

STRATEGIC FRAMEWORK CECI 2030



A changing global context

We live in a world facing multiple interconnected crises—economic, social, climatic, and security—that weaken societies, exacerbate inequalities, and fuel migration. These crises are resulting in massive young peoples underemployment in several regions, ecosystem degradation, food insecurity, the resurgence of protracted conflicts, shrinking civic spaces, and the rise of authoritarianism and anti-rights rhetoric. In addition, women, young people, and other vulnerable groups continue to be excluded from decision-making bodies and from access to resources and opportunities.

At the same time, traditional models of international cooperation are being strongly called into question. Several donor countries are reassessing their commitments and prioritizing their national interests, while countries in the midst of economic and social consolidation are calling for partnerships based on mutual benefits, asserting that shared prosperity is also a driver of global stability and the opening of new markets.

In response to these shifts, we affirm our determination to foster sustainable access for

women and youth to economic opportunities and the realization of their rights, within prosperous, solidary, and inclusive communities. In this sense, our actions are fully aligned with the achievement of the Sustainable Development Goals and the United Nations Pact for the Future, to which we contribute alongside our partners and the communities we serve.

This new strategic framework aims to guide CECI's trajectory for the 2026–2030 period. These choices are consistent with our values and resonate with the aspirations of the communities we support, our partners, as well as our teams and members.



Who are we?



Our Vision

We are working towards a future where women and young people enjoy shared and sustainable prosperity and well-being within inclusive, supportive, and peaceful communities.



Our Mission

We work together with our partners to strengthen the economic opportunities of women and young people in a sustainable manner and promote the full realization of the rights of women and girls.

Our Values



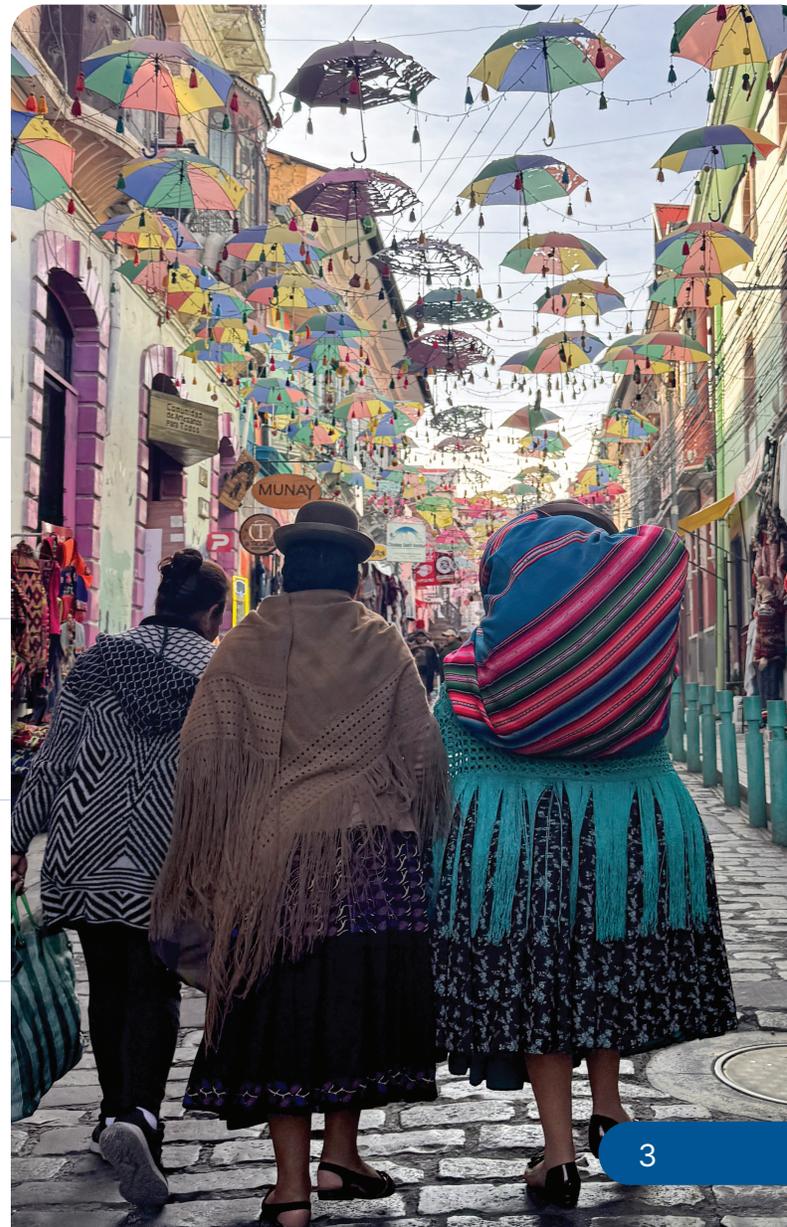
Cooperation

Respect

Equality

Commitment

Integrity



Our Approaches

For over 65 years, CECI has distinguished itself through its support for community mobilization, grounded in co-creation, trust, and the recognition of local knowledge. Together with our partners from civil society, the public and private sectors, and the research community, we test and develop innovative solutions that can be scaled up effectively.

