

The Camillian Disaster Service International (CADIS)

Vision and Strategic Direction for Global Operation 2020



CADIS
CAMILLIAN DISASTER SERVICE
INTERNATIONAL

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Summative Statement

Beginnings, Growth and Institutionalization. From its simple beginnings from personal and fragmented initiatives of a few Camillians, the Camillian Disaster Service International (CADIS) has an audacious intent to institutionalize its presence in the field of disaster intervention. The frequency and growing magnitude of natural hazards calls for the creative engagement of CADIS with the vulnerable communities it serves with passion and focused commitment, rooted as it were on the prophetic spirit of St. Camillus de Lellis.

Know, Love and Serve. For the next six years, the Camillian Disaster Service International (CADIS) shall create its future as a highly efficient and effective leader in disaster intervention. It is a learning organization, constantly nourishing the heart for affective compassion, continuously equipping the head with know-how for intelligent, effective caring and ceaselessly retooling the hands for skilled service giving. Thus, the CADIS is an organization that provides an enabling environment for the modern religious and lay Camillian to witness to suffering connecting peoples to hope, with the moral courage and *heart* of a missionary, the *head* of an expert and the *hands* of a skilled field worker in the frontier of disaster intervention.

Core Values, Strategy & Leadership. Spurred by a shared vision, mission and objective, the Camillian Disaster Service International (CADIS) creates its future rooted on core values that provide clarity to its being and doing. It employs the Balanced Scorecard that systematizes its critical tasks for the next six years. Led with passion and commitment from below by a Leadership Conference—an inclusive, participatory, democratic and consensus-driven body that privileges every voice, no matter the source - CADIS is a catalyst for transformation embracing *creativity* and change while maintaining *fidelity* to the transformative spirit of St. Camillus de Lellis.

Brief History

Rendering service to the victims of disasters and emergencies (wars, epidemics and pestilences) has been in the Heart of the Camillians. From 16th -17th century, those who are joining the Camillians were pretty much aware of its three principal ministries of service to the sick in the a) hospitals, b) homes and c) in times of pestilences or epidemics. In fact, during the 24-year Generalate of St. Camillus scores of religious died as martyrs in places marred by epidemics and pestilences in Italy.

In 1994, the Order has instituted May 25 as the Feast of the Martyrs of Charity in honor of the 300 Camillian martyrs of charity who died witnessing the 4th vow, *i.e.*, service to the sick even in danger to our own life. The fourth vow is the very linchpin that opens the door to the Camillians and to all those who share in the spirit of St. Camillus to develop and experience its richness in responding to the signs of the times.

In 1995, the 54th General Chapter (in Bucchianico) of the Order has approved the establishment of a task force that would respond to the socio-health emergencies in the different parts of the world. In April 2000, the General Council, headed by Fr. Angelo Brusco, the former general superior has created a Central Commission led by Fr. Antonio Menegon, together with Frs. Pietro Magliozzi, Sergio Palumbo, Scott Francis Binet, Massimo Miraglio and Mr. Renato Bicego, whose main task is to organize and form a special team of lay and religious ready to intervene in any event of disasters which later on they called the Camillian Task Force (CTF).

This initiative has been supported and developed by the Order in the course of time and reaffirmed by the series of general chapters of 2001 and 2007. Re-inventing and re-creating the original vision of 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, the Camillian Task Force came to its birth. "It is commonly held belief that it is in opting for the most abandoned that the Order fulfills the prophetic role [...] by defending the rights of the weak, [...] exposing injustices,



ST. CAMILLUS de LELLIS
1550-1614

Our Founder

St. Camillus de Lellis was born at Bucchianico, Italy. He fought for the Venetians against the Turks, was addicted to gambling where he lost everything. He became a Capuchin novice, but was unable to be professed because of a diseased leg he contracted while fighting the Turks. He was admitted at St. James of the Incurable, devoted himself to caring for the sick, and became director of that hospital. With five companions, he founded the Ministers of the Infirm (Camillians), dedicated to the care of the sick even at the risk of their lives. In 1588, they attended the plague-stricken aboard ships in Rome's harbor and in the series of epidemics in Italy. More than 300 Camillians died at service to the plague stricken people. They are called the Martyrs of Charity. In 1591, Pope Gregory XIV declared it as an Order. In the same year, Camillus sent his members to minister to wounded troops in Hungary and Croatia, the first field medical unit. Gravely ill for many years, he resigned as superior of the Order in 1607 and died in Rome on July 14, 1614. He was declared as Patron Saint of the sick, nurses and doctors.

