



& VISION
VALUES

VISION & PURPOSE | VALUES



GLOBAL STRATEGY

2015 - 2022

**INTERNATIONAL GOALS | GOAL FOR COMMUNICATION
AND THE WORK IN DENMARK | ORGANISATIONAL GOALS**

DANCHURCH
VISION AND VALUES

DanChurchAid's purpose as stated in the statutes

Article 3

DanChurchAid's purpose shall be to empower the world's poorest in their struggle for a dignified life. This effort shall be based on a Christian view of human nature as well as respect for the individual's human rights and the equal worth of all human beings.

Article 4

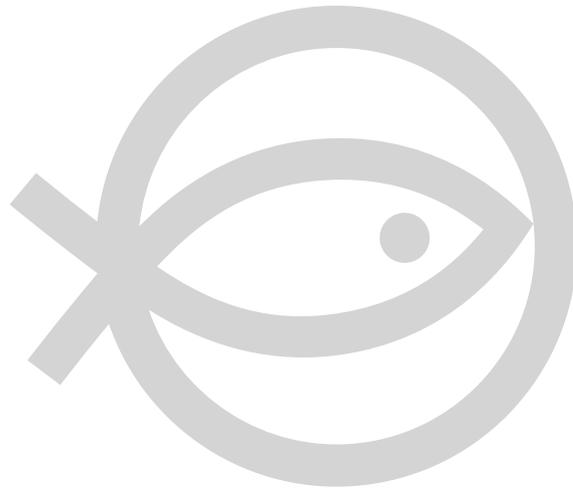
DanChurchAid shall conduct humanitarian aid and development assistance in close co-operation with church-based, other faith-based and secular partners. This implies that DanChurchAid shall engage popular and political powers and seek to influence decision makers in order to improve conditions for the world's poorest. These efforts shall be conducted on local, national and global levels.

Article 5

DanChurchAid shall not discriminate in any way. Our assistance shall be aimed at those most in need, irrespective of their religion, gender, political conviction, race, nationality or ethnicity, disability or sexual orientation.

DAN CHURCH AID

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DENMARK

DanChurchAid's vision

DanChurchAid has a vision of a world without hunger, poverty and oppression, in which popular and political powers constantly work strongly and actively for a just and sustainable distribution and use of the earth's resources.

DanChurchAid's fundamental values

DanChurchAid works from a Christian understanding that all human beings are God's creation and therefore valuable, equal and share the same fundamental rights. This view of human nature is the basis of the rights-based approach of DanChurchAid's work.

It implies an obligation to work for a world with peace, justice and the care for human beings.

This practical care for humans in need is called 'diakonia' [service].

Theologically diakonia stems from Jesus' preaching on the Kingdom of God, his actions and his self-understanding as the one, who has come to serve.

DanChurchAid's work is a part of the Church's international diakonia for and with people living in distress and oppression in the poorest countries of the world.

The motto of DanChurchAid: "We believe in life before death" expresses diakonia here and now, anchored in the Christian belief that the God of life in Jesus Christ has defeated the forces of destruction and death.

With these fundamental values, DanChurchAid has put hope and action as the key signature of the work of the organisation.

In DanChurchAid, we put the fundamental values into practise through these six main principles of diakonia:

1. DIAKONIA IS RIGHTS-BASED

DanChurchAid works with a rights-based and non-discriminatory approach to liberate people from hunger, poverty, destitution and oppression irrespective of their religion, gender, political conviction, race, nationality or ethnicity, disability or sexual orientation.

2. DIAKONIA IS POVERTY-ORIENTED

DanChurchAid takes side with and seeks to reach the poorest of the poor, even when the effect of aid to these specific groups can be difficult to demonstrate.

3. DIAKONIA CONSIDERS THE ROOT CAUSES OF SUFFERING AND OPPRESSION

DanChurchAid works to influence the underlying political structures that hinder justice and development. Experiences from development and humanitarian work are the basis for seeking influence on political decisions at local, national and global levels.

