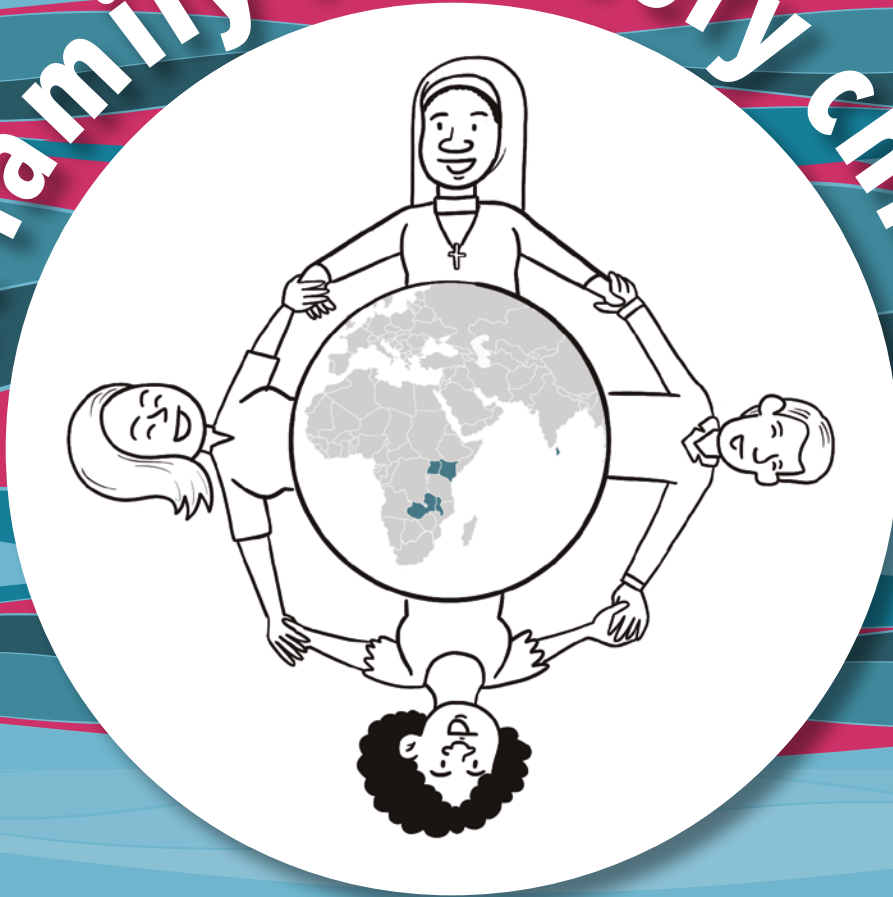


**A family for every child**



**Pathway to the Future:  
Catholic Care for Children Roadmap  
2024-2030**

**JUNE 2024**



CCC in Sri Lanka



CCC International



CCC in Zambia



CCC in Malawi



CCC in Uganda



CCC in Kenya

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# RELIGIOUS JOURNEYING TOGETHER TO TRANSFORM CHILDCARE

## Dear Catholic Care for Children International Members, Stakeholders, and Partners,

It is with immense joy and a profound sense of collective achievement that I present to you the inaugural CCCI Strategic Plan, outlining our path for the next six years from 2024 to 2030. This document is the result of extensive collaboration, thorough analysis, and a shared commitment to shaping the future journey of Catholic Care for Children International.

In my capacity as CCCI coordinator, I have been privileged to witness the unwavering dedication and expertise of our CCC partners hailing from Uganda, Kenya, Malawi, Sri Lanka, and Zambia. Together, we have navigated complexities, celebrated victories, and learned from setbacks. This plan encapsulates our collective wisdom, harmonizing the lessons of the past with the aspirations for the future.

At the core of our strategic plan lies an unwavering commitment: to provide a family for every child. This commitment serves as our guiding principle, influencing our decisions, actions, and priorities. Within the following pages, you will discover a comprehensive overview of our journey, from our historical milestones to our future aspirations. The path has not been without challenges, but with the grace of God and your unwavering support, it has evolved, taking on new dimensions and energizing us to look toward the future. Our strategy is aimed at supporting the religious in discerning the signs of the time and responding to the contemporary needs of care.

I extend my deepest gratitude to all those who have played a pivotal role in developing this plan—our dedicated CCC leaders from the five countries, esteemed UISG members, CCCI M&E consultant and valued partners. Your insights, passion, and unwavering commitment have been instrumental in shaping this roadmap for our collective future.

As we embark on this transformative journey together, I am confident that the 2024–2030 Strategic Plan will serve as a catalyst for innovation, growth, and positive change. Let us move forward with a shared sense of purpose, inspired by the boundless possibilities that lie ahead.

**Sr. Mary Niluka Perera, RGS**

Coordinator Catholic Care for Children International (CCCI)  
UISG | International Union Superiors General

# A FAMILY FOR EVERY CHILD

## Care Reform – a global trend<sup>1</sup>

Informed by the social sciences, international and national legal frameworks and policies are turning toward family- and community-based care for children and discouraging institutional care. In 1989 world leaders, including the Holy See, signed the groundbreaking United Nations Convention on the Rights of the Child (UNCRC) that unequivocally articulates a child’s right to a family. Twenty years later the United Nations issued important Guidelines for the Alternative Care of Children who have been separated from their families. In 1990 the Organisation of African Unity (now the African Union) adopted the African Charter on the Rights and Welfare of the Child that aligns closely with the UNCRC and Guidelines for the Alternative Care of Children.

These documents are clear: children have rights ensuring their survival, protection, participation and development. Foremost, a child has a right to a family: for the “full and harmonious development of his or her personality,” the child “should grow up in a family environment, in an atmosphere of happiness, love and understanding.” Efforts should be taken to keep families intact and no child is to be separated from his or her parents except when a proper authority deems separation to be in the best interest of the child. It must be a necessity. Reuniting children with and support for their families is to be prioritized. If reunification is not in the best interest of a child, a suitable, family-like alternative is to be provided. In the case of children with disabilities, they and their families are to receive supportive services that foster a child’s development and optimize self-reliance and social integration. Institutional care is always a last resort.

