

Towards the Fullness of Life: the Commitment to Ecological Conversion & Resilience of Vulnerable Communities

Camillian Disaster Service International
(CADIS) Strategic Plan
2023 – 2028



CADIS

CAMILLIAN DISASTER SERVICE
INTERNATIONAL

Acknowledgments

With gratitude, all praises go to Him, The Creator of all. After all obstacles and hardships that obstructed our path, notably the COVID-19 pandemic, to meet together, we finally reached our goal. With satisfaction, we finished drafting our strategic plan for 2023-2028. At this moment, during the completion of this document, ample knowledge, experience, and learning have been obtained. Undeniably, it is difficult for us to complete the task, but it is worthwhile, and we learn much. Hail to our Almighty Creator, God of justice and peace, because His divine guidance has enabled us to finish our strategic plan.

We want to thank our mentors who walked with us, Brenda Furagganan, Christine Reyes, and Imee Pagdanganan of Aptissimi Development Innovations, Inc. (ADII), for their guidance, support, and advice. Aptissimi is a management consulting organization from the Philippines which help contribute to the development of people through various innovative development interventions. They also shared their knowledge, experience, and expertise to ensure we finish this strategic plan per the desire of CADIS and the Camillian Order in general.

Flashback to our memories while working on this report, and in the process of completing it, we succeed in building a strong bond of friendship among our team members. The strong bond created and the cooperation that exists help achieve our aims. All the teammates play a vital role that contributes to our success.

Lastly, we hope that this strategic plan will guide us and manage our plans to achieve our vision of “fullness of life in a neCon-resilient disaster-affected community,. The path to achieving our goals and reaching our vision has been set. Now is the right moment to walk on this path and constantly assess and evaluate our progress.

Table of Contents

PART I. BACKGROUND	6
DISASTERS AND CADIS RESPONSES	6
LESSONS AND INSIGHTS FROM THE PAST	7
OPPORTUNITIES AND CHALLENGES IN DISASTER WORK	10
PART II. CADIS ORGANIZATION	11
BRIEF HISTORY OF CADIS	11
CADIS VISION, MISSION, GOALS, AND VALUES	11
ORGANIZATIONAL STRENGTHS AND AREAS FOR IMPROVEMENT	14
PART III. STRATEGIC RESPONSE	16
THEORY OF CHANGE	16
ORGANIZATIONAL STRATEGIES	17
PROGRAM FRAMEWORK	19
KEY RESULTS AND PERFORMANCE INDICATORS	20
RISK ANALYSIS AND MITIGATION STRATEGIES	23
PART IV. EXECUTING THE CADIS STRATEGIC PLAN	24
PROGRAMS	24
GOALS AND TARGETS FOR THE NEXT SIX YEARS	27
REQUIREMENTS FOR EXECUTING THE STRATEGIC PLAN	27
FINANCIAL RESOURCES	27
STRATEGIC COMMUNICATIONS	29
HUMAN RESOURCES	29
RESULTS-BASED MONITORING AND EVALUATION	29

Acronyms

CADIS	- Camillian Disaster Service International
4Rs	- approaches in responding to disasters - Relief, Recovery, Resilience, Rights
eCon	- ecological conversion
ToC	- Theory of Change
M&E	- Monitoring and Evaluation
VMP	- Volunteer Management Program
PDP	- Partnership Development Program
RMP	- Resource Mobilization Program
CDP	- Capacity Development Program
NGO	- Non Government Organization

List of Figures

FIGURE 1. ORGANIZATIONAL STRUCTURE AND GOVERNANCE	14
FIGURE 2. THEORY OF CHANGE	17
FIGURE 3. CADIS STRATEGIES	18
FIGURE 4. CADIS PROGRAM FRAMEWORK	19
FIGURE 5. ANNUAL MILESTONES	27
FIGURE 6. COMPONENTS OF A FUNDRAISING PLAN	28
FIGURE 7. CADIS RESULTS-BASED FRAMEWORK	29
FIGURE 8. CADIS M&E PROCESS	30

List of Tables

TABLE 1. TYPES OF PROGRAM INTERVENTIONS	6
TABLE 2. PERFORMANCE INDICATORS	20
TABLE 3. RISK ANALYSIS MATRIX	23
TABLE 4. TYPES OF CAPACITY DEVELOPMENT INTERVENTIONS BY PROGRAM FOCUS	26

Executive Summary

The strategic planning 2023-2028 process is highly a collaborative approach with short development cycles that incorporate feedback and iterations in the engagement processes to embrace flexibility and underscore learning. It passes through the four stages of development: a) strategic reflection and stocktaking of what CADIS has achieved in the past ten years, b) a situational analysis of the current global situation [external environment] and the new opportunities and challenges of the organization [internal environment], c) our strategic response towards the future that we envision, and d) the development of the path to achieve our vision.

CADIS envisions a fullness of life in an ecologically converted (eCon) and resilient community. It is only when a disaster-affected vulnerable community is engaged in the process of ecological conversion and resilience building that a community will develop, be protected and enjoy integral well-being where no natural disaster can overpower its capacity to withstand adversity.

Our Theory of Change upholds that if the poor and disaster-vulnerable communities are transformed into an empowered and eCon-resilient communities, then development will occur. Then, the key strategies to actualize our theory are the following: a) to activate an integrated health system, b) to harness and enhance the community's capacity to disaster preparedness, and c) to build support network of disaster-affected communities.

The strategies listed above to achieve CADIS Theory of Change will be strengthened and supported by ensuring full support of CADIS Foundation. It outlines the following strategies (internal): a) mainstreaming of CADIS work within Camillian ministry, b) niching local CADIS Participant organization in the Camillian provinces and delegations, c) diversification of fund sources, d) capacity building, and e) the systematization of the CADIS program.

Part I. Background

Disasters and CADIS Responses

Disasters are serious disruptions to the functioning of a community that exceeds its capacity to cope using its resources. Disasters can be caused by natural, human-made, and technological hazards, as well as various factors that influence the exposure and vulnerability of a community. While hazards may be natural and inevitable, disasters are not. (cf. IFRC). Disasters happen when a community is *“not appropriately resourced or organized to withstand the impact, and whose population is vulnerable because of poverty, exclusion or socially disadvantaged in some way,”* (Mizutori, 2020).

Disasters, therefore, can and should be prevented. Disaster-affected vulnerable communities are seen as CADIS’s primary and inevitable partners, as immediate and direct stakeholders in responding to the emergency. Moreover, CADIS does not only intervene when a disaster occurs but has taken into account the different elements in the approach to which we are following: the intervention is not linear but ,spiral‘ (spiral approach) and can start at any point (on one of the 4Rs) according to the need identified using the concept of vulnerability - Relief, Rehabilitation, Resilience, Rights (4Rs). Therefore, the key to our response depends on a firm analysis of community vulnerability.

CADIS can count on over 50 collaborators worldwide and has managed over 43 projects in 20 countries for 2.9 million euros over six years (2014-2020). Over 500 local volunteers were mobilized in different interventions, with about 50 Camillian religious’ direct participation. We have experienced significant growth in Asia and Africa concerning projects and the availability of human and financial resources. We continue to grow our presence at the international level, especially by implementing projects in Africa and Latin America (cf. *CADIS Report 2014-2020*).

For 2014-2022, CADIS spent 57 percent of its funds on recovery and resilience projects and 43 percent on relief projects. Asia-Pacific received the most significant funds (37%), while the Pan-American Caribbean received the smallest amount (12%). Asia-Pacific is the region with the highest exposure to natural disasters.

