

2022-2026

STRATEGIC PLAN

#BUILDINGRIGHTS



Arquitectura
Sin Fronteras

WHO ARE WE?

We are an organisation that fights for the defence and exercise of people's right to an inclusive and fair habitat.

Our 30 years of history and our strong territorial presence in Andalusia, Asturias, Catalonia, the Basque Country, Galicia, Levante, Madrid and Navarre enable us to build a volunteer-based collective with a large number of people and institutions. We work in the fields of development cooperation, humanitarian action, education, awareness-raising and local action, with the aim of achieving changes that improve the quality of life of the people, communities and societies we are part of.

The activities we carry out are mainly based on a collaborative network with teams of people: volunteers, workers, associates, collaborators from different fields (political, social, academic...), sympathisers and organised civil society, with whom we share values, experiences and knowledge.

Our MISION

To contribute to the right to habitat, which addresses and is nourished by multiple disciplines at the service of individuals and communities, for the defence and exercise of all their rights.



WHO ARE WE?

We imagine the future in a context of increasing urban and rural vulnerability, as a result of social, economic and residential developments coupled with inequalities. We can find degraded areas in all cities and towns, which are the consequence of exclusion processes, where inhabitants live under the fear of a decrease in their living conditions.

Therefore, we believe that habitability should not be used to promote processes of accumulation and unlimited growth that threaten the care of life, and should rather focus on a dignified, caring and sustainable habitat, where people, communities and the natural assets that must be preserved can coexist.

Based on this reality, we have a **VISION**

We build inclusive, equitable, safe and sustainable spaces, encouraging change, guiding communities and people in their own processes of transformation, weaving alliances with those we share values with in our core work of social justice and rights building.

We consider social justice and human, social and cultural rights as a central and intrinsic topic throughout all of our objectives.

On this basis, our main priority is the "Right to Habitat", a complex and multidimensional right that gives us the support to articulate, at a spatial level, the physical, political and cultural dimensions that make up people and communities' lives. According to our thinking, habitat implies many aspects, not only in terms of the building itself, but also mainly in terms of the people who inhabit it, their way and quality of life. Human habitat is understood as a system of physical, social, economic, legal, political and symbolic situations that relate, interact and complement each other.

In this system of complex interrelated situations in the Human Habitat, we base our work on the following **PRINCIPLES**



VALUES AND APPROACHES

GENDER

Gender, as it is established, constitutes a social and cultural construction that assigns roles, responsibilities, powers and limitations to people, based on a normative model of men and women that excludes other identities and is structurally unequal. The spaces we inhabit and the relationships that emerge in them are also immersed in this social structure based on an inequality based not only on gender, but also on ethnicity, social class, age and abilities. By recognising all the diversities in people, we advocate respect for the right to equality by applying equity as an approach to political, social or educational action and by integrating a cross-sectoral perspective. We understand the gender perspective as a way of analysing reality in whichever of the areas we work, beginning with the recognition of the structural inequality between men and women, as well as the material and symbolic dominance of the normative masculine over other sex-gender identities. This gender approach provides us with epistemological keys and technical tools to critically analyse reality and to focus our actions on actively reducing existing inequality gaps and ensuring they do not increase. This perspective starts with a look at our external interventions and from that point onwards, it introduces us to the reflection on our own internal organisation. Furthermore, it provides us with the first lenses with which to analyse reality, paying attention to the structural inequalities that arise from the sex-gender axis and its diverse and potential intersections, whether these are class, age, ethnicity, origin, capacities, rural-urban habitat, beliefs, etc. This whole approach is implemented from the diagnosis and accompanies the phases of the project cycle.