Thanks to two-plus decades of efforts by governments and civil society actors, these principles and guidelines are increasingly embedded in national policies. Despite legal frameworks favouring family- and community-based care and the well-documented risks associated with institutionalization, there are still many, many children living in institutions. Inadequate and inconsistent monitoring by governments makes enumerating the number of children in institutional care difficult. But based on an extensive literature review published in *The Lancet*, it is safe to assume there are at least five million children in institutional care globally.

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<sup>1</sup> Source: Regional Portrait Catholic Care for Children in Eastern Africa (2023)  
<https://catholiccareforchildren.org/catholic-care-for-children-in-eastern-africa/>



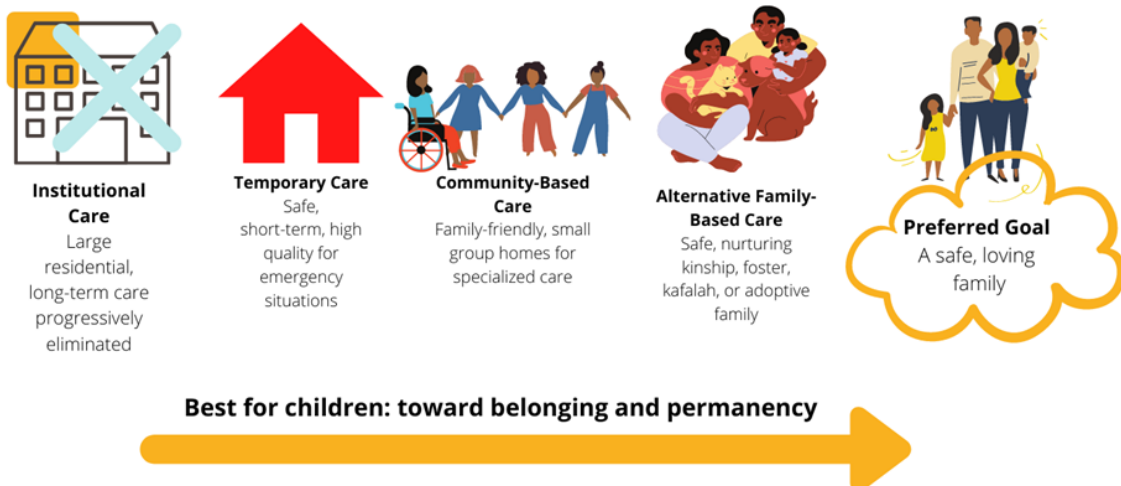
## Catholic Church and Care

Institutions are important expressions of the Christian mandate to care for those in need. The Catholic church is the largest single sponsor of social welfare institutions globally, a commitment enlivened by the scriptural mandates to care for the vulnerable. They are manifestations of Catholic social teachings that speak to the dignity of all people, a preferential option for the poor, and the right of each person to participate fully in society and community. Many are animated by the charisms of religious institutes whose members have played an outsized role in the care of persons in institutional settings.

According to the Vatican’s most recent *Annuarium Statisticum Ecclesiae* (ASE) there are over 100,000 Catholic-sponsored social welfare institutions around the globe. Catholic hospitals, clinics, counselling centres and the like are sprinkled across the world. This includes over 9,000 Catholic-sponsored “orphanages” and 15,000 “homes” for the elderly, people experiencing chronic illness and those with disabilities.

Catholic Sisters for centuries have cared for children and vulnerable adults. For a multiplicity of reasons, often the absence of family support and/or resources, children and other vulnerable persons have been placed in institutions by family members and by government and church officials. Today, many sisters clearly see the flaws within the systems that favour institutional approaches to care and have come together to advance care reform.

### Continuum of Care for Children



## Catholic Care for Children International – a project of UISG<sup>2</sup>

Catholic Care for Children is a sister-led, charism-driven movement to ensure that children grow up in safe and loving families. It is a movement that started in Uganda in 2016, followed by Zambia and Kenya – all started under the leadership and coordination of the religious associations in their respective countries (ARU, ZAS and AOSK).

Inspired by the efforts of women and men religious in Uganda, Zambia, and Kenya, the International Union of Superiors General committed themselves to care reform by launching Catholic Care for Children International (CCCI) in 2020.

