundation's projects, highlighting:

- **Supranational and multilateral organizations** (European Commission, World Bank, FAO, World Food Program, other United Nations Agencies, among others), both through calls for development grants and tenders for technical assistance for consultancies of Cooperation, or any other possibility of collaboration that could be identified.
- **Private companies**, especially through their Corporate Social Responsibility programs.

Indicators:

- 1.- During the period of validity of this Strategic Plan, collaboration with at least 2 supranational and / or multilateral organizations will have been achieved in any of the modalities contemplated in the aforementioned EP.

- 2.- At the end of the validity period of this Strategic Plan, the support of at least 2 private companies will have been obtained for any of the Foundation's projects.

3.- **Strengthening the capacities of the technical Project team.**

In a continuously changing and evolving sector such as cooperation for development, it is essential that the technical team in charge of identifying, formulating and monitoring the interventions is up-to-date in order to be able to work with the highest quality at the service of the recipients.

This implies continuous training, either by taking the training offered from different platforms linked to the sector, such as those required at specific times to respond to specific needs.

Indicator:

Each of the members of the technical Project team, both at headquarters and in the field, will attend at least one internal training activity and one external activity, each year during the period of validity of this Strategic Plan.

4.- **Technical assistance for cooperation for development, via public contract tenders.**

Continuing the previous EP, the Social Promotion Foundation, in full harmony with the SDG17 of the 2030 Agenda, will continue to develop the line of work related to the **participation in international public tenders** that allow the implementation of technical assistance projects in alliance with financial organizations and multilateral development. After the analysis of the achievements made in the PE 2017-2020, the goals set for the period 2021-2024 would be the following:

- Strengthen the Foundation's current relationships with the private sector (consulting firms, engineering firms, research centres, universities, etc.), mainly European entities.

Indicator:

40 new companies are contacted, in the field of tenders financed by the EU and by other multilateral and international organizations such as development banks or national agencies (GIZ, AFD, AICS, JICA, USAID, DFID, etc.).

- Increase the Foundation's participation in 20 public calls for tenders with EuropeAid and other multilateral and international organizations, forming new Consortia, presenting expressions of interest (or concept notes) and, where appropriate, sending technical / financial proposals.

Indicator:

The Foundation participates in at least 20 public tenders from Europeaid or other multilateral organizations during the term of this EP.

- Consolidate its own network and database with 80 new Consultants and Experts, proposing their CVs as a technical pool in proposals for future calls where the Foundation is present in Consortium with other entities.

Indicator:

At the end of the term of this EP, 80 new CVs of consultants and experts have been added to the Foundation's database.

5.- CSR / CSR.

- Consolidate the current collaboration of Spanish companies (with special emphasis on the two large promoters and those entities with a long history in the relationship), and increase it with 6 new incorporations, in the Karibu Sana project in Kenya.
- Diversify activities with possible business input such as: Spanish Agency for International Development (AECID) call for innovation actions, initiatives to help organizations in Spain, awareness-raising activities and EpDGC, sponsors of CEMO and/or OMEI, etc.
- Evaluate 2 possible collaborations of European private entities with the Foundation's current projects in third countries (mainly the Middle East, Sub-Saharan Africa and Latin America).

6.- Strengthening the network of local partners.

The increasing competitiveness and professionalization of the cooperation for development sector is showing, among other needs, that of having local partners with experience, professionals and who identify with the mission, vision and values of the Foundation. Having already a consolidated work history with local partners in the various countries in which it is present, during the period that opens with this new PE will work on the identification of new local partners that, responding to the aforementioned criteria, and always within of the geographic

and sectorial priorities outlined above, expand the Foundation's options in terms of type of projects, donors, strengthening of networks, etc.

Indicator:

At the end of the validity period of this EP, at least 3 new local partners will have been identified and will be working with.

3) HUMANITARIAN AID

In the line of service to people, typical of the mission, vision and values of the Foundation, it will continue in specific interventions or those that relate the nexus between Humanitarian Action and Development, under a focus on building resilience and means of life (capacities, assets and activities that are required to generate an income and have a possibility of sustenance in the life according to the definition of the International Federation of the Red Cross - IFRC).

Consequently, the Foundation will continue working to alleviate the effects of natural disasters and conflicts through specific actions, either supported by private fundraising campaigns, or by attending public calls for aid, and according to the work model with a local partner that it continues in cooperation for development.

