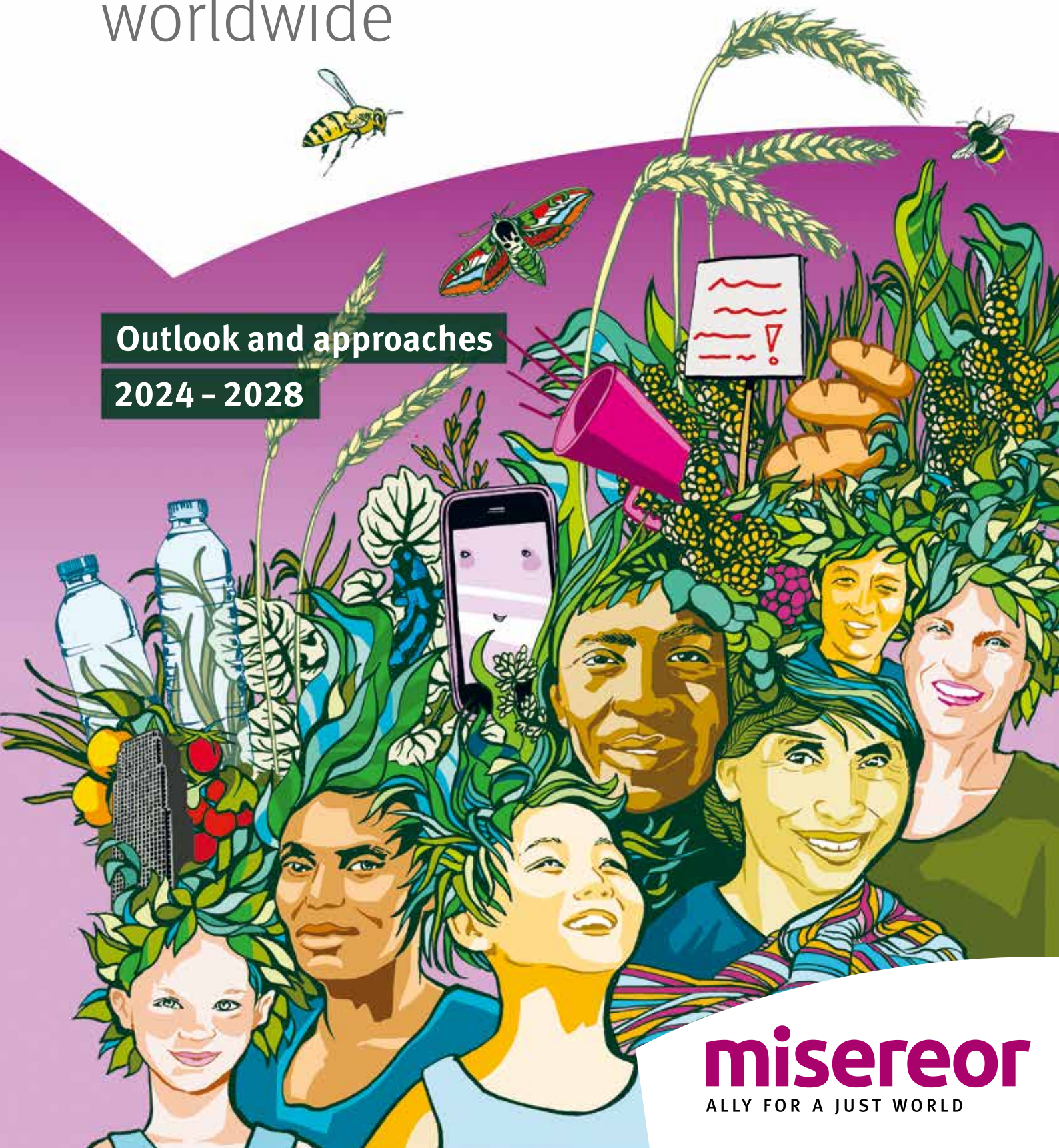


Good life within planetary boundaries – worldwide



Outlook and approaches

2024 – 2028



misereor
ALLY FOR A JUST WORLD

Legal Notice

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In a world shaken by multiple crises in which humanity faces new and increasingly big challenges at ever shorter intervals, Misereor must constantly adjust its work as a Catholic organisation of development cooperation to fulfil its mandate in a modern and efficient manner. This mandate is threefold: to overcome poverty and hunger in the world by cooperating with the people living in poverty-ridden regions in the Global South, to fight structural causes of poverty by influencing political decision making through lobbying and advocacy work, and to convince more and more people that a different life and a better world are possible by delivering public relations and educational as well as pastoral work. Misereor's commitment is rooted in the biblical faith in a god of life and justice, as we strive to live up to Christian values.