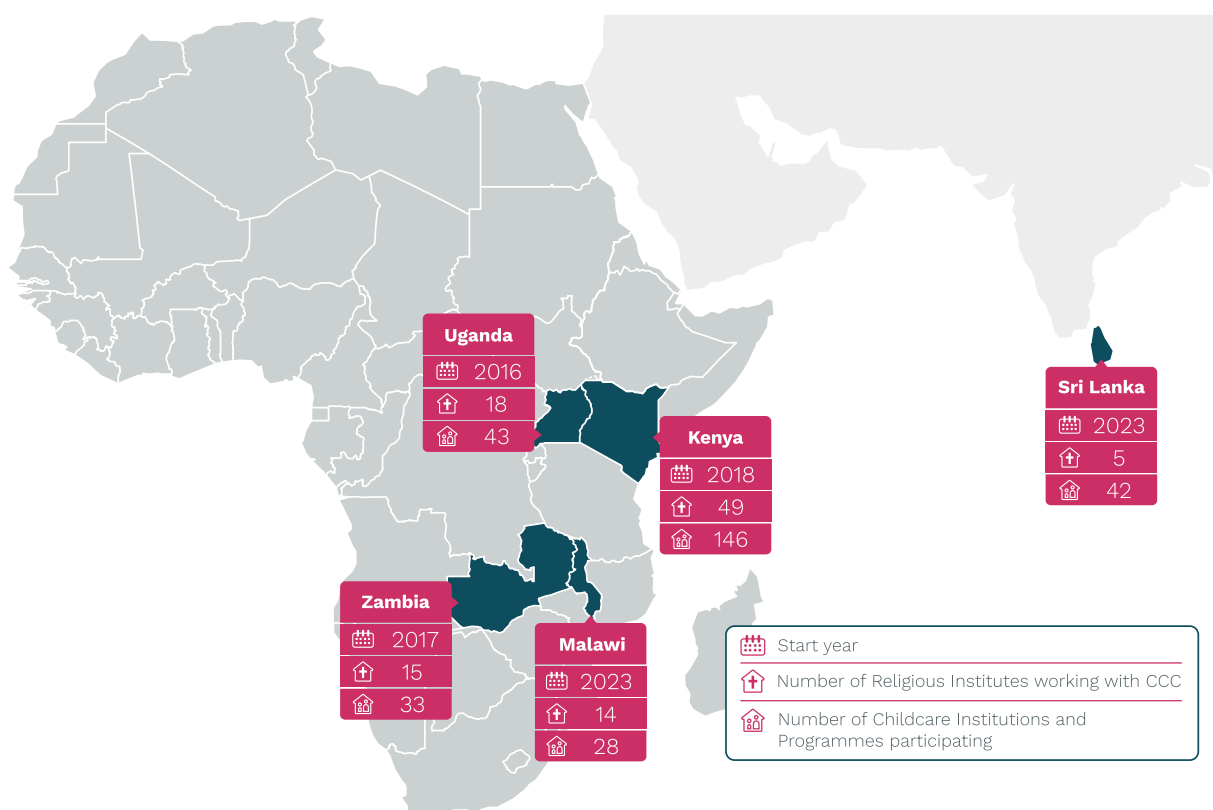
CCCI as a project of the International Union of Superiors General based in Rome, provides a space for collaboration, where network partners share knowledge and support each other as they create and implement effective models of care for children. CCCI also reaches out to build awareness about the importance of family-centred care and invites Religious Institutes with a charism of care to become part of the network.

Catholic Care for Children is a growing global network of Catholic sisters who are setting aside institutional approaches to caring for children in favour of family- and community-based care. It currently operates in five countries: Uganda (from 2016), Zambia (2017), Kenya (2018), Malawi (2023), Sri Lanka (2023). As of 2024, a total of 101 Religious Institutes and 292 Childcare Institutions and programmes are participating.

Catholic Care for Children International embarked on a Strategic Planning process after three years of foundational work since its 2020 launch.

The process involved reflecting on past achievements, identifying strengths, challenges, opportunities, and threats and a stakeholder analysis.

Consultations were held with key stakeholders, including CCC members, the Executive Director of UISG, GHR Foundation, and partners like Gregorian University, CAFO, and Misesan Cara. Input was gathered via online surveys and one-to-one conversations.



2 A Family for Every Child: Catholic Care for Children (2022): Foreword by Sister Patricia Murray, IBVM (p. 4) [https://catholiccareforchildren.org/wp-content/uploads/CCCI\\_Brochure\\_CO6.pdf](https://catholiccareforchildren.org/wp-content/uploads/CCCI_Brochure_CO6.pdf)

# LOOKING BACK 2020-2023

## Achievements of CCCI between 2020-2023

Catholic Care for Children International supports the visionary movement led by Catholic Sisters to ensure that children grow up in safe, nurturing families. Over the past three years, CCCI has been able to inspire and motivate religious congregations, develop their capacities and act as a resource hub. It has become a platform for sharing and learning for CCC partners and interested religious congregations and their members.

### What happened between 2020-2023:

#### Establishing structures as a project within the UISG led by a religious sister

- » Establishing communication channels and developing IEC materials such as website; social media platforms, brochures, posters, banners, booklets in English, French, Spanish and Italian.
- » Creating M&E tools and a framework for CCC.
- » Support the movement's expansion to Malawi and Sri Lanka in 2022.

#### Providing a platform for learning and sharing

- » Regular online meetings among CCC partners and hosting a CCC gathering in Rome in 2022.
- » Collaborating with the Christian Alliance for Orphans to offer online training for religious worldwide (in English, with Spanish added in 2024), and establishing a CCCI Peer Learning Community.
- » Hosting periodic webinars for religious globally.

#### Building collaborations and partnerships

- » With Church organisations and linking CCC partners to entities such as IADC, PCPM, Dicasteries (Laity Family and Life; Integral Human Development).
- » Partnering with other organisations such as CAFO, Misesan Cara, VIDES, Changing the Way We Care, and others.
- » Engaging with religious conferences in Africa and Asia through face-to-face and online meetings.
- » Amplifying the vision of CCC and promoting the work of sisters in care reform on various platforms.



## Learnings by CCCI between 2020-2023

### Regular exchange and learning meetings supported the cohesion among and development of a network of women religious working on care reform:

- Regular monthly meetings conducted for existing country CCCs proved to be very supportive for CCC groups and CCCI during the first two and half years and paved the way for a network of women religious.
- CCC Partner meeting held in Rome in 2022 was a huge support for the CCC members to realise the importance of the work they do and to support one another within and outside of the CCC circle.

### CCC partners as inspiration for others:

- The work of the CCC partners and their experiences and learnings contribute a lot to influencing and motivating other religious who work in the care sector. They are great assets.

### Networking and collaborating with like-minded people/entities/ organisations is important:

- No network or organisation can be its effective best if it operates in isolation. The strength of CCC lies in the convergence it has achieved with church, government, academia, civil society and other entities to spread the message of care reform and gain their support.

### There are regional differences and adaptation of strategies according to context is necessary:

- Importance of changing strategies based on the realities of different contexts.
- To begin the work of the CCC has been easier in Africa than in Asia.
- Caring for children was not the priority area of some of the religious conferences in selected countries in Asia.