In 2022, CADIS mobilized relief operations (food and non-food distribution), medical camps, and livelihood assistance to 84,500 individuals in India, Pakistan, the Philippines, Kenya, and Poland with over 2 million euros worth of food and non-food packages and medical and psychosocial services. CADIS responded to these emergencies in collaboration with competent and committed organizations, both private and public. More than 200 volunteers have joined the missions, and new partners participated. (cf. *CADIS Crossover no.28*)

Table 1. Types of Program Interventions

REGIONS/ TYPES OF DISASTER	NUMBERS	TYPES OF PROGRAM/ INTERVENTION (2014-2022)			
		RELIEF	RECOVERY	RESILIENCE	RIGHTS
Asia-Pacific (Typhoon, floods, landslides, earthquake, COVID-19 pandemic)	Beneficiaries (167,579) Volunteers (1,101)	food & non- food distribution, medical assistance	livelihood, shelter, community space center	Climate-smart agriculture, formation of psychosocial support facilitators, capacity building, food security, multi-purpose center, training of barefoot counselors	
Africa (drought, Ebola & COVID-19 pandemics, terrorism)	Beneficiaries (27,076) Volunteers (6)	food & non- food distribution, PPE	Psychosocial support training, livelihood	socio-economic, food security, multi-purpose community space	
Americas (earthquake, cyclone, COVID-19 pandemic)	Beneficiaries (12,007) Volunteers (43)	food & non- food distribution, medical assistance	livelihood, shelter	strengthening community resilience	
Europe (war, migration)	Beneficiaries (50,467) Volunteers (180)	food & non- food distribution, temporary shelter	job placement, shelter	social inclusion and cultural integration programs	

Lessons and Insights from the Past

CADIS’ approach to disaster ministry has gone through several stages of development. The initial phase (2000-2009) was defined by a specialized team of Camillian religious and laypeople trained to respond during natural disasters, particularly in countries with a Camillian mission. The main focus of the intervention was the emergency response (health, humanitarian and pastoral levels). A multi-player approach with other like-minded organizations defines the second phase (2009-2014). The focus of the type of intervention remained emergency and rehabilitation. A multi-stakeholder and resilient community-based approach characterizes the third phase (2014 to present). The third phase is distinguished from the previous stages by being a vision-driven organization, i.e., to build a fully resilient community, following the 4-Rs approach: Relief, Recovery, Resilience, and Rights (4Rs).

CADIS has adopted a new concept in disaster response: the *Vulnerability Paradigm*. The vulnerability paradigm is the guide or tool applied in measuring the degree of impact of a particularly natural and non-natural event in a community. It focuses on three elements: exposure, sensitivity, and adaptive capacity. Exposure is the degree to which people and the things they value could be affected or “touched,” by particular hazards. Sensitivity is the degree to which they could be harmed by that exposure. Adaptive capacity is the degree to which the community could mitigate the potential for harm by taking action to reduce exposure or sensitivity¹). This is how we measure the resilience of a particular community affected by the disaster. We are looking at the factors that cause/contribute to the damage brought about by a specific natural disaster.

The complex situation of our time requires a bold, organized, and strategic humanitarian response to deal with new disasters. Each year, CADIS Participants² receive professional and technical training on disaster management, commonly referred to as the Bangkok Conference. We have offered our members the most qualified team-building strategies, strategic planning, and training for organizational, personal, and spiritual growth, continually establishing new forms of collaboration with individuals and organizations worldwide who share our values and goals.

CADIS believes that to make our intervention more effective and meaningful, we must always consider and value the participation of survivors as primary ‘protagonists, and ‘actors, in the success of projects. The survivors need to be valued and respected. Their resilience must be strengthened to generate transformation in their personal and community life. (cf. CADIS Report 2014-2020).

Over the years, CADIS has tested, adapted, and enhanced the most significant aspects that can make a difference when initiating an emergency response. Operating in areas of the world that are also highly diverse geographically, culturally, and socially, it has been essential to assess the different contexts to assist the local population in the most natural way possible.

A significant example is the intervention in Sierra Leone during the Ebola emergency in 2015. CADIS’s intervention there is rightly considered psychosocial because it combines humanitarian aid (cash transfer) with purely psychological aid. The challenge of inculturation has been to pass on messages and techniques foreign to the local culture, especially the psychological approach. It was necessary to include an element of social attention to make the emotional accompaniment more effective and encourage development. Some of the evidence that testified to the progressive success of the program was the assiduous and participating presence at the meetings, increased attention to self-disclosure, attentive listening to others, sharing, and empathy.

In Kenya, where CADIS is present to help the population cope with the crisis due to the persistent drought, the main obstacle has been social, the population

¹ <https://www.e-education.psu.edu/earth107/node/707>

² The Participants in the Foundation are the Italian and foreign entities, having or not legal personality, that conduct activities within the development cooperation and international solidarity and are considered eligible by the Board of Directors. (CADIS Statutes, Art. 6.1)

being majority Muslims. It was difficult to penetrate the Somali cultural and religious practices grounded in Islam. The first methodology established was to apply a community-based approach whereby an active involvement of the natives in identifying the significant problems in the community and probable solutions is essential. This was achieved through community meetings, dialogue, training, and sharing of action and implementation plans. The impact of the participatory community approach used by CADIS in Wajir was enormous. All the projects started by CADIS (then CTF) continued smoothly even after the project had terminated. Every human being is responsible and can contribute positively to society’s progress if empowered.

Haiti faced a different situation. The day after the 2016 hurricane, everyone was desperate for the damage caused by the cyclone. Faced with this situation of humanitarian disaster, CADIS, with the support of the Camillian delegation of Haiti, after an initial intervention, has chosen to accompany the population of the small village of Ranja towards resilience. Here CADIS partnered with an organization (Food for the Poor) already in place to rebuild small homes. Although the beginning was not easy (distance to travel, mode of intervention), change was visible at all levels as the activities took place. The population gradually regained the joy of life, and the economic activities strengthened by the various trainings began flourishing. The project also allowed the people of Ranja to reinforce their sense of teamwork, develop mutual aid, and strengthen the bonds of belonging.

In the Philippines, the presence of the Church and the Camillians is crucial in facing natural disasters, such as typhoons. In the aftermath of Super Typhoon Yolanda, with the assistance of the local and international donor agencies, the Camillians in the Philippines adopted three severely affected and underserved communities in Western Samar. These communities and other nearby areas were given support based on their needs through the Camillians’ good collaboration with the local Church and other faith-based organizations, non-government organizations, government organizations, and private institutions.

Carried out in this project was the reconstruction of community spaces (social service facility, function hall, recreation center, and chapel) to facilitate the process of strengthening community resilience and disaster preparedness; development of a community-based mental health and psychosocial intervention program to multi-stakeholders in and outside the communities; development of a standardized and popular module for psychosocial interventions after a disaster which is age-appropriate and culturally sensitive; and organization of a trainers’ training program on community-based mental health and psychosocial services among primary stakeholders of the project (“barefoot counselors,” or trained non-professional counselors) to ensure consistency and achievement of target results. These initiatives allowed the community to be prepared. Hopefully, they will be able to respond more effectively to future disasters through the leadership of the community (by the local leaders and the barefoot counselors) and ensure conditions and places for a resilient community (community spaces).

Opportunities and Challenges in Disaster Work

Two main priority areas are the volunteer sector and resource mobilization. It constitutes a challenge and an opportunity for CADIS in the next years.

Volunteers

Volunteers play an important role in disaster and emergency response and recovery. Their contribution is inevitable. CADIS projects should consider the costs needed for volunteer safety and security, capacity building, etc., with attention to the volatile characteristics of volunteers. Especially during the relief and recovery phases, there is a high demand for psychosocial assistance during disasters (e.g., post-disaster trauma management). In this sense, effective Volunteer Management for individuals and groups may include safety and security, capacity building, and perhaps an option of becoming a recognized Camillian Mission Partner sharing in the spirituality of St. Camillus.

Creating a database of volunteers to train them before a disaster and count on them when a disaster occurs is essential. There is high potential for volunteers in the countries where Camillians are present. Involving them can also contribute to increasing Camillian vocations and membership.

Resource Mobilization

CADIS needs to find new resource opportunities through specific campaigns at regional and international levels. It can be carried out with a specific communication shared plan: events, fundraising events and activities, sponsored news, and posts on social media. The official recognition of CADIS Participants not yet legally registered can help establish local funding opportunities.

The challenges to face are the declining funds and donations shared by giving countries, the difficulty in finding resources, and the costs for upgrading can be too expensive (e.g., digitalization). What needs to be underlined is that COVID-19 has strained the humanitarian and wider aid system. CADIS should prioritize providing support to target countries and people worst impacted by the crisis. This challenge can be achieved by extending or strengthening interfaith collaboration, building new partnerships at local and international levels, and involving local and national media to spread CADIS messages.