Indicator:

At the end of the period of validity of this Strategic Plan, at least 3 humanitarian aid interventions have been implemented to alleviate the effects of natural disasters and / or conflicts.

4) EDUCATION FOR DEVELOPMENT AND GLOBAL CITIZENSHIP

Social Promotion Foundation works for human dignity and promotes a culture of solidarity centre on the person and on the need to achieve better and more dignified conditions of life, work, freedom and social participation for all, paying special attention to the most vulnerable groups.

For Social Promotion, Education for Development and Global Citizenship (EpDGC) is at the base of solidarity, and it is essential for society to become aware that the fight against poverty and exclusion and the commitment to promote the development of peoples requires a change in the policies and development models of the so-called first world.

The Social Promotion Foundation understands the EpDGC as a learning and educational process for social transformation that promotes the value of the common, of rights and solidarity, generating knowledge, values and attitudes that allow citizens to improve their understanding of global reality and push them to individual awareness and social mobilization for the eradication of poverty, situations of inequality, environmental unsustainability and violation of rights.

In a context of a COVID-19 pandemic, from Social Promotion we observe more than ever the interrelation of people and the global nature of the problems. To achieve compliance with the SDGs and the 2030 Agenda, it is essential to involve broad layers of citizens.

We understand an EpDGC that generates profound changes in people's consciousness, that turns them into agents of change and that encourages them to an active social participation. Citizenship is key in the demand and support for local and global policies to care for people and the planet in a post-COVID context.

For the next four years, Social Promotion will design, schedule and implement its activities in this area as a component of EpDGC of cooperation for development projects submitted to calls for public participation. All the Foundation's interventions and programs will have a transversal focus on EpDGC.

On the other hand, the EpDGC component has been increasing its importance in recent years, reaching its own calls for grants from public institutions. Social Promotion will also attend these specific EpDGC calls, in some cases in consortium with other NGOs, highlighting those published by the following public bodies: European Commission, Spanish Agency for International Development (AECID), Regional Government of Madrid, Regional Government of Valencia, Regional Government of Castilla y León or City of Madrid.

Indicators:

- 1.- Component of EpDGC in agreements and cooperation for development projects: Component of EpDGC in 2 agreements during the period and an additional project / year.
- 2.- Projects in calls of EpDGC: 1 project per year.

Regarding the scope of action of Social Promotion in its EpDGC activity, Social Promotion Foundation directs its actions as a priority to youth. For the Foundation, youth is key in the processes of change and it is unavoidable that the processes and activities of the EpDGC designed generate awareness, commitment and reflection around the Sustainable Development Goals and promote a citizenship committed to a more just world and sustainable.

Youth is the future of humanity and much of the change towards a more sustainable world is in their hands.

- A. Social Promotion during this period will carry out EpDGC programs with young people in the field of Non-Formal Education with the general objective of adapting the programs aimed at youth for their training in intercultural dialogue and being able to carry out an in-depth analysis of the new challenges that arise as a result of the coronavirus crisis, develop empathy and knowledge of the various points of view, reflection and elaboration of critical thinking and promote the cooperative search for improvement solutions to local and global problems.

To do this, during the 2021-2024 activity period, priority will be given to achieving the following specific objectives:

1. Digital adaptation of the Youth MUN Madrid awareness program to the current coronavirus crisis so that it is accessible to the adolescent population of any social, economic or cultural situation and empowers the people who facilitate the program (teachers, social educators and volunteers) to raise awareness about the value of interculturality.

Indicator:

Offer of a bilingual online platform with dynamics on the MUN educational tool, thematic drills for dialogue on social problems derived from the Covid-19 crisis and workshops on global problems through knowledge of the 2030 Agenda.

2. Encourage initiative and proactive attitude during adolescence to help face the social challenges identified in their environment, through experiences of

intercultural dialogue and social action that improve citizen coexistence and social cohesion.

Indicators:

1. Organization of a 3-day Youth Dialogue Forum where students will have the opportunity of an intercultural experience participating in simulations of the United Nations (UN) work sessions. They will participate as delegates of a country in one of the UN committees and will represent the position of that country to negotiate and agree with other countries on the adoption of improvement resolutions. All this adopting the norms of procedure and democratic values of the UN.
 2. Participation of adolescents in the initiatives around the 2030 Agenda organized by entities linked to the Foundation to propose innovative solutions to the social consequences of the pandemic in the closest environment.
 3. Development of 3 inter-Association activities each year that promote dialogue between young people of different origins as long as the post-COVID situation allows it.
 4. Organization of 2 informative workshops a year to make the Associations aware of the new educational trends and initiatives that exist in their environment with which they can strengthen ties and generate alliances.
- B. Social Promotion During this period, it will carry out EpDGC programs with students from the Agrarian Family Schools (AFS) in the field of Formal Education, who develop their professional training in schools located in rural areas.

