
STRATEGIC PLAN 2020 -2024

Extended by the Board until December 2026

20-24

Approved by the Commission IV PE.

September 25, 2020

Approved by the Direction Team.

September 30, 2020

Approved by the Board.

October 14, 2020

20-24

INTRODUCTION

This **Strategic Plan** is the result of the work carried out, initially, in a participatory process of Strategic Planning of evaluation, analysis and determination of changes and strategic lines, implemented by the organization from June to November 2019, followed by a second period, starting on March 2020, incorporating the reflections and new perspective of the InteRed analysis by the situation produced by the COVID 19.

Over the course of 5 months, InteRed has promoted an intense process of reflection and participation in which those who work and collaborate in the organization have been involved, as well as other relevant actors related to InteRed, such as educational centers, local social organizations and individuals. In addition to the organizational and coordination meetings, there have been general and consultation meetings. Throughout the process, various tools for analysis, debate and participatory decision-making were used, with the help of two external consultants.

Internally, the leadership of the process was carried out by an internal commission made up of representatives of the organization: two persons from national delegations, one from international delegations, the planning and evaluation coordinator, one person from the team of programming and line of gender, and two people representing the management team. Their mission has been to accompany, encourage and lead the process and proposal.

In March 2020, two commissions were set up to analyze the challenges and opportunities regarding the impact of COVID on the work of InteRed at the international and national levels. The results served to validate the changes and strategic lines defined in the Strategic Plan as well as to emphasize some of the approaches from which we at InteRed work.

This document contains the InteRed strategy with the main milestones to be achieved for the 2020-2024 period, approved by the Management Team and Board of Trustees in October and November 2020, respectively, thus, contributing to the institutional commitment to the Sustainable Development Goals of the Agenda 2030.



PRESENTATION

It is a hopeful joy and the result of an experience of collective construction and teamwork, to present this IV Strategic Plan 2020-2024 to all individuals, social groups, entities and organizations linked to InteRed, and to the Teresian Association that promotes it.

This IV Strategic Plan responds to the challenges of a model in crisis (social, political, immigration, care services, environmental, etc.), challenges that become even greater in a world convulsed by the COVID-19 pandemic. Today we are witnessing the violation of the rights of the majority of the population, the increase of inequality and social exclusion, the increase in xenophobia and violence against women and girls, the destruction of biodiversity and climate change; all this shows us that our current model of development is unsustainable, as well as deeply unfair, and calls us to act in order to transform it.

Facing this panorama leads InteRed to reaffirm itself in those lines that it has been already working and that are a sign of its identity:

- the **defense of the right to education**, also understood as a common good for all peoples and groups everywhere in the world: quality, inclusive and equitable education that contributes to transforming the local and global reality.
- the **defense of the rights of women and girls**, contributing through education and with training processes of coeducation to the reduction of sexist violence that each day is becoming more visible against women and girls.
- the **participation and protagonism of young people** in processes of social transformation, placing **volunteering** at the center of the organization, which opens up opportunities for their civil participation.

And, at the same time, this Strategic Plan offers us new horizons:

- taking a further step in supporting individuals and groups that are in situations of greater **vulnerability and inequality**, hence the effort to reinforce our presence in the poorest countries in Africa and in Haiti; and work with migrants and refugees in the different areas where we are present.
- incorporating the **humanitarian aid** into the Development with an educational perspective.

We also want to say that in order to achieve these changes and transformation in society we need lots of individuals and entities joining this task in different ways, dreaming and making this vision of InteRed come true: an organization that promotes educational processes for personal and collective changes in favor of social justice, equity and the caring for people and nature, open to participation and dialogue with groups and persons from different countries.

We thank each and every one who have made this Plan possible, which gives us the opportunity to contribute from InteRed, once again,

again, to the social transformation and the caring for the world we live in -an opportunity to contribute to the Agenda 2030 whose motto is: "Transforming our world"; to continue working in order to build a model of society and system different from the current one.

Finally, it comes to my mind a text from the Assembly of All Associations a.e. 2018 of the Teresian Association in its section Weaving diversity, inclusion, dialogue and equality: A new look, the construction of current societies also involves the search for equality and equity for all. This implies introducing a mode of access to reality, "new eye glasses" with which to understand the world and life, and intervene in our reality transforming it.

Carmen Lizárraga Cárdenas

President of InteRed's Board

THE INTERED STRATEGIC FRAMEWORK

Contribution to the
Agenda 2030

Mission, Vision and Values.

They reflect the reason for being, the role and the long-term aspirations that guide InteRed.