Part II. CADIS Organization

Brief History of CADIS

The Camillian Disaster Service International (CADIS) is technically a very young organization, yet its roots are anchored on centuries-old traditions. The heroic commitment of the Camillians inspires it in witnessing the corporal and spiritual works of mercy during the massive plagues, epidemics, and wars in Italy and Hungary - the so-called Festivals of Charity of the 16th-17th centuries. Hundreds of Camillians died while assisting the people in the plague-stricken areas. The Camillians vowed to serve the sick even in danger to their own lives and promote the new "School of Charity,, (caring for the sick like a mother caring for her only child both corporally and spiritually), which St. Camillus founded. The corporal and the spiritual works of mercy stand as the primary purpose and the fundamental charism of the "new school of charity of St. Camillus,,.

CADIS Vision, Mission, Goals and Values

Vision:

CADIS envisions the fullness of life in an eCon-resilient community¹.

Mission:

Grounded in the love and mercy of Jesus, with St. Camillus in our hearts, we promote and inspire the development of community-based integral health programs for the well-being of disaster-stricken communities through compassionate, competent, and coordinated interventions.

CADIS aims to execute its mission of re-inventing and re-creating the original vision of St. Camillus of a Camillian who is conscious of the new challenges and opportunities of the modern times and willing to live in creative fidelity to his prophetic vocation and preferential choice to serve the poorest of the poor affected by disasters through its organizational goals and objectives.

Moreover, CADIS policies and actions are guided by its four core values: compassion, competence, human rights, and commitment. These are as follows:

Compassion - How care is given based on empathy, respect, and dignity. Our compassion, then, as intelligent kindness, is central to how people perceive our care. Caring is our highest calling to provide comfort to those in distress and nurture capability among the most vulnerable, regardless of class, gender, age, culture, and religion. Great care is at the heart of everything we do.

¹ eCon-resilient means a community that reaches the highest level of resilience through ecological conversion (eCon).

Competence - A commitment to employing and being held accountable to high standards of practice. We continuously challenge ourselves to improve efficiency and effectiveness through strategic planning, assessment, and evaluation. We deploy knowledge and skills and harness methods and appropriate technologies to transform our partner communities and ourselves. Constant innovation towards excellence in our caring and service defines our processes. In other words, we aim to be armed with a competent heart.

Commitment - A firm belief and constant desire for the good of others, especially the most vulnerable, expressed in concrete course/s of action. We are committed to working collaboratively and in partnership with all stakeholders, actively listening to facilitate, negotiate and build consensus and strong teams to empower others. We are committed to bringing together people, organizations, and institutions that pool knowledge, skills, and resources, to work together to have the most effective impact. Good communication is central to successful collaborative partnerships, working relationships, and effective teamwork.

Respect for Human Rights - Respect for human dignity is at the heart of who we are and what we do. Every person has inviolable rights founded on justice. Thus, everyone has the right to life, quality service, and total well-being, free from want, fear, and hazard impacts.

Organizational Structure and Governance

CADIS is present in nine Camillian provinces out of 15 provinces (see CADIS Directory):

1. Austrian Province, including Hungary;
2. Brazilian Province, including USA;
3. Burkina Faso Province;
4. German Province, including Tanzania;
5. Indian Province;
6. Irish Province, including Uganda;
7. Philippine Province, including Australia, Indonesia, Pakistan, and Taiwan;
8. Thailand Province, including Vietnam; and
9. North Italian Province, including Kenya and Haiti.

CADIS Foundation and the Generalate hold their headquarters in Rome. In addition, CADIS has Participants legally registered as a local organization in five countries:

1. CADIS Australia
2. CADIS Burkina Faso
3. CADIS Kenya
4. CADIS Taiwan
5. CADIS International

Although not yet legally registered, there are other CADIS Participants organized in 10 other countries:

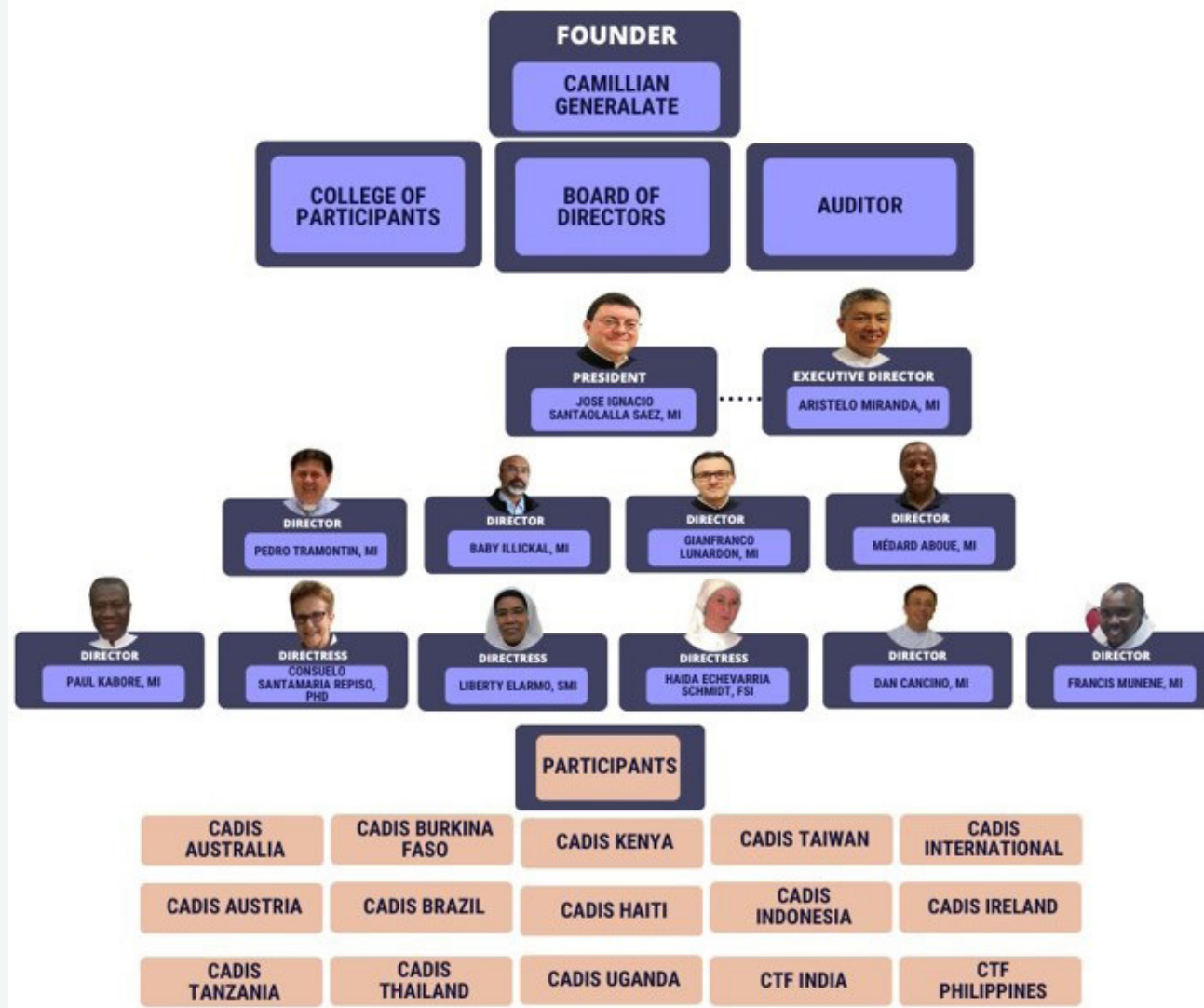
1. CADIS Austria
2. CADIS Brazil
3. CADIS Haiti
4. CADIS Indonesia
5. CADIS Ireland
6. CADIS Tanzania
7. CADIS Thailand
8. CADIS Uganda
9. CTF India
10. CTF Philippines

The CADIS International, the umbrella organization, is governed by a Board of Trustees composed of eleven members, each with three-year term (*Figure 1*). The members of the Board of Trustees are elected and/or appointed in such a way as to represent in an equitable manner the Camillian men religious, the Camillian women religious, the Lay Camillian Family, and the other collaborators who actively share in the charism, spirituality, and ministry of St. Camillus de Lellis.