Four distinct approaches structure all our actions:

1 A gender-transformative approach

2 Strategic, locally based partnerships

3 A systemic approach

4 A continuous learning and knowledge mobilization approach that places innovation



Strategic directions



Increasing
our impact

Diversifying
our funding

Consolidating our
internationalization

Strategic direction 1: Increasing our impact

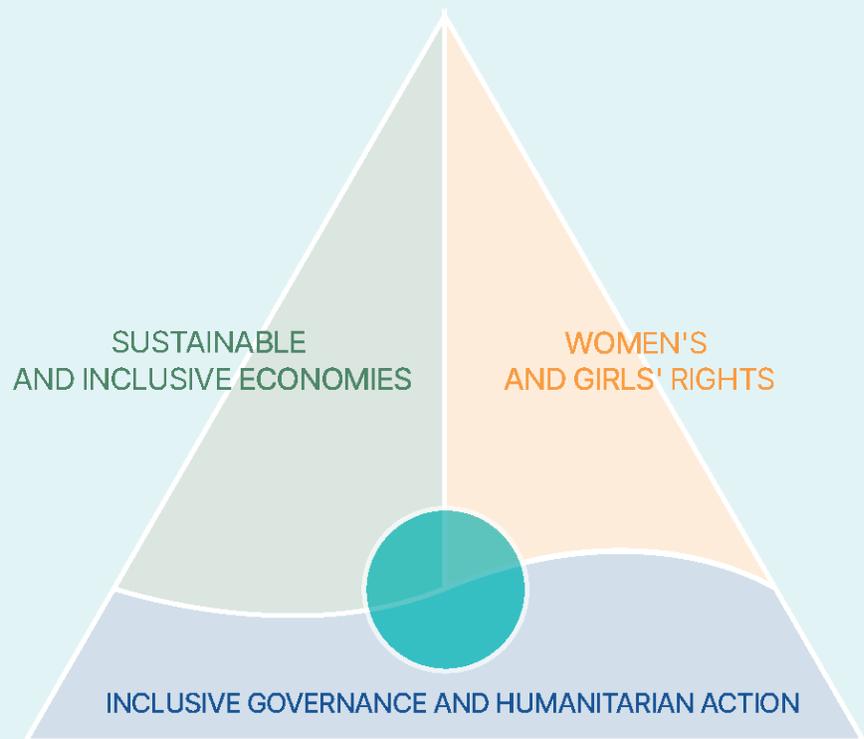
Women and young peoples at the heart of our work

Women and youth are both our priority impact group and agents of change whose leadership and initiatives bring about lasting transformation in their communities. In the impact area of inclusive and sustainable economy, we focus our efforts on women and youth aged 18 to 35, with a particular emphasis on young women.

In the area of rights, we specifically support women and girls, from childhood to adulthood, to ensure their access to education and health, protection against gender-based violence, and the exercise of their fundamental rights. In both impact areas, we work specifically with women and youth from vulnerable and marginalized communities.

Our areas of impact

Our actions are structured around two areas of impact and a foundation that reflect our vision of a more just, prosperous, and united world. These areas are interdependent, intersecting and reinforcing each other to multiply the long-term impact of our actions.



Impact area 1: Sustainable and inclusive economies

In a context marked by chronic underemployment of young people, exclusion of women and young people from decision-making spaces, and the growing impacts of climate change and biodiversity loss, this impact area builds and strengthens economic models led by women and young people that are both sustainable and inclusive.

Our actions incorporate approaches that open access to decent work opportunities, placing women and young people at the heart of system transformation, while strengthening resilience to climate and environmental shocks. They are structured around three main pillars:

- 1 Inclusive entrepreneurial growth and economic opportunities
- 2 Climate and biodiversity solutions
- 3 Inclusive and sustainable business environment

Impact area 2: Women and girls' rights

In a context marked by shrinking civic spaces and rising anti-right narratives, we continue our work toward the full realization of women and girls' rights through an intersectional approach. We contribute to empowering women and girls to play a central role in the social, economic, and political transformations of societies.

