

ADRA Denmark's strategy 2017-2019

Section A: ADRA Denmark's global approach

1. The overall global challenges

Throughout 2015, global challenges have become increasingly complex, and the world is facing multiple crises. In spite of recent progress within poverty reduction, hundreds of millions of people are still living in extreme poverty. According to the UNDP, more than 2.2 billion people are either near or living in what is termed 'multidimensional poverty', and about 842 million (or 12% of the world's population) suffer from chronic hunger. Inequality is increasing in many countries, and the distribution of power, wealth and opportunities within and between countries is highly biased. Gender inequality is also still a key challenge.

Devastating conflicts in the Middle East and many other regions seem endless. War, poverty, persecution and other ills have generated app. 60 million refugees and displaced persons around the world — the largest ever number of refugees since the end of World War II and expected to increase in the coming years. Protracted crises are becoming more common, often persisting for years on end. Climate change is an acute threat to poorer people across the world, with the power to push more than 100 million people back into poverty over the next fifteen years – and prompting increasing migration and urbanisation. The poorest regions of the world – Sub-Saharan Africa and South Asia – will be hit the hardest. The loss or degradation of key agricultural resources—especially land, water, and a stable climate—is leading to a global agricultural system in which more countries depend on international markets for basic food supplies. As a result, “land grabbing”—the purchase or lease of agricultural land by foreign interests—is surging, threatening food security. The paradigm of economic growth is being challenged with an increasing realisation that there is a need for responsible economic development that does not overexploit the planet's resources.

In many countries, the number of young people is rising, and the demand for education and jobs is huge. One in 11 – or 59 million – children are still not enrolled in schools¹, especially in Sub-Saharan Africa. Girls from poor households in rural areas are often the most disadvantaged and the least likely to attend school and acquire the human capital that could be their strongest asset to escape poverty. Frustration over corruption, inequality and undemocratic political and economic elites is, in many countries, prompting young people to mobilise and express their dissatisfaction. In response, governments feel threatened and step up their efforts to close down civic space. The combination of frustration and a lack of hope, voice, job opportunities and prospects for the future even drives some young people in radical directions.

In response to the numerous global challenges, the UN in 2015 approved a new and ambitious development agenda for the next 15 years formulated in the 17 Sustainable Development Goals, which target all countries. As the UN Secretary General Ban Ki-moon put it:

“We are the first generation that can end poverty, and the last one that can take steps to avoid the worst impacts of climate change. With the adoption of a new development agenda, sustainable development goals and climate change agreement, we can set the world on course for a better future. This must be a time for global action. Future generations will judge us harshly if we fail to meet our obligation.”

¹ According to UNESCO, 2013 figures

In spite of the urgent need to address the many development challenges and the extensive humanitarian crises, the necessary funding needed to achieve these goals is decreasing. Traditional development assistance from governments in the Global North is going down, the massive humanitarian crises consume funds previously allocated for development, and new donors who are less focused on human rights and democracy are emerging.

However, the eradication of poverty requires economic growth, which is inclusive and sustainable. It also requires us to stop harming the basic ecosystems, on which life on our planet depends. Moreover, all countries need social services that enable people to maintain a basic standard of living, even when disaster strikes. It requires innovative partnerships between governments, the private sector, civil society and individuals across all sections of society. This strategy describes the role that ADRA Denmark will play in the coming years to address some of these challenges.

2. ADRA's vision and mission

Vision

ADRA envisions a world where:

- ❑ Social responsibility and compassionate service is the driving force
- ❑ All people have equal rights and opportunities and hope for the future
- ❑ All people have the possibility to reach their full potential for growth and development.

Mission

Based upon the charge, the teachings and the example of Jesus, the mission of ADRA Denmark is

- ❑ To relieve human suffering
- ❑ To enhance personal dignity and contribute to social justice
- ❑ To build social capital and facilitate poverty reduction and sustainable development in poor and marginalized communities.

3. ADRA Denmark's history and values

ADRA Denmark has grown out of the extensive educational, medical and social work of the Seventh Day Adventist church.

As the First World War ended, the social work of the Adventist Church developed in Europe. After the Second World War, the involvement in Europe increased with Copenhagen as the main hub for distribution, reaching out to a war-torn Europe and increasingly to a poverty-stricken North Africa and Asia. In 1956, the relief work was organised into SAWS (Seventh Day Adventist World Service). Over time, the work gradually focused more on development, thus the global Church in 1983 reorganised SAWS into ADRA (Adventist Development and Relief Agency). Inspired by early Christianity (Acts 6:1-6) the Adventist Church envisioned ADRA in charge of the Church's social responsibility to the world, separate from the actual preaching of the good news.

ADRA Denmark was established in 1987 as an independent organisation with its own board and bylaws. As a faith based Christian organisation ADRA Denmark accepts the responsibility of being stewards in this world, using our talents (Mat 25:14-30) to serve our fellow human beings (diakonia). The driving motivation lies in the love we have received from our maker (1st John 4:19).