PARTICIPATION

We defend and promote the Right to Habitat by contributing to society in all its dimensions, in cities and in the different human settlements. We accompany people to develop their lives free from discrimination based on gender, age or health status; income, nationality, ethnic origin or migration status; political, sexual or religious orientation. We support the development of an inclusive citizenship that embraces all its diversity, has greater political participation and is able to fulfil its social functions, while prioritising the common interest that is collectively defined through safe and quality public spaces and services. We also consider it essential to keep in touch over time with public, private, social and university institutions, based on reciprocal interest. We want this collaboration to translate into opportunities to build and strengthen relationships and to implement innovative forms of organisation. We believe that participatory neighbourhood and community regeneration is possible and we are convinced that local planning and action is crucial to improve the planet as a whole. We promote Asset Based Community Development as a mechanism for sustainable community and neighbourhood improvement. This development is based on citizen leadership of specific territories, with a conscious development of their resources, which is centred on the relationship between people and focuses on inclusion. We apply these practices to analysis, planning and design, enabling assembly meetings for collective decision-making. All this includes any rehabilitation project, in which we promote active training and labour insertion. Thus, combining project-based work with socio-labour and community support, we propose the immediate improvement of vulnerable environments based on existing resources. By building our proposals on these assets, we optimise the economic and material resources used, strengthen social cohesion and move towards the integral sustainability of the regeneration process.



VALUES AND APPROACHES

EQUITY IN HEALTH

In order to advance social justice, we believe that human development is necessary using this equity approach, working actively at the neighbourhood and community level. It is about implementing solutions that develop from the inside out, where people can make healthy choices and that reinforce action on their health determinants. In this way, we aim to hasten the formation of strong and cohesive communities, promoting, through different disciplines, the management of their care for their wellbeing and good living.

SUSTAINABILITY

The idea is to place this concept at the centre and also to recognise and promote essential tasks related to culture, education, care and development. We need to focus on what allows us to fulfil individual and collective needs in harmony with the needs of the Earth. To give time and space to envision how to achieve a "good life" outside of the prevailing mandates and the assumptions of unlimited growth on a finite planet that we are taking to its extreme. In the future, we will continue to reflect on the concept of an inclusive, healthy and safe habitat that is accessible and adequate. A habitat that needs to expressly incorporate new approaches and practices related to the ecosocial and ecofeminist perspective, especially in our western context. We will explore the possible synergies between environmentalism and feminism (ecofeminism) as a current of thought and a social movement where many of us recognise ourselves and which provides us, on a political level, with the complex framework of social transformation to which we are committed as an organisation.

CARES

This approach leads us to the need to analyse our actions from the perspective of taking care of people, communities and the environment. It goes beyond the idea of sustainability or environmental impact analyses; it is about including them in a framework of reflection and action in a manner that is in harmony with the values we identify with and that aims to radically transform the current hegemonic model. This proposal, which can be considered to be countercultural in our socio-economic systems, advocates prioritising care, guaranteeing a dignified life and the rights of the most vulnerable groups. It is a radical change of mindset that specifies new ways of living more and better, with less consumption of resources, giving priority to the growth of certain areas and capacities and promoting the necessary decrease in others.

TRANSPARENCY

We are an organisation that informs the population about our programmes and activities, the groups we work with and the volunteers that give us strength. We show ourselves with total clearness, allowing public access to our information, our experiences and learning, permanently improving the essential accountability to society, institutions, groups and associations and the alliances with those who allow us to empower our work.



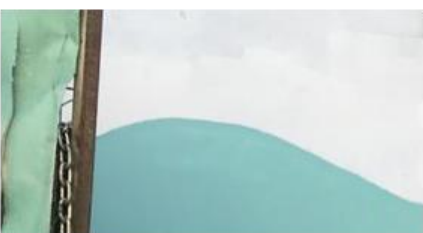
STRATEGIC GOALS

2022 – 2026 GOALS



LOOKING FORWARDS

The goals we have set ourselves are based on our values and are supported by the approaches that underpin them. We have structured them into several areas to be developed in the future, giving full importance to each one, without hierarchies or distinctions. These are fundamental objectives that allow us to express a true statement of intent for our organisation and the people who make it up, and will serve as an internal review process for our actions.



STRATEGIC GOALS

PEOPLE INSIDE

ASF is a large group of people who create an environment of permanent interaction that must be taken care of.

GROUPS INVOLVED

We have been supporting people whose rights are being violated, such as the inhabitants of cities, towns, communities and precarious and peripheral neighbourhoods; women and children who are victims of gender violence; people with functional diversity, migrants, refugees and asylum seekers; community leaders and agents and also people from small and medium-sized municipalities who collaborate in all the technical work of the projects. All of them are rights-holders who we call by different names depending on the contexts involved: target people, collaborators, inhabitants, neighbours, beneficiaries... among others.

