

DAN CHURCH AID

**VISION,
VALUES
& GOALS**



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 cooperation 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 in most need, irrespective of their religion, gender, political conviction, race, nationality or ethnicity, disability, or sexual orientation.

DanChurchAid and who we are

DanChurchAid is a Danish faith-based civil society organisation (CSO). It was founded in 1922 by representatives of the Danish Evangelical Church, which continues to be a key DCA constituency. DCA is also comprised of the volunteers, supporters, and staff working hard to save lives and fight injustice.

Our vision is **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.**

We support the poorest of the world in their struggle for a dignified life and help those whose lives are threatened. We provide emergency relief in disaster-stricken areas and long-term development assistance in poor regions to create a more equitable and sustainable world.

Our work derives from Christian values. We show active compassion, share with the world's poorest, and help those in need. We act courageously when injustice is committed against people and when human rights are violated.

The situation of each individual is the starting point for our work, with respect for human rights and equality. We engage with popular and political forces and seek to influence decision-makers to improve conditions for the poorest. We work closely with faith-based and other partners and break new ground in our partnerships to make the greatest possible difference in the world.

We show leadership and maintain our 100 years of tradition for action and innovation. By experimenting and testing new ways of working with volunteers, donors and partners, we help people in poverty and distress to find a better life and have hope for a better world.

We do not discriminate in any way and support everybody regardless of their religion, gender, political conviction, race, nationality, ethnicity, and sexual orientation.

Our commitments, values and way of working

For DanChurchAid, working from Christian values implies an obligation to work for a world with peace, justice and the care for human beings. In Christian terms, the practical care for humans in need is called 'diakonia' (service). 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 is "We believe in life before death".

This expresses diakonia here and now and puts hope and action as the key signature of our work.

In DCA, diakonia has six main principles:

- 1)** It is human rights-based
- 2)** It is poverty-oriented
- 3)** It considers the root causes of suffering and oppression
- 4)** It works in equal partnerships
- 5)** It is holistic
- 6)** It seeks reconciliation

In DCA, we live this through our four organisational values which are our compass for all levels of the organisation and which guide both management, daily actions of staff, and organisational decisions:

Compassionate: We respect and welcome differences and are obligated to help others. We walk that extra mile with people in need and encourage dialogue whenever possible. We work hard to ensure that people have equal rights and are treated equally.

Proactive: We create positive change by taking action when needed. We create space for innovation and are constantly curious about new ways of working. We seek engagement with others to break new ground.

Responsible: We are transparent and accountable in all actions and create sustainable solutions. We inspire trust by leading by example with integrity. We consider the bigger picture and develop solutions that will provide sustainable and effective aid work.

Respectful: We respect the wishes and preferences of the people we help and act with fairness in all activities. We learn from our colleagues and partners to strengthen our organisation.

Human rights-based commitment and principled humanitarian action

We are strongly committed to ensure that human rights standards and principles are respected and promoted. Recognising the wide-spread systemic discrimination based on gender identity, DCA has developed a specific commitment to respect and promote gender equality and diversity.

In our work we have a strong human rights-based commitment, which we live through the five PANEL principles: Participation (P), Accountability (A), Non-Discrimination and Equality (N), Empowerment (E), and Link to Human Rights Standards (L).

In our humanitarian response, we are guided by four humanitarian principles - humanity, neutrality, impartiality and independence - which must always be respected. We also work to ensure that states and other actors respect International Humanitarian Law (IHL).

We have been assessed, and certified, in accordance with the Core Humanitarian Standard (CHS) which also incorporates the most important Humanitarian- and Human Rights Principles.

Membership of the ACT Alliance, churches and ecumenical relations

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 with WCC and LWF. The ACT Alliance includes 152 churches and church-related organisations working together in over 120 countries.

In a time where global institutions are challenged by renewed nationalism and a decreasing commitment to global values, principles and solidarity, the ACT Alliance offers a member-driven platform that brings together churches and faith-based civil society organisations for a common cause, which finds its outset in shared beliefs, values and visions grounded in a religious belief.

DCA recognises the value of such a structure. We support ACT globally and cooperate locally with selected ACT Alliance members to pursue common organisational goals, and work with a rights-based approach and commitment to gender equality, even where this is difficult and may challenge relationships.