We believe all are created equal and in the image of God (Job 31:13-15). Thus regardless of social status, race, religion, gender or sexual orientation man has an inherent right to be treated with dignity and respect, and it is our duty to love our neighbour as we would love ourselves (Lev 19:13) and treat him or her as we would like to be treated (Mat 7:12).

Out of this understanding grows four key values for our work:

i. social responsibility, ii. equality of all, iii. human dignity and iv. human rights and justice.

4. What we do

Our key values are in put into practice through three areas of international work, which will be described below, followed by a section on the plans for our organisational development and communication work in Denmark. The three areas are:

- ✓ Humanitarian work
- ✓ Development work
- ✓ ADRA Business

5. How we work

Human Rights Based Approach

Our key values **social responsibility, equality of all, human dignity and human rights and justice** constitute the base for our international work. ADRA Denmark has a Human Rights Based Approach to development, because human rights are part of our values and struggle for greater justice in the world. Our Human Rights Based Approach takes different forms according to the context, but is always focused on promoting and protecting people's human rights (civil and political rights as well as social, economic and cultural rights) and addressing the underlying causes of vulnerability or poverty. Our ways of working with human rights are further elaborated in section C 1.

Linking Relief, Rehabilitation and Development

ADRA Denmark is committed to the idea of linking relief, rehabilitation and development (LRRD). The point is to ensure that humanitarian programming does not undermine development work and that development programming is building on humanitarian knowledge and results. LRRD is well in line with the human rights based approach as it addresses root causes of vulnerability and poverty.

ADRA Denmark defines LRRD as our support to people to claim their own rights, reduce their vulnerability, build confidence in local organisations and draw upon resources within their own communities. Resilience building has become a focal point in our strategy to link relief to rehabilitation and development. The focus is on how best to support people's capacity to cope better in the face of crisis and to "bounce back better" after a crisis is over.

Our focus on LRRD means that we strive to be flexible and responsive to contextual changes. From the beginning, we attempt to apply a long-term perspective to short-term humanitarian interventions, and we work with local partners and institutions and focus on what people are doing already and how their agency and links to institutions can best be supported. Thus, LRRD entails a strategic mix of different approaches from relief to rehabilitation and development approaches.

Gender

Despite considerable improvements, women and men still have unequal access to resources and services, unequal control of such resources and unequal participation in social development processes. This does not only violate women's human rights, but also inhibits economic growth and effective social development.

ADRA Denmark operates with a gender sensitive approach, rather than focusing specifically on women. This approach entails analyses of how identified problems affect women and men respectively and how women and men respectively can play a role in addressing them. It also aims at increasing awareness and empowering both women and men in order to ensure equal participation. Often it will be conducive to involve men in preventing violations of women's rights.

Though the inclusion of both women and men of all ages is a central strategy, women will be a specific concern in some topics and areas, such as gender based violence and girls' and women's equal rights and access to education. In this context it is worth remembering that women² are a main contributor of agricultural labour and that the majority of adult women are economically active.

In accordance with our values, we will make an effort in our programmes to be sensitive to differences between people in order to protect the rights of all duty-bearers and not discriminate anybody. This is not only related to gender, but also to social status, race, religion and sexual orientation.

6. Where we work

Historically, ADRA Denmark's interventions have been focused in countries around the African Great Lakes region (i.e. Burundi, Rwanda, DR Congo, Malawi and Uganda). These have since been supplemented with (more or less) neighbouring countries – i.e. South Sudan, Sudan and Zimbabwe. In recent years, the humanitarian efforts have been extended to countries in the Middle East (Yemen, Lebanon, and Syria). In the future, ADRA Denmark will aim to maintain its presence in these regions in order to have a certain geographical focus. However, refugees from the same regions may be supported in their new host countries if possible.

In addition to this, ADRA Denmark can support certain emergency interventions undertaken by the ADRA network. More specific intervention criteria for this are outlined in Section B.

7. Our target groups

1. The most vulnerable and poor often living in failed states or areas of conflict and crisis. Currently this includes countries like Burundi, South Sudan, Sudan, Yemen and Syria.
2. Poor people in more stable countries like Uganda, Malawi, Rwanda and others to be determined.
3. ADRA Business will also address the issue of economic development through employment especially of young people in collaboration with Danish and local business partners in selected countries of interest for investors. Currently ADRA Denmark tries this out in Nigeria and Uganda.

8. ADRA Denmark and our partners

ADRA Denmark is a recognized member of the global ADRA network consisting of 134 independent nationally founded ADRA organisations, operating under the guidance of ADRA International. ADRA Denmark always works in close partnership with the ADRA office in the partner country, and our partnerships must clearly contribute to ADRA Denmark's overall strategy. The national ADRA partner is the

² In the countries of operation.

owner and the implementer of activities, while ADRA Denmark takes on the role of facilitator, supporter and sparring partner.