MISSION:

We are an NGDO promoted by the Teresian Association that is committed to a transformative education, which generates the active and committed participation of everyone in favor of justice, gender equity and social and environmental sustainability.

VISION:

An organization that promotes educational processes for personal and collective changes in favor of social justice, equity and the care of people and nature, open to the participation and dialogue with groups and individuals from different countries.

VALUES:

We promote and want to live values such as coherence, caring for people and the planet, equity, co-responsibility, participation, solidarity and transparency in our actions.

W



The strategic framework

Perspective of Social Value

CHANGE 1

To advance in the implementation of the right to a quality, inclusive, intercultural and equality education, as well as peace in vulnerable groups.

CHANGE 2

To promote the prevention of sexist violence through the coeducation.

CHANGE 3

To prioritize and accompany the participation and leadership of young people in the processes of social transformation.

CHANGE 4

To foster processes of individual and social transformation that may decrease the gaps of inequality due to gender and may allow women to fully exercise their rights.

To build intercultural, equal and peaceful societies based on the respect for others and a culture of caring.

Perspective of the Interest Groups

L.E.1

To empower the private funds and explore new public financing sources to reinforce the economic sustainability of InteRed

L.E.2

To develop political and social advocacies to promote the coeducation and prevention of sexist violence in key places at the local level and in conjunction with other actors.

L.E.3

To increment the presence of InteRed in more impoverished countries and support the work with migrant, refugee and displaced populations, thus responding to the challenge of global justice and human mobility.

Perspective of the Processes

L.E.4

To advance in a management model that is efficient, social and transparent, with clear functions and responsibilities in order to reinforce the sustainability of the mission.

L.E.5

To establish a mediation system of results and social impact in order to ensure the collective learning and continuous improvement.

L.E.6

To increase the participation and leading role of the volunteers of InteRed

Perspective of People and Culture

L.E.7

To insure an organizational culture of caring with a sense of corresponsibility.

L.E.8

To incorporate a culture of environmental sustainability in all areas of the organization.

PREAMBLE

In **InteRed** we want that the construction of intercultural, egalitarian and peaceful societies, based on respect for one another, the culture of caring and the socio-emotional attention, will be reflected in all our actions.

We consider diversity and intercultural encounters as a wealth in our societies and we want to continue walking towards an education that is more committed to social transformation. We are committed to a greater presence of the approaches to human rights, gender and intersectionality, interculturality, environmental sustainability and culture for peace in all our interventions and especially, in our vision of education.

As organization we reaffirm our determination to influence the causes of rights violations in the areas in which we are present. The effects of the COVID19 pandemic confirm the strategies identified. From our identity for the right to education and women's rights, we also want to contribute to the guarantee of other rights for an integral development of the person, and that is why we will foster, through strategic alliances, the implementation of other rights such as food, health, work, peace....

MAIN MILESTONES TO BE REACHED:

We will have expanded the number of our associates and collaborators, incrementing our own funds and diversifying the public funds.

We will have contributed to the fact that more young people might be participating in and leading processes of social transformation in their own contexts and in InteRed.

We will have contributed, through the co-education and social and political advocacy, to the identification of sexist violence and its causes, and to its reduction in the areas in which we work, especially among young people.

We will be a more agile and fresh organization, more accountable of what we do and how we contribute to the change.

We will have a presence and we will be supporting more development initiatives in some of the most impoverished countries in the world and with the most vulnerable population: Haiti, DR Congo and other countries in Africa.

Volunteering will be at the center of the organization, participating and making decisions and with more young people collaborating in the life of the organization.

We will have incorporated new advances, as an organization and in our interventions, in a culture of environmental sustainability.

STRATEGIC CHANGES

Are the issues or changes priority to those wants to contribute in a way decisive and those to guide work for years to come.

To advance in the implementation of the right to quality, inclusive, intercultural, egalitarian and peace education in vulnerable groups

change 1

Collectively, we will advance the accomplishment of this change, which seeks to continue promoting a **Transformative Education**. We understand it as something that aims to promote teaching-learning processes that contribute to guaranteeing the right to education, understood it as a common good, for all persons and communities in the world, with a humanistic and inclusive perspective, which recognizes and values diversities of all kinds. A Transformative Education that promotes a critical, responsible and committed Global Citizenship, at the personal and collective levels, with the transformation of the local and global realities to build a world more just, more equitable and more respectful of diversity and of the environment, in which each and every person can develop freely and satisfactorily.

We will have as our horizon the **Agenda 2030** for Sustainable Development, and in particular the **Sustainable Development Goal 4**, which aims at guaranteeing an inclusive and equitable quality education, and promote lifelong learning opportunities for all.