intervening with task forces, and focusing attention not just on the individual but also on the formation of healthy and healing communities.” (cf. 55th Gen. Chapter, 2001). Furthermore, “it is our responsibility to work for justice and solidarity in the world of health together, promoting good cooperation between the Provinces, the Delegations and the great Camillian Family of St. Camillus, and also with members of the laity [...] expressed in different ways, such as, supporting the Camillian Task Force in its urgent interventions in situations of natural catastrophe.” (56th General Chapter, 2007).

In 2004, CTF was raised into an office of the General Council headed by Fr. Scott Binet. In 2007, it was integrated into the office of the Secretariat for Mission headed by Bro. Luca Perletti. In 2010, a reorganization and expansion of CTF was called forth. Since then, the CTF expands to the various provinces and delegations of the Order such as the Philippines, Thailand, India, Brazil, Peru, Chile, Kenya and USA. These offices serve as the primary arm in responding to disasters in their respective places or region. The central office assists these offices in developing their capacities through formative activities, developing emergency intervention plan (short/long-term programs), and seeking funds and grants to sustain local project/s initiated. The CTF central office does not envision to be a super body that manages and operates in all local disaster intervention projects, but maintains its character of being an animator and protagonist to humanitarian missions of the Order.

In 2015, CTF was transformed into a Foundation of the Order known as the Camillian Disaster Service International (CADIS) and was duly registered and recognized as a Foundation under the Italian law in July 2016.

Vision: We envision fullness of life in a resilient community.

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.

Objective: By Year 2020 and beyond, the CADIS International is a recognized effective leader in disaster intervention.

Statement of Core Values

We are a faith-based organization, whose *identity* is grounded on core values that inform our approach and underpins all our work.

Human Dignity. 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 right to life, quality service and total well-being, free from want, fear and hazard impacts.

Compassion. Integral to the work of the CADIS International is how care is given, based on empathy, respect and dignity. Our compassion then, as intelligent kindness, is central to how people perceive our care. For us, *caring* is as important as care and our highest calling is to provide comfort to those in distress and nurture capability in the vulnerable, regardless of class, gender, age, culture and religion. Great care is at the heart of everything we do.

Integrity, Diversity and Inclusion. We honor the integrity of every person and the diversity of peoples, cultures and communities. We commit to foster an enabling environment, privileging every voice towards participation and inclusion. We forge understanding and mutual respect; we labor for equitable development and peace.

Justice, Fairness and Solidarity. We uphold justice and fairness in our dealings. We work for social justice and foster human solidarity in our partnership with vulnerable communities and societies we work in.

Courage and Witness. Our courage enables us to do the right thing for the people we care for, to speak up when we have concerns and to have the vision and personal strength to innovate and embrace new ways of working and relating with others. We bear witness to the human capacity to overcome adversity and suffering, connecting people to hope.

Learning, Creativity and Excellence. We embrace learning, creativity and change as a way of life. Reflective distance allows us space for deep thought, increasing our consciousness of the whole, enabling us to serve the whole. By our *mindfulness* we contribute to the sustainability of peoples, the humanization of societies and the stewardship of creation.