Thus, the AFS are vocational training centers in rural areas that teach Middle and Higher Level Training Cycles officially recognized by the Ministry of Education, in the professional areas of Agriculture, Food Industries, Sociocultural and Community Services, Health, Transport and Maintenance of vehicles, Hospitality and Tourism, Information Technology and Communications, Commerce and Marketing, Physical and Sports Activities and Administration and Management. In addition, some AFS teach ESO and Baccalaureate. All AFS provide Occupational Training and Continuous Training.

The presence of the AFS fulfills a very important mission in the face of the challenge of the depopulation of the Spanish rural environment. They contribute to the presence of women in rural areas, help to fix their population and stop the abandonment of rural areas.

Young people and adolescents who receive their training in the AFS are the ideal recipients of EpDGC actions within the framework of our agreements and projects that are developed in rural areas in the developing countries where we work.

They will be able to know the reality of the rural environment of these countries, and how our agreements / projects apply the approaches of rights, environmental sustainability and gender equality in interventions aimed at the most vulnerable rural population of countries such as Ethiopia, Palestine or Peru so that can access with guarantee the fulfillment of their rights in terms of equity and sustainability.

To do this, during the 2021-2024 activity period, priority will be given to achieving the following specific objectives:

Indicators:

- 1.- Students from 7 AFS from 6 different autonomous communities will participate in the Foundation's EpDGC programs.
- 2.- 650 students from 6 AFS will reflect on the SDGs linked to the agreement and how they are being met in the Foundation's countries of intervention.
- 3.- 36 AFS students begin a process of research and training on the different SDGs and how to contribute to their fulfillment.
- 4.- A Web Portal will be created and made available to the AFS students and the general public with the aim of raising awareness among the students of the Agrarian Family Schools about the importance of the 2030 Development Agenda, generating their interest, commitment and reflection on the Sustainable Development Goals. This Portal will give access to didactic materials and downloadable files for their work in the classroom.
- 5.- 6 thematic information panels (ODS) will be designed, and the material produced will be exhibited in at least 6 AFS of 6 different autonomous communities to raise awareness among students.
- 6.- Story or drawing competitions will be organised in at least 2 AFS with themes related to the 2030 Agenda and the SDGs on which the Foundation is working in the framework of its projects.
- 7.- Impact activities will be carried out in at least 6 localities in the rural environment of the AFS that participate in the Foundation's EpDGC programs.

- 8.- The Foundation will promote the meeting and dialogue of a representation of the AFS students with young people from urban areas who participate in EpDGC Social Promotion programs.

5) VOLUNTEERING AND SOCIAL ACTION IN SPAIN

Social Promotion Foundation during this period sets as its main objective growth and diversification of both its volunteer activities and the profile of volunteers. To this end, the Foundation will carry out an active search to increase its volunteer offer.

The Foundation aims to promote the social recognition of volunteers who provide their help and service to young people, within the framework of its work with youth associations, through the organization of non-formal education activities that promote social commitment to local and global problems of the young professional volunteers who participate in the volunteer projects of the Foundation; and of those professionals who carry out a voluntary activity to support management at the Foundation's headquarters.

To this end, during the 2021-2024 period of activity, priority will be given to achieving the following objectives:

1.- Search for opportunities to organize volunteer activities designed in a post-COVID-19 context.

To this end, contact will be intensified with social agents with whom the Foundation has a link, such as the Madrid Social Care Agency, and real needs will be taken into account in the fields where the Foundation has been working effectively for years (intellectual disability, youth, etc.).

2.- Search for new volunteers to alleviate a hypothetical decrease in the number of current volunteers.

The interest and participation of youth associations, with whom we have worked for years, will be encouraged by offering them an attractive offer of volunteer activities.

Some specific volunteer activity will be included in the framework of the Youth MUN Madrid (YMM) activities.

The possibility of finding synergies with other social organizations with greater social activity in Spain to design volunteer actions will be explored.