### Changing the way women religious have learned to take care of children over many years is not easy but it is possible:

- Change requires patience and creativity.
- Change depends on how people are motivated, and once the religious are motivated, they need their capacities developed to move ahead.
- With the necessary spiritual, institutional and practical support, religious are able to express their charism of care in new ways.

### Joint effort with CAFO has been a great support to educate religious and connect them to resources and people:

- CCCI-CAFO online trainings such as MTFS and Family for Every Child Courses provide ample opportunities for religious/caretakers (both religious and lay) to learn from each other. There they have been able to express fears, challenges, successes and best practices.
- CCCI Peer Learning Community sessions are very influential. They provide a platform for the religious to share best practices, clarify concerns/doubts, and exchange relevant materials required for the learning and transition journey.

### Regional gatherings help to give visibility to the CCC and to connect it with the wider group.

## CCCI's Strengths, Challenges, Opportunities and Threats

Catholic Care for Children International	
Strengths	Challenges
<ul style="list-style-type: none"> <li>» Partnership with GHR Foundation (Funder)</li> <li>» CCC Partners: convinced and committed leaders and their teams</li> <li>» CCC social movement approach and organisational set up</li> <li>» Platform for exchange and learning (within CCC)</li> <li>» CCC under the banner of UISG / a project of UISG</li> <li>» Online trainings in partnership with CAFO</li> <li>» Sisters leading online training (TOT approach)</li> <li>» External technical experts</li> <li>» CCCI Communication: social media, website, branding</li> </ul>	<ul style="list-style-type: none"> <li>» Small team at CCCI (one or two persons) with many different tasks to fulfil</li> <li>» In some areas, religious associations are not as responsive. So, CCC has to be organised in other ways, without benefiting from the infrastructure of religious associations</li> <li>» Technology barriers in some countries for online trainings.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>» Regional Convenings (bringing all stakeholders together for co-learning)</li> <li>» Religious Associations in each country / region</li> <li>» Access to Superiors General / Congregations (e.g. Assembly of UISG)</li> <li>» New countries to begin CCC: Philippines, India</li> <li>» Training to Sisters worldwide so that they can integrate learnings into their work</li> <li>» Online training of CAFO (expansion to other regions, additional language (Spanish), sharing of resources, linkages to other organisations)</li> <li>» Collaboration with IADC (development of comprehensive safeguarding framework, e-learning)</li> <li>» Collaboration with Misesan Cara (connecting with MC members at grassroot level, learning more about caring for children with disabilities)</li> <li>» Collaboration with other international organisations (INGOs, FBOs) to advocate for relevant SDGs to strengthen the social protection system, for technical support</li> <li>» Create a database of CCC to show reach and impact</li> </ul>	<ul style="list-style-type: none"> <li>» Resistance from some congregations to embrace the new way of caring for children (as well as by some staff)</li> <li>» Without a convinced leadership, change is not possible (congregational members need the approval, support of superiors before they can do anything)</li> <li>» Political and economic factors in some countries may hinder Sisters to take initiative of care reform</li> <li>» Limited resources of congregations may challenge implementation of knowledge gained in trainings</li> <li>» Lack of governmental cooperation or legal framework</li> <li>» Cultural opposition to de-institutionalisation and new ways of caring for children</li> </ul>



## CCCI's Partners and Collaborators

Catholic Care for Children International is supported by and works in close collaboration with many partners and collaborators. The key partners are presented below:

### Religious Congregations and Associations

- **UISG** – Catholic Care for Children is a project of the International Union of Superiors General. UISG provides a place for leaders of religious institutes of women around the world to meet in an ecclesial setting. UISG aims to build bridges and develop networks to create ways for religious sisters to communicate across geographical distances and different languages and cultures in order to be in communion with one another and build a global community together. UISG provides a space and forum for its members to pool experiences, exchange information, and mentor and encourage one another as leaders in their congregations, the larger society, and the Church.
- **National Associations / Conferences of Religious** - serve as national platforms where major superiors engage with ecclesial contexts. They support religious communities at the national level in living out their charisms. Associations such as ARU, ZAS, AWRIM and AOSK are deeply involved in making their charism of care relevant in today's context, promoting a model of a "one church" approach to care reform. The care reform projects in Kenya, Uganda, Zambia, Malawi under the umbrella of the religious conferences are the main partners of the CCCI.
- **Religious congregations** of Catholic Sisters with a charism of care for children who are at risk of or are separated from their families. The CCC network enables the congregations to connect with each other and share information, ideas, and resources. They work together through CCCI to develop good practices and models of care that are adaptable to local cultures and national childcare laws.

## Episcopal Conferences and the Church

A key partner for the CCC movement in promoting family-based care and supporting sisters who champion care reform at the local level. In Eastern Africa, the CCC movement also works closely with **AMECEA** to further the work of the CCC.

## Academia and Training Institutes

They are key partners for capacity development and developing of resources and guidelines to support the work of the CCC Movement.

CCCI works closely with:

- **Christian Alliance for Orphans (CAFO) Centre on Applied Research for Vulnerable Children and Families** to provide learning pathways for sisters interested in transitioning to family care through online courses, to offer progressive opportunities for learning and engagement, and to foster sister-led leadership development to empower others for care reform.
- **Institute of Anthropology and Interdisciplinary Studies on Human Dignity and Care** at the Gregorian University (IADC) to develop a safeguarding framework for children in care, on their journey home – to their family, and at home, and an online safeguarding course for religious and lay people involved in childcare reform.
- The CCCs in Eastern Africa and Sri Lanka are working closely with universities to integrate care reform into their curricula and to train Sisters (e.g., Catholic University of Eastern Africa in Kenya, Makerere University in Uganda, Colombo University and Aquinas University in Sri Lanka).