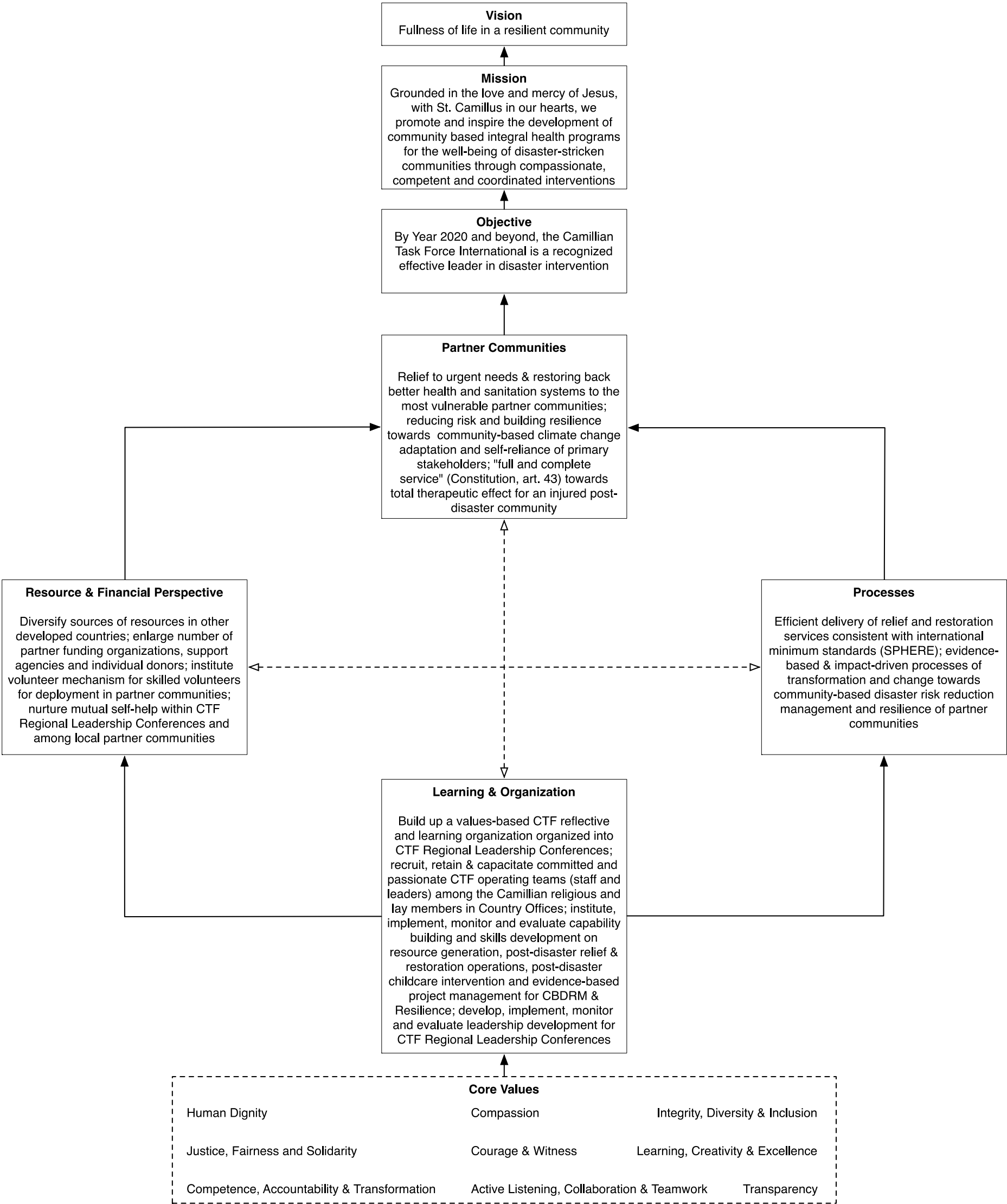
Competence, Accountability and Transformation. We are committed to employing and be held accountable to high standards of practice. We continuously challenge ourselves to improve towards efficiency and effectivity, through strategic planning, assessment and evaluation. We deploy knowledge and skills, harness methods and appropriate technologies to transform our partner communities and ourselves. Constant innovation towards excellence in our caring and service defines our processes.

Active Listening, Collaboration and Teamwork. 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 bring together people, organizations and institutions that can pool knowledge, skills and resources, to work together to have most effective impact. Good communication is central to successful collaborative partnerships, working relationships and effective team working.

Transparency. We honor our obligations in the partnership of equals, meet commitments and act responsibly with public and personal trust, to consistently deliver value to our stakeholders. We adhere to transparent financial accountability procedures and to freedom of information.