One way to make this constant adjustment happen is to ensure that all actors involved – the committees, Board of Directors and staff members – agree strategic goals for the coming years. To this end, the Subcommission for Development Issues of the German Bishops' Conference established an Outlook and Strategy Commission who develop approaches and strategic goals for the period from 2024 to 2028. The Commission also consulted partner organisations and experts from the Global South and North as well as young people and Misereor staff members.

We are aware that the world envisioned in this document cannot be achieved in a few years. Rather, we describe positive ways of living in the future that serve as an orientation for our everyday work. Full of hope and guided by the encyclical *Laudato si'*, we work side by side with our partner organisations and allies to get one step closer to achieving this vision every day.

Enabling a good life for all
through a sustainable lifestyle
in accordance with the resources
available



Photo: Kopp/Miserere

WHERE ARE WE NOW?

We are living in a divided world where a globalised economic system motivated by profit and largely ignoring social and ecological costs restricts the participation of millions of people. The human-made climate catastrophe, large-scale destruction of biodiversity, unlimited exploitation of fossil and other natural resources, hunger crises and the surge of armed conflicts bear witness to a planetary crisis threatening ecosystems and thus also the foundation of human existence.

Increasingly polarised societies and a waning social cohesion accelerate the spread of populist policies around the world and, coupled with this, the authoritarian conversion of liberal democracies. Emancipatory achievements of the past are attacked and civic spaces are shrinking, thereby helping to stabilise totalitarian power structures. On a global scale, religion, including the Church, still have significant influence on societies and politics. Consequently, they cannot be impervious to polarisation and attempts to reverse emancipatory achievements. For Misereor this means: shaken by the abuse scandals, the Church's credibility – in particular in Germany – has declined, with numbers of secessions surging. Less and less people turn to the Church for guidance and orientation. The increasing complexity of the religious landscape around the world, but in particular in the Global South, combined with the growing influence of various forms of fundamentalism, not only impact pub-

lic opinions, but also strengthens existing power structures and extends its reach to very different political sectors. Against this backdrop, Misereor as an organisation of Church-based development cooperation faces new challenges. On the one hand, it is imperative that Misereor positions itself as a competent development actor. On the other hand, we need to make effective use of the fact that the Church is still largely perceived as a socially important and trustworthy institution in countries of the Global South in order to foster the necessary socio-ecological transformation. The current global crises and the ensuing question of socio-ecological justice challenge us to rethink concepts like solidarity, cooperation and communion. To ensure a critical analysis of power asymmetries and exploitative structures of all types, development cooperation must be decolonised. Unfortunately, this is not always as easily done as said, as cooperation is bound to criteria and therefore exists in the context of patriarchal and racist global power asymmetries. As a consequence, decolonisation, gender equality and a change of the violent human-nature relationship must go hand in hand. As a Church-based organisation, Misereor is naturally rooted in colonial continuities and capitalist rationalities. Thus, we face the challenge to initiate processes of decolonisation in order to enable a fundamental systemic change.

Therefore, international cooperation cannot merely focus on activities in the Global South, but also needs to question lifestyles in the Global North. What we need is a vision for a new world order like the one Pope Francis describes in his encyclical *Fratelli Tutti*. An order which

is based on fraternity and social friendship and transcends the barriers of politics, religion and culture.

So, if we want to stand the manifold and interwoven crises of today and achieve a good life for all as well as socio-ecological transformation in the world of tomorrow, we must ask ourselves how Misereor can contribute to this transformation, bearing in mind the necessary critical self-reflection. The participation of our partners is of particular importance in this, as the multiple crises have shown us that our actions leave a direct impact on the living conditions of people around the world. The local and the global level must be conceptualised in the context of one another. Together with people from different contexts, we need to find sustainable ways of living. Against this backdrop, the Outlook and Strategy Commission has developed the following strategic goals for Misereor's work in the coming five years.

OUR VISION FOR A GOOD LIFE FOR ALL

Misereor strives for a world where every person has enough to lead a good life. A world where all people can lead a self-determined life free of hunger and poverty, where they take on responsibility for themselves and for the world around them, where everyone can exercise their economic, social and cultural human rights, regardless of their religion or world view, gender, health status, age, sexual identity or their ethnic and social origin. Only if these rights and (fundamental) human needs are secured, we will have achieved a life in dignity for all. If all people live a sustainable life in an economic and social system that is geared towards the common good, production and consumption levels of all layers of society will also be sustainable and planetary boundaries will be respected. In their internal and external relations, societies will be guided by the values of solidarity, dialogue and cooperation and life will be marked by an attitude of "happy sobriety" as Pope Francis puts it in his encyclical *Laudato si'*.