ADRA Denmark adds value to our partnerships in various ways, e.g.:

- Through monitoring and sharing of knowledge on international trends within programme development, e.g. Communication for Social Change, Theory of Change, focus on civil society, human rights and advocacy, results reporting, value chains and innovative partnerships within the business world.
- Through providing technical support and capacity development, e.g. within areas such as resilience, livelihood and VSLA's, LRRD, Human Rights Based Approach, primary education and learning, participatory approaches, democracy and transparency.
- Through providing access to international donors and influencing funding streams and requirements. In addition, ADRA Denmark will often be able to provide match funding as well as assurance to the donors with regard to financial strength and capacity coupled with accountability and quality.
- Through facilitating partners' access to the international arena on specific advocacy issues as well as raising global issues vis-à-vis the Danish population.
- Through participating in the curbing of a growing nationalism in the north, and working to link people together.

To strengthen our efforts, we often collaborate with other ADRA supporting offices (e.g. ADRA Germany, Norway and Sweden) on joint or complementary projects. Our funding partners include Danida and the EU (incl. ECHO).

Section B: ADRA Denmark's Humanitarian Work

1. Introduction

ADRA Denmark has more than two decades of experience in delivering humanitarian assistance and protection in conflict affected and fragile situations, as well as in acute emergency situations. Humanitarian aid makes up an important element of ADRA Denmark's organisational identity and remains a high priority in our work.

All humanitarian activities are, by definition, activities aimed at promoting and protecting human rights. International Human Rights Law recognizes that all people have certain fundamental rights that must be protected at all times, even in conditions of war and emergency. These include the right to life, the right to legal personality and due process of law, the prohibition of torture, slavery and degrading or inhuman treatment or punishment and the right to freedom of religion, thought and conscience.

Much of ADRA's humanitarian work is focused on refugees and IDPs in settings and situations where severe protection concerns are present, such as protracted conflict situations and post-conflict settings. During humanitarian crises, there are always groups of people who need special attention because of their

vulnerability, e.g. the elderly, women, children, people with disabilities, and minority groups. Humanitarian crises aggravate their already vulnerable situation in many ways, e.g. leaving many households without adult male assistance and women as easy victims of rape or other forms of violence. Key protection principles³ are mainstreamed throughout our work as a cross-cutting issue in consideration of the “do no harm” approach aimed at ensuring that activities do not contribute to or aggravate risks for beneficiaries.

2. Objectives

ADRA Denmark focuses on providing a timely, efficient and well-coordinated response to the needs and priorities of people affected by acute or protracted crises and disasters, based on international humanitarian principles and standards and implemented through our local partners. As mentioned above, we will furthermore focus on strengthening the resilience⁴ of communities and their members. In our humanitarian work, ADRA Denmark has a two-pronged approach, reflected in our two objectives:

Objective 1: *People affected by conflict and crises are provided with appropriate life-saving humanitarian assistance and protection*

Objective 2: *People and communities affected by conflict and crises are supported to be resilient.*

Where the first objective addresses acute emergency situations, the second is more related to protracted crises. These will be further elaborated below.

Objective 1: Acute emergency situations

For short-term emergency interventions, ADRA Denmark prioritizes crises where most lives are at-risk and most damage has been done. The impact of a particular crisis depends on the existing vulnerability of the people and communities. Poverty, inequality, poor governance and environmental degradation all contribute to increased vulnerability. With the limited funding available, it is not possible to assist all emergencies and thus ADRA will respond to crisis where most lives are at-risk.

In our response to sudden-onset major emergencies, ADRA Denmark will rely significantly upon our relationship with the international ADRA network. The immediate response in the aftermath of a disaster will be based on the needs, priorities and capacities of the affected populations (women, men, boys and girls) and build on the specific technical and sector competencies of the local ADRA office, which has the contextual knowledge and ability to provide a rapid response. Humanitarian assistance will address basic immediate needs such as food, shelter, water, education, sanitation and hygiene and be carried out in close coordination with relevant stakeholders in the cluster system and in accordance with agreed standards.

As a member of the ADRA network, ADRA Denmark will participate in coordinated and integrated responses jointly funded by a number of supporting ADRA offices and implemented by the local ADRA country office with support from the international Emergency Response Team when needed. The added value of ADRA Denmark will in particular be our ability to immediately release personnel on short term secondment and provide flexible and match funding. This internal capacity allows ADRA Denmark to support the ADRA network to better respond to crises and increase our knowledge and capacity on the ground when these crises occur. ADRA Denmark also participates in the Emergency Management Committee, which works on guidelines and learning for network responses.