LOCAL INSTITUTIONS

We coordinate with other organisations with whom we find synergies from the social sector in the territories where we operate. These are civil society organisations that work on habitat improvement, housing access and research for development. All of them have a good understanding of the reality of the place where we want to work: they know the local laws and regulations, they have experience in the territory and they also have the trust of the population we collaborate with. This relationship with other organisations allows us to reach sectors beyond our specialisation and helps us to complement our activities.

SOCIAL BASE

It is an essential part of the organisation because our social base gives us representation and independence. It is the origin of our mandate as an organisation and it supports and legitimises our actions. It is a collective where there is a broad sense of belonging; they are people who feel identified and involved, who constantly show us their interest in the activities we develop.

VOLUNTEERS

We rely on the participation of highly committed and very specialised volunteers that collaborate in our exchange spaces. This is where we canalise their energies, aligning and coordinating their skills with the needs of the organisation, encouraging proactive volunteering with initiative. To do this, we use tools and work dynamics that have been consolidated over all these years, involving volunteers, among others, in the task of raising awareness in the whole society.

EMPLOYEES

There are teams of professionals from different disciplines in all our locations. In addition, in the countries we have presence in, these teams are made up of expatriate and local staff who work in coordination with other entities. Having this network in different territories provides us with the necessary experience to continue improving our project





STRATEGIC GOALS

Through a process of research and knowledge building, we would like to move forward in the area of care both internally and externally. To achieve this, we will keep up to date the tools we base our steps on, such as our Equality Plan, the Harassment Prevention Protocol, the Code of Conduct and the Safety Policy. All of this will be at the service of a care policy and an approach to care that is transversal to the whole of our organisation, transversal to its rules, values and actions, to its processes and procedures, so that people who belong to our networks will benefit from it and will also participate in fostering and promoting it.

Looking ahead, we prioritise **THE APPROACH OF CARE**

**A : CARING FOR THE PEOPLE
WHO MAKE UP ASF AND ITS PARTNER ORGANISATIONS.**

**B : IMPROVING THE CAPABILITIES
AND SKILLS OF THE PEOPLE WHO MAKE UP ASF
THROUGH QUALITY TRAINING**

To take special care of volunteers, providing them with training, autonomy and the freedom to propose and create, achieving their involvement, proactivity and initiative. To protect the employees, with a Personnel Policy that includes specific measures to ensure the wellbeing of the team. And also to take care of our members, consolidating and increasing this social base on which our efforts are based. Being part of this social base means being part of an NGO that offers the possibility of cooperating in the improvement of the collective habitat, applying and expanding the social function of architecture and urban planning by coordinating efforts with other entities. All this organisation and management of human resources will be included in the Organisational and Governance Model. Furthermore, we intend to raise awareness on social commitment in the professional associations, by generating debates on the social problems that arise from the violation of the right to habitat in specialised media, giving the possibility of transmitting the social value in our professional sectors.

We would like to strengthen our skills through a Training Plan where we intend to offer continuous trainings based on different interests, levels and profiles by detecting the need for capacity building, especially on rights, prevention, funding and formulation, among other topics.



STRATEGIC GOALS

PARTICIPATION

We positively value the creation of a community among the people that make up the organisation, a community based on communication and the continuous circulation of information, encouraging the participation of members, volunteers and employees in assemblies, meetings and different activities.

We coordinate to keep a fluid connection between the people who form part of the organisation, having working groups and teams that allow us to get to know each other permanently inside and outside the organisation. In this regard and in different projects, we are working on the collection, management and socialisation of data on habitat from a gender and diversity perspective, highlighting and identifying situations of justice and injustice.



Looking ahead **TOWARDS A SHARING CULTURE**

**C : MAKING IT EASIER FOR VOLUNTEERS
TO PARTICIPATE IN THE ACTION AND DECISIONS
OF THE ORGANISATION IN A SPACE OF EXCHANGE**

**D : MAINTAINING AN INTERNAL AND EXTERNAL NETWORK
THAT ENABLES THE PARTICIPANTS TO GET TO KNOW EACH OTHER**

We would like to develop **shared dynamics and mechanisms that allow us to identify good practices** besides reproducing and adapting the experiences of the different districts in other areas or countries. We also aim to improve participation and communication through a network of thematic working groups that interact with each other and enable us to have access to more information about the organisation's activities.

