

Vision, mission, values and principles



The Fundacion Secretariado Gitano is a non-profit inter-cultural social organisation which provides services for the development of the Roma community throughout all of Spain and at European level as well. It commenced work in the 60's and was constituted as a Foundation in the year 2001.

VISION

The Fundacion Secretariado Gitano aspires to contribute to the building of a cohesive and intercultural society where Roma freely and fully exercise their citizenship.

MISSION

The mission of the Fundacion Secretariado Gitano is the integral advancement of the Roma community based on respect and support for their cultural identity.



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The purpose of this mission is to support access of Roma persons to rights, services and social resources on an equal footing with all other citizens. To that end, the FSG implements a broad range of actions which contribute to achieving full citizenship for Roma, improving living standards, promoting equal treatment and preventing all forms of discrimination and also to promoting the recognition of the Roma community's cultural identity. Our society's diversity makes interculturalism increasingly relevant which is why we must successfully project the intercultural nature of our organisation as a sign of our identity and as an example for the society at large.

The FSG's long-standing work, lessons learned, the growing diversity of our society and the increasing presence of Roma in areas of co-existence between different cultures all contribute to the importance of extending and culminating our mission in the promotion of intercultural co-existence in context of diversity thus opening the door to work with other minorities and disadvantaged people.

VALUES

The following values underpin the FSG's actions and all the people taking part in them:

- › **Human dignity**, through the defence of human rights and support of the development and advancement of all people while always respecting their personal decisions.
- › **Justice** by supporting the guarantee of people's fundamental rights as well as the cultural rights of the Roma community.
- › **Solidarity** through promoting the conditions needed to forge a society where socio-economic inequalities are minimised and where the most disadvantaged receive the support and resources needed to palliate these disadvantages.
- › **Interculturalism** by supporting and fostering an harmonic and plural society where all people have their place regardless of their culture or ethnic group, where development and opportunities are promoted for all cultural groups and where belonging to a particular cultural or ethnic group does not entail disadvantages but is rather looked upon as an added value and richness for citizens as a whole.

PRINCIPLES

Our actions are governed by the following principles:

› Transparency

The FSG publicises its actions making their results, economic resources used and work processes available to the general public. It also makes the decisions and procedures giving rise to these initiatives public.



PRESENTATION OF THE NEW STRATEGIC PLAN

› **Openness and Innovation**

The FSG works with an open spirit remaining ever aware of the needs, demands and possible responses to the problems facing the Roma community. It likewise promotes ongoing innovation in the development of its activities and the regular evaluation of its actions with a view to constant improvement.

› **Efficiency**

The FSG promotes the investment and suitable use of the funds and resources made available to it, always seeking their best use and the proper balance between funds invested and results obtained.

› **Professionalism**

The FSG makes an effort to carry out its actions and programmes using the best means, tools and professionals suited to the objectives sought.

› **Participation**

The FSG encourages the engagement and active participation of its members (Board of Trustees, professionals, associated persons and institutions) in its initiatives.

› **Focus on beneficiaries**

The services rendered by the FSG are always focused on the needs and demands of the beneficiaries of its actions.

› **Cooperation**

The FSG always seeks the loyal collaboration of different types of institutions and organisations with which it shares common objectives and aims.

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RENEWING ENTHUSIASM AND ENGAGEMENT

STRATEGIC OBJECTIVES 2009-2013

The FSG's strategic objectives for this new period were defined through a process in which our territorial teams and governance bodies have taken part, culminating in the presentation of the *FSG's 2009-2013 Strategic Plan* at the I Nationwide Meeting of the FSG in Alicante.

These objectives are considered strategic because they define where the FSG stands over the medium term as an organisation in the prevailing social and institutional milieu. Values and principles are what give character to the Foundation but strategic planning provides a guarantee that this character will emerge in practice enabling us to bring about tangible change in social reality or at least make an important contribution in this connection.

Looking forward to the next four years, we have decided that our development will be built upon an approach focusing on true equality in terms of rights and opportunities and the elimination of discrimination. The persistence of inequalities stands in the way to full citizenship for the Roma people and we therefore must continue to improve their access to goods and resources in the areas where this is most crucial and where our work has been most effective in the past. At the same time, we must also intensify our work in defence of rights at all levels. This perspective will guide us in setting priorities over the course of the new period.

If we are to continue building on the results already achieved, we must bolster our services and continue striving to enhance their quality and efficiency and continue being a reference organisation to achieve greater political impact at all levels from local to international. In addressing this new period, we need to maintain those differentiating characteristics which have

allowed us to gain the prestige which we currently have in Spain and in Europe. However, we also want to explore new ways of enhancing and deepening these characteristics which define our character as an organisation.

Interculturalism, promotion of equality, sensitivity to culture and quality work are all part of our vision, values and principles and we want these to be the characteristics for which we are known in the eyes of other social organisations, public administrations, our funding agencies and the people we work with. Furthermore, extending these values to the society at large brings us closer to our strategic vision and we therefore need to preach by example and make sure that these approaches also inspire our internal operation and relationships within the organisation itself.

Our new Strategic Plan gives greater depth to the strategic objective of working harder for the advancement of Roma culture. The notion of cultural advancement evokes the increased pervasiveness of "Roma" on the cultural agenda but we must take care not to identify the advancement of culture only with the organisation of artistic events. While our Foundation may not be the one organising the majority of events of this nature, this does not mean that we should not organise them or actively take part in their promotion. Luckily,



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there is an increasing degree of interaction between public and private organisations in carrying out these activities. It is, however, possible to devise a consistent and differentiating approach taking cultural advancement on board, once again, from the perspective of defending rights because it is not by chance that cultural rights are now considered third generation human rights.