³ In particular, the Sphere Standard’s four basic protection principles (The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response, 2011)

⁴ Resilience is defined as “the ability of a community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner” (Core Humanitarian Standards on Quality and Accountability (2014)

In acute crises, the partnership will be assessed based on the ability to quickly respond to the crisis, their ability to reach and engage the most vulnerable beneficiaries, cost effectiveness and past performance. The capacity of the local office will also be assessed based on its ability and willingness to collaborate with other agencies and actively participate in cluster coordination. Thus, for short-term emergency responses, we may offer management support in order to enable the partner to respond appropriately.

Objective 2: Building resilience in protracted crises

For the long-term interventions, the country or the situation must be characterized by being a protracted crisis. ADRA Denmark will prioritize interventions where it is possible to work with resilience to reduce the vulnerability of the people and work for durable change. ADRA also focuses on “forgotten” crises which receive little attention by other actors.

Thematic areas/sectors of work differ between focus countries as interventions are designed based on the specific needs of the affected population and context of the country as well as the comparative advantage and expertise of the local ADRA office. However, common for all interventions is the focus on reducing vulnerability and strengthening coping mechanisms of the affected families and communities. Tackling the root causes through a resilience and LRRD lens is crucial if long-term recovery efforts are to be successful and to stem aid dependency.

To this end, ADRA builds on existing structures and capacities at community level to enable access to basic services, strengthen food security and livelihood opportunities among the most vulnerable groups, support awareness raising and life skills, and facilitate mediation and conflict mitigating initiatives to decrease tensions and conflicts among groups at local level.

The selection of long-term partnerships will depend on the partners’ willingness and capacity to build the resilience of the most vulnerable beneficiaries, address underlying causes of vulnerability, their cost effectiveness and past performance. The capacity of the local office will also be assessed based on their ability and willingness to collaborate with other agencies and attending cluster and other coordination meetings. Finally, the selection of long-term partnerships will also depend on their potential for development and their willingness to engage in longer-term partnerships.

3. Other intervention criteria

ADRA Denmark gives highest priority to countries where we are already operative. This entails a focus on Africa and increasingly on the Middle East, in particular Syria. This priority is based on the assumption that an intervention will benefit from already existing partnerships and established working relations, an understanding of the socio-cultural and political context and previous investment in staff and office installations. The focus on the Syrian crisis includes also neighbouring countries as well as countries affected by the refugee crisis in Europe.

In countries where ADRA Denmark does not have a long-term strategic engagement, we will engage in response to major humanitarian crisis when we have an added value in terms of thematic competencies or funding opportunities. In focus countries, we will always seek to respond to a humanitarian crisis building on our existing partnerships. Where possible and relevant, we will link the humanitarian response to our ongoing development interventions to enhance synergy.

The choice of whether to intervene in a country also depends on the availability of funding with donors having their own strategic priorities in terms of geography and sectors. As ADRA Denmark serves in a

network, we have the responsibility to access donors, which other members of the network do not have immediate access to. For instance, ADRA Denmark is one of the few ADRA offices with an FPA with ECHO. This may call for involvement in countries outside the priority countries. Thus, the selection will often happen in a dialogue with other ADRA partners. ADRA Denmark also collects own earmarked and unmarked funds through local events and participation in joint TV events. Thus, in order to fundraise, the crisis must have some appeal to the Danish society.

4. Accountability and international standards

ADRA Denmark is committed to the Core Humanitarian Standard (CHS) on Quality and Accountability and its nine commitments, which form the foundation for delivering humanitarian assistance that is accountable and of high quality⁵. This implies taking a people-centred and human rights based approach and means that ADRA will work to continuously improve our systems, structures and practices in order to consistently improve the quality and accountability of our humanitarian response. Over the coming years, ADRA Denmark will work towards integrating CHS into all relevant policies, procedures and guidelines. As such, the CHS will be used as a code with which to align ADRA's internal procedures and as a basis for verifying performance.

Within the timeframe of this strategy, ADRA Denmark will strive towards completing the three steps of the CHS verification framework consisting of self-assessment, verification and certification. Following the initial self-assessment, ADRA Denmark has signed up for a third-party verification based on which a work plan on how to operationalize the standards will be developed and rolled out across the organization. On the longer term, ADRA Denmark has embarked on and expects to complete the certification process, which entails biannual reviews to assess progress and compliance with the standards, and to ensure continuous learning.

ADRA Denmark is also playing an instrumental role in advocating for and supporting the roll out of the CHS through the international ADRA network. ADRA International has committed to leading this process of integrating the standards into ADRA's way of thinking and working and of verification and possible certification of a number of ADRA offices. ADRA expects this to be a voluntary process which some – but not all – ADRA offices will commit to. In the meantime, partnership between ADRA Denmark and key long-term partners builds on common commitment to the CHS, and ADRA Denmark will provide support to these partner offices. When assessing new partners, an important criterion will be commitment to CHS in order for ADRA Denmark to fulfil its obligations.