Partnership with civil society organisations and movements

Civil society can transform the needs and rights of poor and marginalised groups into social and political power, ultimately leading to improved lives for poor, excluded, and vulnerable people. Moreover, civil society organisations are essential for the sustainability and local ownership of both long-term development interventions and humanitarian work. We therefore assist local civil society organisations (CSOs) – be it faith-based or grassroots organisations or social movements - to be strong, autonomous, vibrant, professional, accountable and transparent, genuinely representing rights holders.

The basis for CSO-partnerships is always agreement on common values and principles, programmatic relevance, technical skills, and effectiveness. As a faith-based organisation (FBO) with strong links to the Danish Church constituency, and as a member of ACT alliance, we always look for local ACT members and other FBOs with potential to be our partners in our focus countries. Being an FBO also implies that we seek to enhance interreligious cooperation not only with Christian partners, but also with Muslim, Buddhist, Jewish, Hindu and other faith-based actors.

We never replace civil society in the countries where we work. In crisis and fragile situations, we may not be able to identify local partners with all the capabilities needed to respond quickly or effectively at scale. In such cases, we co-implement and take responsibility for larger parts of direct implementation. This is to ensure timely and effective responses, while also providing a stronger support to gradually build the capacity of the partner. For all interventions, whether these are partner-, co- or direct-implemented projects, our key role is to support and monitor implementation; ensure that the management, accountability and administration meet professional standards; promote anti-corruption; ensure evaluation and learning from outcomes; and, of course, raise the necessary financial means.

Partnership with other key stakeholders and duty bearers

Our core belief in partnership, constructive dialogue, and cooperation also means that we work with many more stakeholders than civil society organisations (CSOs) in what can be labelled as partnerships. These include donors, universities, INGOs, private businesses, and national authorities, sometimes even including police and military. These relationships distinguish themselves from CSO partnerships in that we do not invest in developing these stakeholders as organisations. The same is the case where the goal is to improve a government's delivery and responsibility towards their citizens.

Our approach to private sector cooperation is based on an understanding of mutually beneficial relations and constructive dialogue aimed at an intelligent match between our core values and competencies and one or more partners. We seek to engage private companies and financial institutions - including large pension funds - in critical dialogue on how to prevent negative human rights impacts and act with due diligence in accordance with the UN Guiding Principles. We also work for transparency in donor funding of private sector engagement and believe that we can have a real impact through early and ongoing dialogue with businesses, governments and other civil society organisations.

Engagement in Denmark

In Denmark we mobilise the citizens to act in favour of the world's poorest. DCA works to increase the understanding of globalisation, the SDGs, and the lives, hopes, and aspirations of our target groups. By linking communication and action, we believe that a deeper engagement and commitment to change can be achieved. We meet people where they are, both physically and in their knowledge and understanding, and continuously explore innovative ways of engaging. We have a strong focus on social media and adjust to the rapidly changing media agenda.

DCA acts as an advocate for, and on behalf of, the world's poorest: It is their interests – not our own – that we aim to advance. Influencing policies and ideas is an integral part of our mandate and vision, and thus our identity as a Danish civil society organisation.

DCA is a constructive and knowledgeable partner in all of our interactions. We build our relationships based on trust and predictability. When identifying problems, we also point to solutions and courses for alternative action. We want to be the preferred conversation partner in the areas where we have a mandate, knowledge, and experience; likewise, we trust other organisations to lead the conversation when we do not have a direct stake in the matter at hand.

DanChurchAid as an organisation

The supreme governing body of DCA is the Council. The Council has 33 representatives elected by the national church, volunteers, donors, employees, Danish partners, and other churches and religious organisations interested in DanChurchAid's work. The Council is formally responsible for making decisions relating to DCA's vision, values, overall objectives and strategy, including long-term financial targets, and for adopting the annual reports and accounts.

The Board is in charge of the ongoing political and financial management of the organisation. The Board consists of up to 11 members, of which 7 are elected by the Council. The Chairman of the Board is Chairman of DanChurchAid. All board members are also part of the Council.

DanChurchAid has a strong organisational link to the national church – The Evangelical Lutheran Church in Denmark - and each of the 10 dioceses of the national church elects a member to the Council. The annual parish collection is organised in cooperation with parish church councils.



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 of DanChurchAid's activities are carried out in support of one or more of these goals:

Save lives: Individuals and communities affected by crises are protected, able to withstand and recover from shocks, and live dignified lives.

Build resilient communities: Individuals and their communities enjoy resilient livelihoods, and they influence institutions at all levels and live in safety, dignity and justice.