4. DIAKONIA WORKS IN EQUAL PARTNERSHIPS

DanChurchAid works in equal partnerships based on common values and respect for differences. An equal partnership is ensured through a close, loyal, frank and open dialogue.

5. DIAKONIA IS HOLISTIC

DanChurchAid links humanitarian aid, development assistance, advocacy, political efforts, information and mobilisation of action. Fighting poverty, hunger and oppression goes hand in hand with fighting for fair distribution of the resources in the world and recognition of a joint responsibility for the earth and its environment and climate.

6. DIAKONIA SEEKS RECONCILIATION

Diakonia works to further peace with justice by supporting initiatives that can prevent violent conflict and contribute to non-violent means of conflict transformation.

Leadership and management values

DanChurchAid has developed 5 leadership & management values that all managers should be guided by and respect both in the strategic and in the day-to-day work:

1. STRATEGIC & VISION-DRIVEN

Managers should be innovative, committed, strategic, holistic and act with courage.

2. ACCOUNTABLE

Managers should be transparent, honest, trustworthy and open.

3. RESPECTFUL

Managers should be trusting, appreciative, empowering and caring.

4. EFFICIENT & EFFECTIVE

Managers should create sustainable changes and be result-oriented, knowledge based and prioritizing.

5. PARTICIPATORY

Managers should work in partnership and be inclusive, delegating and create ownership.

DanChurchAid's organisation, church and ecumenical relations

DanChurchAid is an independent church-based and humanitarian Danish organisation. Its headquarters are located in Copenhagen, and it has offices in several large Danish towns as well as regional offices in all its focus countries.

DanChurchAid was founded in 1922 on the initiative of Mr Harold Ostenfeld, the then Bishop of Zealand. The organisation is headed by a Council, which is its highest authority. The Council is broadly composed of representatives of volunteers, donors, Danish partners, the national church, other churches and religious organisations interested in DanChurchAid's work, and employees.

The Board consists of up to 11 members of which 7 are elected by the Council. The Board is in charge of

the ongoing political and financial management of the organisation. The Chairman of the Board is Chairman of DanChurchAid.

DanChurchAid works on an ecumenical basis and has a strong organisational link to the national church. This is evident e.g. in the fact that each of the 10 dioceses of the national church elects a member to the Council, and the fact that the annual parish collection is organised in cooperation with parish church councils. DanChurchAid is a member of the Ecumenical Forum and sits on various committees under the National Council of Churches in Denmark and the Council on International Relations of the Evangelical-Lutheran Church in Denmark. DanChurchAid is a member of the Diaconal Council in Denmark and of 'Green Church' – the Climate Group of the National Council of Churches.

DanChurchAid works with partners of all backgrounds in its international work yet pays particular attention to Christian and other Faith Based actors. Religion and religious beliefs are increasingly recognized as factors that influence people's mobilisation, empowerment, self-esteem and sense of community, hope and identity – all of which are key to transformational development.

The religious identity and the assets of religious communities are realities that are often overlooked when actors from Western secular societies enter into partnerships in developing countries. Among the assets of Faith Based Organisations (FBOs) are often access to large constituencies, credibility among the poor and strong links between a local presence in the remotest areas and HQs in the capital whose leadership is trusted and who have access to political leaders. Even in restrictive regimes, religious space is often the last civil space to be shrunk or closed. This means that when faith based actors are offered appropriate access for them to play a relevant role in development efforts, they can release the strong, positive potential for change that religion embodies and they often have a comparative advantage through an institutional network for advocacy locally, regionally and globally.

While recognizing the potential of Christian and other faith based organisations – and their track record of social change – it must be recognized that religion can also be part of the problem. We need to understand and deal with situations where religion is misused to suppress

people – especially women – and foment conflict based on religious and ethnic identity. Therefore, DanChurchAid wishes to engage more in consultation with partners – as well as with own staff – to understand and unfold the potential support by religion for human rights and conflict resolution. Experience shows that the best way to prevent or fight religious extremism is to support and build partnerships with the more moderate religious groups.

Furthermore, we want to work with the drive for global change implied in religion at a national level with our partners in Denmark.