The Board also has sectoral representations. The sectors of society—such as the religious, academic, business, government, civil society, and grassroots movement—are equally represented by the members of the Board of Trustees with backgrounds and experiences in these sectoral areas to ensure diversity of thoughts and practices and the cross-pollination of ideas.

In addition, CADIS has other partners which also work in the areas of Disaster Risk Reduction and Management, and other related issues.

Figure 1. Organizational Structure and Governance



Areas for Improvement- Nevertheless, there remain significant areas for improvement that CADIS needs to address to enhance its chances of attaining its goals in the next six years. First and foremost is the need to strengthen the governance partnership between CADIS Foundation and the Camillians as a whole, including all provinces and delegations.

Ensuring stronger collaboration is likewise expected to address the low enthusiasm of some priests and religious in actively participating in CADIS activities. Second, CADIS will need to work harder to reduce or eliminate the identified skills gaps in the organization, particularly in project management, monitoring and evaluation (M&E), strategic communication, among others. Stronger project management competencies and high fundraising competencies are expected to contribute significantly to CADIS' success in the next six years. Finally, disaster work continues to become borderless in the long owing to the increasing interconnectedness of global with local systems. Thus, CADIS must learn to build a more "future-oriented,, perspective to replace its shorter, narrower, and primarily internal perspectives.

The Board of Trustees is charged with setting the strategic directions and long-term goals of CADIS International. They are also responsible for policy setting. The Executive Director manages the operational aspects of CADIS International.

Organizational Strengths and Areas of Improvement

Organizational Strengths- The past decade working in the disaster response sector has significantly built the capacity of CADIS in relief operations, particularly in distributing food, medical items, and other non-food items. More importantly, CADIS has built its competencies in providing psychosocial support to individuals traumatized by various disasters. This has been facilitated by strong leadership within CADIS and the shared core values among its members.

In addition, CADIS Foundation has demonstrated high competencies in fund sourcing and resource mobilization, enabling it to assist the various projects of the different CADIS Participants and other local partner organizations.

Part III. Strategic Response

With full awareness of the challenges it must overcome in the coming years vis-à-vis its potential as a faith-based organization focused on disaster work, CADIS lays out its strategic response in the next six years.

Theory of Change

In the past, particularly when it was still known simply as the Camillian Task Force (CTF), the organization was preoccupied with alleviating the pain and suffering of people in disaster-stricken communities. Today, CADIS recognizes that it cannot continue merely providing temporary and short-term interventions for disaster-affected and displaced individuals. It has to transition to a more future-oriented organization and provide more sustainable and resilience-building interventions. Thus, contained in this Plan is CADIS' revitalized Theory of Change (ToC), i.e., *how it imagines development change to occur* - is framed with a broader and sustainable perspective as follows:

If the poor and disaster-vulnerable communities that CADIS is assisting are transformed into empowered and eCon-resilient communities, then development in these communities will occur.

Six key terms are defined to explicate the ToC further:

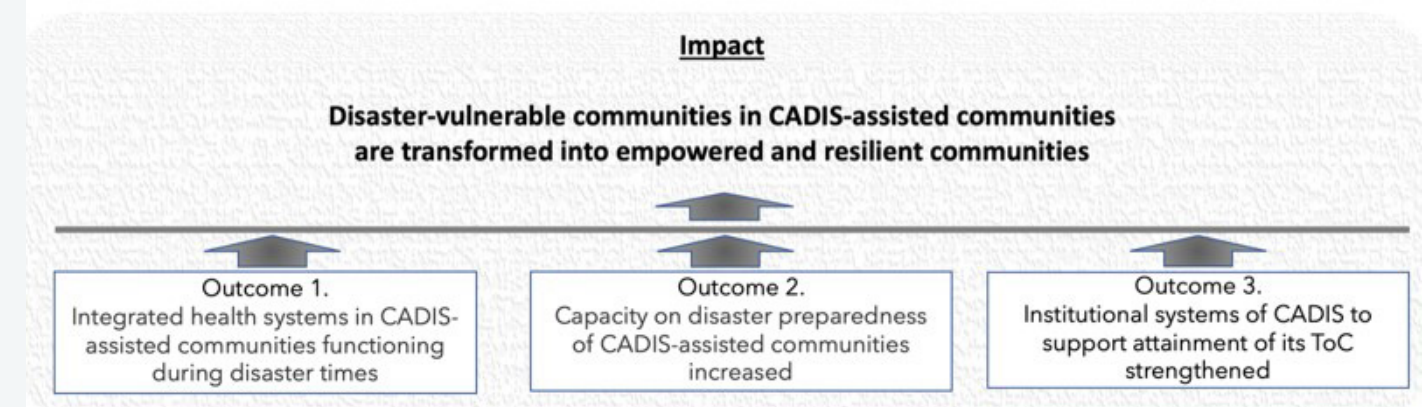
1. Disaster-vulnerable communities refer to communities highly exposed to risk factors - social, physical, economic, political, and environmental.
2. Assisted by CADIS means served and accompanied in the process of resilience rebuilding.
3. Transformed communities imply the readiness and capacity to overcome obstacles freed from the severe impact of disasters.
4. Empowered communities are described as communities actively participating in strengthening, promoting, and enhancing community resilience.
5. Ecologically converted communities (eCon) are communities that promote a deeper sense of responsibility and stewardship towards the environment (common home), a more sustainable and integral approach to development that respects the environment and prioritizes the needs of marginalized communities.
6. Resilient communities mean the ability to use their assets to strengthen and improve community systems to withstand, adapt, and recover from adversity.
7. Development, as a concept, means various things under different contexts.

For CADIS, the term refers to progress towards the specific goal or goals identified in collaboration with the population of the disaster-vulnerable communities, which generally pertain to overall improvements in the economic, social, and/or political conditions in the communities.

The pathway to attaining this development change is illustrated in *Figure 2*. It explains that to achieve the long-term goal (Impact) of achieving a transformation of the CADIS-assisted communities, three medium-term goals (Outcomes) must be fulfilled which are:

- Outcome 1: Integrated health systems in CADIS-assisted communities functioning during disaster times
- Outcome 2: Capacity for disaster preparedness of CADIS-assisted communities increased
- Outcome 3: Institutional systems of CADIS to support the attainment of its ToC strengthened