3.- To encourage the participation of associations in volunteer activities, during this period, a recognition of the capacities and competencies of the people who volunteer with the Foundation will be carried out.

For this, the Social Promotion Foundation has been recognized as an Accrediting Entity of the Recognize program, a project that promotes the recognition of skills

acquired through volunteering, supported by an On-line Accreditation System, from which its volunteers will be able to benefit. It is an official recognition of the skills acquired by volunteers in their activity.

4.- **Promote the active participation of associations in social problems in their immediate surroundings.**

To this end, awareness-raising and volunteering activities will be strengthened through the Sustainable Development Goals within the framework of the activities that take place in the Associations at any time of the year. In this way, the social commitment of both the volunteers and the young participants will be strengthened.

5.- **Incorporate new methodologies** both in the training of volunteers and in the design and execution of activities, to give joint responsibility both to the young participants and to the volunteers. Among the existing ones, the following educational methodologies adapted to Education for Development and Global Citizenship (EpDGC) will be applied: Project-based learning (service-learning); Thinking Based Learning; Cooperative learning; and Simulation and role-play.

6.- **Improve collaborative work between the volunteers who manage and direct the different youth Associations** so that they improve their resources, protocols, enrich themselves with the 'know how' of others, and define an offer of activities that provide a more professional and adapted service to the real needs of young people.

7.- **Commitment to voluntary action modalities**, such as family volunteering, provided that the context of the pandemic allows it, since the presence of this type of volunteering is essential.

8.- **Active participation in awareness-raising workshops and events** for the promotion of values of solidarity and volunteering.

9.- **Promote values among young people**, as an essential element for anyone who does volunteer work, through sport. For this, sports activities will be carried out that facilitate the development of attitudes such as teamwork, solidarity and companionship.

10.- Promotion of leisure and accompaniment volunteering of young professional volunteers in **Occupational Centers of the Madrid Agency for Social Care (AMAS)**.

11.- In response to the demand of AMAS and if the post-COVID context allows it, volunteer programs to accompany residents of occupational centers of the

Community of Madrid in **vacation periods** and organization of a volunteer to organize **Leisure and Accompaniment Days** for days outside the occupational centers, on weekends, during the course.

- 12.- In response to the demand of AMAS, explore volunteer activities in open spaces and Nature, with people with disabilities from the Occupational Centers of the Community of Madrid. For this action, the participation of a specialized association and the organization coordinated with AMAS would be necessary. This would also allow the participation of new volunteers in the Foundation's volunteering activity.
- 13.- **Strengthening of alliances with the public sector** by virtue of a collaboration agreement. Attention to the demand of needs of the Madrid Agency for Social Care and the Ministry of Social Policies, Families, Equality and Natality of the CAM.
- 14.- **Active participation in working groups** with other volunteer and social action entities and exchange of good practices (FEVOCAM).
- 15.- **Improve the identity and visibility** of Associations in society and in the field of non-formal education.

Indicators:

- 1.- Search for new opportunities to expand the Foundation's volunteer offerings and guarantee the number of volunteers. Contact and follow-up of procedures with AMAS, other NGOs and associations.
- 2.- Legal coverage of all volunteers every year and make them aware of the possibility of officially accrediting their skills through the Recognize program.
- 3.- Execution of at least two awareness-raising activities per year that encourages the active participation of associations in social problems.
- 4.- Incorporate collaborative work with the volunteers who manage Associations in the design of joint activities as long as the post-COVID situation allows their organization.
- 5.- Final evaluation by volunteers of all activities for Associations.
- 6.- Incorporate, in at least 3 activities a year, some of the methodologies: Project-based learning (service-learning); Thinking Based Learning; Cooperative learning, and Simulation and role-play.