Section C: ADRA Denmark's Development Work

1. Introduction

As mentioned in section A, ADRA Denmark subscribes to a Human Rights Based Approach. In this perspective, poverty is not merely about a lack of adequate resources, and therefore provision of material solutions alone may not suffice. Even when resources are available to the poor, access to them may be denied because of who they are, where they live, or sometimes simply because of neglect and lack of concern. Also, it may often be a result of discrimination in policies and a product of legal inequalities. From this perspective, poverty is something that is done to people, thus one might argue that people are not poor - they are impoverished.

⁵ The CHS draws together key elements of existing humanitarian standards and commitment, including the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, the 2010 HAP Standard in Accountability and Quality Management, the Sphere Handbook Core Standards and the Humanitarian Charter, and others.

This implies that a Human Rights Based Approach addresses more complex and fundamental causes of poverty and inequality such as discrimination, exploitation and abuse. Poverty is recognized as a Human Rights violation, and poverty in itself is seen as a root cause of a number of human rights violations. Thus, a central dynamic of a Human Rights Based Approach is identifying the root causes of poverty.

Also key to the Human Rights Based Approach is defining the **responsibility** for the fulfilment and realization of human rights. A distinction is therefore made between *duty-bearers* and *rights-holders*. Duty-bearers are the ones who are responsible for the fulfilment of human rights and concrete for compliance with international conventions. It is typically - in many cases - the state (at national, regional and local level), but can also be non-state actors. With our Human Rights Based Approach ADRA works with duty-bearers in several ways. Through advocacy we aim to get them to recognize and assume responsibility, and through capacity building we strengthen their ability or capacity to meet their obligations towards rights-holders. Rights-holders are all individuals; as human rights apply to everyone. ADRA works to strengthen rights-holders to claim their rights – i.e. through strengthening their awareness of their rights, of the responsibilities of duty-bearers and of their opportunities for influence. The **PANT**-principles *Participation*, *Accountability*, *Non-discrimination* and *Transparency* are central in the implementation of a Human Rights Based Approach.

2. Objectives

ADRA Denmark has defined the following three development objectives that will guide all our long-term activities:

1. Increased # of people living in poverty are empowered to participate in collective actions to enact social change
2. Increased # of people living in poverty access quality public services
3. Increased # of people living in poverty have improved their livelihood strategies.

The three objectives are to some extent interconnected, but each one may also exist in its own right. How we will achieve these objectives is further elaborated below.

Objective 1: Empowering people living in poverty to participate in collective actions to enact social change

Empowerment is a central concept in ADRA Denmark's work. Through the approach 'Communication for Social Change' (CFSC), people living in poverty are empowered to articulate and address development issues at community and national level and in a broader sense to be actors engaged in civil society. In this way they become active agents of change in their own lives, in their communities and in encounters with local authorities (duty-bearers). In order to do so, they have to be capable of expressing their interests and problems and enter into discussions with relevant stakeholders. This takes place in Community Based Groups, where rights-holders have gathered around a common interest, which could be farming. In the CBG they identify problems and issues of concern for them or the community and they develop an advocacy plan for how to address the issue and to whom. Some CBGs also use the REFLECT methodology to strengthen critical thinking and awareness of rights among illiterate members, who form a REFLECT circle where they analyse issues of concern and are empowered through literacy and numeracy.

CFSC is a strategic way of using interpersonal communication – dialogue – to empower communities to address their own problems through a process of 'private and public dialogue'. It is a bottom-up approach that does not specify the specific problems or context of the individual country, district or community, but is adapted to fit the overall context within which it is applied. In CFSC social change is defined as 'a positive change in people's lives – as they themselves define such change'. It is an approach that promotes community empowerment for both individuals and collectives.

In CFSC, different communication (advocacy) channels are used to facilitate the dialogue and articulate issues of concern to the community. Community Dialogue is a central concept where the community members (rights-holders) and duty-bearers meet to discuss one or several issues identified by the rights-holders. A Community Dialogue is a public meeting where everyone is allowed to speak, often facilitated by a CBG or an external facilitator.

Media, in particular radio, is also a key channel to facilitate communication. Through media productions (radio and TV), rights-holders can articulate their advocacy issues and address duty-bearers in public. Radio is a very strong means of communication as it has the potential to reach a large number of people. The inclusion of community members in the programmes empowers others to also claim their rights. The public articulation of claims puts pressure on duty-bearers to be held accountable.

Objective 2: Supporting people living in poverty to access quality public services

The second objective is closely connected to the first one about empowerment. The idea is that when rights-holders are capable of expressing their interests and concerns towards duty-bearers, they are also able to claim their rights. It is up to them to decide whether their priority is their right to education, their right to health services or something different. Advocacy and advocacy strategies are key concepts here. Capacity building of both rights-holders and duty-bearers is a key strategy in this objective. Rights-holders in the CBGs are educated on human rights, national policies on public services, advocacy strategies and roles and responsibilities of authorities in order to be able to claim their rights to access quality public services.