Figure 2. Theory of Change

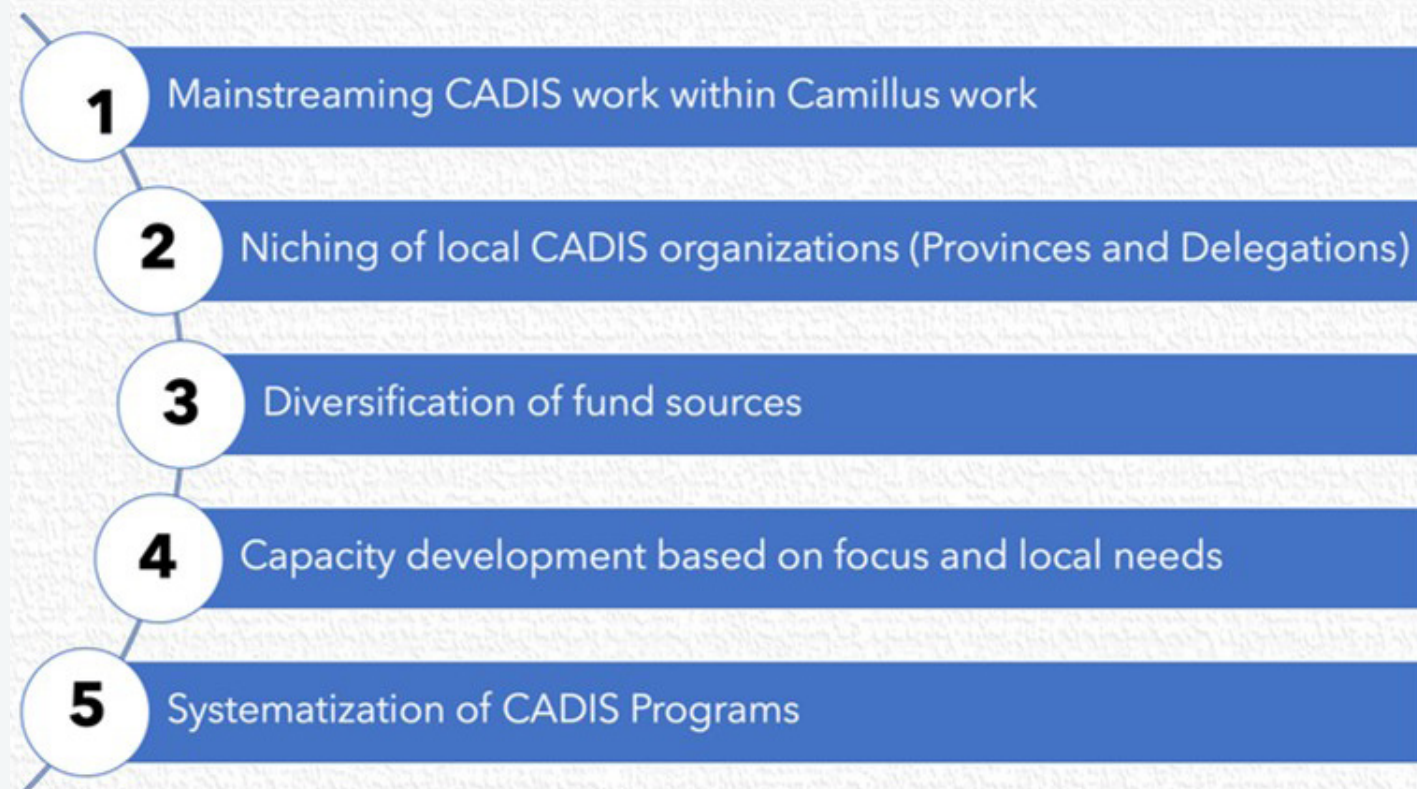


Moreover, to achieve each of the desired outcomes within six years, sets of outputs must likewise be attained and/or produced. In other words, the CADIS theory of change states that within six years, access to medical, mental health, and spiritual services, vulnerability assessment and capacity building, partnership building, and well-defined organizational system outputs must be produced to generate the three outcomes. The three outcomes, in turn, will contribute to attaining the impact.

Organizational Strategies

To get from its current state to its desired changes within six years, CADIS intends to employ five global strategies (*Figure 3*).

Figure 3. CADIS Strategies



The lead strategy (Strategy 1) is Mainstreaming CADIS work within the Camillian ministry, which means making disaster ministry part of the shared ministries of the Provinces and Delegations. Strategy 1 will be supported by four key strategies.

Strategy 2 - Niching of CADIS Participants (Provinces and Delegations), means that, at the minimum, organizing a task force in each Province or Delegation until it will be legally registered as an organization.

Further, each Participant has identified, among these five, specific strategies applicable to them based on their organizational strengths. For instance, CADIS Australia will focus on Strategy 3 and 5, while CTF Philippines will focus on Strategy 1 and Strategy 3 - Diversifying fund sources means enlarging the number of donor countries and individuals, strengthening CADIS Participants (Taiwan, Australia, USA) for resource mobilization outside Europe, and nurturing partnership and mutual self-help at all levels of resource mobilization.

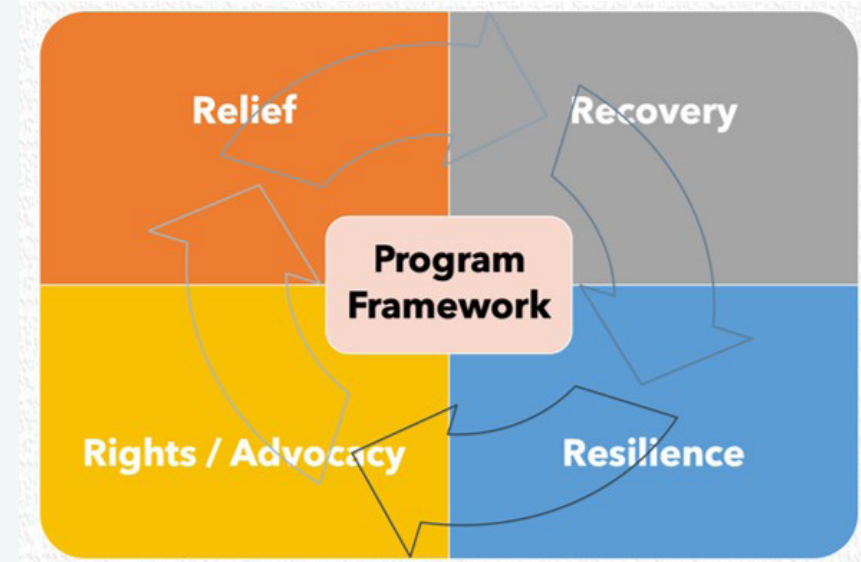
Strategy 4 - Capacity development based on focus and local needs, means augmenting capacities sensitive to each country organization's culture and local resources.

Strategy 5 - Systematization of CADIS Programs, means instituting partnership programs with public and private institutions and building linkages with faith-based organizations. Establishment of volunteer management program (individuals) and partnership development program (organizations).

Program Framework

A Program Management Framework is described in this Plan as the general philosophy (governing belief), the set of processes (such as vulnerability mapping including corresponding tools to be used), and tasks (such as distribution of material goods) that provides guidance and structure for the implementers in the design and execution of all programs and projects that CADIS should fund, implement and support. The Program Management Framework is the concretization of the organization's Theory of Change (the hypothesis for how change happens). Any programs and projects that are not aligned or are only partially aligned with the framework will thus be given lower priority. The CADIS Program Management Framework is shown in Figure 4.

Figure 4. CADIS Program Framework



Taking off from the CADIS Six-Year Report (CADIS, 2022), the four phases of the CADIS Program Framework are the: Relief, Recovery, Resilience, and Rights-Advocacy.

The relief phase, which often precedes the rest, is considered an entry point to understand better what the survivors (victims) need and what available resources (human and material) they have to respond to their needs. It allows listening (CADIS) and allows them (local stakeholders) to speak for themselves.

The recovery phase attempts to restore available resources so the stakeholders can better plan for their full recovery. This can help them regain their confidence, face the situation with optimism and build back better.

The resilience phase aims to reduce their vulnerability and lessen the index of their suffering. It rebuilds the people's fragile condition and restores and strengthens the bond of solidarity, which will facilitate them to live life to its fullest.

The rights-advocacy phase raises the local stakeholders' level of consciousness, empowering them to take responsibility for their lives and exercise their rights as faithful citizens. (claim/demand)

Key Results and Performance Indicators

The United Nations Development Group (2011)¹ defines Results as:

“a describable or measurable change that is derived from a cause-and-effect relationship. There are three types of such changes - outputs, outcomes, and impact - which can be set in motion by a development intervention. The changes can be intended or unintended, positive and/or negative.,²

Moreover, they described Performance Indicators (PIs) as “quantitative or qualitative variables that allow stakeholders to verify changes produced by a development intervention relative to what was planned. *Quantitative indicators* are represented by a number, percentage, or ratio. In contrast, *qualitative indicators* seek to measure quality and often are based on perception, opinion or levels of satisfaction.,³

N.B. Denote a quantifiable matrix for a defined objective. It may be referred to as the measure of attaining an organization's results or specific goals. Since there are different results at various levels of an organization, various performance indicators are needed to track the progress of the attainment of results at each level.

Table 2. Performance Indicators

Level	Results	Indicators
Impact (Long-term)	Disaster-vulnerable communities in CADIS-assisted areas transformed into empowered and resilient communities	
Outcome (Medium-term)		
Outcome 1.	Integrated health systems in CADIS-assisted communities are established and operational even during disaster situations	<ul style="list-style-type: none"> Percent of CADIS-assisted communities with the presence of operational community-based integrated health system
Output (Short-term)		
Output 1.1	During disaster situations in CADIS-assisted communities:	
	Output 1.1. Access of disaster-affected residents to disaster survival goods (<i>food and non-food; non-medical</i>) increased	<ul style="list-style-type: none"> Number of disaster-affected residents that received disaster survival goods Number of disaster survival goods distributed to disaster-affected residents
	Output 1.2. Access of disaster-affected residents to needed <u>medical services</u> sustained	<ul style="list-style-type: none"> Number of disaster-affected residents that received medical services Number of medical services provided to disaster-affected residents during disaster situations

1 United Nations Development Group, Results-Based Management Handbook: Harmonizing RBM concepts and approaches for improved development results at the country level. (2011).