OUR APPROACH

Misereor's commitment is rooted in the option for the poor and impoverished as well as for the ravaged creation. Our actions are guided by our Christian belief and the Christian fundamental values of solidarity, dialogue, cooperative partnership, inclusion and diversity as well as the equality of all humans. We are convinced that a good, just and sustainable life for all is possible if we are guided by these values. On this basis, we advocate for a socio-ecological transformation towards sustainable lifestyles while acknowledging the planetary boundaries. We make it clear that the ongoing accumulation of material goods leads to a continued crossing of the planetary boundaries, eventually destroying the basis of all human existence. We promote sufficient lifestyles, i.e. ways of living in which we all have ENOUGH to lead a dignified life, while being content that we have ENOUGH when we have all that we need and limiting our consumption to protect our bases of life.

1

Reducing poverty and transforming food systems

WHAT WE SEE

According to the United Nations' Sustainable Development Goals Report 2023, 670 million people worldwide lived in extreme poverty in 2022, meaning they lived on less than USD 2.15 per day. In addition, as many as 2,3 billion people do not have guaranteed access to nutritious, healthy and affordable food and roughly 800 million people are affected by hunger. In many countries, this is not least due to the extreme economic and social inequality, further aggravated by food speculations, wars and violent conflicts, the climate catastrophe and the consequences of the Covid-19 pandemic. To this day, small farmers supply the majority of the world's population with food. However, they increasingly come under pressure by the expansion of industrial farming and mining which is urged on by stakeholders in the Global North and South, deprives small farmers of their livelihoods and forces the rural population to move to cities or even to emigrate. Less and less people can live on the income they earn with their work. Many governments in the Global South lack the possibilities and financial means to tackle this phenomenon, as they are needed for debt service payments and flow into richer countries and the financial sector.



Photo: Rémié/Misereor

OUR VISION FOR A WORLD WITHOUT POVERTY

Misereor envisions a world where no one is forced to go hungry or live in extreme poverty. A world where all people can exercise their right to healthy food, where basic health services are available and affordable for everyone and where all people have equal access to quality education, regardless of their origin, health status, gender, religion, world view or social status. Population groups particularly affected by poverty, such as ethnic minorities, small farmers and Indigenous Peoples, have fair and equal access to land and the natural resources in their living environment. The common good takes priority over individual profit maximisation when it comes to using land and natural resources. The legal framework conditions and their practical implementation enable all people to satisfy their essential needs, regardless of their religion, gender, health status, age, sexual identity or ethnic and social origin. They can exercise their right to work and adequate remuneration and have access to needs-based financial services. Effective mechanisms to prevent overindebtedness are established at both the individual and inter-state levels.

WHAT WE DO TO ACHIEVE THIS

Together with our partner organisations we promote the regional and agro-ecological production of foodstuffs by small farmers to provide the local population in rural and urban areas with sustainable, environmentally friendly and climate-smart as well as healthy nutrition. We stand up for an economic system that no longer merely focuses on material profit to measure development and well-being, but is rather guided by the question as to whether all people are enabled to live a good life. In cooperation with our partners we advocate for companies to shoulder



their social responsibility, not only in their own operations but also along the entire supply chain, to ensure that health and safety regulations are observed and to pay fair wages that enable people to live in dignity. We maintain regular contact with entrepreneurs committed to a fair and sustainable economy and work towards the continued development and expansion of Fair Trade. At the political level, we advocate for legislative changes, e.g. for a globally effective supply chain law and for a binding obligation for companies to disclose the externalised social and ecological costs of foodstuffs consumed in the Global North. With our political lobbying and campaign work we make it clear that the current mode of production and consumption is still based on exploitative structures between the Global South and North. Together with other civil society organisations, we advocate to relief the most critically indebted countries of the world of their debts, so that they can use their financial means for the good of their people once more.