DCA being a Christian faith based organisation also implies that we may have common language not only with church-based partners, but also with Muslim, Buddhist, Jewish, Hindu and other faith-based actors. This may well enable us to challenge practices by any faith-based institution that threatens human dignity, as well as inspire and equip for practices that furthers human dignity. DCA will continue to support and enhance such inter-religious cooperation.

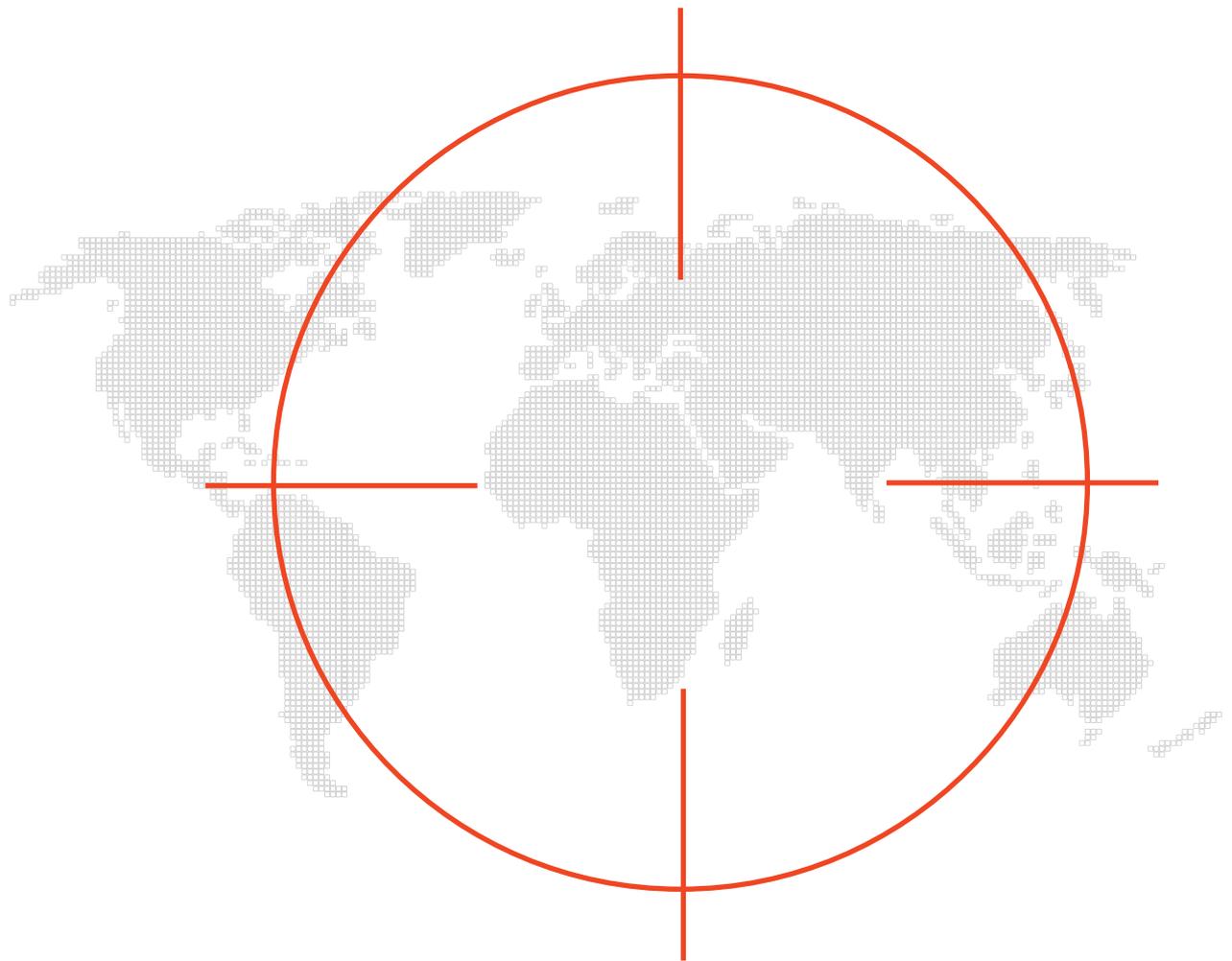
Internationally, DanChurchAid is affiliated with the World Council of Churches (WCC) and The Lutheran World Federation (LWF). DanChurchAid is an active partner of the ACT Alliance (Action by Churches Together), which coordinates humanitarian assistance and development work among organisations affiliated to WCC and LWF.