Fight extreme inequality: All individuals believe in and claim human rights and entitlements, and live their full potential, in a just and equitable society. They enjoy accountable and responsible governance with equitable access to all human rights.



Goal 1: Save lives

While upholding the flexibility to respond to humanitarian crisis as needed and as vulnerabilities, needs, and capacities are identified, DCA will build its humanitarian activities, including our rapid humanitarian responses, around three core approaches for which DCA either has or will build the required specific competences:

- 1)** Increase protection and humanitarian mine action, including risk awareness, safer communities and community-led protection approaches as well as a focus on gender-based violence;
- 2)** Improve livelihoods and sustainable recovery, including a strong cash component and community-based resilience, micro cash grants and the use of new and emerging technologies in assessment, targeting, monitoring and evaluation;
- 3)** Improve DCA's understanding, and not least documentation, of current and new humanitarian-development peace nexus activities.

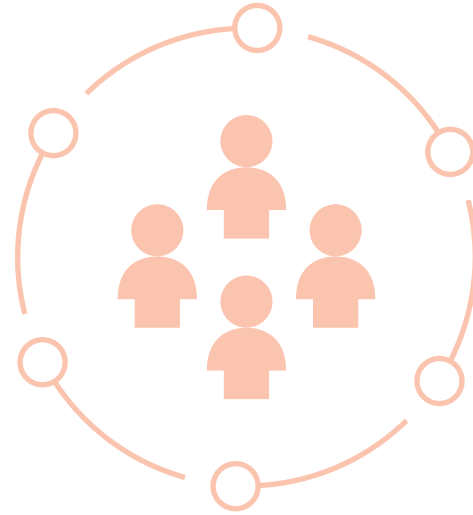
These approaches will be pursued through partner, co-, or direct-implementation, depending on actual context and availability of partners with the required set up, skills and/or potential to develop them. We will always uphold established humanitarian principles and standards, develop professional excellence, undertake relevant and sensitive advocacy to achieve humanitarian goals, and to strive for appropriate innovation wherever possible.

From **2019-2022**, DCA will support and contribute to the following long-term changes:

- Individuals and communities affected by crisis are safe, empowered and self-reliant.
- Post-crisis communities have increased resilience.
- Governments and international communities, private sector and non-state actors develop and adhere to international conventions.
- State and non-state actors meet their obligations and responsibilities according to international law (human rights, humanitarian and refugee law) and related guidelines.

DCA will save lives by focusing on

- Rapid humanitarian response and response preparedness;
- Emergency livelihoods and sustainable recovery;
- Community safety and protection;
- Global humanitarian policy and advocacy.



Goal 2: Build resilient communities

DCA has considerable capacity and strength in supporting communities to build resiliently using a set of thematic policies, cross-cutting commitments and guidelines for good practice.

These will continue to form the backbone of our future resilience work combined with new themes and innovative methods and technologies. Our resilience work will link to the SDGs to adjust to global trends and benefit from DCA's comparative advantages as well as to the strategic intervention areas under save lives.

We will improve resilience by scaling up income generation from sustainable production, promote access to decent and sustainable jobs, promote sustainable and climate friendly development, and improve disaster preparedness and risk reduction.

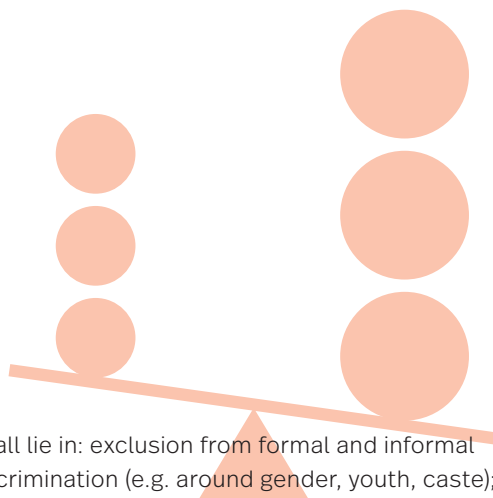
Where relevant, we will work on community resilience in urban areas under the same strategic framework. In all cases, our target group continues to be rights holders who are marginalised and/or discriminated against due to gender, age or ethnicity – especially women and youth.

From **2019-2022**, DCA will support and contribute to the following long-term changes:

- All individuals and communities live safe and protected lives, mitigate risks, absorb shocks and manage the impact of shocks.
- All individuals and communities use productive resources sustainably, practice diversified and sustainable livelihood strategies, and have equal access to and control of productive and natural resources.
- All individuals and communities negotiate and influence decisions and decision-makers for increased resilience.

