



GLOBAL STRATEGY
2011-2015



NORWEGIAN CHURCH AID
actalliance

GLOBAL STRATEGY 2011-2015



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FOREWORD

Norwegian Church Aid's constitution sets four goals for the organisation. First, to provide emergency aid to people who are suffering and in need of relief assistance, regardless of race, nationality, political convictions or religious faith. Second, to be involved in long-term efforts to improve people's livelihood, ensure their basic human rights and contribute to peace and reconciliation. Third, to provide assistance to churches in need and fourth, to inform the population in Norway about people's needs and resources and the root causes of poverty.

By giving Norwegian Church Aid this constitution, the churches in Norway have entrusted us with the mission to make God's love manifest in the world by upholding human dignity and protecting the integrity of Creation.

Our Council is Norwegian Church Aid's highest governing body. In the Policy Document, our Council identifies Norwegian Church Aid as an ecumenical and diakonal organisation for global justice and a faith-based organisation in civil society rooted in the global ecumenical movement through our Act Alliance membership and our relationship with the World Council of Churches and the Lutheran World Federation.

Norwegian Church Aid's work is based on the belief that all human beings are created in the image of God with the same intrinsic value and with fundamental rights and duties. It is our belief that God identifies especially with the destitute, the poor and the oppressed, and that service to these people is service to God. In line with our constitution, Norwegian Church Aid's assistance is provided unconditionally and without any intention of influencing people's religious affiliation. We seek to help people identify and strengthen forces within their own religion that affirm justice and reach out to protect the oppressed and destitute. To address the root causes of poverty and oppression, service to and with the poor also implies a promotion of global justice by challenging individuals, institutions, corporations and public authorities to work for

political and economic change that upholds the rights of the poor and vulnerable.

Our Council identified the core values of Integrity of Creation, Human Dignity, Global Justice, Inclusive Communities and Compassion as the foundation for all Norwegian Church Aid's activities, thereby committing us to empower the poor and hold the powerful accountable, to promote women's rights and gender equality, protect the environment, promote human security by striving for peace and reconciliation and accept being held accountable as an organisation to ethical values and standards, human rights and the humanitarian Codes of Conduct.

The Global Strategy decided by the Board operationalises our constitutional obligations and the vision of the Policy Document by giving strategic direction and priorities for the next five years. The strategy focuses our work both in terms of who we will work with, what we will do together and where we will work. The Strategy further roots our work within the ACT Alliance, realising that we must work together in genuinely global and multilateral structures if we are to be effective and create synergies in order to improve the results of our efforts.

Realising that results can only be achieved through an effective organisation with committed and competent staff, the strategy also identifies six organisational prerequisites necessary for successful implementation.

This Global Strategy is the result of a two-year process involving the Council, the Board, global organisations and our partners and staff. It is my conviction that the Global Strategy is an excellent tool for our organisation and stakeholders. Now is the time for action towards a just world.



Atle Sommerfeldt
General Secretary



Alex de Souza is full of enthusiasm. At a center in Rio de Janeiro, Brazil, (if this street was mine - Se essa rua fosse minha) youth can do recreational activities and vocational training - and get a chance to become circus artists.
Photo: Heidi B. Bye/Norwegian Church Aid

INTRODUCTION This Global Strategy (GLS) reflects Norwegian Church Aid's readiness to focus on concentrated growth. This development requires strategic priorities and geographic concentration as well as continuous assessment of the number of partner relations. We aim for high quality, sustainable programmes in the countries in which we have a history, a clear role as partner and a comparative advantage.

The following matrix gives an overview of the Global Strategy:



NORWEGIAN CHURCH AID
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TOGETHER FOR A JUST WORLD

Empowering the poor and challenging the privileged

Emergency response, long-term development and advocacy
AN INTEGRATED APPROACH

**THE RIGHT
TO PEACE AND
SECURITY**

Women,
peace and
security

Community
violence
and small arms
control

Faith
communities
and
peacebuilding

**GENDER
JUSTICE**

Gender-based
violence

Women in
governance

**ECONOMIC
JUSTICE**

Livelihood
and trade

Resources
and
finance

**CLIMATE
JUSTICE**

Climate
change
mitigation

Climate
change
adaptation

**THE RIGHT
TO WATER AND
HEALTH**

Social
mitigation of
HIV and
AIDS

Access to
quality
health care

Water,
sanitation
and hygiene

Action by Churches Together
BUILDING ALLIANCE WITH FAITH-BASED
ACTORS AND PARTNERS

This matrix illustrates our vision and the totality of our work, including how we work, what we work with and with whom.



Women in Bangladesh building plinths in order to raise households and reduce exposure to floods. Climate change adaptation and disaster risk reduction are essential components to securing sustainable growth in Bangladesh.

Photo: Jens Aas-Hansen/Norwegian Church Aid

WHO
WE
ARE

1.1 NORWEGIAN CHURCH AID'S VISION AND MISSION

Norwegian Church Aid is an ecumenical, diakonal and humanitarian organisation mandated by churches and Christian organisations in Norway¹ to work for a just world, by both empowering the poor and challenging the wealthy and powerful.

In pursuit of this vision, we are guided by five values that are rooted in Christian faith and embraced by people of all faiths: Integrity of Creation, human dignity, global justice, inclusive communities and compassion.