We are particularly trying to ensure that ASF volunteers get to know each other better and know how the organisation works so that there is an exchange of knowledge and experiences both at the local level and in the organisation as a whole.

During this period ASF will review its organisational and governance model through a participatory process that will lead to an agreed model for the organisation as a whole.





STRATEGIC GOALS

ALLIANCES AND MUTUAL UNDERSTANDING

As a result of our common work and the alliances established with private collaborations and public institutions, ASF enjoys good recognition and is well valued on an international level.

Our work through the articulation with our social, political and institutional environment has allowed us to build a network in a mutual and permanent learning process with allied organisations: civil society groups, self-organisation movements, educational community and other community-based associations. In this regard, we collaborate with organisations related to research and development in the places we have a presence, which allows us to complement our work in sectors where we are not specialists.

We consider the public sector as an ally as we work together with local and municipal public institutions and educational centres linked to our projects. We also work with state and academic institutions, the media and international organisations with whom we coordinate in a space of trust.

Looking ahead, we continue [TO NETWORK](#)

E : ENCOURAGE ALLIANCES AND COLLABORATIONS
WITH PUBLIC AND PRIVATE SECTOR AND
WITH ORGANISED CIVIL SOCIETY

We will continue to weave strategic alliances that will allow us to consolidate and **generate new joint dynamics** aimed towards the consolidation of a Network. Thus, the articulation with other related organisations and institutions where we find synergies should be a constant in our work as a whole.



STRATEGIC GOALS

ONGOING THINKING

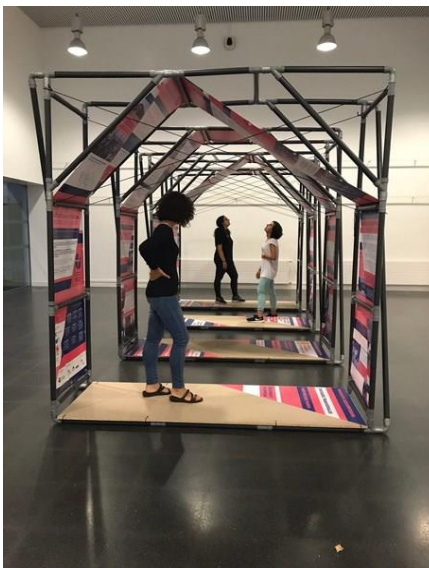
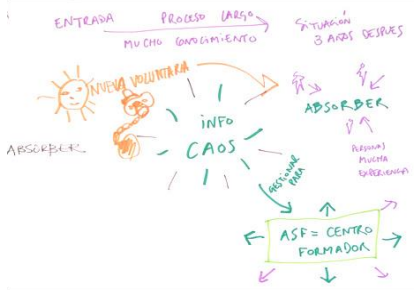
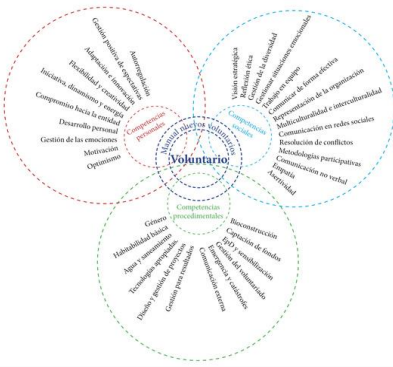
After 30 years of existence, we have enough content and experience to undertake a joint and profound debate on our organisational and ideological model. We would like to review the approaches in which we recognise ourselves to be in line with the new challenges and times and to have our own philosophy, with common criteria that define the cooperation we provide.

We would like to take up together a common discussion on the struggle for the right to habitat in urban and rural contexts. In particular, we would like to think about what ecofeminist praxis means to the organisation and its application in everyday life as a central idea of feminist thought and economy, which is encapsulated in the simple and yet complex proposal of placing life at the centre. It is a challenge for the coming years to make this idea a reality in our internal and external praxis.