DCA will build resilient communities by focusing on

- Community-based disaster risk reduction & risk management;
- Sustainable community livelihoods development and job creation;
- Communities influence decisions for building resilient communities;
- Global advocacy



Goal 3: Fight extreme inequality

DCA maintains that the key barriers to equal opportunities for all lie in: exclusion from formal and informal political and economic processes; structural and systemic discrimination (e.g. around gender, youth, caste); and lack of adherence to international law (human rights, humanitarian and refugee law) and related guidelines.

The excluded are often the rural poor, women, children and youth, those with disabilities, minorities and/or indigenous peoples, informal workers or (undocumented) migrants and refugees. In addition, certain groups often remain unrecognised due to stigma or political/religious pressure e.g. lesbian, gay, bisexual, transgender queer, intersex and asexual (LGBTQIA). Systematically addressing extreme inequalities is key to the “leaving no one behind” principle in the 2030 Agenda for Sustainable Development.

DCA’s position is that fighting extreme inequality is critical for addressing structural barriers, for furthering resilience within communities, and for responding to the underlying factors in conflict, protection and humanitarian crises. As such, DCA’s work on fighting extreme inequality will complement its support for work on building resilient communities and saving lives.

DCA is strongly positioned to work on issues of extreme inequality through strong value-based partnerships with community-based organisations and commitment to international law (human rights, humanitarian and refugee law) and gender equality.

From **2019-2022**, DCA will support and contribute to the following long-term changes:

- There is space for a diversified civil society at local, national and international levels.
- Moral and legal duty bearers are accountable and responsible and ensure non-discriminatory practices and equitable distribution of resources.
- Individuals believe in and claim human rights and entitlements and are active citizens who enjoy accountable and responsive governance through participation and inclusion.
- State and non-state actors meet their obligations and responsibilities according to international law (human rights, humanitarian and refugee law) and related guidelines.

DCA will fight extreme inequality by focusing on

- Space for civil society and protection of human rights defenders;
- Inclusive participation in decision-making;
- Equitable distribution of resources through inclusive and accountable institutions;
- Combating discrimination and promoting rights of excluded groups;
- Global advocacy

Goal 4: Create engagement

The overall goal for DCA's engagement work is to strengthen communication and relations with individuals, networks and partners in Denmark and to act together with them to benefit the world's poorest.

DCA understands engagement as feeling involved, being included and committed in relation to the world's poorest. It is not the feeling itself which is the overall goal, but the sum of actions originating from this engagement. Actions are defined as donations of money, time or voice. An example of this is DCA's second-hand and WeFood shops that support DCA's financial scope while creating awareness and affecting consumption patterns (SGD12).

The four areas for strategic attention for 2019-2022 are

1) Strong communication with meaningful opportunities of action

DCA's dialogue strategy ensures that DCA is known and respected as a humanitarian and development actor in Denmark.

2) Relevant and coherent dialogue building on relations

DCA has strengthened relations with individuals, networks and partners in Denmark through strategic dialogue offering meaningful actions

3) Equal partnerships as a driving force for communication and action

DCA focuses on partnerships with youth, social movements and church-related groups, and scales communication and action with these to reach new target groups.

4) Documentation of results and use of resources for use by management

Document our results in order to optimise our work in Denmark with special attention to areas where the value can be difficult to measure.

Goal for communication and the work in Denmark

DCA has a solid base consisting of volunteers working in second-hand shops and WeFood stores (3,600), door-to-door collectors (20,000) and private donors (50,000), but we cannot take their support or loyalty for granted. Rather than being passive donors – or philanthropists – people increasingly expect a return on the money, time or attention they have invested in DCA. If their expectations are not met, they will look to other organisations or causes.

To this should be added the increased professionalisation of charitable organisations and what can be viewed as a saturated “market”. Organisations compete for loyalty and this means that any charity must be agile, present and personal, while providing a plethora of actions and engagement opportunities for increasingly political and critical consumers.

Charities working in the Global South are met with an additional challenge: national entrenchment; globalisation critique; economic inequality and insecurity; growing fatigue with refugees and migrants. Political developments and the continuous battle for attention from ever-more international charities means that we are often met with the question “why not help our own first?” This not only poses a fundraising and communication challenge, but also a political challenge for an organisation which has at its core an obligation to act as an advocate on behalf of the world’s poorest.

In answering these challenges, it is more important than ever that DCA creates engagement with Danes.



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