## Other like-minded organisations

CCCI partners with like-minded organisation to share, learn and gain technical input. For example:

- CCCI is embarking on a partnership with **Misean Cara**, an organisation with 77 members (faith-based organisations that reflect different Irish missionary traditions), that supports missionaries worldwide to empower those left furthest behind. The aim of the partnership is to strengthen the work of the CCC movement around caring for children with disabilities.
- CCCI works with **Holt International**, a global child welfare non-profit, dedicated to strengthening and preserving families for the well-being of children. With a strong commitment to advocating for domestic adoption worldwide, Holt has been actively engaged in child and family welfare initiatives in India for four decades. Holt has provided valuable support to CCCI, helping to develop a white paper on the legal framework for childcare in India and facilitating dialogue with religious groups in Vietnam.

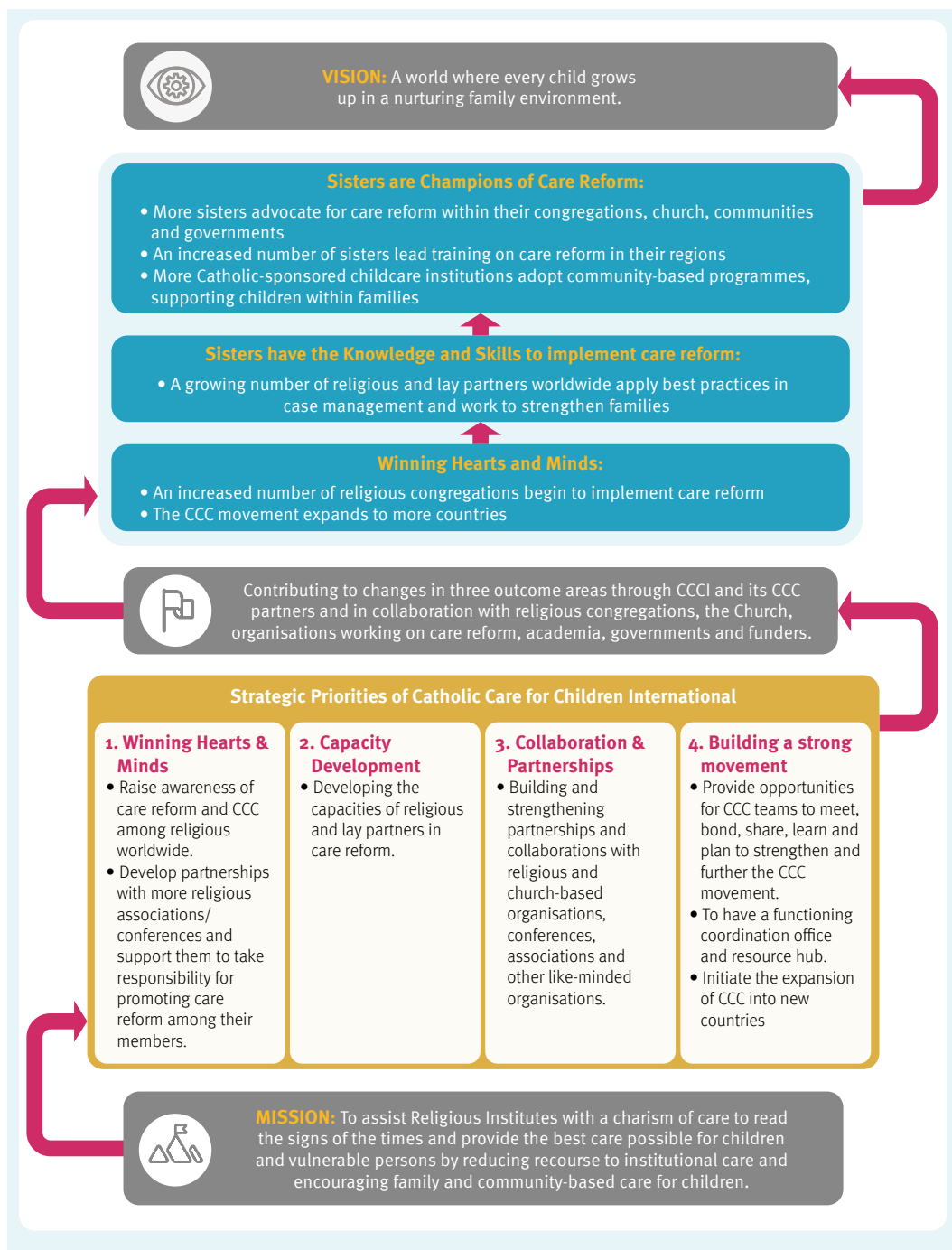
## Donors and Supporters

CCCI's main partner and major funder is the **GHR Foundation**, which provides financial support for the CCCI office and the CCC programme in Uganda, Kenya, Zambia Malawi, and Sri Lanka and plays a vital role as a dedicated advocate. Their commitment goes beyond funding; they are wholeheartedly committed to the vision of the CCC movement: "A family for every child".

# OUR JOURNEY INTO 2030

Over the next six years, Catholic Care for Children International will continue to be guided by its vision and implement its mission. Concrete strategic objectives and priority areas have been defined to guide its work to achieve the best possible impact.

## How we do this (Theory of Change)



# Our Vision and Mission

## VISION

Catholic Care for Children International's vision is the one that underlies the CCC movement.