Map of Strategic Direction towards 2020



CTF International Balanced Scorecard (Fiscal Year 2015–2020)

Strategy Map		Measures	Target	Initiatives
Strategic Theme	Objectives			
Partner Communities	PC1. Relief to post-disaster urgent needs of most vulnerable communities	Number of families provided with emergency food and non-food relief items	Target dependent on disaster event in a given CADIS country office	Standardize emergency relief logistics consistent with international minimum standards (SPHERE)
	PC2. Post-disaster Water, Sanitation and Health (WASH) infrastructures provision for most isolated and underserved areas	Number of isolated villages, settlements or communities provided with WASH infrastructures	Target dependent on disaster event in a given CADIS country office	Standardize WASH systems consistent with international minimum standards (SPHERE)
	PC3. Community-based post-disaster risk management and resilience building	Number of community-based, participatory risk reduction and resilience systems set up in most vulnerable, isolated and underserved villages, settlements or communities	Target dependent on disaster event in a given CADIS country office	Deployment of the Logical Framework Approach to project management, adapting the community-based disaster risk reduction framework and community resilience in participatory research, project design, monitoring and evaluation
	PC4. Post-disaster trauma intervention, protection and long term education support for affected children of most vulnerable families in CADIS communities of intervention	Number of children enrolled in post-disaster trauma interventions, protection and long term education support program	Target dependent on disaster event in a given CADIS country office	Deployment of participatory action research, program design, implementation, monitoring and evaluation for post-disaster childcare interventions

Strategy Map		Measures	Target	Initiatives
Strategic Theme	Objectives			
Resource and Financial Perspective	RF1. Diversify sources of resources in other developed countries for relief, restore, release and reform interventions	Number of developed countries <i>newly</i> tapped for CADIS International resource mobilization	Two (2) developed countries <i>newly</i> tapped for resource mobilization	Set up resource mobilization offices in developed countries where Camillians are present
	RF2. Enlarge number of partner funding organizations, support agencies and individual donors in current source countries for relief, restore, release and reform interventions	Number of new partner funding organizations, support agencies and or individuals funding or supporting CADIS projects	Five (5) new funding partners or support agencies and a database of individual donors.	Identify and conclude partnership agreements for projects with new funding organizations, support agencies and individuals; Conclude marketing contract with marketing service provider in the USA
	RF3. Institute volunteer mechanism for deployment of skilled volunteers in communities of CADIS 4R post-disaster intervention	Number of countries where CADIS International volunteer mechanism is set up and institutionalized	Two (2) developed countries	Set up and institutionalize CADIS International volunteer programs in (1) Italy and (2) USA
	RF4. Nurture mutual self-help within CADIS Regional Leadership Conferences	Number of CADIS leaders and staff deployed for assignment in out of country, intra-regional post-disaster response	Number dependent on disaster event in any given Country Office	Set up intra-regional deployment of CADIS leaders and staff in CADIS communities of intervention
	RF4. Nurture mutual self-help among partner communities within CADIS International Country Offices	Funds & resources gathered w/in current partner communities for deployment to new CADIS communities of intervention	Number dependent on disaster event in any given Country Office	Set up collaborative mechanism in Country Offices with evidence-based metrics for mutual self-help

Strategic Map		Measures	Targets	Initiatives
Strategic Theme	Objectives			
Processes	P1.1 Efficiently deliver SPHERE standardized food relief	CADIS food relief service delivery formulated	1 per CADIS Country Office	Design CADIS food relief service delivery system per CADIS Country Office consistent with SPHERE
	P1.2 Efficiently deliver SPHERE standardized non-food household items	CADIS non-food service delivery formulated	1 per CADIS Country Office	Design or adoption of non-food relief service delivery system per CADIS country office, consistent with SPHERE
	P2. Efficiently build back better SPHERE standardized water, sanitation and health systems	CADIS WASH service delivery formulated	1 per CADIS Country Office	Adoption or design of climate change resilient WASH system per CADIS country office, consistent with SPHERE
	P3.1 Organize community based disaster risk reduction management (CBDRM) with CADIS communities of intervention	CADIS CBDRM service delivery process formulated	1 per CADIS Country Office	Participatory action research, design, implementation, M&E of CBDRM in CADIS communities of intervention
	P3.2 Build up climate adaptation abilities and resilience of CADIS communities of intervention	CADIS Resilience and Climate Change Adaptation service delivery process formulated	1 per CADIS Country Office	Participatory research, design, implementation, M&E of resilience program in CADIS communities of intervention
	P4. Institutionalize CADIS post-disaster childcare interventions	CADIS Post-disaster Childcare service delivery formulated	1 per CADIS Country Office	Participatory research, design, implementation, M&E of post-disaster childcare interventions consistent with SPHERE and in collaboration with childcare specialists/ orgs