- 7.- Design of a web section on the programs that are developed with Associations on the official website of the Foundation.
- 8.- During this period, a new framework agreement will be signed between the Community of Madrid (Ministry of Social Policies, Families, Equality and Natality), the Madrid Agency for Social Care and the Foundation for the promotion of volunteering in Madrid Agency centers for social care, autonomous body of the Department of social policies, families, equality and natality of the Community of Madrid, as well as the specific agreements of the Occupational Centers of Barajas and Ciudad Lineal.
- 9.- During this period, there will be a leisure and support volunteer service in AMAS Occupational Centers, in the Community of Madrid, during the weekend. 8 volunteer days a year. These sessions will be held remotely as long as the context of the pandemic does not allow young volunteers to access the centers, becoming face-to-face whenever possible.
- 10.- Si la situación post COVID-19 lo permite, se organizará un acompañamiento de residentes en centros ocupacionales fuera del mismo en periodos vacacionales (2 viajes de 6 días) y en jornadas de día durante el fin de semana (8 jornadas). Esta actividad queda supeditada a que pueda realizarse de forma presencial.
- 11.- If the post-COVID-19 situation allows it, an accompaniment of residents in occupational centers outside of it will be organized in holiday periods (2 trips of 6 days) and during the day and the weekend (8 days). This activity is subject to the fact that it can be carried out in person.
- 12.- If the situation allows it, establish an alliance with an association for which voluntary activities of leisure and free time in Nature are organized, in coordination with the direction of the Madrid Social Assistance Agency.
- 13.- Design of programmed volunteer plans within the framework of other youth activities, which guarantee a minimum number of volunteers in the future (YMM).
- 14.- Establish more agreements with universities and study centers, preferably in Valencia, to support the Foundation's headquarters in that autonomous community.

6) COMMUNICATION AND AWARENESS

During this period and after observing the need for cohesion of the organization in a pandemic and predictable post-COVID situation, it is necessary to differentiate between the Foundation's internal and external communication. It is also essential to digitize and update the use of online tools that allow remote meetings to be organized in order to manage work and organize webinars, round tables, presentations or online seminars.

Internal communication was already necessary at the time to consolidate information channels between all members of the organization, but now, in a situation of social distancing, it is essential to know in real time the milestones that occur in the workplace and in the situation from each country where the Foundation works, and helps and motivates all the staff by facilitating teamwork.

From Communication, continuous contact will be maintained with headquarters personnel, field personnel and local partners, in the countries in which we work, in order to be able to collect all the key information that occurs or is going to take place on those dates.

Indicators:

- 1.- A monthly newsletter will be sent to all Foundation staff with information on the activities carried out at Headquarters, in the field and in the countries where the Foundation works, and the most important milestones that will occur in the weeks following. (10 editions of the internal newsletter are sent to all staff at headquarters and in the field per year).
- 2.- Professional ZOOM accounts will be hired.
- 3.- Four webinars will be organized (Seminars, round tables or online presentations per year).

Regarding external communication, the information of the Social Promotion Foundation will continue to be improved and updated in its own media, web portals (promocionsocial.org and cemofps.org) and in social media profiles, with the following purposes:

- 1.- To sensitize the general public and bring them closer to the reality of our work and the situation of the rights holders of our projects. Special attention will be paid to those interventions in favor of compliance with the SDGs and the 2030 Agenda. The information, such as the Foundation's own work, will have a focus on rights and environmental sustainability, and the visibility of key objective groups in our projects will prevail like women and youth.

- 2.- Comply with the obligations acquired with the funders to give visibility of our projects in the referred media of the Foundation. The information intensity of some projects with respect to others will depend on their relative importance in terms, not only of informational relevance and general interest, but also of the volume of the project in terms of budget allocation, duration, means and impact. And the principle of transparency and the code of conduct of the NGO coordinator regarding the use of images will be observed.
- 3.- In this period, the production of more visual information and the editing of audiovisual material will also prevail, based on the receipt of testimonies from the right holders from the field, and using more innovative graphic design tools (CANVA, Adobe Premier, etc.).

Indicators:

- 1.- All sections of the Foundation's web portal will be kept up to date, incorporating all the improvements and updates necessary for the dissemination of campaigns, as well as the security of donors' means of payment and the collection of information to comply with regulations valid.
- 2.- The Foundation's news section will be kept up-to-date in order to meet the aforementioned objectives. (5 relevant informative pieces in the news section per month).
- 3.- A Newsletter will be designed and sent to more than 2,000 key stakeholders such as donors, collaborating partners, public and private funders, journalists, volunteers, etc. (10 Newsletter issues per year).
- 4.- The Foundation's Activities Report will be prepared each year and sent to the key actors in the cooperation sector. A more friendly and visual design will prevail and that is publishable and can be downloaded from the Foundation's website.

On the other hand, a communication strategy focused on attracting private funds is prioritized during these four years: awareness campaigns / Collaborating Partners / Humanitarian Aid campaigns, etc. To improve this aspect, special attention will be created and paid to the ideal social networks to disseminate this information, and also to those more visual, such as Instagram. To spread the fundraising campaigns, WhatsApp will be the medium used.