2 UNDP 2011, p. 10

3 Ibid., p. 19

Level	Results	Indicators
	Output 1.3. Access of disaster-affected residents to <u>psychosocial services</u> maintained	<ul style="list-style-type: none"> Number of disaster-affected residents that received psychosocial services [<i>within six months of the disaster</i>] Number of psychosocial services made available and accessible to disaster-affected residents during disaster situations
	Output 1.4. Access of disaster-affected residents to <u>spiritual services</u> sustained	<ul style="list-style-type: none"> Number of disaster-affected residents that participated in spiritual services [<i>in evacuation camps</i>] Number of spiritual services made available and accessible to disaster-affected residents during disaster situations
Outcome (Medium-term)		
Outcome 2.	Capacity of CADIS-assisted communities for disaster mitigation, reduction, and response strengthened	<ul style="list-style-type: none"> Percent of CADIS-assisted vulnerable communities with functioning self-help organizations Percent of CADIS-assisted vulnerable communities with functioning partnerships with their LGUs on disaster work
Output (Short-term)		
Output 2.1	Vulnerabilities of CADIS-assisted vulnerable communities assessed and documented	<ul style="list-style-type: none"> Number of vulnerability maps of CADIS-assisted communities completed Number of formal partnerships (<i>such as Memorandum of Agreements</i>) with external service providers (<i>such as local government units or mapping agencies</i>) established
Output 2.2	Capacity-building programs for CADIS—assisted vulnerable communities intensified	<ul style="list-style-type: none"> Number of community-based training programs facilitated in CADIS-assisted vulnerable communities Number of residents in CADIS-assisted vulnerable communities complete training programs

Level	Results	Indicators
Output 2.3	Community-based projects in CADIS-assisted vulnerable communities implemented following a participatory approach	<ul style="list-style-type: none"> Number of community-based development projects formulated in collaboration with CADIS-assisted vulnerable communities Number of community-based projects funded Number of community-based projects implemented and completed by peoples organizations in CADIS-assisted vulnerable communities
Output 2.4	CADIS—assisted vulnerable communities organized	<ul style="list-style-type: none"> Number of community organizations in CADIS-assisted communities organized into self-help organizations
Outcome 3.	Institutional systems and processes of CADIS required to support the attainment of its ToC strengthened	<ul style="list-style-type: none"> Percent of targeted organizational systems fully operational
Output 3.1	Governance partnership between CADIS International and the Participants strengthened	<ul style="list-style-type: none"> Number of program policy guidelines approved Number of operational manuals finalized and disseminated to all CADIS Participants
Output 3.2	Participatory project development and management sustained	<ul style="list-style-type: none"> Number of projects developed with communities Number of community-based projects implemented
Output 3.3	Participatory results-based monitoring and evaluation are fully operational	<ul style="list-style-type: none"> M&E institutional arrangements and reporting templates finalized Number of progress reports prepared Number of Annual Reports prepared

Risk Analysis and Mitigation Strategies

With the grace of God, the six-year CADIS Strategic Plan is expected to be successfully implemented within the allocated timeframe. However, it is not without risks. CADIS expects that there may be some risks along the way, and thus specific mitigation strategies will be put in place to respond in certain cases. The risks are summarized in *Table 3*.

Table 3. Risk Analysis Matrix

Impact to Engagement	High		• Significant decrease in funding for CADIS work	• Priority of Camillus remains in relief instead of resiliency
	Medium	• Low number of lay volunteers to augment CADIS human resources	• Competition among CADIS Participants for funding	• Occurrence of another COVID-like pandemic that might heavily restrict local and international mobility
	Low			
		Low (<30%)	Medium	High (>70%)
Probability of Occurrence				

One of the key strategies that CADIS would initiate to mitigate the identified risks is to expand strategic communication targeting existing networks such as a] the Camillian Charismatic International Family, an aggrupation of diverse Camillian institutions/associations such as the Camillian religious (sisters, brother, priest representing five religious congregations), Lay Camillian Family, b] Camillian hospital directors and administrators (loose organization) and, c] Camillian parishes and rectories. These networks have ample and competent human resources; collaborating with them is expected to facilitate mainstreaming CADIS in the Order and build more publicity.

Another key strategy to overcome these risks is strengthening Project Management competencies. This means utilizing Project Management tools to prepare the project with achievable goal/s and effect transformation of disaster-affected communities, manage project activities/ programs timely, assess and monitor progress and evaluate performance and impacts, and enhance and strengthen the collaboration among teams and stakeholders.

Part IV. Executing the CADIS Strategic Plan

Programs

Apart from implementing the specific community-based projects in each country where CADIS operates, *in the first year of the implementation of this Plan*, CADIS Foundation *shall design and implement four key programs* to guide all CADIS Participants in their operations. These are the: Volunteer Management Program (VMP), Partnership Development Program (PDP), Resource Mobilization Program (RMP), and Capacity Development Program (CDP).

Volunteer Management Program (VMP)

Volunteers are individuals who freely offer to participate in an enterprise or a task without expecting monetary compensation for their efforts. In the past, CADIS has worked extensively with volunteers, either priests and religious or lay people, from different countries. These volunteers enable CADIS to avail of diverse expertise and skills needed for disaster work that is otherwise unavailable or inherent in the CADIS organization. However, CADIS has never instituted a program that systematically manages the volunteers, from recruitment to orientation to deployment to post-deployment (e.g., extracting lessons learned). Thus, within the first year of implementing this Plan, CADIS Foundation shall organize a team to upgrade and finalize the 2019 draft CADIS Volunteer Management Program (VMP) for priests, religious volunteers, and lay volunteers. The Team shall submit the guidelines from the VMP within three months to the Board of Trustees. Once approved, the Program shall be implemented to all CADIS Participants.

Resource Mobilization Program (RMP)

Strengthening its relief operations and expanding into the resiliency phase of disaster work to advance its mission undeniably will require significantly more resources (financial, human, and material resources). Resource mobilization will be central to the sustainability of CADIS. However, while CADIS International has already firmed up its competency in resource mobilization for emergency disasters, there is a critical need for CADIS Participants also to build up their competencies and learn to mobilize funds internally (from within the countries themselves) as well as internationally.

Thus similarly, within the first year of implementation of this Plan, CADIS Foundation shall organize a team that will update and finalize the 2016 draft CADIS Resource Mobilization Program (RMP) that will codify the set of criteria and processes for mobilization. The Team shall be given six months upon designation to complete the guidelines and present them to the Board of Trustees. Once approved, all CADIS Participants that have not yet implemented their resource mobilization can start implementing the Program in the second year.

Partnership Development Program (PDP)

CADIS recognizes that it cannot fulfill its mission only on its own. It requires strong collaboration and partnerships with various internal and external stakeholders. CADIS Foundation must work closely with the Camillian Provinces and Delegations, local volunteers, and other NGOs and organizations operating in disaster management, humanitarian work, and emergencies. Moreover, CADIS must also learn to expand its partnerships beyond the usual and traditional. Consequently, it must also carefully choose its partners not to compromise its virtues, values, and vocation.

While partnership development has been a staple of CADIS operations in the past, no specific guidelines have governed this organizational practice. Thus, within the first year of implementation of this Strategic Plan, CADIS Foundation shall organize a third team that will update and finalize the 2018 draft of the CADIS Partnership Development Program (PDP), including the standard processes of identifying, vetting, launching, and managing mutually beneficial collaborations with other organizations both in the public and private sphere. The Team shall be given six months upon designation to complete the guidelines and present them to the Board of Trustees for approval.

Capacity Development Program (CDP)

The Capacity Development Program (also called capacity building) pertains to two aspects: the improvement in the competencies of CADIS personnel, i.e., priests, religious, and lay in areas such as project management and communication, and the enhancement of soft skills of volunteers, who are expected to possess technical skills, but may need more training in people skills.

Within the first year of implementation of the Strategic Plan, CADIS Foundation shall organize a team to formulate the CADIS Capacity Development Plan for priests, religious, and lay volunteers. The Team shall submit the guidelines from the VMP within three months to the Board of Trustees. Once approved, the Program shall be implemented globally. CADIS and the Team can initially get inspiration on the competencies to be developed from the outputs produced in the strategic plan, as shown in *Table 4*.