Our approaches and methodologies will be the mechanisms that may allow us to achieve the change. Methodologies that are already part of our pedagogical culture and are in a constant process of construction and renewal. Among them, we highlight cooperative learning; artistic and playful-theatrical methodologies; the systematization of experiences, etc. Training and support for teachers and educators will be essential to achieve this change.

Now, in the framework of COVID19, we will adapt these methodologies in such a way that they may allow us to continue working for the right to education, taking into account the approved sanitary prevention limitations, such as social distancing and online training. It is a big challenge but one that we will keep in mind

at all times as long as COVID19 remains. At the same time, since the pandemic situation has revealed the big social and educational gaps, we will reinforce our actions to "not leave behind" any girl or boy of school age (there is fear of a growth in school dropout rates due to the differences in digital opportunities), to support teachers and promote technical-professional training for young people and women.

We will advance towards an educational construction for everyone, which is what will allow us to advance towards a broad education concept, recognizing lines of work with the possibility of synergies and mutual enrichment. An education, which, in short, is at the service of a world interwoven by the interdependence of local and global dynamics and is capable of training analytical, critical, reflective people, with the ability to influence and transform reality in the face of inequalities and conflicts.

Indicators



I.1.

By the end of 2024, at least 60% of the educational communities that InteRed supports will incorporate in their educational center projects, actions (planning, programming or other tools) showing their commitment to social transformation within the educational community and/or in relation to their surroundings).

I.2.

By the end of 2024, at least 60% of teachers and educators may have strengthened their educational practice.

I.3.

By the end of 2024, the number of educational communities that are part of the Transforming Red will increase by at least 30%.

To promote the prevention of sexist violence through coeducation

change 2

As a **civil society organization**, InteRed has been developing in recent years an important effort to contribute to the prevention of sexist violence through education and has done it from the perspective of coeducation, which, as reflected in the Positioning of Education of InteRed is a feminist educational and political position that entails articulating all educational practices from the “purple glasses” of gender equality and, with them, unveiling, dismantling and modifying the systems of domination that allow men to exercise power over women, as well as preventing and combating the multiple forms of sexist violence present in education and in society.

The commitment to coeducation has been gaining strength in recent years. In Latin America, it has happened through the cooperation projects with partner organizations, working with educational communities (teachers, students, parents, educational authorities), contributing to the creation of safe environments through sharing experiences, as well as the incorporation into the educational curriculum of components related to the ethics of caring, affective-sexual education, the recognition and appreciation of diversity, and the strengthening of the leadership of young people as agents of change with their peers. In Africa and Asia, by advancing in the incorporation of the gender perspective in the developing projects, mainly in non-formal education settings, thus contributing to the transformation of those local areas. All the initiatives developed in this change incorporate the intersectional perspective, thus attending to the inequality gaps inherent in each context.

In Spain, through education for development projects, training processes in coeducation have been promoted and tools have been published to mainstream the gender approach. Special mention should be made of the institutional campaigns, aimed at promoting equity and the defense of women's rights.

These lines of work, which have been the "identity signs" of InteRed, are more pertinent than ever, since they will allow to respond to the needs marked by the context of setbacks in the rights of women, and especially of girls, adolescents and young adults, countering hate speech, denouncing violence and showing diversity as a wealth, which contribute to the real exercise of the right to a life free of violence for children, adolescents and women, and therefore to the achievement of SDGs 4 and 5 of the Development of Agenda 2030.

The institutional campaign that will be carried out during the term of this plan, "**It is Time for Equality**", is fully aligned with this priority.

Indicators



I.4.

At least 60% of the population participating in training and campaign processes will identify sexist violence in their circles (personal, relational, social) and its causes.

I.5.

By the end of 2024, at least 60% of the educational communities participating in violence prevention projects have incorporated some co-educational practice with a global perspective for the promotion of societies free of sexist violence.

To prioritize and accompany youth participation and leadership in the processes of social transformation

change 3

At **InteRed**, we have been taking until now timid steps in accompanying the participation and leadership of young people in the processes of social transformation. But with the learnings of these past years, the challenges we are facing in the current situation, and the Teresian Association's own commitment to the youth as one of its mission lines for the six-year term, we want to focus the attention on the youth as an engine of change in our local and global realities. We want to take a further step in the commitment to promote their leadership and protagonism, knowing that our work is that of providing formation and support. We acknowledge the experiences and path already traveled with the implemented work under the methodologies

"Young people involved in caring" and "Walk the labyrinth", within the framework of our previous institutional campaign *Act with Care*, and through the many years of experience promoting the training volunteering; identity sign of InteRed.