Local authorities are also trained in human rights and their roles and responsibilities in order to be more capable and willing to respond to the claims of the rights-holders; the local communities. A challenge may be a lack of public budgets available for services, but then the local advocacy done by CBGs can be supplemented by national advocacy by the national ADRA organisation towards the government for increased budgets and more transparency, as well as an ongoing advocacy effort for increased access to public services for rights-holders.

ADRA adopts a non-confrontational, dialogue-based approach to advocacy, which is closely linked with our faith-based set of values promoting reconciliation and peace. ADRA works through dialogue and trust-building with authorities to gain influence and strong relations useful for advocacy work. We are continuously working to hold authorities accountable, but we do not want to contribute to stepping up conflicts.

Objective 3: Supporting people living in poverty to improve their livelihood strategies

Recognising that people living in poverty need to ensure their livelihood before they are able to address other concerns, this is also one of ADRA Denmark's priority areas. Improved livelihood strategies will often be a result of the empowerment processes mentioned above, but may also be separate. We define livelihood the capabilities, assets and activities required for a means of living. This definition is typically applied at the household level. A sustainable livelihood strategy is one which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation.

The work to improve livelihood strategies often takes place in different types of farmer groups and organisations – farmer clubs, interest groups, Farmer Field Schools, associations and cooperatives. The activities include production as well as market-focused activities and organisational development. ADRA is also piloting a new participatory value chain research approach – the Farmer Market Schools, which empowers farmers. This approach addresses the important transition of the smallholder farmer from a

marginal market player to an informed and conscious farmer, who bases his/her production on an analysis of the market.

Another central approach to improve livelihood strategies is the promotion of Village Savings and Loan Associations (VSLA). A VSLA is a group of people who save together and take small loans from those savings. The VSLA has a basic design, which strengthens group development through transparent and simple management, democratic governance and strong mutual relationships between members. Since around 70-80 % of the members are usually women, the VSLA's also have an important role in developing women's self-confidence and control over household resources, thereby also leading to improved resilience. A VSLA is a basic public, democratic organisation model, which can be seen as a building block for other civil society organisations. In relation to income generation, savings can be used for investment in production, e.g. agricultural inputs. And the savings discipline can be used as a building block for household economy and investment planning necessary for poor producers to enter formal markets.

Section D: ADRA Business

Introduction

ADRA Business has been exploring new ways of developing innovative partnerships. The overarching goal of ADRA Business is poverty reduction, which will happen through business facilitation aimed at providing sustainable and inclusive growth in Africa and productive employment and decent work (SDG 8).

ADRA Business is expected to have two-pronged approach within the strategy period:

a. ADRA Business Forum (AB Forum)

This is a fundraising approach based upon a single-business philanthropy and CSR profiling. It is based on receiving non-earmarked donations for the work of ADRA Denmark.

b. ADRA Business Facilitation (AB Facilitation)

This approach aims to look for new opportunities to position ADRA Denmark in relation to the market through development of innovative partnerships. The services are grouped as Prospects, Liaison and Partnerships:

- *Prospects* will present clients with potential business cases within Agribusiness. (SDG 2)
- *Liaison* will encompass ADRA Business to take a stake in a project (a kind of partner brokering) where the client will initiate business engagement with social impact.
- *Partnerships* include screening the market for future business partners and propose options for how to enter the market possibly together.

ADRA Business is expected to be self-sustainable from 2017 with income primarily from CSR donations and consultancy payment. However, ADRA Business is as the activities develop expected to provide a positive return to ADRA Denmark and the more traditional ADRA Denmark development activities by 2018.

ADRA Business has two specific objectives:

Objective 1: To increase the number of CSR donations from companies to a minimum of 30 annual donations by 2018.

An expansive approach will be directed towards the agricultural sector and food processing industry as well as relevant funds via marketing for increased non-earmarked CSR contribution.

Objective 2: To support and facilitate the establishment of new businesses with a social impact

a. Development of 20 paid for potential business cases within Agribusiness by 2018

The initial focus will be Nigeria and Uganda, where ADRA Business Denmark will have at least one employee in each country. An example of a business case is the pilot Ingrower scheme developed in partnership between Danish Knowhow and ADRA Business presented to and paid for by Babcock University Investment Group Nigeria. The Ingrower will function as an incubator within the sector of Agribusiness totalling 150 entrepreneurs for approximately 18 months, with a constant replacement of trained entrepreneurs.

b. Support to the establishment of two new businesses with a social impact by 2018

Management support to get the actual pilots for the Ingrower Scheme up and running, this may also include grants and investments. Financial support will come from institutional donors, private investors, social impacts investors and banks.

c. Development of three new partnerships by 2018

The first partnership was initiated with Grundfos late 2016, involving the whole ADRA network. It is to be rolled out and further developed within the next three years. It includes development of a special water kiosk, and joint humanitarian responses.