**Catholic Care for Children envisions a world where every child grows up in a nurturing family environment.**

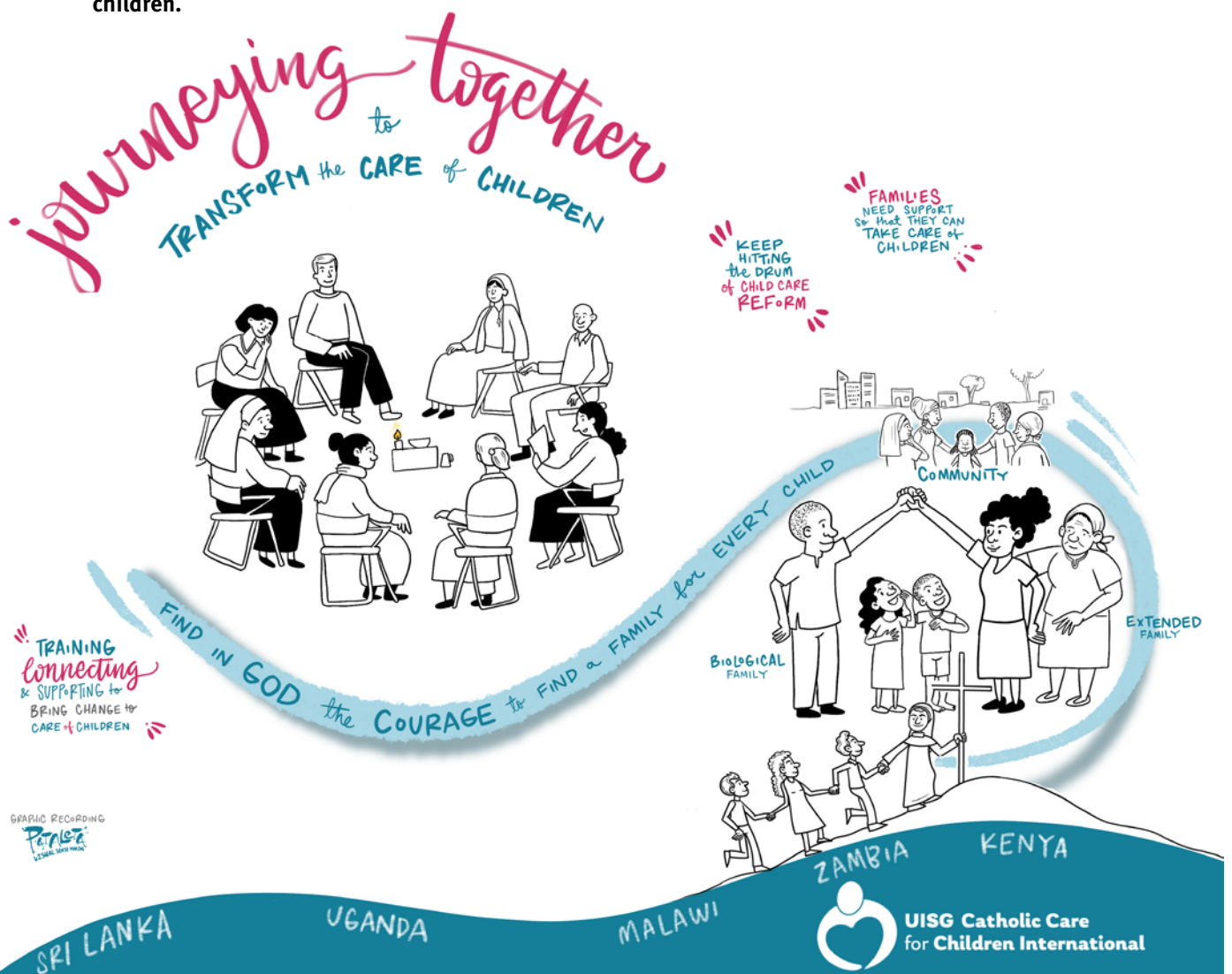
The vision is guided by the biblical mandate to care for the most vulnerable and is animated by the principles of Catholic Social Teaching, especially the dignity of each person.

This vision aligns with the United Nations Convention on the Rights of the Child, which seeks to protect the rights of children, including their right to grow up in a safe, loving family. The vision is informed by social science research demonstrating the importance of family for a child's healthy development over the lifespan.

## MISSION

To contribute to the vision of the CCC movement, the mission of CCCI is:

**To assist Religious Institutes with a charism of care to read the signs of the times and provide the best care possible for children and vulnerable persons by reducing recourse to institutional care and encouraging family and community-based care for children.**



## Our Strategic Objectives

To contribute to the vision of CCC and assist religious congregations with a charism of care in reading the signs of times and providing the best possible care for children,

1. CCCI strives to be a **global and prophetic voice in care reform**, advocating for care reform at a global level and supporting the **strengthening and expansion of the movement**.
2. CCCI will serve as a **resource hub** for sisters and religious congregations, offering opportunities for sharing, learning and collaboration in their journey towards family and community-based care.
3. CCCI will **coordinate** and **hold the movement**.

Through its services, CCCI will contribute to win more hearts and minds, develop more capacities of sisters for care reform and support sisters to be leaders in the movement.

### 1. **Winning hearts and minds: raising awareness, encouraging and inspiring**

- ▶ An increased number of religious congregations begin to implement care reform.
- ▶ The CCC movement expands to more countries.

### 2. **Developing capacities in Sisters: offering learning opportunities**

- ▶ A growing number of religious and lay partners worldwide apply best practices in case management and work to strengthen families.

### 3. **Supporting Sisters to be leaders in care reform: advocating and leading change**

- ▶ More sisters advocate for care reform within their congregations, church, communities, and governments, becoming champions of the movement.
- ▶ An increased number of sisters lead training on care reform in their regions.
- ▶ More Catholic-sponsored childcare institutions adopt community-based programmes, supporting children within families.

The rationale is that by inspiring and motivating more sisters, and by developing their capacities, they will lead the change in caring for children and contribute to a world where every child grows up in a family.



## Our Strategic Priorities 2024-2030

To achieve its objectives, CCCI has identified four strategic priority areas that guide its work:

### 1. Winning hearts & minds

- ▶ Raise awareness of care reform and Catholic Care for Children among religious worldwide
- ▶ Develop partnerships with more religious associations/conferences and support them in taking responsibility for promoting care reform among their members.

### 2. Capacity Development

- ▶ Developing the capacity of religious and lay partners in care reform.

### 3. Collaboration & Partnerships

- ▶ Building and strengthening partnerships and collaborations with religious and church-based organisations, conferences, associations and other like-minded organisations.