2

Leading a climate-just life and protecting biodiversity



WHAT WE SEE

The human-made climate catastrophe is forging ahead – and quicker than previously assumed. Current research finds that the goal to limit global warming to 1.5°C above pre-industrial levels until 2030 is hardly achievable anymore. In September 2023, the global average temperature was already a good 1.75°C above pre-industrial levels. Extreme weather events such as droughts, heavy rainfalls, storms and flooding are rapidly increasing both in frequency and severity. The number of forest fires is steadily growing and water shortages are an ever more pressing phenomenon, now also affecting areas that previously had sufficient water resources. Sea levels are rising, soil salination is increasing, glaciers are melting and entire coastal zones are becoming uninhabitable. The oceans continue to warm up, they are overfished, over-fertilised and over-acidified. Since 2015, more than 10 million hectares of healthy and productive land have been lost each year. The diversity of species and their genetic variations as well as their role in complex ecosystems are dramatically decreasing. Biodiversity is acutely endangered. A 2019 report by the UN estimates that one million out of the roughly eight million animal and plant species are in critical danger of extinction.



Photo: Kopp/Misereor

OUR VISION FOR A CLIMATE-JUST WORLD

All people live in a liveable environment and are part of a healthy ecosystem. By 2030, global greenhouse gas emissions are halved as compared to pre-industrial levels, and by 2050 they are completely eliminated. Everyone takes on responsibility – individuals and societies in the Global North as well as in the Global South – and make a fair contribution towards climate protection. Our lifestyles and economic systems have changed and are now climate just. Countries in the Global North show solidarity with the Global South. They have made a consequent transition to renewable energies and developed climate-neutral forms of mobility. They contribute financially to building a sustainable economy in the countries of the Global South. The exploitation of mineral and other natural resources is replaced by a resource-friendly and sustainable circular economy that only produces as much as is needed to meet people's basic needs. In order to preserve biodiversity, undamaged terrestrial and marine ecosystems are protected, damaged ones are restored and forests are used in a sustainable manner. A progressive environmental legislation is in place and effectively implemented.

WHAT WE DO TO ACHIEVE THIS

It is unquestionable that the current exploitative and resource-intensive model of production and consumption not only favours the maintenance of an imperial lifestyle based on global inequalities, especially in the Global North, but is also the main driver of the human-made climate catastrophe. Its impacts demand immediate and comprehensive changes in the production system and consumer behaviour worldwide; i.e. a fundamental systemic change is inevitable. Together with our partner organisations, we therefore advocate for a climate-just conversion of econo-

mies and societies in the Global North and South. The international division of labour and the related value chains underline that such changes can only be effective when they are implemented on a global scale. Hence, we form strategic alliances with other civil society actors to advance legislation that enables consequent climate protection. Together with our partner organisations, we support the local people to develop concepts for reducing carbon emissions, strengthening climate-smart lifestyles and improving their resilience against threats posed by the climate catastrophe. We advocate for using the comprehensive knowledge and wisdom of Indigenous communities about sustainably handling natural ecosystems in order to preserve biodiversity. In cooperation with our local partners, we promote the expansion of renewable energies and jointly develop skills development measures on issues of active climate protection and climate justice. In the Global North, Misereor engages with Church-based and non-Church groups, particularly groups active in the field of climate, to raise awareness for climate justice and to help initiate political commitment.



3

Protecting and expanding civic space

WHAT WE SEE

Around the world, we observe an increase in various authoritarian developments. Ever more quickly, civic space is shrinking – in particular for political opposition, trade unions, non-governmental organisations and critical journalists as well as worker, human rights, environmental, women and LGBTIQ movements. Many governments, companies and also some sections of the media crack down directly or indirectly on civil society actors as soon as they feel their interests are jeopardised. Both in the Global South and in the Global North they use exclusion, defamation, criminalisation, oppression and direct violence but also more subtle forms of hindrance such as bureaucratic obstacles. Fundamental freedoms, especially the freedom of assembly, expression and association, are limited and human rights, democracy and diversity are increasingly threatened. New digital technologies, social media and artificial intelligence offer new opportunities for networking. In our digital age, it is much easier for local protests to attract international attention. However, the dissemination of information is increasingly tangled and unregulated bearing significant potential for manipulation through disinformation campaigns, censorship and the control of data processing. Moreover, digitalisation presents authoritarian regimes with new options of surveillance and monitoring.



Photo: Kopp/Misereor

OUR VISION FOR CIVIL SOCIETY

Critical civil society actors are imperative for a vibrant, diverse and just society in which everyone can lead a good life. They are the drivers of the socio-ecological transformation and contribute essentially to achieving the Sustainable Development Goals (SDGs). The influence of civil society organisations promoting for instance environmental and human rights is advanced on both the national and international levels. As the cornerstones of an open and democratic society they empower marginalised groups and individuals to actively participate in the social and political debate, shoulder responsibility and develop responses to pressing challenges. A vibrant, diverse and critical civil society bringing together diverse perspectives and differentiated opinions establishes new, cross-border alliances and networks based on solidarity. This civil society creates spaces and opportunities for actual political participation. Social diversity and critical voices are perceived as a strength by governments, companies and the media. The critical voice of civil society is seen as an asset both challenging and questioning government action as well as supporting it to achieve joint objectives for the common good. Civil society fully benefits from the opportunities offered by digitalisation as regards social and political participation. Clear legal provisions and media-critical awareness provide protection from surveillance and manipulation.