No one better than InteRed to provide impulse, creativity and energy to the transformation of our unequal world into another that is more livable, enjoyable and free of violence. For this, we need the entire educational community to accompany these young people. In these actions, we find a profile of young people who are digitally natives who use Smartphone and tablets, communicate by WhatsApp and carry technology in their genetic code. For them, it is essential to be active individuals who produce their own content on YouTube or applications such as Vine, blogs and personal websites. Diversity is inherent to them; justice moves them and they value sharing. They are dynamic and enterprising people. We acknowledge the emergence of a fresh, analytical, critical and

vigorous youth movement, which is already a reality. With increasing hope, we witness how young people from all over the world make their claims on global issues such as feminisms, environmental sustainability and climate change (Fridays for Future Movement), among others.

This reality invites us to take on the challenges posed by intergenerational dialogue and to be aware that cultural distances forces us to constantly learn new concepts, new languages, beliefs, convictions, ways of feeling, etc. In InteRed, we assume these challenges and we want to respond by moving hand in hand with the youth, giving them the space and passing on to them a witnessing for the development of actions that may transform the world in which they surround themselves.

InteRed will have as legal reference in this line the International Treaty on Youth Rights for Ibero-America, and the United Nations Program of World Action for The Youth. As for the Agenda 2030, although there is no specific SDG

on youth, it is the “bearer of the torch” of such Agenda, since it plays a fundamental role in its implementation. The well-being, participation and empowerment of youth are key drivers of sustainable development and peace around the world.

Indicators



- I.6.** Starting in 2022, each year the number of young people who participate in training actions to develop their leadership and empowerment capacities for the enforceability of rights will increase between 5 and 10%.
- I.7.** At least 60% of the young people with whom we work have carried out actions of social transformation and civic mobilization in the countries in which InteRed works.
- I.8.** During the IV EP, each year the organization has taken on at least 4 initiatives that have been proposed and led by young people.

To promote individual and social transformation processes that may reduce inequality gaps due to gender and allow women to fully exercise their rights.

change 4

From the beginning, InteRed, has been promoting and accompanying projects in favor of women's rights in various countries in Latin America, Africa and Asia. Since the approval of the InteRed Gender Policy and the III Strategic Plan, the institutional priority in this line of work was expanded, thus increasing the network of local partner organizations.

Throughout this Strategic Plan, in a context in which we see how some fundamentalist discourses advance trying to go backwards in the recognition of women's rights, the subordination and control of their bodies or the naturalization of sexist violence, it is more pertinent than ever to continue accompanying initiatives that allow not to move backwards in

the legislative, normative and social advances that have cost so much and that are the result of the tireless work of thousands of women around the world who, well organized, fight and defend the rights of all.

All the actions that InteRed will support within the framework of this plan will be framed, as up to now, in alliance with local partner organizations from different countries that, from questioning capitalist, colonialist and heteropatriarchal systems, promote those processes of individual and collective empowerment of women who continue being limited in the exercise of their rights as a consequence of the multiple forms of oppression and structural exclusion that this model imposes on them.

Along this line, projects will be supported in a line of work that has gained strength and prominence in recent years, aimed at guaranteeing the right of every woman to a life free from sexist violence, mainly through the strengthening of community or local structures

that favor the access of women victims and survivors to supportive care means; in the same way it will continue supporting processes of alphabetization, as well as technical and political training as an essential path for empowerment, self-recognition of their rights and protagonism in their own life process.

All projects, agreements or initiatives supported by InteRed will have as a reference the legal framework that promotes the political and structural changes necessary to guarantee women's rights (CEDAW, Beijing, Istanbul, Belem do Pará), as well as the ODS 5 that aims to achieve gender equality and the empowerment of all women and girls.

The effects of the pandemic give even greater relevance to the lines of action mentioned in this document. In the words of the Secretary General of the United Nations: "The limited progress in gender equality and women's rights achieved over the decades are in danger of recession as a consequence of the COVID-19 pandemic", therefore urging to put women and



girls at the center of their recovery efforts, since they are the most affected by the pandemic and also because of their fundamental role in the recovery in their communities. In short, it will be crucial to implement projects that strengthen the leadership of women in response to the emergency and post-emergency situation as well

as to deepen interventions aimed at promoting the appreciation of caring practices and co-responsibilities, as well as to intensify the work regarding the women's right to a life free of violence, paying special attention to young girls and adolescents.

Indicators



I.9.