Looking ahead we keep **BUILDING IDEOLOGY**

**F : THINKING TOGETHER ABOUT OUR
CONCEPTUAL FRAMEWORK TO
BUILD A SPEECH THAT IDENTIFIES US**

To achieve all this, we count on our own models, maintaining an active approach that is aligned with principles such as participation, wellbeing and care, trying to draw from them in international and local contexts where we find that rights have been violated. Our approach is conditioned by the permanent humanitarian crises and geopolitical changes in the context we operate in, which is why the debate within the organisation is permanent.



STRATEGIC GOALS

KNOWN EXPERTISE

We shape a range of expertise in international and local space including a multitude of aspects related to architecture, urban planning, territorial organisation, design and preservation of heritage. We participate in safe, inclusive and environmentally sustainable building projects, using the field of architecture as a bridge to work with other areas such as gender, education and technical vocational training. We seek bioclimatic, accessible and healthy building solutions through the use of appropriate and affordable technologies that create safe and adequate spaces.

Gracias a esta experiencia y a las alianzas establecidas con colaboradores públicos y privados, ASF goza de un buen reconocimiento y está bien valorada internacionalmente vertebrando su comunicación a través de canales digitales de difusión como su página web, las redes sociales, los boletines de noticias o podcasting entre otros. La comunicación permanente nos permite posicionarnos como referente de cooperación especializada.

Looking ahead **PRIORITY COMMUNICATION**

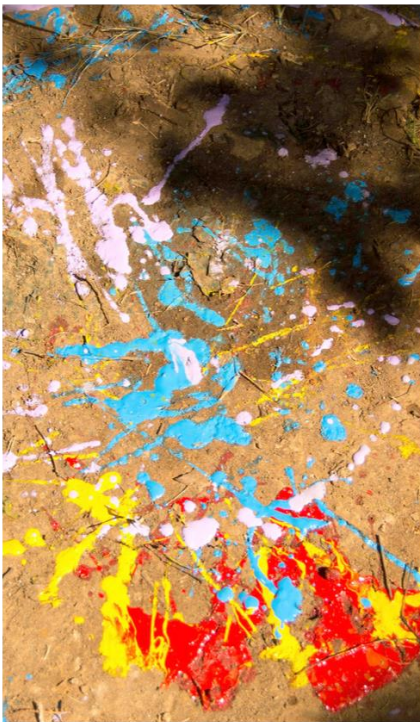
**G : BECOMING A REFERENCE IN THE FIELD OF ARCHITECTURE
FOCUSED ON THE RIGHT TO HABITAT WHERE IT
IS RECOGNISED OUR INCLUSIVE APPROACH.**

Despite our experience and years of dedication, there is still a certain lack of knowledge about our organisation, which is why we need to continue our commitment to effective communication that enables us to make ourselves known in our social environment and in the public space, focusing on groups and entities where we find synergies, such as universities, professional associations, architecture studios, foundations, etc.

We need to bring communication to the heart of our work by considering it as a cross-cutting issue, and to do so we need to have:

- A clear position and a close language.
- Differentiated communication plans and strategies per channel and per target group.
- Specific internal training on the subject.
- Stable communication working groups.
- Volunteer profiles and employees with communication training.
- Organised and updated information on our website and social media.
- Media focal points and shared agendas.





STRATEGIC GOALS

RESOURCES

In inclusive projects such as those we develop, the management must be part of the participatory design. This is why we have protocols, rules and procedures that make it possible to manage a common use of resources.

ASF is an organisation that mainly relies on public and private resources, having acquired over the years a good management of them based on transparency, participatory accountability and our experience with the different formulas of collaboration with entities and the variety of sources of funding that we have at our disposal.

Looking ahead **WE IMPROVE OUR STABILITY**

H : STABILISING OUR ACTION AND THE HUMAN TEAM, INCREASING AND DIVERSIFYING OUR FINANCIAL SOURCES OF FUNDING: PUBLIC, PRIVATE AND OWN RESOURCES.