WHAT WE DO TO ACHIEVE THIS

Now more than ever it is crucial to preserve and expand civic spaces for actors such as non-governmental organisations and Churches, for minorities and marginalised groups. To this end, we support organisations that empower young people to get involved in social decision-making processes and to raise their voices in social debates. In addition, we provide assistance to organisations advocating for the observance of human rights. In order to counteract the increasing criminalisation of and violence against activists advocating for respect for human rights and protection of human rights defendants, we support the formation of alliances of civil society actors in our partner countries and in the Global North. We intensify our joint lobbying and advocacy work with these groups and work to achieve our vision of a global community and cross-border cooperation together with our partners. In this context, it is vital to critically reflect upon power structures and colonial continuities, including within our own organisation and our Church. We strive to strengthen democratic principles, equality, multiculturalism and diversity which we consider to be a sign of strength and resilience of organisations and societies.



4

Living in peace and justice



Photo: Greven/Misereor

WHAT WE SEE

According to a report by the UN Secretary-General, around 25% of the world's population lived in countries in which violent conflicts prevail in 2022, and the trend is rising sharply. The majority of these countries are characterised by fragile statehood, in which basic functions of the state relating to security, the rule of law and basic social services are not fulfilled. Wars and violent conflicts increase hunger and inequality. Geopolitical interests and struggles for access to natural resources often lead to further escalation. Many people do not have safe and equal access to justice, minorities are discriminated against and marginalised, and perpetrators often go unpunished. Women and girls suffer particularly in crisis areas and make up a large proportion of refugees. Sexual violence is often used as a weapon of war. The development of peaceful and inclusive societies is prevented by structural injustices. The climate catastrophe and the rising demand for raw materials, particularly in the countries of the Global North, are leading to increased distribution conflicts. All of this is driving more and more people to flee their homes. At the end of 2022, the United Nations counted more than 108 million refugees worldwide – around twice as many as ten years earlier – 45 million of whom are children. More than 75% of these people sought refuge in countries of the Global South, which regularly led to social tensions and further violent conflicts in the host countries.

OUR VISION FOR A LIFE IN PEACE AND JUSTICE

Social transformation processes require constructive conflict management which equally recognises the interests of all parties involved and gives special consideration to vulnerable groups. As conflicts are part of human coexistence, it is crucial that they are resolved without the use of violence. Misereor therefore strives for a world in which conflicts are dealt with in a constructive way so that people can live in security, peace and justice. A world in which the religions, and especially the Christian churches, contribute even more to processes of understanding and negotiation through their structures and resources. Their potential to drive development of just, peaceful and inclusive societies is great. A world in which the use of raw materials is socially just and sustainable and the proceeds from extraction and processing are fairly distributed.

A life in peace and justice is drawing closer when social and religious diversity is seen as an enrichment, minorities and other vulnerable groups can rely on protection under the rule of law and good governance, and people are fully involved in political decision-making processes. As a result, fewer and fewer people will feel forced to flee or migrate and will be able to do what most people want: to lead a safe, free and self-determined life in their home country.



WHAT WE DO TO ACHIEVE THIS

We form alliances with other peace and development cooperation organisations in order to disseminate civil and non-violent methods and instruments of conflict transformation, without which just and sustainable peace is not possible. Peace processes have been proven to lead to more lasting solutions if they are carried out with the inclusion of all genders. We therefore call for women to be involved in peacebuilding and conflict mediation processes as equally entitled peace actors. We stand up for activists who are persecuted because of their commitment to peace and the stewardship of creation. In cooperation with our partner organisations, we promote the implementation of fair elections and good governance by monitoring elections and encouraging the people to exercise their political participation rights. Together with our Church partners at home and abroad, we are committed to drastically reducing the international arms trade and restricting the export of small arms because they are responsible for the majority of civilian casualties, even in times of peace. Together with our partner organisations, we support people who have had to flee war and violence by creating safe spaces where those affected can talk about their experiences and receive medical, psychological and economic support.