Strategy Map		Measures	Targets	Initiatives
Strategic Theme	Objectives			
Learning and Organization	LO1. Recruit, retain and capacitate committed and passionate CADIS operating teams (staff and leaders) among Camillian religious and lay members in Country Offices	Country Office Team with functional areas of (1) relief and restoration team, (2) resource mobilization & fund-raising and (3) CBDRM & Resiliency Research, Design, Implementation and M&E team	1 Composite Team per CADIS Country Office	Identify & select 2-3 member CADIS national team in Country Offices, in close coordination with concerned provinces or delegations, based on criteria prepared by CADIS International Headquarters
	LO2.1. Institute, implement, monitor and evaluate capability building and skills development on resource generation and fund-raising	Quality training for resource mobilization teams in CADIS Country Offices	1 training per year for three years	All organized resource mobilization teams in each CADIS Country Office gathered and trained on resource mobilization
	LO2.2. Institute, implement, monitor and evaluate capability building and skills development on relief and WASH restoration operations	Quality orientation and training on CADIS standardized relief and restoration service delivery processes	1 training per year for three years	All organized relief & restoration teams in each CADIS Country Office gathered and trained on standardized relief and restoration service delivery
	LO2.3. Institute, implement, monitor and evaluate capability building and skills development on post-disaster childcare intervention	Quality education and training on CADIS post-disaster childcare intervention	1 training per year for three years	All organized post-disaster childcare teams in each CADIS Country Office gathered, oriented and trained on post-disaster childcare intervention
	LO3. Train CADIS project implementation teams on the LogFrame, CBDRM and participatory action research	Quality education and training on Log Frame Approach, CBDRM and participatory action research (PAR)	1 training per year for three years	All organized CBDRM & Resilience implementation teams in each CADIS Country Office gathered, oriented & trained on LFA, CBDRM, PAR
	LO4. CADIS Leadership and Management Formation	One Day CADIS Leadership & Management Annual Retreat	1 per year for three years	All CADIS Leaders gathered for "Reflective Distancing"

Organizational Development & Institutionalization

Code	Urgent Tasks	2015	2016	2017	Responsible
1	Re-organize CADIS Country Offices into Lean and gender-balanced Composite Teams with three functionally differentiated duties of: (1) Resource Mobilization & Finance Administration, (2) Relief (and Restoration), Medical & Pastoral Care Services and (3) CBDRM & Resilience Project Implementation				
2	Legal Registration of CADIS in all countries where it operates, either for disaster intervention or resource mobilization				
3	Opening of 1 to 2 official CADIS bank accounts of legally registered CADIS operations worldwide, fully accessible for external audit by government regulatory bodies, funding agencies and or donors				
4	Resolution of one name, one logo or symbol and one official color of uniforms of CADIS field workers in all countries where CADIS International operates				
5	Officially establish Regional Secretariats for Annual Strategic Planning, Leadership Conference & Retreats, Training and Capability Building				
6	Hire or retain a Cause Marketing expert or consultant to co-direct the CADIS global resource mobilization and fundraising and train or capacitate CADIS resource mobilization teams				
7	Re-organize the CADIS International Executive Team composed of Head for Strategy, Organization, Research & Capability Building, Head for International Relief Services, Networking and Partnership Building & Head for International Resource Mobilization and Fundraising Campaigns to work closely with Cause Marketing Expert and Consultant, all headed by the Chief Operations Officer				