A commitment will be made to promote fundraising actions also through the organization of solidarity events, participation in activities in schools and associations, solidarity fairs and markets, merchandising design, etc.

From Rome, the momentum of the campaigns promoted by Focsiv (Federazione degli Organismi Cristiani Servizio Internazionale Volontario) will continue.

Indicators:

- 1.- At least 4 fundraising campaigns will be designed and launched per year.
- 2.- A landing page design will be created for all of them to guarantee fundraising online and through mobile devices, with a personalized communication strategy in each case, and giving priority to the WhatsApp dissemination tool.
- 3.- All communication supports such as the web, through banners with links to the campaigns, Newsletter, publications on social networks, etc., will serve to disseminate the Foundation's fundraising campaigns.
- 4.- Organization of 2-3 solidarity events a year.
- 5.- Participation in awareness campaigns and fundraising coordinated by Focsiv, presumably in "Insieme per gli Ultimi".

Among the lines to be promoted during this period, will be that of supporting growth on a social basis by continuously obtaining collaborating partners.

Indicator:

- 1.- 150 new members during the period.

The CEMO website and the OMEI section will also be updated, and increased communication with the NGDO networks promoted by the Social Promotion Foundation, READI and REDI will be encouraged.

It will work in coordination with the department of projects in the field of awareness and Education for Global Citizenship and with the rest of the departments and

The protocol for action with respect to the media will be maintained in the coverage of high-profile seminars and events organized by the Foundation or through its Think tanks.

Indicator:

- 1.- The appearance in national and regional media with the highest audience will continue to be ensured and the dissemination of Social Promotion information will be expanded to other media and channels.

7) INSTITUTIONAL DEVELOPMENT

The general objective is to strengthen the institutional presence in all sectors of civil society, whether social, cultural, academic and economic, both in Spain and in the rest of the countries where the Foundation is present.

For this, we already have the networks and observatories, whose creation was promoted by the Foundation, which must continue to be strengthened and promoted with renewed effort so that they continue to serve as the useful instrument that they are.

Network for the Development of Ibero-American Countries (REDI):

Currently REDI is made up of 17 organizations from Bolivia, Colombia, Costa Rica, Spain, Guatemala, Nicaragua, Paraguay, Peru, Venezuela and the Dominican Republic. In addition, it has an honorary partner from the United States.

In recent months, REDI has strengthened communication between partners thanks to virtual meetings in which, in addition to discussing topics of interest, they have served as a meeting between organizations, to learn and share experiences that enrich each other.

The objective for the next four years is to continue strengthening the interrelation between REDI partners:

- 1.- Taking advantage of the familiarity with new technologies for virtual meetings derived from COVID-19, it is intended, through Zoom, to make the planning of REDI actions more participatory with the intervention of the partners. This is specified in:
 - A. Annual work meeting to specify actions:
 - a) Exchange of experiences (good practices);
 - b) Proposal of topics of interest and experts for the realization of webinars;
 - c) Proposal of actions to promote as a NETWORK.
 - B. Holding three webinars per year on topics of interest to members.
- 2.- If possible, face-to-face meeting / holding a Seminar in Peru, by the Women and Equality Observatory (OMEI), as was done in Guatemala in 2019, to address the issue of Corporate Social Responsibility (CSR).
- 3.- Facilitate possible synergies between partners to carry out joint activities/projects.

- 4.- Holding a REDI contest in which partners and other friendly organizations participate. The objective is to make REDI better known among potential partners, other networks, foundations and international organizations, etc., while strengthening the institutional curriculum of the organizations.
- 5.- Continue providing members with information of interest to their organizations: calls, seminars organized by other entities, etc.
- 6.- Participation of REDI partners in the activity of the Latin America Forum, which is periodically organized by the Foundation in Rome for diplomats and journalists, with content related to Latin America, and which will take place virtually during this period.

Euro-Arab Network of NGOs for Development and Integration (READI):

READI is currently made up of 41 partners.

The objective for the next four years is to propose a new strategy by the Foundation to give a new impulse to the network, evaluate the participatory level of the organizations that make it up, energize its board of directors, request new admissions or cancellations and promote some Common activities, such as holding online seminars on topics of interest to its members, led by the Board of Directors and evaluating joint actions with CEMO in Italy.