5

Reducing power asymmetries and promoting dialogue with the Global South

WHAT WE SEE

The local communities and Misereor's partner organisations are the experts for the transformation processes required in their respective societies. They are aware of the existing problems and know where to start solving them. It is therefore of crucial importance for Misereor's work that the focus is on our partners. Our partner organisations very much appreciate the fact that their perspective is very important for us. However, Misereor also has enforcement and definitional power, as we are an organisation from the Global North that awards funding and applies funding guidelines. This poses challenges for partnership-based cooperation with the Global South. The same applies to colonial continuities, which are also reproduced in Misereor's work. Many partners of the Universal Church, but also in Germany and Europe, as well as non-Church partners, share Misereor's values and goals.

Photo: Schwarzbach/Misereor



An illustration showing a man and a woman in profile, facing each other as if in conversation. The man is on the left, wearing a purple shirt, and the woman is on the right, wearing a pink shirt. Above them are two overlapping speech bubbles, one light green and one light yellow, both containing three dots to indicate ongoing dialogue.

OUR VISION FOR A COOPERATION IN A SPIRIT OF PARTNERSHIP

Misereor is a Church-based organisation of development cooperation which is known to be value-based and competent by politicians and the public in Germany and Europe committed to development policy as well as by its partner organisations in the Global South. In alliances and networks, we are valued as a committed and efficient cooperation partner. Strategic alliances with Church and non-Church partners who share our values are key elements of our cooperation. Objectives which we define together with our partner organisations guide our joint strategies and coordinated measures in the area of programme and project funding as well as in educational work and lobbying. We develop new and innovative forms of cooperation with stakeholders who promote transformation. As a diverse and non-discriminatory organisation, Misereor systematically transforms elements and structures of its own colonial continuities on the institutional and individual levels.

WHAT WE DO TO ACHIEVE THIS

We are continuously developing our understanding of partnership, from partnerships which provide political and financial support to strategic partnerships on an equal footing. We initiate processes that promote exchange and networking and systematically expand dialogue structures and formats, particularly with our partners in the Global South. We review existing partnerships and alliances from a strategic perspective and make sure they align with our goals and values and are sustainable. We create new innovative opportunities for participation at various levels. Through constant reflection on existing patterns in our partnerships, targeted training measures and the development of appropriate strategies, we intensify existing processes of genuine participation and involvement of our partners from the Global South in development cooperation decisions and promote the dismantling of colonial patterns and structures in our own organisation and in cooperation with our partner organisations.

6

Promoting a sustainable and diverse organisational environment



WHAT WE SEE

Misereor's working, organisational and committee structures have proven to be valuable over many years and have been developed step by step. A matrix structure was established in the organisation with our cross-departmental learning teams. At the same time, the challenges continue to increase at all levels and we are confronted with new tasks. Processes are becoming more complex and the requirements with regard to the quality of work results are getting stricter. Digitalisation, including artificial intelligence, offers many new opportunities, but also poses new challenges. Work and decision-making processes are not always quick or do not always have a clear objective and neither is it always clear who is the responsible person for which task. Mistakes are still too rarely regarded as learning opportunities. Inclusion and diversity are still not given enough consideration in the composition of teams and committees.

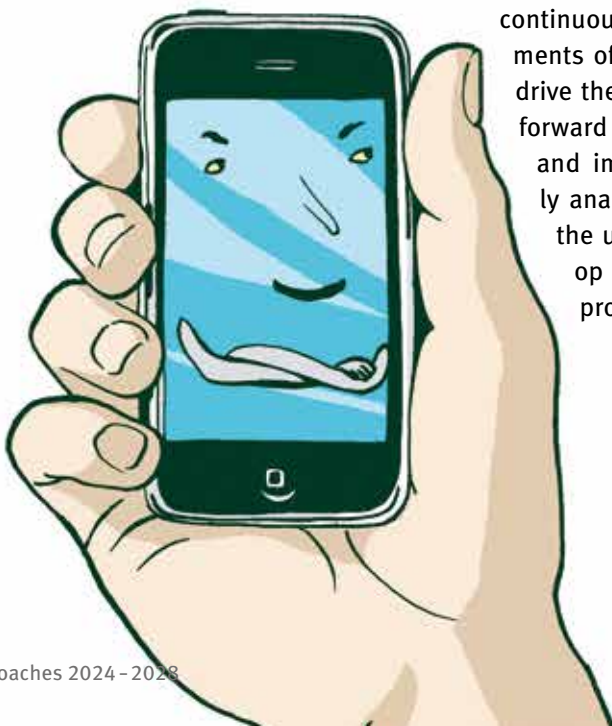
OUR VISION OF A SUSTAINABLE ORGANISATION