DANCHURCH AID

GLOBAL STRATEGY 2015 – 2022

In the following, DCA's Global Strategy for the period 2015-22 is presented. The strategy includes **goals for the international work, a goal for the communication and the work in Denmark** and finally, **organisational commitments** that apply to all the organisation's activities.

The goals have an eight-year view but are revised every four years.



INTERNATIONAL GOALS

DanChurchAid has three goals for the international work. All DanChurchAids' activities are carried out in support of one or more of these goals:

- 1. Save Lives**
- 2. Build Resilient Communities**
- 3. Fight Extreme Inequality**

GOAL 1: Save Lives

DCA sees the right to enjoy equal access to accountable humanitarian assistance and protection of life and dignity is the foundation for the humanitarian imperative. DCA is committed to take action: to prevent and alleviate human suffering arising from disaster or conflict; to support community humanitarian response - the real first responders - and protection initiatives in fragile states; to advocate for equal access to assistance where this right is not fulfilled; to advocate for governments to create and implement a framework for community based disaster risk mitigation and management.

In 2015-2018, DCA will mainly focus on:

- a.** Delivering accountable, timely, coordinated and effective response to the needs and priorities of disaster affected populations in an increased number of acute and prolonged crises. Our work will be based on international humanitarian principles and standards; work will be implemented through our local partners and the ACT Alliance's National Forums.
- b.** Strengthening community based Disaster Risk Reduction [DRR] including preparedness, cash transfer programming, early warning systems and capacity for disaster risk reduction and climate change adaptation that address food availability, access and utilisation. International advocacy on common accountability and quality standards for humanitarian assistance will intensify.
- c.** Supporting the capacities and strategies of partners, local communities and civil societies to protect themselves against threats of violence and conflict, and local leaders' capacities for mitigation and peace- and interfaith dialogue. We will also improve advocacy with national and international duty bearers on protection.
- d.** Clearing mines and unexploded ordnance, teaching risk education and implementing armed violence reduction activities to secure safe access to humanitarian assistance, critical social infrastructure and livelihood opportunities in prolonged crises and fragile situations. We will increase advocacy with national and international duty bearers on mine ban and cluster munitions treaties.
- e.** Investing and implementing new Information and Communication Technology to improve program implementation, field monitoring and support to DCA's partners.

GOAL 2:

Build resilient communities

DCA sees the capacity development of individuals and communities to be able to claim their rights as an essential component of building resilient communities. We want to secure the right to food and income of people living in poverty by working towards eradicating poverty and hunger, reducing inequality and ensuring sustainable and adaptive use of land, water, plants and animals. DCA will focus on agro-ecology, diversification of crops and animals, access to markets and disaster risk reduction. Communities producing for subsistence and/or local markets are increasingly exposed to detrimental global economic interventions, poor governance, disasters and climate change. Supporting them to manage risk and adapt accordingly is a specific focus in DCA's work. Empowering communities to address livelihood issues, and strengthening community leadership to participate in local decision-making, will form the basis for resilience.