By integrating the prevention and response of gender-based violence into all activities in this impact area, we help protect the most vulnerable groups, support survivors, and promote safe, equal, and protective environments. Our impact focuses on three main pillars:

- 1 Realizing the right to health
- 2 Realizing the right to education
- 3 Supporting women's rights movements

Foundation: Inclusive governance and humanitarian action

Depending on the context, we lead specific humanitarian action projects or initiatives dedicated to strengthening social cohesion and inclusive civic participation in governance processes, establishing favorable conditions for initiatives within our two impact areas. Digital technologies play a key role in increasing the accountability of governance bodies and the efficiency of humanitarian action.

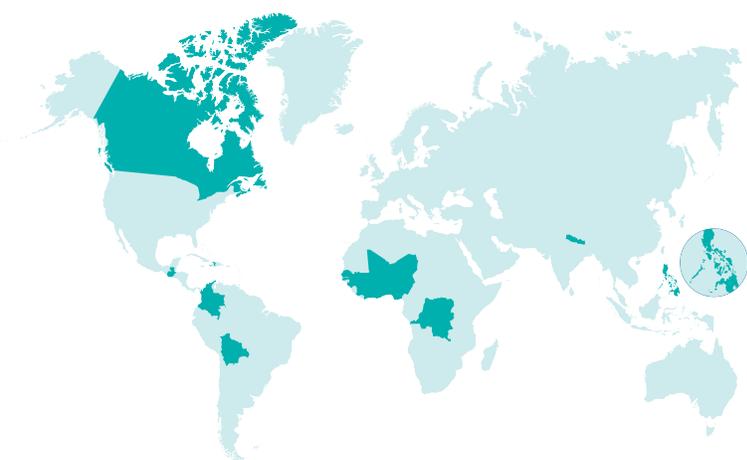
We also act transversally through community mobilization and the capacity building of local community organizations, ensuring local anchoring, ownership, legitimacy, and the sustainability of our actions. This foundation is built upon three complementary pillars:

- 1 Citizen participation in inclusive governance
- 2 Social cohesion and collective action
- 3 Humanitarian action

Our levers for impact

To increase our impact in these areas, we rely on an agile operational framework that is aligned with our vision of impact.

- 1 Program design and implementation
- 2 Advocacy
- 3 Volunteer cooperation
- 4 Consulting services and technical assistance



Our geographic areas of impact

CECI's geographic approach is guided by criteria of impact, partnerships, and funding. It is adapted to the specific dynamics of each region to sustainably increase our impact and our contribution to systemic transformations. CECI is consolidating its actions in its traditional program areas—Africa, Latin America, Asia, and Haiti—where it has a recognized presence, solid partnerships, and demonstrable impact capabilities. These regions remain priorities for our programming, advocacy, and resource mobilization efforts.

In a context of significant change in the official development assistance sector and in the face of growing risks related to conflict and instability, CECI will conduct a strategic review of its geographic deployment in order to consolidate its work in the most relevant countries, while exploring new opportunities based on criteria including relevance of impact, alignment with the mission, and funding potential.

Strategic Direction 2: Diversify our funding

To achieve our strategic ambitions and ensure the sustainability of our work, we are placing funding diversification at the heart of our 2030 strategic framework. While historically we have relied primarily on bilateral and multilateral institutional funds, we aim to broaden our resource base to include new partnerships and innovative financial instruments.

By combining different sources of funding and cultivating a proactive and innovative approach, we aim to build a solid, diversified, and sustainable financial base capable of supporting our ambitions and expanding opportunities for women and young people.

We are therefore developing an approach that combines:

Maintaining and consolidating traditional institutional partnerships

Mobilizing private and philanthropic funds

Exploring opportunities for financial innovation

Strategic direction 3: Consolidating our internationalization

We are continuing our internationalization process, with an increasingly strong presence in programming countries and regions. Today, CECI's internal leadership is made up mostly of leaders from programming countries, and nearly half of the members of the Board of Directors come from partner countries. By 2030, this dynamic will intensify: the composition of the membership

community, the board of directors, and internal leadership will more closely reflect the realities and voices of the regions where we work.

In line with our internationalization approach, we aim to strengthen our regional presence by favoring approaches tailored to the specificities of each context.

Conclusion

CECI's 2030 strategic framework is a collective commitment to help meet local aspirations and address global issues. It is based on the conviction that sustainable impact comes from a combination of proximity to communities, social innovation, and influence on the reform of public policies and institutional systems.