For this, there will be a volunteer who will be in charge of energizing the relationship between the partners and organizing webinars, at least one a year.

READI will also continue to be coordinated and strengthened with the **Center for Middle East Studies (CEMO)**, which will continue to be the umbrella under which the activities organized in relation to the Middle East region are sheltered.

Center for Middle Eastern Studies (CEMO):

The Center for Middle East Studies (CEMO) of the Social Promotion Foundation has been working since 2006 to study and shed light on issues in the Middle East, in order to prepare and produce analyzes, working documents and reports on the existing situation in the region. promote its dissemination and generate a space for debate between public agents and civil society in the multidisciplinary field.

The post-pandemic situation, the closure of borders and the difficulty of movement between countries advises planning the activities of the think tank, taking advantage of the technologies that allow remote meetings. This scenario facilitates the meeting of experts from different countries, although it creates new challenges in order to

generate a media impact and makes informal communication impossible and the impact that the face-to-face meeting of experts offers.

In **Spain**, the CEMO for the next four years will have the following priorities:

- 1.- Address relevant issues in the region in light of the challenges that arise in the framework of the Foundation's work, taking advantage of the expertise of our expatriate staff and the relationship with local partners and other relevant civil society actors in these countries.

In this way, CEMO's activity reverts to the Foundation's own management and offers the possibility of disseminating our work.

- 2.- Synergies will be sought with other relevant actors such as the Spanish Network of the Anna Lindh Foundation, of which the Social Promotion Foundation is a member, especially for the purpose of disseminating activities, but mainly with the Euro-Arab Network of NGOs to Development and Integration (READI), both in the organization of activities and in promoting the participation of experts in different disciplines from this network. Attention will also be paid to the possibility of organizing events together with the Observatory "Women and Equality" (OMEI) when the topics addressed are related to aspects related to Women, or Equal Opportunities, in the countries of the Middle East.
- 3.- En la medida que la situación post-pandemia lo permita, se intentará colaborar con alguna universidad para poder organizar alguna conferencia o encuentro con uno o varios expertos en formato presencial.
- 4.- To the extent that the post-pandemic situation allows it, an attempt will be made to collaborate with a university in order to organize a conference or meeting with one or more experts in face-to-face format.

Indicators:

- 1.- One webinar per year addressing a specific topic, paying special attention to the challenges that the Foundation faces in the framework of its International cooperation for development work, and in which alliances with READI and OMEI will be prioritized.
- 2.- A face-to-face activity every two years, in the form of an expert conference, or a dialogue and moderated meeting, preferably in collaboration with academic entities or universities. Priority will be given to remote / online formats, etc.

En **Italia**, el CEMO tendrá las siguientes prioridades durante los próximos cuatro años:

- 1.- Fortalecer las redes de relaciones con socios estratégicos y representantes relevantes de la sociedad civil para difundir el trabajo de la Fundación e identificar posibles oportunidades de financiación.

In **Italy**, CEMO will have the following priorities for the next four years:

- 1.- Strengthen the networks of relationships with strategic partners and relevant representatives of civil society to disseminate the work of the Foundation and identify possible funding opportunities.
- 2.- Strengthening of the Committee of Religious Traditions for a stable relationship with a prestigious group of journalists in charge of international information and specific local activities, with specific proposals for action to the Jewish and Muslim communities, who are interlocutors of the Foundation in some countries (Spain, Italy, Portugal, Israel, Lebanon, Jordan, CCE).
- 3.- Strengthen the #StandTogether project, to help strengthen public awareness on the issue of Christian minorities within the project and broaden the horizon of possible donors among the social and political institutions of the different countries.

Indicators:

- 1.- In line with the world health situation, informal meetings will be held, "Work Breakfasts", for a meeting between diplomats, journalists and representatives of institutions, the Holy See, referents of Foundations and private entities;
- 2.- At least one presidential conference will be held in the Senate with the collaboration of Paola Binetti, Trustee of the Foundation;
- 3.- Within the framework of the Committee of Religious Traditions, an annual seminar will be held for international journalists and key actors, as well as Coordination meetings of the Committee of Traditions to define common actions and projects.

Women and Equality Observatory (OMEI):

Indicators:

- 1.- Through OMEI we will participate in Women's Week, celebrating at least one event during this period and various activities organized in the Foundation under the umbrella of OMEI.