All the partnerships will be within the sectors of Agribusiness, Education, Water and Health. ADRA Denmark/Business will work for an extended benefit and involvement in the partnerships for both ADRA Denmark and the ADRA network.

Section E: ADRA Denmark's organisational development and popular foundation

Introduction

During the next strategic period, ADRA Denmark will work to strengthen the organisation in order become well-equipped to pursue the objectives described in the previous sections. The overall organisational development objective is to be a well-recognized and professional organisation with clearly defined values, which influence our work and attitude towards our fellow human beings and make us a trustworthy, financially responsible and good partner.

The development of the organisation includes the constituency and popular foundation; the funding base; the secretariat; and the role as a civil society organisation in Denmark and in the ADRA network.

1. Popular foundation

It is vital for ADRA Denmark to constantly strengthen our popular foundation, which consists of:

- individual members, who make up our constituency and the Adventist Church
- our supporters
- others who on a regular or less regular basis support the work of ADRA Denmark as partners or through voluntary work and/or donations.

Cooperation with the SDA Church in Denmark

ADRA Denmark has over the last few years been in close dialogue with the president and the board of the Adventist Union of Churches in Denmark. The purpose has been to find new possibilities for collaboration between the various socially engaged groups of volunteers in the Adventist Church in Denmark.

Besides strengthened engagement of the church members' social engagement in Denmark, it is also agreed that ADRA Denmark as an organisation will find a role to play as a social actor in Denmark. However, the dialogue around focus of this work and structural setup for future coordination among the various actors under the Church are not in place yet. ADRA Denmark will continue this dialogue and adapt to the new challenges as they arise. Both the focus of ADRA Denmark's engagement and the future structure for coordination should be in place by the end of 2018.

The role of ADRA Denmark in Denmark may include collaboration with the following groups of volunteers, with whom ADRA Denmark already has a working relationship:

Volunteers

The Adventist Church has three second hand shops (i.e. the 'Happy Hand' shops) in Denmark, which also partly fundraise for ADRA Denmark. The shops are entirely driven by volunteers, and they have some autonomy in selection of partners. ADRA Denmark will nurture the relationship with the shops, supply the shops with fundraising material for campaigns, work towards greater integration of their finances into ADRA Denmark's overall finances and provide support when they address the needs of people on the in Denmark.

'**Adventistkirkens Hjælpe Arbejde**' (**AHA**) also works closely with ADRA Denmark. They work with collection of second hand clothing and shipments to former Eastern Europe, where the local ADRA together with the church distribute to institutions and the poorest families. ADRA Denmark will work for greater collaboration between AHA and the Happy Hand shops.

ADRA Denmark is a board member in both of the above groups of volunteers and recently also on '**Adventist Seniors**'. ADRA Denmark will work for greater collaboration between the different groups addressing social issues in Denmark, and possibly engagement of volunteers to support our ADRA Partners in Southern Europe in connection with the refugee crisis.

Finally, ADRA collaborates closely with the **Adventist Church**, whose members annually collect more than one million DKK for the work of ADRA Denmark. This is done in the annual 'Hjælpeaktion' where people visit friends and former supporters in their homes. 'Hjælpeaktion' is very important for ADRA Denmark, and ADRA will take a greater responsibility in this in order to stop the decline of fundraising in 'Hjælpeaktionen' during the next strategic period.

ADRA Denmark is also working closely with **ADRA Youth** and **ADRA Business**, and see them as important factors in the popular foundation, which engage different groups of volunteers. Both are in the current form quite new initiatives, and each of them is an entry wedge for ADRA Denmark to access different aspects of the Danish populations.

ADRA Youth provides training for young people interested in programme work and issues relating to global development. Thus they may become a source for future recruitment for ADRA Denmark, but they also take the development agenda to young people touring schools and high schools, talking about their own experience in Africa. Currently ADRA Youth is guided by the programme department, but is vital to strengthen the organisational set-up around ADRA Youth in the coming strategic period. We will also aim to

increase the knowledge and interest among young people for development and humanitarian work, mainly through the campaign 'Same-same'.

ADRA Business is in an experimental phase, and it has to prove in the near future, whether this is the right way forward. The goal for ADRA Business is to be financially sustainable within 2017, and to have some of the expertise in house, which currently is being bought from consultants.

2. Funding base

ADRA Denmark aims to diversify and increase its funding base and decrease the dependency upon the Danish Ministry of Foreign Affairs. This will take place through increased private fundraising in Denmark, through the establishment of new partnerships within the range of ADRA Business, and through a targeted effort to obtain funding from the EU. ADRA Denmark will also explore the possibility of developing close partnerships with Implementing offices, which may open up for joint application to local pools of funding, which normally according to ADRA network policy of territorial integrity are only available for local ADRA offices.