At the end of 2024, at least 2000 women who participate in educational, literacy, and/or occupational training programs, at the end of the program are recognized as persons with rights, strengthening their economic autonomy, actively implementing them, making decisions, and establishing individual and collective goals.

I.10.

At the end of 2024, at least 1,500 community trained defenders/promoters/leaders may know, demand and apply the tools established in the corresponding legislation for the enforceability and implementation of the violated rights of women in the intervention areas.

I.11.

At the end of 2024, at least 4,000 organized women will mobilize and articulate in order to improve their influence on the progress in the development of protective factors against sexist violence and other aspects, such as the visibility of caring and co-responsibility in the intervention countries.

level

STRATEGIC LINES

Strategic Line

-1-

To promote private fundraising and explore new sources of public financing in order to reinforce the financial sustainability of InteRed.

Indicators

- L1.1** Starting in 2021, to increase the organization's global revenue each year.
- L1.2** To comply with the established key indicators of economic sustainability (freely available income, public vs. private, structure expenses vs. interventions).
- L1.3** A communication plan prepared and implemented.

Strategic Line

-2-

To develop political and social advocacy to promote co-education and the prevention of sexist violence in key areas at the local level and in alliance with other actors.

Indicators

- L2.1** InteRed Incidence Plan approved and implemented as a reference plan for the organization. 2020-2021 (approval) 2021-2024 (implementation).
- L2.2** At least 50% of the EpD and campaign projects submitted for strategic financing during the EP incorporate an advocacy component (result/strategic line) in coherence with the advocacy plan.
- L2.3** InteRed collaborates with platforms or networks to jointly work on advocacy actions at the local level.

Strategic Line

-3-

To increase the presence of InteRed in the most impoverished countries and to support the work with migrant, refugee, displaced and stateless populations, responding to the challenge of global justice and human mobility

Indicators

- L3.1** InteRed has consolidated an intervention strategy in at least 4 of the most impoverished countries (Haiti and 3 in Africa).
- L3.2** By the end of 2024, at least between 40 and 50% of the total international cooperation interventions that were presented correspond to the most impoverished countries.
- L3.3** By the end of 2024, at least 500 migrant, displaced, refugee and stateless persons have access to some training that reinforces their capacities for inclusion.

Strategic Line

-4-

To advance in an efficient, social and transparent management model with clear functions and responsibilities in order to reinforce the sustainability of the mission

Indicators

- L4.1** There is a new organization chart and the definition of positions that include a more efficient organizational structure.
- L4.2** There are clearer and more efficient organizational processes.
- L4.3** Technological innovation systems are implemented for more efficient management (updated hardware and software and trained personnel).

Strategic Line

-5-

To implement a system for measuring results and social impact in order to ensure collective learning and ongoing improvement

Indicators

- L5.1** Implemented by the middle of the plan period, the system for planning, monitoring and monitoring interventions (at least the strategic ones) that may allow to measure the social impact.
- L5.2** Each year, an identified key theme has been appropriated by at least 80 people in the organization (hired and volunteers).
- L5.3** The end of each year, InteRed makes visible its social impact and the transformations generated in the lives of the groups it works with.

Strategic Line

-6-

To increase the participation and protagonism of the volunteers in the life of InteRed

Indicators

- L6.1** The volunteers participate actively in the life of the organization and in its decision-making regarding strategic issues, providing spaces for it.
- L6.2** Those responsible of the volunteering program make decisions about volunteering in the life of the organization and its role in society.

Strategic Line

-7-

To ensure an organizational culture of caring maintaining the co-responsibility.

Indicators

- L7.1** There is a clear HR Policy that incorporates the caring and intercultural approaches, by mid-2021.
- L7.2** 100% of the personnel hired have performance evaluations that include capacity development processes, training plans and development of career plans.
- L7.3** Organizational induction manual for new members prepared and implemented.

Strategic Line

-8-

To incorporate a culture of environmental sustainability in all areas of the organization.

Indicators

- L8.1** InteRed implements at least 75% of the actions contemplated in its Environmental Management Action Plan.
- L8.2** At least 60% of the delegations and/or committees develop a collective annual experience of environmental action, with new methodology regarding caring, and an institutional experience of the entire organization.
- L8.3** By the end of 2024, 90% of the strategic interventions incorporate the approach from the identification phase (analysis of their environmental impact, incorporating environmental indicators and measures in order to mitigate/optimize environmental impacts).

«This IV Strategic Plan responds to the challenges of a model in crisis (social, political, immigration, care, environmental, etc.), some challenges that get even bigger in a world convulsed by the pandemic by COVID-19 ».

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