In 2015-18, DCA will mainly:

- a.** Promoting people's right to food through **a)** availability by increasing production through agro-ecologic resource management and integrated production systems that are locally adapted, **b)** access by enhancing income generation opportunities, local saving and loan systems and access to markets, and **c)** adequacy by promoting diversified production systems and improved handling and storage practices.
- b.** Promoting innovative partnerships focusing on scaling up partners' potential and engage in strategic liaison with research institutions, private sector actors and networks that share our goals to integrate and use innovative technologies and methods in agricultural production.
- c.** Reducing vulnerability, marginalisation, discrimination and economic exclusion. DCA and partners will do this to help empower local individuals and communities to form and take part in inclusive and sustainable development initiatives and to influence governments and private sector actors to adhere to principles of responsible investments benefiting the poor.
- d.** Empowering women, men and youth to address unequal gender relations and sexual and reproductive health rights with a focus on HIV and AIDS prevention to build resilient communities.
- e.** Preventing conflict and building safer communities through armed violence reduction and humanitarian mine action in areas of post-conflict and protracted social conflict, and through minimising conflict over scarce resources for livelihoods. Promoting dialogue between conflicting groups for peaceful coexistence and reconciliation.

GOAL 3:

Fight Extreme Inequality

DCA sees the inequality perpetuated by unjust structures, norms and institutions as a major development challenge. Markets and market actors are inclined to favour those already endowed with advantages. Systemic discrimination based on different identities such as caste, race, ethnicity, gender, sexual orientation, religion, etc. intersect with and reinforce inequalities and marginalisation. These inequalities and discrimination are often entrenched within a range of local, global and national institutions and harmful social, religious and cultural norms. DCA will further strengthen its work on transforming those norms and institutions, locally, nationally and internationally, that perpetuate injustice and inequalities. These actions will facilitate more equal opportunities and rights for the poorest within societies.

In 2015-2018, DCA will mainly:

- a.** Addressing political inequalities by promoting access to decision-making forums and justice [in representation and participation, in ensuring a fair hearing, in organisation, in accessing information, etc.] at both national and global levels.
- b.** Reducing economic inequalities by promoting access to government resources and services [e.g. budget monitoring, national budget advocacy, sexual and reproductive health services, migrants' rights], access to productive resources [e.g. land, income, natural resources], and access to global financial flows [e.g. development aid, positive foreign investments effects, trade benefits].
- c.** Tackling social inequalities by advocating for the removal of inequalities in worth, autonomy and status of certain groups based on identity [caste, gender, ethnicity, citizenship, religion, sexual orientation, HIV-status, indigenous groups, etc.].
- d.** Redressing environmental inequalities by advocating for access to environmental and climate related resources that are challenged by pressure on our planetary boundaries [where the effects of unsustainable consumption and growth limit the possibilities for development].