- By 2019, we aim to have increased our annual turnover to DKK 70 million.

We believe that approaches used in relief and development work respectively can mutually enrich each other and expect that some donors will merge development and emergency funding. However, ADRA Denmark will strive to maintain expertise with in both fields.

- Based upon the current forecast of Danida funding and in order to achieve the 70 million DKK, ADRA Denmark should expect to increase EU, ECHO and other funding to 40 million DKK by 2019.

Private fundraising in Denmark

We will work intensively to increase the financial support to ADRA Denmark from private donations and foundations. One of our main communicative challenges has been and still is ADRA Denmark's limited outreach in Denmark. Among the Danish population only few know about ADRA Denmark and our work, and we are not top of the mind when someone actively looks for an organisation to support. For the last three years ADRA Denmark has therefore increasingly focused on trying to reach new target groups, and at the same time strengthened our communication and fundraising work among existing supporters and followers.

ADRA Denmark will continue to focus on connecting with new target groups in order to engage them, raise awareness about development issues and get financial support for our work. In order to be cost effective ADRA Denmark will work mainly with strengthening of the existing digital platforms: website, Facebook, newsletters, other social media, and the Adventist churches.

More specifically, ADRA Denmark will:

- **Increase the number of private donors** – both one off and monthly or regular donations. We are focusing on digital platforms. We will run external marketing and lead campaigns on relevant, digital channels. We also aim to be among the first organisation to execute external collections in crisis situations (e.g. when an earthquake strikes).
- **Test 2-3 alternative sources of income.** We are doing this by using already existing platforms, activities, or networks.

- **Increase income from existing activities** by making them more measurable and effective and also **increase donations from foundations** by a more systematized approach.

3. Advocacy and participation in networks

ADRA Denmark's development education and advocacy takes its starting point in the values of ADRA. The key themes are as described i. our social responsibility, ii. equality of all, iii. human dignity and self-esteem and iv. human rights and justice. This places the wellbeing of mankind at the centre.

The key themes identified for ADRA Denmark to address are: i. Development assistance, ii. treatment of refugees or foreigners, iii. Dialogue, peace and reconciliation, and iv. Democracy, participatory citizenship, rights and duties.

The platforms for engagement may be summarized as i. the ADRA network and the Adventist Church both inside and outside Denmark, ii. The Danish political arena, iii. The Danish population and iv. Europe.

Participation in the decision-making within the ADRA network is vital for ADRA Denmark. The organisational set-up of the ADRA network is expected to undergo huge changes in the coming years. In addition, what is called the 'Danish' approach has proved its value, and ADRA Denmark has a key role to play in shaping the network approach in the area of capacity development of civil society, Human Rights approaches, advocacy and the rolling out of the Core Humanitarian Standards.

The ADRA network is right now committing to a structural reorganisation, which will allow greater participation and influence in hubs or spheres of special interest. It is important that ADRA Denmark uses every opportunity for dialogue and influence with key persons and relevant partners and when relevant invests in the development of hubs for learning and influence in order to gain influence. ADRA Denmark is already participating in a Technical Working Group for shaping of Network approaches to humanitarian crises and an Agricultural Forum, just as we are driving the dialogue on innovative partnerships with the private sector and networking around human rights based approaches. In order to be leading in these areas, it is vital that ADRA Denmark ensures that internal capacity is in place and further strengthened.

ADRA Denmark has also an interest in influencing the development and thinking of ADRA offices in Europe, thus we will support the regional office for Europe in Brussel and stand for election for a place on the board. The ADRA EU aspect of the regional European office in Brussel also work as a liaison office for ADRA Denmark both in relation to Concord Europe (Influence on EU within the area of development) and Voice (influence on and access to ECHO), both of which ADRA Denmark is a member.

ADRA Denmark is and wants to continue to be a member of the steering Committee of *Globalt Fokus* in Denmark which addresses both the political arena in Denmark and Europe, the last through Concord Europe.

4. The secretariat

In order to strengthen ADRA Denmark to accomplish its mission a number of internal organisational issues, found in an internal SWOT analysis and mentioned in external review, will be addressed.

- ADRA Denmark has developed a comprehensive programme manual including finance handling by the end of 2017. This should also double as a partner manual.
- The internal and external verification towards CHS certification is accomplished in 2017, and ADRA Denmark will work for this to be followed by a joint ADRA network accreditation and certification as soon as possible.

- The strategy for communication is updated and the capacity for advocacy strengthened in ADRA Denmark by the end of 2016.
- The results documentation and the overall M&E system are reviewed and strengthened by the end of 2017.
- The risk-analysis tool is updated in 2016 and the risk analysis for all humanitarian projects are updated by the end of 2017.