I : MANAGING THE ORGANISATION'S RESOURCES EFFECTIVELY AND EFFICIENTLY

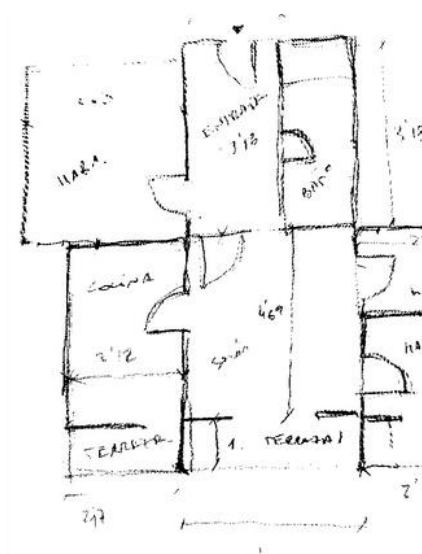
We would like to improve the management of resources in order to carry out a high quality service, establishing the bases of how to do it in terms of economic management of public and private funds, as well as human resources, talent, information and knowledge, all of which will be included in a Management Model for the usefulness of the organisation.

By standardising and systematising existing processes, we will improve our capacity to respond quickly and this will be essential for sharing opportunities between the different regions through effective communication with unified criteria.

To maintain and improve our financial resources, we will encourage alliances between our territorial divisions and we will carry out an investigation that will allow a greater diversification of the available funding methods: public funds, nominative subsidies, support funds for social or philanthropic initiatives, foundations or companies within the framework of their corporate social responsibility or the provision of services and technical assistance, among others. We will establish criteria for the management of funds from companies and institutions in accordance with our values, and we will be able to rely on different levels of collaboration.

STRATEGIC GOALS CUIDADO

RIGHT TO HABITAT



Based on the experience and knowledge acquired in recent years, we have been able to identify the value that we contribute through different elements that define us, such as the close assistance we provide to communities in long-standing processes in the field of development cooperation. We have also been involved in other actions such as preparedness, mitigation, prevention, rehabilitation and reconstruction in the field of humanitarian action. This always happens in alliance with the territories and their initiatives, respecting and valuing the existing cultural heritage in the endogenous processes of development.

Architecture is an essential part of complex projects that include many other activities and wouldn't be very useful if it is not complemented by a series of actions that fill it with meaning. We approach projects holistically, by training educators, empowering associations, generating awareness on the need for education, promoting that it should always be inclusive and highlighting inequalities in access to education.

We are seeking to ensure empowerment by involving different stakeholders through broadly participatory and inclusive processes. To do so, it is essential to improve local capacities, making the whole community jointly responsible for achieving the project goals, transferring the ideas and lessons learned to our citizen environments and to society as a whole.

From that cross-cutting view of the right to habitat, we have worked so far in different countries and sectors such as rural and urban development, inclusive education, water management, gender, institutional and civil society strengthening, health and food security as the main ones among others. We currently develop all these actions through our presence in Central America and the Caribbean (Nicaragua, Guatemala, Honduras, Haiti, Dominican Republic, Cuba) and in Africa (Mozambique, Senegal, Mali) without leaving aside possible interventions in other countries.

In the fields of Local Action and Education in Spain we have had successful experiences such as the projects ASERTOS, TERRA, TOMA PARTE, "Participar para Cuidar", the neighbourhood action in the Cañada Real in Madrid, "La ciudad invisible" and "Bilbao ciudad de acogida". We implement methodologies and neighbourhood plans, didactic units, workshops of ideas and a multitude of other resources that allow us to have a wealth of knowledge that guarantees the quality of our work in the different local spaces we work in.



STRATEGIC GOALS

We will continue to participate in development cooperation, humanitarian action and local action projects, always networking with local stakeholders, social movements and other organisations we share values with, maintaining projects and intervention strategies where we can provide resources and capacities. In terms of the spatial dimension, we project ourselves towards multi-sectoral and multi-level models, complementing other actors in the territory and being present in those places that meet specific criteria:

- If a demand exists, either from social entities or affected persons, for a problem related to the the violation of the right to habitat in all its spheres.
- If we find involvement, interest and enthusiasm on the part of different groups and generate alliances with the social stakeholders of the territory.
- If there are economic resources and technical staff, both employed and voluntary, in relation to the scale of the intervention and we can count on sufficient logistics or carry out technical assistance.
- If there is financial viability and it is possible to act on a scale that ASF can assume: Spanish and European funding are our first references.
- If we encounter emergency situations in which we can offer our experience in prevention, post-emergency and reconstruction.
- If there is a guarantee of security, relying on our security policy to do so.