Table 4. Types of Capacity Development Interventions by Program Focus

Relief	Recovery	Resiliency	Rights/Advocacy
Immediately after a disaster occurs to 2 years	3-6 years after a disaster occurred	Anytime	Anytime
<ul style="list-style-type: none"> Logistics management First aid Psychological First Aid (PFA) Emergency rescue Translations Communications Social marketing and advocacy, Fundraising International and local project management Result-based monitoring & evaluation Documentation and report writing 	<ul style="list-style-type: none"> Psychosocial interventions MHPSS skills Social work skills Networking Resource mobilization Grant proposal writing Fundraising International and local project management Result-based monitoring & evaluation Documentation and report writing 	<ul style="list-style-type: none"> Resource mobilization Expressing Camillian charism in the light of Laudato Si Planetary and integral health approach Proposal writing in the DRR and climate change-focused projects Fundraising International and local project management Result-based monitoring & evaluation Documentation and report writing 	<ul style="list-style-type: none"> Policy Advocacy Networking Building people's organization (Pos)

Community-Based Projects

CADIS has identified its mission with anything to do with serious disruptions to the functioning of a community that exceeds its capacity to cope using its resources. These can be natural, human-made, technological, and other factors that influence the exposure and vulnerability of a community. CADIS has the capacity and mandate to fund and implement community-based projects that aim at relieving people (relief), helping communities to return to a normal state of physical, spiritual and ecological health, and/or strength (recovery), building capacity for communities to withstand (resilience), and raise public support for or recommend cause for a policy (rights' advocacy). While it is crucial to relieve people during a disaster, it is more important to have projects that aim at building the communities' capacity in monitoring and establishing early warning systems, mitigation, preparedness and response, and capacity building for people to know their rights, demand for them and exercise responsibility.

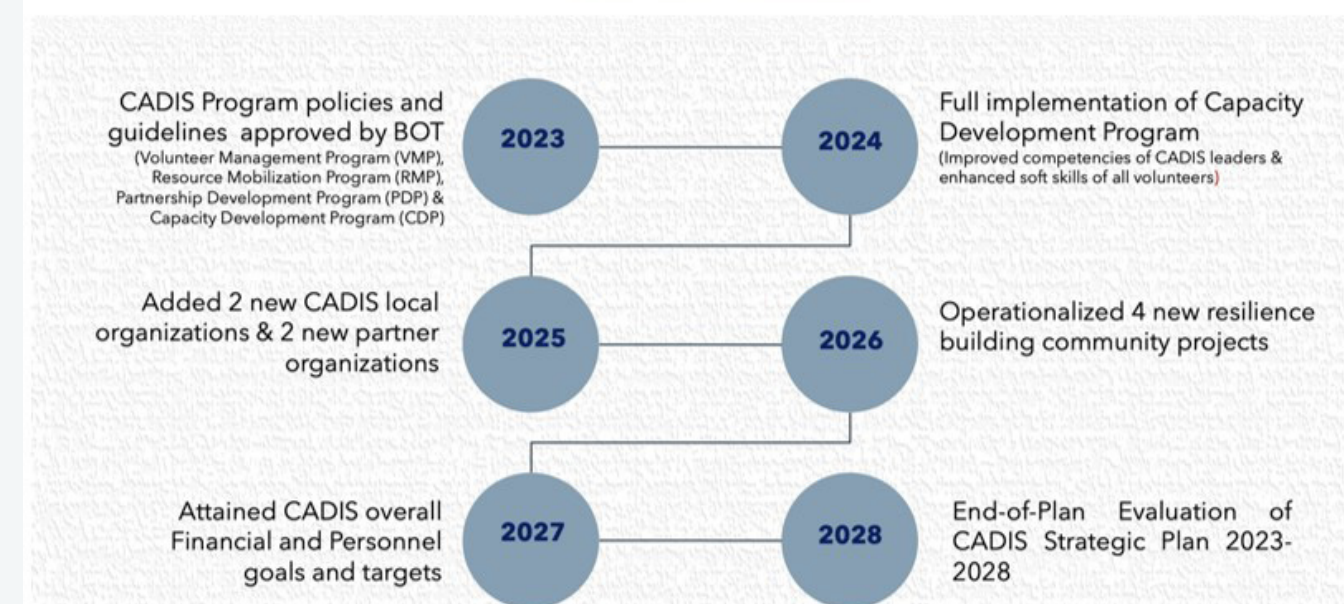
Similarly, within the first year of implementation of this Plan, CADIS Foundation shall organize a team that will codify the processes and formulates the manual for the formulation of community-based projects. Critical to this guideline is the process for engaging the stakeholders in disaster-prone communities. Having clear guidelines and a manual of operations will help other CADIS Participants as they work with their respective communities to design and implement their projects.

The Team shall be given five months upon designation to complete the guidelines and present their outputs to the Board of Trustees. Once approved, all CADIS Participants can begin designing their community-based projects in the second year.

Goals and Targets for the next six years

CADIS shall consider a key annual milestone from 2022 to 2028, as shown in Figure 5. Moreover, details of the annual targets of each Participant which were prepared during the Conference held in Bangkok, Thailand, on November 7-9, 2022, are attached to this Plan.

Figure 5. Annual Milestones



Requirements for Executing the Strategic Plan

To implement this Strategic Plan, four key requirements are needed, among others: Financial Resources, Strategic Communications, Human Resources, and Results-Based Monitoring and Evaluation.

Financial Resources

Resource mobilization is a process of raising different types of support for CADIS. It can include both cash and in-kind support (Figure 6). In mobilizing resources, key elements should be considered in clarifying the strategic position of CADIS, reviewing the resources requirements for the project framework, analyzing the external resource environment, setting a goal and guiding principles for resource partner engagement, identifying potential resources partners, developing an action plan, and monitoring the progress to evaluate the resource mobilization strategy.



Regarding sources of funds, Asia-Pacific has the highest contribution of funds (49%) while Africa has the lowest contribution (0,04%). These contributions come from interfaith organizations, Christians & non-Christians (62%), Camillian provinces/delegations (33%), and 5 percent coming from the private sectors (group or individual). CADIS will keep a database of the most suitable funding organization to fund different projects after it has verified that the organizations are in line with its operational mode (vision, mission) but will only send project proposals for funding when the idea of the project is clear within its internal team of experts (topic area, geographic area, modus operandi). It is important to remember that donors do not aim to sustain an organization or even a particular program.

CADIS will look for the following:

- Project grants: to support specific programs or projects for a pre-determined period.
- Capacity building grants: to help CADIS increase its ability to do more in a particular area. These grants are for organizational capacity building rather than a project. (For instance, CADIS International or CADIS Participant units might receive it to help build their fundraising capacity).
- Operating fund grants: to give ongoing support to CADIS with operating expenses. Small family foundations are more likely to provide operating fund grants than larger, well-known foundations.
- Research grants: to fund academic and research-oriented nonprofits.
- In-kind grants: to provide non-monetary help, such as equipment or even pro bono personnel. Corporations most often supply in-kind donations and grants.