GOAL FOR COMMUNICATION AND THE WORK IN DENMARK

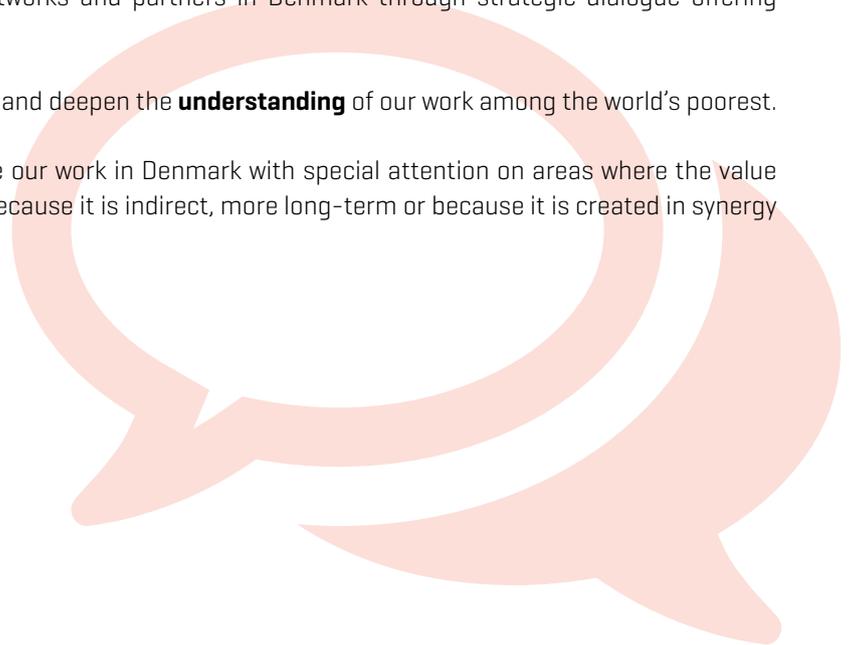
GOAL: CREATE ENGAGEMENT

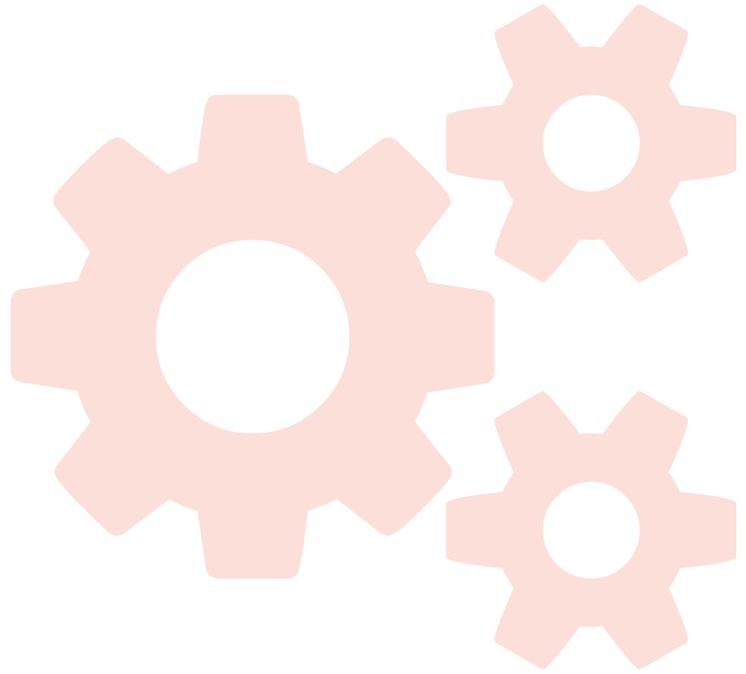
Strengthen our communication and relations to individuals, networks and partners in Denmark and acting together with them to benefit the world's poorest.

DanChurchAid believes change can best be achieved through working together. To DCA, creating engagement implies offering to be an active and accountable partner in change. DCA is born out of partnerships – with people believing in a life in dignity for all. Going forward it is important that DCA work to earn the trust and engagement of individuals, networks and partners who want to act.

In 2015-22 DCA will especially:

- a. Work determinedly on continuing to be a natural and relevant choice for **church- and popular partners** in the area of development and humanitarian assistance and along with them strengthen the **voluntary** engagement for the world's poorest.
- b. Strengthen **relations** with individuals, networks and partners in Denmark through strategic dialogue offering meaningful **actions**.
- c. Keep DanChurchAid **known** and **respected** and deepen the **understanding** of our work among the world's poorest.
- d. Document our **results** in order to optimize our work in Denmark with special attention on areas where the value can be **difficult to measure**, for example because it is indirect, more long-term or because it is created in synergy between several activities.





DANCHURCHAIID'S ORGANISATIONAL COMMITMENTS

DCA has five organisational commitments that are important in all the organisation's activities:

- A. Respect human rights standards and address discrimination and inequalities**
- B. Strengthen partnerships and develop new types of partnership both in Denmark and internationally**
- C. Ensure effectiveness, efficiency and focus on DCA's goals and core priorities**
- D. Ensure a long-term financial development that will make DCA more financially robust**
- E. Ensure that DCA is an attractive, innovative and learning organisation for competent and committed employees**

GOAL A:

Respect human rights standards and addressing discrimination and inequalities

DCA is committed to ensure that human rights and gender equality are an integral part of all DCA's efforts and are respected by both its national and international partners. DCA works with a rights-based approach based on UN human rights principles and standards, supporting and promoting human rights compliant national constitutions, laws and implementation. DCA is committed to promote accountability and transparency in its partnerships, international support, and within our own organisation.

