



# Strategy

## 2018 - 2021



# Presentation

We are proud to present the new Strategy for the 2018-2021 period. We have created a roadmap that gives us the tools to navigate a social environment with new challenges. Since the last Strategic Plan, for 2012-2016, our field of action has changed substantially. Nevertheless, ABD has successfully achieved the objectives planned back then. For this reason we have focused our efforts on repeating the analysis, allowing for a space for debate, and building the new strategic routes for the future.

This document has been created by people that work tirelessly all over the territory to improve social rights. Our organisation seeks to involve as many agents as possible to tackle vulnerability and social exclusion.

The new strategy maintains the commitment to continue a management approach based on ethical and non-profit values. At the same time, the main objective is to join forces with other third-sector organisations and therefore achieve equality and better welfare indexes. Our aim is to counter-balance the presence of profit organisations when it comes to managing social services. It is also to avoid the purely economic approach, which sacrifices the quality of the attention offered.

We are convinced that our social basis is both broad and, extensive, and achieves social transformation. However, this new strategy seeks a deeper and more sustainable approach to our objectives, through reflection and increased collaboration.

# How has the 2018-2021 Strategy been elaborated?

The strategic work has taken one year, and involved the participation of ABD's social base. The aim was to consolidate a greater capacity for action in the organisation, ensure the assimilation of results, and allow for the participation of clients and cooperation networks as key agents.

The process has followed several steps. First, we analysed the results of the previous strategic plan that we finished in 2016. Then, we went through an external evaluation process conducting interviews and questionnaires with our main clients and networks, as well as the environment surrounding our activity (the evolution of the third sector, of social policies, the economic landscape, etc). With this analysis, we created a first draft with the main facts affecting the future of the organisation; economic, social and institutional challenges, and also our first proposals to address them.

From this preliminary document we organised a series of strategic conferences within ABD, with the idea of identifying risks and action lines according to our social base, volunteers and professionals. In short, the 2018-2021 Strategy is the result of working groups' discussions and the analysis of previous strategic lines.





# Vision

We are a leading organisation in the third sector characterised by:

- Ethical values in the use of resources and relationships with people and groups, communities and public administrations.
- Efficient management of public and private funded projects.
- Mediation of citizens' social commitment and a solidary coexistence model.
- The promotion and defence of the rights of the most vulnerable people and groups, as well as those at risk, or in proces, of exclusion.

# Mission

The creation and management of processes and services to enhance people's active role in the generation of social equality and welfare.

# Values

- Ethics and transparency
- Professionalism
- Creativity, innovation and quality
- Respect and coexistence
- Social commitment and the defence of rights
- Objectivity and accreditation





# Strategic lines

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## 1 Recognition

Increase ABD's social and institutional positioning.

## 2 Social Commitment

Strengthen the citizens' social commitment and promote community dynamism in defence of social rights.

## 3 Mutual learning and ABD's management as a common asset

Enable a flexible organisation, able to promote innovation, environment analysis and constant communication.

## 4 Quality and innovation

Increase and diversify the management of services and projects with both private and public funds.

# Recognition

## Increase ABD's social and institutional positioning

- Selectively increase our actions in local and international networks.
- Increase ABD's presence in the territory with new services and projects.



# Social Commitment

**Strengthen the citizens' social commitment and promote community dynamism in defence of social rights**

- Constant revision of the Volunteering Plan.
- Go one step further in the empowerment of families and people assisted by social services, boosting their activism skills.
- Articulate the causes, services and projects across the community.



# Mutual learning and ABD's management as a common asset

Enable a flexible organisation, able to promote innovation, environment analysis and constant communication

- Favour multi-level projects as an indicator of quality and innovation
- Promote the participation of professionals in the field to generate innovation strategies.
- Promote the voice of those who are assisted by such services as a source of quality and positive change.



# Quality and innovation

## Increase and diversify the management of services and projects with both private and public funds

- Increase the indirect management of public services: prioritise innovation and the constant improvement of services.
- Increase services financed with private funds such as donations, grants and other contracts.
- Give priority to innovative projects to guarantee our leadership.
- Continue enhancing ethical management.
- Create local and international alliances.





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