Some resources in this area are:

- *Disaster ready* which provides free online humanitarian training <https://www.disasterready.org/>
- *Funds for NGOs* provides newsletters and funding opportunities <https://www.fundsforngos.org/>
- *ReliefWeb* is an online portal with news on disaster and opportunities updates <https://reliefweb.int/>
- *Prevention web* is a global knowledge-sharing platform for disaster risk reduction and resilience <https://www.preventionweb.net/>

Strategic Communications

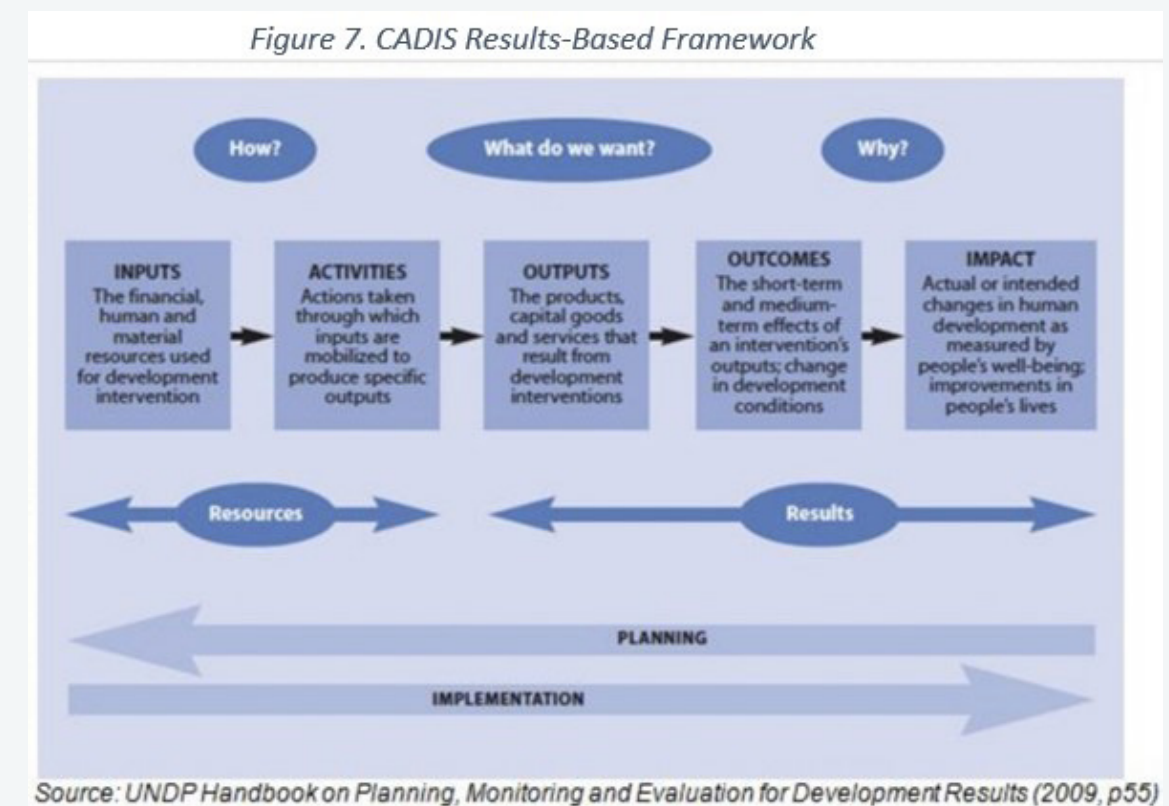
Communication is the process of transmitting ideas and information. For grassroots initiative or community-based, that means conveying the true nature of your organization, the issues it deals with, and its accomplishments to the community. CADIS will be on a number of social media, such as its website (<https://www.cadisinternational.org>), Twitter, Facebook, Instagram, LinkedIn, and Youtube. CADIS will share news, pictures, testimonies, and collaboration with like-minded organizations. CADIS International will also continue to use its quarterly news bulletin CROSSOVER. All these media share stories about CADIS, expressing opinions, explaining how the organization can accomplish its mission, and appealing for contributions.

Human Resources

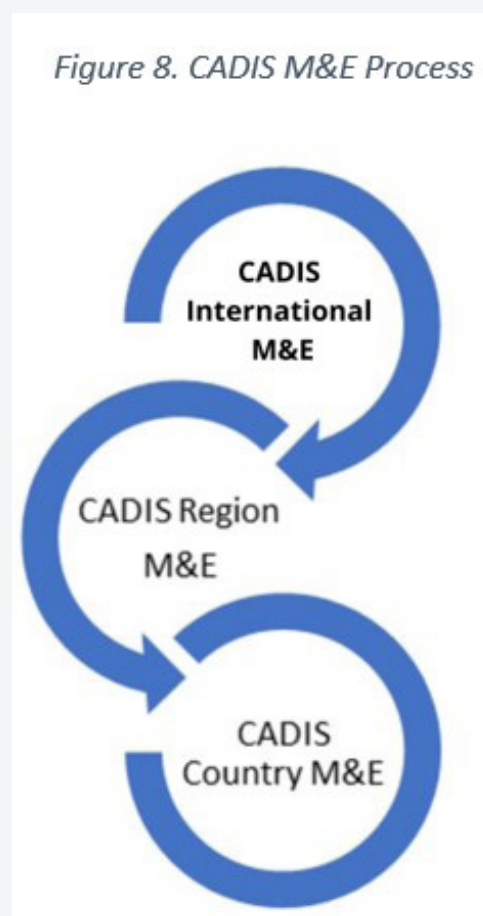
The estimated number of human resources for each Participant, with their respective qualifications, were drafted during the Conference held in Bangkok, Thailand, on November 7-9, 2022, and are annexed to this Plan.

Results-Based Monitoring and Evaluation

Monitoring and evaluation (M&E) is an important area of project management. It is both a planning and evaluation tool. Result-based framework forms the basis for monitoring and evaluating activities at the objective level. Result-based monitoring and evaluation (RBM) show the causal relationship between program objectives and outline how each of the immediate results/ outputs and outcomes relates to and facilitates the achievement of each objective and how objectives relate to each other and the ultimate goal (*Figure 7*).



Within the first year of implementation of this Plan, CADIS Foundation shall organize a team to formulate the CADIS Monitoring and Evaluation Guidelines, including the M&E institutional arrangements shown in *Figure 8*. The M&E Team shall be given six months upon designation to complete the guidelines and present their outputs to the Board of Trustees.



CADIS International will standardize M&E by setting up the M&E systems, such as the data requirements, the report templates, and the frequency of reporting, among others. These should then be shared with the CADIS regions and countries. The CADIS countries should conduct data gathering and submit M&E reports using the standard templates. Regions will consolidate and do an initial analysis. CADIS Central will conduct overall M&E analytics.

ANNEXES (CADIS Directory)

1. CADIS Australia
8 Perry St., Wentworthville, NSW, Australia
Fr. Domingo Barawid, MI cadis.aus@gmail.com
2. CADIS Burkina Faso
01 BP 364 Ouagadougou - 01, BF
Fr. Marius Soussago, MI cadis.burkinaf@gmail.com
3. CADIS Kenya
P.O. BOX 24585 - 00502 Nairobi - Kenya
Fr. Francis Munene, MI mcmaish2008@gmail.com
4. CADIS Taiwan
160, Chung Cheng S.Rd.Luodong Township, Yilan County 265
Fr. Jacob Wong, MI hawranosc@yahoo.com
5. CADIS International
Piazza della Maddalena, 53 00186 Rome, Italy
Fr. Aristelo Miranda, MI info@cadisinternational.org
6. CADIS Austria
Versorgungsheimstraße 72 A-1130 Wien
Fr. Alberto Marques MI alberto.marques@hotmail.com
7. CADIS Brazil
Av. Pompeia, 888 05022-000 São Paulo - SP
Fr. Marcelo Valentim de Oliveira, MI valentimdeoliveira@yahoo.com.br
8. CADIS Haiti
B.P 1426 Port au Prince - Haiti (W.I)
Fr. Robert Daudier, MI chaperonbob@yahoo.fr
9. CADIS Indonesia
Nita, 86152 Maumere Flores, NTT, Indonesia
Fr. Alfons Oles, MI alfonskalo@gmail.com
10. CADIS Ireland
11 St. Vincent St. North Dublin 7, Ireland
Ms. Anita Ennis, LCF anitaennis@yahoo.co.uk
11. CADIS Tanzania
P.O. Box 35169, Dar es Salaam, Tanzania
Fr. Shukrani K. Mbirigenda, MI shukranik@yahoo.com
12. CADIS Thailand
81/2 LuangPhaeng Rd. Khumthong, Latkrabang, Bangkok 10520
Fr. Rocco Sriprasert, MI fr.pairat@caritasthailand.net
13. CADIS Uganda
Kiira Road P.O. Box 88, Jinja, UGANDA
Fr. Babychan Paizanalath MI pbabychan@gmail.com
14. CTF India
Carmelaram Post, Sarjapura Road, Ambedkar Nagar Bengaluru 560035, Karnataka State
Fr. Siby Khaitaran, MI sibykaitharan@gmail.com
15. CTF Philippines
18 Nicanor Reyes St., Varsity Hills, Loyola Heights 1108 Quezon City
Fr. Dan Cancino, MI dancan915@yahoo.com

CADIS INTERNATIONAL



CADIS
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**Strategic Plan
2023-2028**