In 2015-2022, DCA will mainly focus on the following key areas:

- 1.** DCA will work to eliminate barriers to active, free and meaningful participation in all decision-making structures.
- 2.** DCA will work for increased accountability to all stakeholders and groups with whom we work, strengthening support to partners on their strategic advocacy and dialogue with both state and private actors, working for increased corporate accountability, and ensuring increased access to information and to redress mechanisms for complaints, abuses and violations.
- 3.** DCA will promote equal opportunities for all, addressing and challenging discriminatory rules, norms and practices.
- 4.** DCA will seek to ensure equal access to the necessary skills, knowledge of human rights, and access to forums and networks for influencing strategies, policies and decision makers.
- 5.** DCA is committed to ensure that DCA's support and partnerships respect and address the binding nature of human rights obligations, strategically using rights mechanisms and promoting the ratification of and domestication in national legislation of international human rights treaties.

GOAL B:

Strengthen partnerships and develop new types of partnership both in Denmark and internationally

Partnership is a founding principle of DCA – not just a way of working, but fundamental to our values and identity. Our emphasis on working in partnerships is our most important asset in making the changes we wish to see in the world.

In 2015-22, DCA will further develop this in the following way:

- 1.** Continue our strong commitment to the ACT Alliance, with special attention to the national ACT Forums.
- 2.** Strengthen our local partners in the focus countries to become stronger civil society actors in their own contexts. This will include strategic dialogue and plans for capacity development, joint advocacy and communication.
- 3.** Be innovative in our partner relationships with a focus to support more constituency based action and develop new types of partnerships with community-based organisations, social movements, and other actors in the focus countries.
- 4.** Strengthen the cooperation with existing partners and develop new types of relationships, including partners in the private and educational sector in Denmark and internationally, which will both strengthen the quality of our work and increase our funding.
- 5.** Strengthen the relationship between donors and partners in Denmark and partners in the South.

GOAL C:

Ensure effectiveness, efficiency and focus on DCA's goals and core priorities

It is of key importance to ensure that the work of DCA leads to the highest level of value for money for the beneficiaries as described under the international goals. In order to ensure this, it is important to keep a continued managerial focus on the goals and core priorities of DCA, and to keep increasing the efficiency and effectiveness of our work.

In 2015-22, DCA will especially:

- 1.** Use the principles of Results Based Management systematically across the organisation.
- 2.** Use the methodologies like LEAN to improve selected work processes, in order to increase efficiency and create room for innovation and development.
- 3.** Use Risk Management more systematically and coherently throughout the organisation.

GOAL D:

Ensure a long-term financial development that will make DCA more financially robust

All parts of the organisation needs to contribute to make DCA more financially robust. The purpose of this is both long-term sustainability and a higher level of flexibility in the work of DCA. In order to achieve this, specific indicators are set for the development of turnover, surplus, administrative percentage, equity in relation to turnover and solidity.

In 2015-22, DCA will be committed to reach the following financial indicators:

- 1.** The turnover reaches the level of 725 million DKK in 2018 and 875 million DKK in 2022.
- 2.** The yearly surplus is 5 million DKK [adjusted by the level of inflation].
- 3.** The administration percentage falls to 8,6 % in 2022.
- 4.** The equity in relation to turnover is kept at the current level of 12 %.
- 5.** The solidity level is at least 20 % each year, reaching 22 % in 2022.

GOAL E:

Ensure that DCA is an attractive, innovative and learning organisation for competent and committed employees

Committed and competent employees are one of DCA's most valuable resources. In order to attract, develop and retain competent employees, DCA is committed to have a high level of staff welfare, a high professional standard and good opportunities for competence and career development. Furthermore, DCA will continue to develop the organisation to be flexible and with room for innovation.

In 2015-22, DCA will especially:

- 1.** Further develop the opportunities for competence development that are strategically linked to DCA's goals. This will include strategic use of the opportunities within blended learning and virtual cooperation.
- 2.** Focus on career development opportunities in all parts of the organisation.
- 3.** Continue to work with staff welfare with special focus on more systematic assessment, action and follow-up in all parts of the organisation.
- 4.** Keep developing the organisation to be flexible in relation to new challenges and to have enough room for innovation and development.



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