- 2.- If possible, face-to-face meeting / holding a seminar in Peru, together with REDI, as was done in Guatemala in 2019, to address the issue of Corporate Social Responsibility (CSR).
- 3.- Achieve new sources of financing to support OMEI's activities, such as ZTE, with which contact has already been initiated. OMEI currently has the support of Rodilla, the Spanish Chamber of Commerce, Iberdrola or Google.

Naciones Unidas: ECOSOC y FAO:

Indicators:

- 1.- Participation in the CSW of New York in the month of March, through the organization of at least one parallel event.
- 2.- Presentation of 'statements' and declarations in the forums and meetings of New York and Geneva and in the FAO, in consortium with other organizations belonging to the Forum of NGOs of Catholic Inspiration of Rome, READI or REDI that have Consultative Status.
- 3.- Presence in FAO, participating in its events (World Food Day), in the relevant sessions of the Food Safety Committee (at least four a year), and holding parallel events (at least one a year), together with the Roman Catholic Inspiration NGO Forum and the Holy See.

Catholic Inspiration NGO Forum:

The objective is to collaborate with the Holy See to strengthen Christian values in the field of defense before International Organizations. This objective will be pursued by collaborating in the activities proposed by the Secretariat of the International Forum and collaborating / promoting initiatives within the Forum of Catholic-inspired NGOs in Rome, in particular in relation to FAO. Collaboration with NGOs also makes it possible to strengthen the Foundation's visibility at the international level to establish partnerships and collaborations also in the field of cooperation for development planning.

Indicators:

- 1.- Participation in the meetings planned by the International Forum (at least six a year);
- 2.- Participation in at least two general assemblies scheduled in Rome;
- 3.- Holding of at least one thematic meeting per year related to FAO activities, in collaboration with the NGOs of the Rome Forum;

- 4.- Presentation of statements in FAO and in international forums (Geneva), in collaboration with NGOs.
- 5.- Collaboration with the Vatican Secretariat of State in the organization of 1 seminar for heads of Catholic-inspired NGOs.

Latin America Forum:

The objective of this forum is to make the **Foundation** and its activities known among the ambassadors of the Latin American countries present in Rome, in the Holy See and in the Quirinale; also, those who work with FAO and other international organizations; and to the Latin American and Spanish correspondents working in Rome.

At the same time, the activities carried out with the Forum facilitate relationships with companies, agencies and partners of interest to the rest of the Foundation's activities.

Indicator:

- 1.- Holding monthly meetings to analyze current affairs in Latin America from a European perspective; review the hottest topics in the media in this new post-pandemic context; and meet the protagonists of the Holy See.

8) CULTURAL AND EDUCATIONAL COOPERATION

The Foundation, to the extent that budgetary possibilities allow it, will continue to provide institutional and financial support to educational and socio-cultural programs in Spain and other countries, as it has been doing since the beginning of its activity.

These projects, which for the most part are attended to with the institution's own resources from private donors (individuals, companies), respond to the Foundation's institutional commitment to support education and culture as essential elements for the development of the individual and of society.

Some of these actions are of particular interest because they are carried out in countries where, due to various circumstances, local organizations have little experience of social participation, and for this reason, institutional support is necessary to strengthen the family institution and the training of young people, in special woman.

In the period 2021-2024, the Social Promotion Foundation will continue to provide institutional and financial support to the following programs, already underway:

- 1.- **International Centers for Research and Humanistic Studies promoted by the Associazione Culturale Fontana Nuova in Rome.** Through this project it is intended to contribute to the improvement of academic excellence and the cultural and personal development of professors and students of the Pontificia Università della Santa Croce.
- 2.- **Socio-cultural program in Moscow.** The Foundation began its activity in Russia in 2008 with the aim of carrying out activities of general interest that contribute to the educational, cultural and social training of the population, with special attention to young women. The main activities of the project are aimed at highlighting the priority role of the individual and the family in the development of society.
- 3.- **Strengthening of training and leadership programs, especially for young women, in some Eastern European countries.** Through collaboration agreements with local organizations, the Social Promotion Foundation participates in programs for the promotion of active citizenship, solidarity, and development of human and social training initiatives as a basis for tolerance and mutual understanding between people of different cultures.
- 4.- **Support to Youth Associations** of the Community of Madrid, Guadalajara, Segovia, Las Palmas and Tenerife with the aim of discovering and promoting the

talent, initiative and creativity of young people to adapt and be protagonists in social changes.