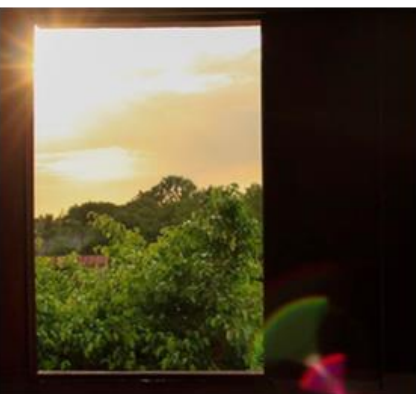
Looking ahead, we will be continuing with **INTERNATIONAL COOPERATION, LOCAL ACTION, EDUCATION AND AWARENESS RAISING.**

**J : TRAINING AND RAISING AWARENESS
TO CIVIL SOCIETY AND INVOLVING OUR SOCIAL BASE
IN THE DEFENCE OF THE RIGHT TO HABITAT**

**K : CONTRIBUTING TO INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE
HABITAT FOR COMMUNITIES THROUGH COOPERATION, LOCAL ACTION
AND HUMANITARIAN ACTION**



We believe that quality education and training are the basis for social transformation. Therefore, it is especially important to increase the participation of the educational community, with whom we can share reflections and diagnoses. We want to maintain a dynamic and productive contact with public and private institutions and social entities, particularly with professionals and those responsible for education, increasing the resources assigned for this purpose and diversifying the financial sources. For educational and awareness-raising work, we will hold conferences and training courses in educational centres such as architecture schools, primary and secondary schools, universities... with the aim of raising awareness and spreading the importance of our role. ASF's volunteers and social base share this desire to educate and participate in our education and sensitisation activities.



HUMANITARIAN ACTION

We would like to expand and strengthen our work in humanitarian action by focusing on preparation, mitigation and prevention as cross-cutting elements. To do so, we need to continue to develop our capacities, to acquire appropriate tools, to add new institutional stakeholders linked to the previous phases of Humanitarian Action and to continue to identify intervention needs together with our local partners.

We are involved in emergency situations that may arise in the places we are present in, relying on the trust generated in the community processes in course. We will accompany international organisations and local partners or other entities that require our expertise and we will participate in the clusters that may be formed to ensure our correct integration in the processes, as well as an efficient and coordinated intervention.

In the post-emergency period, we have a role to play in providing mechanisms for the rehabilitation and reconstruction phases that are part of our expertise, applying a "humanitarian continuum" approach that links emergency and development. In the regions where our intervention zones are circumscribed, we will accompany other organisations or local entities directly, to ensure that we do so through our knowledge of the context and the trust generated through years of collaboration. Outside these regions, our action will always be linked or in alliance with other entities that know these territories.



ALIGNING WITH DEVELOPMENT AGENDAS

To adapt our approaches to the territories and contexts we are present in, we work in a flexible way according to the demand, policies and relevant development agendas, thus effectively operating in different places.

We highlight the different Sustainable Development Goals that reflect the Right to the City, including urban and rural human settlements, such as the following: SDG 3 Health and Wellbeing, SDG 4 Inclusive Education, SDG 5 Gender Equality, SDG 11 Sustainable Cities and Communities, SDG 12 Responsible Consumption and Production and SDG 13 Climate Action. In addition, considering our approach to the right to habitat, we recognise the 2030 Agenda as a framework that allows us to be versatile through instrumental work to secure rights. This has been proven in the review of our most significant projects in recent years, finding synergies with 11 of the 17 SDGs and 25 of the targets of all of them.

The right to decent or adequate housing is also enshrined in various international instruments such as:

- Universal Declaration of Human Rights (UN 1948).
- World Charter for the Right to the City (HIC-LA 2004).
- Charter for Women's Right to the City.
- International Covenant on Economic, Social and Cultural Rights. The
- Spanish Constitution (articles 45, 46 and 47).

We also find synergies with other international, regional and indigenous peoples' agendas, which are alternative and complementary to the Sustainable Development Agenda, such as the Urban Agenda, the Agenda for Good Living of the American Peoples, the African Union's Agenda 2063 and the Agenda for the Integration and Development of Africa (2017-2027). All of them recognise other approaches that emerge from local realities, consistent with our respect for different social and cultural manifestations.