### 4. Building a strong movement

- ▶ Provide opportunities for CCC teams to meet, bond, share, learn and plan to strengthen and further the CCC movement.
- ▶ To have a functioning coordination office and resource hub.
- ▶ Initiate the expansion of CCC into new countries.

## Strategic Priority 1: Winning hearts and minds

### PURPOSE:

To raise awareness of care reform and Catholic Care for Children among religious communities worldwide, and to build partnerships with religious associations/conferences, encouraging them to take responsibility for promoting care reform among their members.

### WHY THIS MATTERS:

Winning the hearts and minds of religious communities is crucial for giving global visibility to the care reform movement. By raising awareness and inspiring religious groups, CCCI aims to motivate them to actively engage in care reform. CCCI's collective approach focuses on women religious in the care sector, with a special emphasis on religious conferences. The aim is for these conferences to prioritise care reform and support the movement within their respective countries.



## **TARGET 1: Raise awareness of care reform and CCC among religious worldwide**

### **To achieve this, we will:**

- ▶ Develop and distribute materials such as regional portraits, brochures, and evaluation reports.
- ▶ Share insights and learnings through webinars and other communication channels.
- ▶ Host webinars in various languages to ensure global reach and inclusivity.
- ▶ Manage a newsletter, website, and social media platforms to maintain continuous engagement.
- ▶ Launch campaigns and awareness programmes, including social media and prayer campaigns.
- ▶ Present CCCI at relevant conferences, assemblies, and meetings.
- ▶ Ensure visibility at the UISG Plenary Assembly in 2025 and 2028.

## **TARGET 2: Build partnerships with religious associations/conferences and support them in taking responsibility for promoting care reform among their members.**

### **To achieve this, we will:**

- ▶ Invite representatives from these associations to participate in webinars and meetings.
- ▶ Connect religious associations with those already implementing CCC (e.g., AOSK, ARU, ZAS).
- ▶ Arrange exposure visits to CCC projects to provide practical insights.
- ▶ Organise workshops and awareness-raising meetings in collaboration with religious associations.
- ▶ Visit Catholic religious conferences during their country assemblies.
- ▶ Utilise the UISG Plenary Assembly in 2025 and 2028 for broader engagement.

## **Strategic Priority 2: Capacity development**

### **PURPOSE:**

To develop the capacities of religious and lay partners for effective care reform and transitioning, equipping them with the necessary knowledge and skills to lead and implement these changes.

### **WHY THIS MATTERS:**

The process of transitioning is a significant challenge, but with the right knowledge and skills, it becomes possible. The saying “When you know better, you do better” underscores the importance of education and training in facilitating successful care reform.

**Target:** To equip sisters with the knowledge and skills needed to initiate and implement care reform/transitioning and empowering them to take leadership roles in the process.

**To achieve this, we will:**

- ▶ Offer basic and advanced online training on care reform in collaboration with CAFO.
- ▶ Provide additional training that supports the transitioning process, such as resource mobilisation and donor transitioning.
- ▶ Develop leaders by training sisters to facilitate some of the courses.
- ▶ Organise country and regional training sessions facilitated by sisters.
- ▶ Coordinate participants through communication channels like a WhatsApp group for all training cohorts.
- ▶ Establish a community of practice through peer learning, with bi-monthly meetings to discuss various topics and share best practices (e.g., family strengthening, resource mobilisation, donor relations).
- ▶ Connect trainees with additional local and global resources, such as webinars, organisations, and other training programs.
- ▶ Support the integration of care reform as a subject within sister-led/Catholic institutions and universities.

## **Strategic Priority 3: Collaboration & Partnerships**

**PURPOSE:**

To build and strengthen partnerships and collaborations with religious and church-based organisations, conferences, associations, and other like-minded organisations to advance care reform.

**WHY THIS MATTERS:**

Collaboration and partnerships are essential for winning hearts and minds, spreading the idea of care reform at the country level, and ensuring effective implementation through technical support and a multi-stakeholder/sectoral approach.

**FOCUS GROUPS:**

**1. Religious Conferences/Associations:**

(See Priority 1: “Winning Hearts and Minds” for detailed strategies)

**2. Church-Based Organisations**

**TARGET:**

**To engage church-based organisations as supporters of care reform and to assist women religious in initiating and implementing care reform in their respective countries, while also enhancing the visibility of CCC.**

**To achieve this, we will:**

- ▶ Invite various church stakeholders to meetings, webinars, and discussions on care reform.
- ▶ Facilitate conversations and joint events with different church stakeholders focused on care reform.
- ▶ Engage specific stakeholders such as:

- **PCPM:** Strengthen safeguarding at the local level by connecting resources and building grassroots connections between CCCs/Child Care Institutions and country-level initiatives related to Vatican safeguarding efforts through PCPM Regional Groups.
- **Episcopal Conferences:** Foster relationship-building at the country level, with CCCI providing support to CCCs as needed.

### 3. Academia

#### TARGET:

To leverage academic expertise to strengthen care reform efforts through training and accompaniment.

#### To achieve this, we will:

- ▶ Promote collaboration with universities at the country level, encouraging the integration of care reform aspects into university courses, research, and the accompaniment of caregivers (e.g., incorporating care reform into Social Work studies, involving students in care reform research) (giving those ideas to the religious conferences/congregations).
- ▶ Specific collaboration with **IADC:** Develop safeguarding guidelines for CCCs and Childcare Institutions and create an online safeguarding course for CCC members.

### 4. Other Organisations Working in Care Reform (e.g., Faith-Based Organisations, NGOs, CBOs)

#### TARGET:

To support religious congregations in establishing partnerships with other organisations actively involved in care reform at the country level, enhancing mutual learning, joint advocacy, and collaborative efforts.