Misereor consistently aligns its work processes with the achievement of its strategic and institutional goals. Our organisational structures have been successively developed and enable even more coherent and efficient work. The diverse composition of committees, teams and structures is one of Misereor's strengths. It enriches and enhances our daily work. The cooperation in and between our teams and our partners worldwide is characterised by a high level of professional expertise and a shared commitment to a good life for all. Decision-making processes are organised efficiently and are speedy and transparent. Tasks are carried out with a high degree of personal responsibility within a clearly defined scope of action. Misereor is a learning organisation and mistakes are dealt with openly. A working atmosphere characterised by appreciation and attentiveness helps to avoid excessive stress. The challenges posed by the advancing digitalisation and the spread of artificial intelligence have been identified and Misereor has clear concepts for dealing with them.

WHAT WE DO TO ACHIEVE THIS

We continue to develop organisational structures, systematically streamline work processes and continuously review whether and how decisions can be delegated. We strive for a diverse and international composition of our teams, structures and committees.

Since we want Misereor to develop more and more into a learning organisation, we are designing concepts for a mindful and mistake-friendly organisational culture. We regularly review our established work structures and processes with the aim of utilising the available resources as efficiently as possible. We attach importance to cross-departmental working formats because we want to link cross-departmental work more closely with the work in our individual departments and make it more coherent. We further develop our internal communication and establish participatory formats that, in particular, involve our partners in the Global South and young people in advisory and decision-making processes. We continuously adapt our premises to the requirements of a modern working environment. We drive the digitalisation of our work processes forward in order to make them more efficient and improve their quality. We will critically analyse the possibilities and dangers of the use of artificial intelligence and develop concepts to find an appropriate approach.



7

Strengthening our commitment to solidarity and ensuring sustainable financing

WHAT WE SEE

The competition for funding is becoming more intense every year. More and more organisations are asking for support for their causes. Media attention is focussed on crises and people in need. Requests for support are being made at ever shorter intervals. The need for donations and funding continues to grow. At the same time, there are people in need and “silent disasters” that are not spoken about in the media. In addition, state finances have come under pressure due to inflation and additional support payments as a result of various crises and increased spending on defence and security – often at the expense of funds for development cooperation. Church funding for causes of the Universal Church is declining and traditional donor groups are shrinking, while trust in the Church is suffering, as reflected in rising numbers of people leaving the Church in recent years. Digitalisation not only makes things easier, but also prompts additional expenses. Maintaining and creating a creative and motivating working environment for employees also requires financial commitment.