CULTURE OF EVALUATION

Over the coming years, we wish to make a qualitative leap in the way we evaluate and feedback. To achieve it, we will monitor this Strategic Plan through a series of indicators based on which we will observe ourselves year by year and review the quantitative and qualitative measurement of our achievements. The following table shows how we measure ourselves against the strategic objectives and challenges ahead. All of them have the same spirit of goal surpassing, procedure improvement and emphasising the people who conform ASF and all those who collaborate with the organisation.

LOOKING AHEAD	GOALS	HOW DO WE MEASURE IT
We prioritise THE APPROACH OF CARE	A : CARING FOR THE PEOPLE WHO MAKE UP ASF AND ITS PARTNER ORGANISATIONS.	<ul style="list-style-type: none"> > Volunteering and social base. > Satisfaction level amongst asf members. > Participation level. > Action frameworks.
	B : IMPROVING THE CAPABILITIES AND SKILLS OF THE PEOPLE WHO MAKE UP ASF THROUGH QUALITY TRAINING	<ul style="list-style-type: none"> > Accrued knowledge. > Participation level in the internal training activities. > Satisfaction level among participants.
Towards A SHARING CULTURE	C : MAKING IT EASIER FOR VOLUNTEERS TO PARTICIPATE IN THE ACTION AND DECISIONS OF THE ORGANISATION IN A SPACE OF EXCHANGE	<ul style="list-style-type: none"> > Volunteer participation in the organisation's procedures and spaces.
	D : MAINTAINING AN INTERNAL AND EXTERNAL NETWORK THAT ENABLES THE PARTICIPANTS TO GET TO KNOW EACH OTHER	<ul style="list-style-type: none"> > Promoting activities in working groups.
We continue TO NETWORK	E : ENCOURAGE ALLIANCES AND COLLABORATIONS WITH PUBLIC AND PRIVATE SECTOR AND WITH ORGANISED CIVIL SOCIETY	<ul style="list-style-type: none"> > Collaboration with related organisations. > Local organisations we are involved with. > Shared knowledge.
We keep BUILDING IDEOLOGY	F : THINKING TOGETHER ABOUT OUR CONCEPTUAL FRAMEWORK TO BUILD A SPEECH THAT IDENTIFIES US	<ul style="list-style-type: none"> > Participation level in the ideological construction process.

CULTURE OF EVALUATION

LOOKING AHEAD	GOALS	HOW DO WE MEASURE IT
PRIORITY COMMUNICATION	G : BECOMING A REFERENCE IN THE FIELD OF ARCHITECTURE FOCUSED ON THE RIGHT TO HABITAT WHERE IT IS RECOGNISED OUR INCLUSIVE APPROACH.	<ul style="list-style-type: none"> > Presence level in society. > Relationship level with related sectors
WE IMPROVE OUR STABILITY	H : STABILISING OUR ACTION AND THE HUMAN TEAM, INCREASING AND DIVERSIFYING OUR FINANCIAL SOURCES OF FUNDING: PUBLIC, PRIVATE AND OWN RESOURCES.	<ul style="list-style-type: none"> > Source diversification. > Funding level.
	I : MANAGING THE ORGANISATION'S RESOURCES EFFECTIVELY AND EFFICIENTLY	<ul style="list-style-type: none"> > Efficiency level. > Coordination level.
INTERNATIONAL COOPERATION, LOCAL ACTION, EDUCATION AND AWARENESS RAISING	J : TRAINING AND RAISING AWARENESS TO CIVIL SOCIETY AND INVOLVING OUR SOCIAL BASE IN THE DEFENCE OF THE RIGHT TO HABITAT	<ul style="list-style-type: none"> > Replicated and adapted projects in new territories. > People reached by our education and awareness-raising activities.
	K : CONTRIBUTING TO INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE HABITAT FOR COMMUNITIES THROUGH COOPERATION, LOCAL ACTION AND HUMANITARIAN ACTION	<ul style="list-style-type: none"> > People reached through our cooperation, local and humanitarian action. > People whose situation has improved.



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