#### To achieve this, we will:

- ▶ Connect religious congregations with existing organisations known to CCCI or introduced by partners like CAFO.
- ▶ Organise joint events and training sessions at regional and global levels to share experiences and strategies.
- ▶ Promote ongoing communication and knowledge exchange between organisations working in care reform and the CCC movement to ensure that especially community-based insights are integrated into broader care reform strategies.
- ▶ Encourage the involvement of religious congregations in CBO-led initiatives, fostering mutual learning and stronger partnerships at the grassroots level.
- ▶ Facilitate connections between religious congregations and other organisations, encouraging collaboration on care reform initiatives that leverage the strengths of both groups.
- ▶ Further develop partnerships with organisations like **Misean Cara** for shared learning on caring for children with disabilities, connecting CCCs with Misean Cara members.
- ▶ Collaborate with **Holt International** in organising workshops, training sessions, and gatherings in select Asian countries where Holt is active.

## 5. Funders/Donors in Care Reform

### TARGET:

To motivate funders and donors to support care reform initiatives. Transitioning is costly, and religious congregations often struggle to secure sufficient resources, necessitating multiple sources of funding.

### To achieve this, we will:

- ▶ Invite funders/donors to meetings, webinars, and discussions.
- ▶ Provide capacity development in resource mobilisation and donor transitioning.
- ▶ Connect interested funders/donors with CCCs, religious associations, and congregations.

## Strategic Priority 4: Building a strong movement

### PURPOSE:

To strengthen and expand the CCC movement by fostering connections among CCC teams, establishing a well-functioning coordination office and resource hub, and initiating the movement's expansion into new countries.

### WHY THIS MATTERS:

Creating opportunities for CCC partners to share, learn, and collaborate is essential for strengthening the movement, providing inspiration, and increasing visibility. A strong organisational framework and effective coordination are crucial to support this growing global initiative.

### TARGET 1:

To create spaces where CCC partners can share experiences, best practices, and challenges at global, regional, and country levels, facilitating mutual learning and strengthening the movement.

### To achieve this, we will:

- ▶ Organise regular CCC partner meetings, including global and regional gatherings, and exchange visits.
- ▶ Implement specific capacity development initiatives for CCC members to strengthen the movement.
- ▶ Facilitate visits to CCC countries by the CCCI coordinator to provide support and foster connections.

### TARGET 2:

To ensure that the CCC movement is supported by qualified staff and a good relationship with supportive UISG unit staff.

The CCCI needs to have qualified and sufficient staff to hold the movement. The staff act as facilitators and drivers of the movement. For the CCCI to be an effective resource hub the following staff are requested:

- 1 Coordinator (100%)
- 1 Project Manager (100%)
- 1 Communication Officer (100% or 50 %)

**To achieve this, we will:**

- ▶ Ensure that vacancies are recruited and retained with sufficient time for induction and training as required.
- ▶ Maintain regular coordination with relevant UISG departments, keeping them informed of CCCI activities and plans.
- ▶ Keep staff updated with the latest knowledge and emerging trends in care reform.

**TARGET 3:**

**To establish a system that tracks and demonstrates progress in care reform across countries, enhancing visibility, accountability, and learning.**

**To achieve this, we will:**

- ▶ Continue supporting CCCs in setting up Monitoring & Evaluation (M&E) procedures and systems.
- ▶ Introduce a computerised system for collecting, analysing, and visualising information at both country and global levels, with CCCI facilitating its launch (including finance, training, and mentoring).
- ▶ Hold regular meetings for M&E personnel to provide educational updates and share insights.

**TARGET 4:**

**To explore and establish the most effective organisational structure to support the growth, sustainability, and efficient management of the CCC movement.**

**To achieve this, we will:**

- ▶ Engage in reflection and discussion with UISG leadership and donors to explore new horizons for the CCC.
- ▶ Develop and assess different organisational frameworks that will best support the CCC movement's mission and future growth.

**TARGET 5:**

**To extend the CCC movement to additional countries, particularly focusing on India, the Philippines, and the Latin America region.**

**To achieve this, we will:**

- ▶ Identify potential leaders in new countries who could connect with the CCC movement, particularly through training programmes.
- ▶ Prioritise extension efforts to India, the Philippines, and Latin America.
- ▶ For India, organise a three-day workshop on care reform for religious institutes with a charism for child care, leveraging local expertise and exploring partnerships, including with Catholic Colleges run by women religious.
- ▶ Consider models of CCC implementation that do not require setting up a CCC office in every country.

# IMPLEMENTATION OF STRATEGIC PLAN

- ▶ The Strategic Plan will be shared with all stakeholders, including CCC teams, within UISG, and key partners.
- ▶ It serves as a living document guiding annual planning.
- ▶ A comprehensive review is planned after two years to adjust for evolving priorities and organisational needs.

Sisters at work with communities:



# ABBREVIATIONS

AMECEA	Association of Member Episcopal Conferences in Eastern Africa
AOSK	Association of Sisterhoods of Kenya
ARU	Association of Religious of Uganda
AWRIM	Association of Religious Institutes of Malawi
CAFO	Christian Alliance for Orphans
CBOs	Community Based Organisations
CCC	Catholic Care for Children
CCCK	Catholic Care for Children in Kenya
CCCI	Catholic Care for Children International
CCCM	Catholic Care for Children Malawi
CCCU	Catholic Care for Children Uganda
CCCSL	Catholic Care for Children Sri Lanka
CCCZ	Catholic Care for Children Zambia
CCI	Childcare Institution
FBO	Faith-Based Organisation
IADC	Institute of Anthropology, Interdisciplinary studies on Human Dignity and Care (at the Pontifical Gregorian University)
IEC	Information, Education, Communication
(I)NGOs	(International) Non-Governmental Organisations
MC	Misean Cara
M&E	Monitoring and Evaluation
PCPM	Pontifical Commission for the Protection of Minors
SDG	Sustainable Development Goals
UISG	International Union of Superiors General (women religious)
UNCRC	United Nations Convention on the Rights of the Child
ZAS	Zambia Association of Sisterhoods



**UISG Catholic Care  
for Children International**