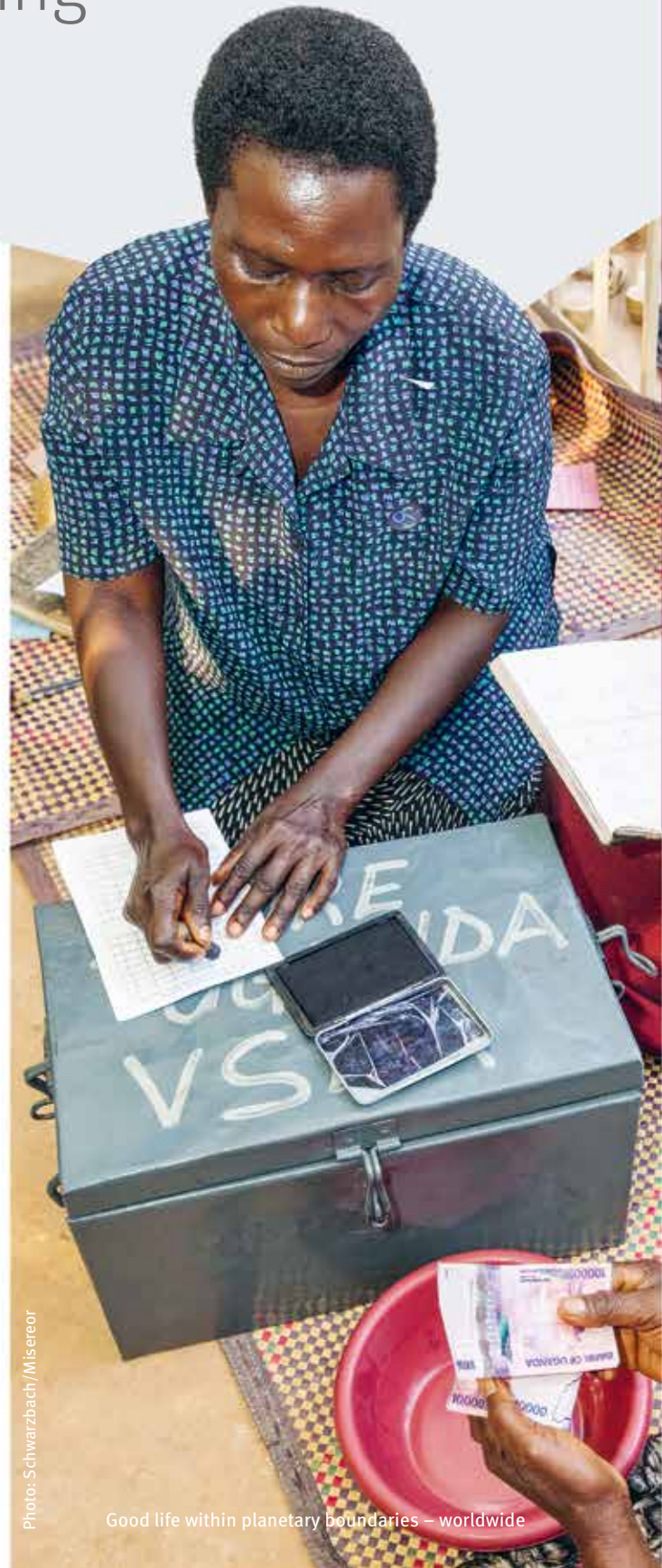


Photo: Schwarzbach/Misereor

OUR VISION FOR SUSTAINABLE FINANCING

Through innovative and target group-orientated communication, Misereor inspires people driven by faith and values and motivates younger generations to work together for a better and more sustainable world. Traditional and new target groups as well as people of different faiths perceive Misereor as a value-orientated and trustworthy organisation of development cooperation. Misereor has expanded and diversified its funding sources in all areas; its financing rests on several pillars. A flexible financing structure with a broad spectrum of financing models ensures sustainable funding for all of Misereor's areas of work. The available financial resources are managed in a cost-conscious and efficient manner. Misereor remains a reliable institution worthy of support for existing and new donors. The political sector and public administration recognise that the work of Misereor and its Church and non-Church partners helps to counter systemic crises and makes valuable contributions to ensuring that the most vulnerable and disadvantaged people can live in dignity.



WHAT WE DO TO ACHIEVE THIS

In order to be able to promote development projects in the long term, we increasingly focus on a solid and sustainable financing basis. We expand this spectrum through digital fundraising formats and by increasingly targeting new, younger donor groups who share our values. Furthermore, we create more opportunities for faith- and value-orientated people to participate in activities of Misereor. In this way, they also get to know the contents of Misereor's work, instead of merely supporting Misereor financially. We also intensify our cooperation with strategic partners with whom we finance joint projects. To this end, we work together closely with our alliance and cooperation partners in Germany and Europe, create new synergies, avoid duplicate structures and streamline costs and effort. Moreover, we expand our cooperation with companies and foundations that share our values. We support our partners in the Global South to acquire their own donations and funding so that they can secure their independence and financial autonomy in the long term.



Concluding remarks

The aforementioned strategic goals will guide Misereor's work over the next five years. Irrespective of this, it remains necessary to constantly readjust our view of the world and adapt the resulting measures to the current needs of those who are dependent on our solidarity:

“We need to develop the awareness that nowadays we are either all saved together or no one is saved. Poverty, decadence and suffering in one part of the earth are a silent breeding ground for problems that will end up affecting the entire planet.”

**Pope Francis,
Fratelli Tutti 137**



Photo: Schwarzbach/Misereor

Composition of the Outlook and Strategy Commission

Vicar General Fr Manfred Kollig SS.CC.
Chairman of the Supervisory Council

Kerstin Düscher-Wehr
Supervisory Council

Katharina Jestaedt
Supervisory Council

Hans Mülders
Supervisory Council

Dr Gerhard Rott
Supervisory Council

Ulrich Clausen
Elected Representative of the General Assembly of Members

Anton Stegmair
Elected Representative of the General Assembly of Members

Judith Wüllhorst
Elected Representative of the General Assembly of Members

Dr. Felix zu Löwenstein
Chairman of the Advisory Council

Dr. Daniel Legutke (until 04/2023)
*Secretariat of the German Bishops' Conference,
Bishops' Subcommission for Misereor*

Pirmin Spiegel
Board of Directors, Misereor

Dr Bernd Bornhorst
Board of Directors, Misereor

Thomas Antkowiak (until 06/2023)
Board of Directors, Misereor

Annette Ptassek (as of 07/2023)
Board of Directors, Misereor