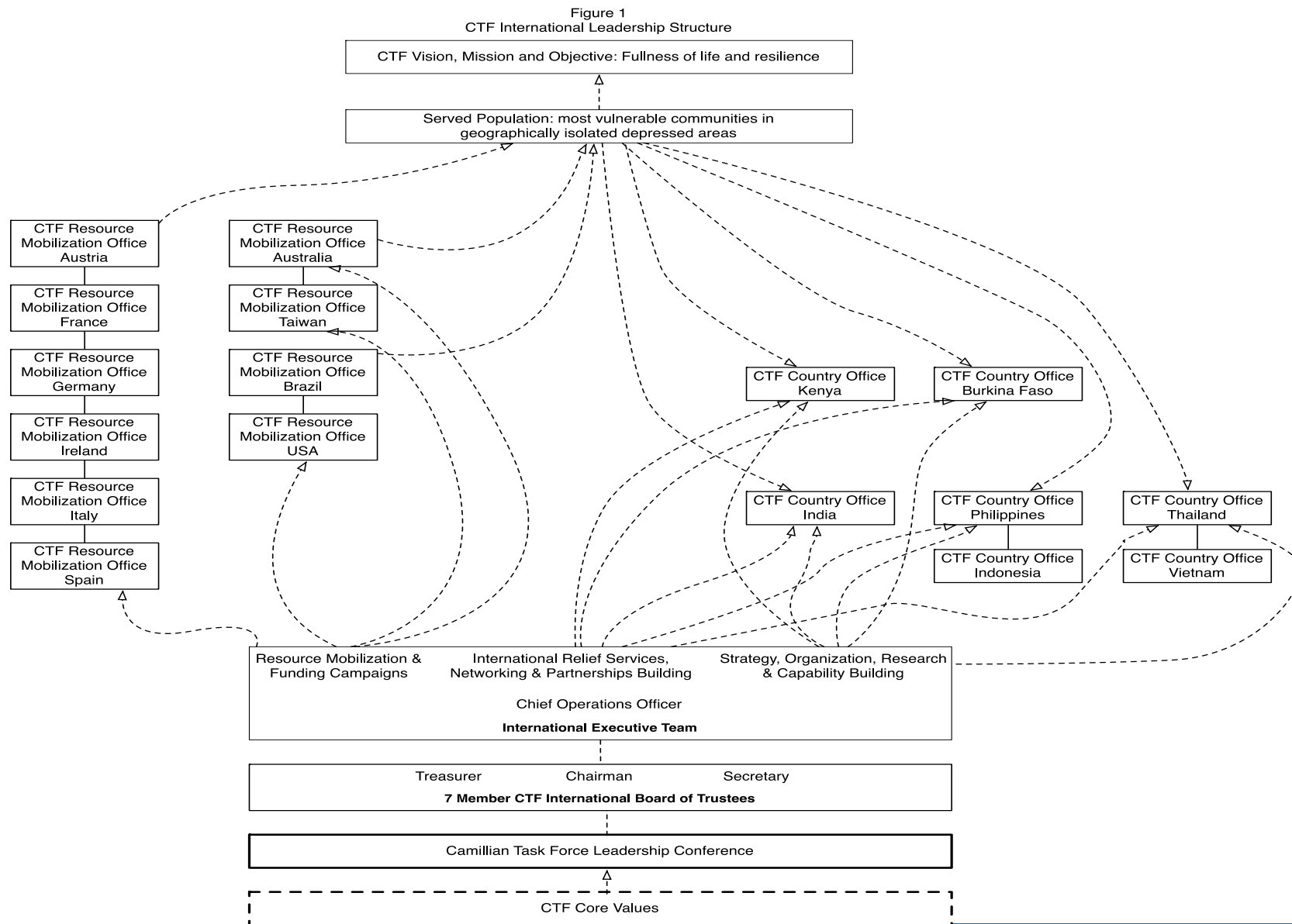
Levels of Leadership & Governance

Camillian Disaster Service International adheres to shared visionary leadership. Decisions are arrived at by consensus in democratic and participatory processes.