This approach should help clear up the confusion that sometimes surrounds the alleged lack of connection between social and economic advancement and the promotion of their cultural identity. We are convinced that the conquest of rights and the loss of one's culture and identity are totally incompatible meaning that if such a loss were to be perceived, it would indicate that headway made in terms of rights was not real.

Also, the proper interpretation of the notion of social inclusion implies the promotion of aspects such as identity and the cultural and social participation of people and groups. From this perspective, sustained and effective work for the comprehensive advancement of Roma should have a dignifying effect on their differentiating cultural characteristics and contribute to greater recognition of these in society.

To accomplish this we propose stepping up efforts to increase the presence of Roma in political and social arenas but we also want to embark upon a far-reaching reflection on the cultural contribution of the Roma community as a group



including the everyday culture of families who are not among the artistic or intellectual elite.

We have also decided to advance along the path towards interculturalism. As already mentioned, we need to safeguard internal consistency with this value which defines us and has been with us for some time and which needs to be given greater meaning and definition as time goes by. In the social sphere in which we operate, the notion of interculturalism takes on a much broader meaning today compared to just a decade ago: it is no longer a matter of simply facilitating positive interaction between Roma and non-Roma, not even between majority and minority populations. Today we are witnessing the multiplication of contexts of cultural and ethnic diversity where most end up being transformed into a mosaic of the different minority groups composing that sphere. This reality is calling for new thought regarding the key to intercultural dialogue and harmonic co-existence.

While one day we may reach the conclusion that the advancement of the Roma community requires comprehensive work with that community but also with the society at large, for the time being we have realised that social reality demands that work be done with other disadvantaged groups. In other words, if we want to continue carrying out comprehensive intervention, we must treat cultural diversity as a complex phenomenon with many faces which we have to learn to manage if we want to contribute to a more cohesive society. We have already proven experimentally that some of our services can be valid and useful for other groups. The challenge we now want to tackle is that of developing a comprehensive intercultural intervention model in contexts of diversity to which we may be able to refer in future strategic plans as another characteristic for which we are known.

*All of the foregoing can be summed up in the following **strategic objectives** which we have established for 2009-2013:*

- } Focus our activity around projects and services that will have a high impact on equal opportunity and which can achieve significant results by 2013, especially in the areas of employment, education and housing.
- } Play a bigger role in the defence of rights and the advancement of equal treatment of the Roma community.
- } Consolidate the FSG as a model organisation when it comes to communication in the design of equality and inclusion policies at local, regional and national level.
- } Reinforce international activity and consolidate the FSG as a relevant player at European level.
- } Consolidate the regional and local implementation of the FSG in the territories where it is present while maintaining a consistent focus at national level.
- } Broaden the social base of the FSG and its social influence.
- } Increase the relative importance of advancing Roma culture from among our activities.
- } Broaden the scope of our work with other minorities and disadvantaged groups in order to achieve an impact on culturally diverse environments and to eventually turn this integrated way of working into an intervention model characterising our organisation.
- } Develop intercultural teams of professionals with a high level of satisfaction and skills who are engaged and in line with the FSG's mission and values.
- } Maintain and enhance the quality of services and programmes such that they better adapt to the needs of their target populations and have a greater impact on their standard of living.
- } Consolidate the FSG as an economically viable and efficient organisation with more diverse and stable sources of funding.



FSG 2009-2013 STRATEGIC PLAN

The achievement of these objectives will be based on a set of action axes. Each axis contains several lines of intervention, each with its own specific objectives.

	Actuation axis	Lines of intervention
Axis 1	Programmes and services to improve living standards and boost equal opportunity	<ol style="list-style-type: none"> 1. Intervention in the area of employment. 2. Intervention in the area of education. 3. Intervention in the area of housing. 4. Work with Roma from Eastern Europe. 5. Other areas of social intervention: health and youth.
Axis 2	Combating discrimination and defending rights	<ol style="list-style-type: none"> 6. Anti-Discrimination action plan.
Axis 3	International dimension	<ol style="list-style-type: none"> 7. Action plan in the context of Europe.
Axis 4	Influence policies and society	<ol style="list-style-type: none"> 8. Political and institutional action. 9. Communication and social awareness-raising Strategy. 10. Relations with the Roma associative movement. 11. Participation in third sector networks and platforms.
Axis 5	Promotion of culture and social participation	<ol style="list-style-type: none"> 12. Cultural action and promotion of participation.
Axis 6	Delve deeper into interculturalism, work on diversity	<ol style="list-style-type: none"> 13. Interculturalism and intervention in contexts of diversity
Axis 7	Organisational development	<ol style="list-style-type: none"> 14. Improve human capital: skilled professionals who are highly satisfied and engaged. 15. Work on quality and enhance management processes (management of projects, human and administrative resources, knowledge management within the organisation). 16. Guidance for the users of our services and the rest of our clients. 17. Broaden the FSG's social base. 18. Stronger territorial development adapted to local and regional reality.
Axis 8	Economic sustainability	<ol style="list-style-type: none"> 19. Diversity sources of funding. 20. Efficient economic management.