- 1) Camillian Disaster Service International operates in countries where the Camillian Family is present. It has Country Offices legally registered and accountable to regulatory bodies, national and international funding organizations, institutions and stakeholders and maintains one (1) or two (2) transparent bank accounts accessible for external audit.
- 2) The Country Offices of the Camillian Disaster Service International are very lean and efficient, fully dedicated to carrying out its vision, mission, objective and strategy. Composing not more than three people, the team bears three critical and functionally differentiated duties, namely: (1) Resource Mobilization & Finance Administration, (2) Relief (& Restoration), Medical and Pastoral Care Services and (3) CBDRM & Resilience Project Implementation. Team membership comes from the Camillian religious and lay members, observing gender equity. The concerned Province or Delegation supports and finances the daily operations and administrative expenses of the Country Office. Resources required for relief services and for CBDRM and resilience projects are generated by the local and international CADIS resource mobilization teams.
- 3) The Camillian Disaster Service International also operates Resource Mobilization Offices in chosen countries. It invests priority attention, efforts and resources to build the capacity of Resource Mobilization Offices to tap resources, organizations, partners and networks and to innovate methods of resource mobilization and fundraising campaigns. A Cause Marketing expert and or consultant is retained to provide direction and set measurable targets to the CADIS International Resource Mobilization and Funding Campaigns and who will work closely with CADIS resource mobilization teams and capacitate them.
- 4) An International Executive Team leads the Camillian Disaster Service International. It is composed of (1) the Chief Operations Officer, who is a member of the General Consulta, (2) Head for Strategy, Organization, Research and Capability Building, (3) Head for International Relief Services, Networking & Partnership Building and (4) Head for International Resource Mobilization and Fundraising Campaigns who shall work closely with a retained Cause Marketing expert or consultant. All of them are members of the CADIS Leadership Conference and are chosen from them, based on a criteria prepared beforehand and approved by the General Consulta of the Order of the Ministers of the Infirm.
- 5) A seven (7) member International Board of Directors governs the Camillian Disaster Service International. It embodies the core values of the Camillian Disaster Service International and provides servant-leadership. It functions as oversight body, meet annually to discuss and approve strategic plans and budget prepared by the

International Executive Team headed by the Chief Operations Officer, in tight coordination with the CADIS Leadership Conference.

- 6) *De jure* or by reason of office, the Father General of the Order of the Ministers of the Infirm serves as the Chairman, the Consultor for Finance as Treasurer and the Secretary of the General Consulta as the Secretary, respectively, of the CADIS International Board of Directors for six (6) years.
- 7) The other four members of the Board of Directors *may* come from (1) the academe with expertise in climate change, (2) the disaster management sector, (3) expert in grassroots mobilization and (4) grassroots leader, representing the voice of vulnerable peoples. Someone may come from the Camillian Sisters. Persons with international standing may also be invited to sit as members of the Board. They come from different regions where the Camillians are present. All of them have long history of collaboration with the Camillians. They are nominated and voted on by members of the CADIS Leadership Conference based on a criteria prepared by the CADIS Leadership Conference and approved beforehand by the General Consulta. They serve for six (6) years. The CADIS Leadership Conference will nominate and vote for replacements for those who are unable to carry out their six (6) year term.
- 8) Gender equity is observed in the membership of the Board of Directors of the Camillian Disaster Service International.
- 9) All Strategy and Resource Allocation are generated from the CADIS Annual Leadership Conference, where resource pledging is held. The CADIS Leadership Conference is the primary duty bearer of the vision, strategy, execution and evaluation of CADIS strategy. It is an inclusive, highly participatory body that meets annually. Its members come from different regions of the globe where the Camillians are present. They are men and women religious and lay members of the Camillian family. They include grassroots leaders that represent the voice of vulnerable communities. Diversity in their backgrounds provides richness to discussions and planning and depth of thought to decision-making.
- 10) It is the CADIS Leadership Conference that primarily plans for, builds and sustains the future of the Camillian Task Force International. Rooted in core values that endure, it learns as a leadership organization, innovates and is creative in its engagement with vulnerable communities affected by disasters. And it adheres to gender equity.



Appendix A

CADIS International Standard Operational Phases