We believe that all humans are created by God with the same inalienable dignity and with fundamental rights and duties. From this faith flows Norwegian Church Aid's commitment to using a rights-based approach in long-term development, advocacy and emergency preparedness and response.

Our assistance is provided unconditionally, with no intention of influencing people's religious affiliation.

1.2 NORWEGIAN CHURCH AID'S IDENTITY AND NETWORKS

As a faith-based organisation, Norwegian Church Aid is rooted in all local communities in Norway and has access to global, regional and local networks of churches and faith-based organisations. The ACT Alliance – Action by Churches Together – is particularly important in this regard. This alliance's membership includes churches and organisations from the Orthodox, Anglican and Protestant traditions, as well as the World Council of Churches (WCC), the Lutheran World Federation (LWF) and other denominational global organisations.

When working with churches and other faith-based actors, we will cooperate only on issues relating to long-term development, advocacy and emergency response. We will not support churches or other faith-based actors in efforts to proselytise, nor will we accept that aid is conditional to people's religious affiliation.

Norwegian Church Aid is a professional humanitarian organisation committed to acting according to global humanitarian standards and by the Humanitarian Accountability Partnership (HAP). Norwegian Church Aid will therefore cooperate with professional value-based civil society organisations, when appropriate.

1.3 OUR ANALYTICAL FRAMEWORK: LIFE WITH DIGNITY TRIANGLE

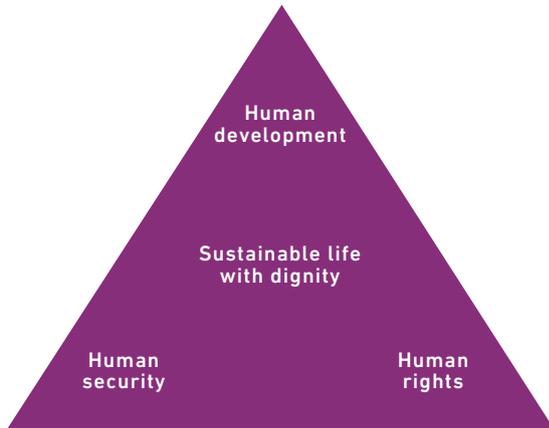
Human dignity is the foundation for the Universal Declaration of Human Rights, the founding document for international human rights. Norwegian Church Aid recognises three elements that are fundamental requirements for Life with Dignity and is committed to addressing the challenges and deficits that derive from them:

1. Human Development and the Participation deficit
2. Human Rights and the Equity deficit
3. Human Security and the Protection deficit

The United Nations was founded on the same three obligations, reflecting the world's longing for well-being, justice and security for all peoples and all nations.

None of these elements, Human Development, Human Rights or Human Security, can be achieved without sustainability.

¹ Church of Norway, the Pentecostal Movement in Norway, the Evangelical Lutheran Free Church of Norway, the Free Evangelical Congregations, the Baptist Union of Norway, the Mission Covenant Church of Norway, the Salvation Army, the United Methodist Church in Norway, the Norwegian Sami Mission, the Domestic Seamen's mission, the Norwegian Universities and Schools Christian Fellowship, Norwegian YWCA-YMCA. Observer organisations: Global Aid Network, the Norwegian Council for Mission and Evangelism (NORME), Christian Council of Norway.



Integrity of Creation refers to the belief that all life is created by God and that all Creation has inherent dignity. Human Dignity and Integrity of Creation are among Norwegian Church Aid's values, and we strive both to affirm signs of hope concerning them and oppose destructive forces threatening them.

Human ignorance and greed currently pose the greatest threat to the Integrity of Creation. Human beings arrived late on this planet and, in spite of our growing scientific knowledge about sustainability, we continue to conduct our lives and manage nature in ways that marginalise the poor and pose a serious threat to everyone's future.

The Life with Dignity Triangle takes the needs of all Creation, including humankind, into account. It acknowledges our dependency on nature and claims that only by protecting nature will we be able to protect our own interests and future. By accepting our responsibility as stewards, we will not only protect nature from further degradation, we will ensure security and abundance for future generations.

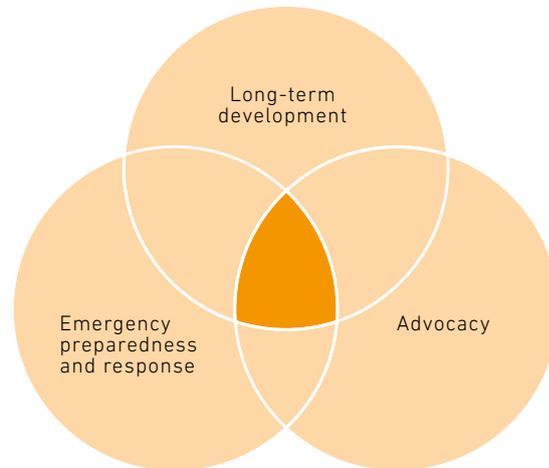
Norwegian Church Aid will use the deficits in participation, protection and equity as tools for developing Country Programme Plans (see Chapter 5).

1.4 NORWEGIAN CHURCH AID'S COMPARATIVE ADVANTAGES

1.4.1 AN INTEGRATED AND RIGHTS-BASED APPROACH TO DEVELOPMENT

Norwegian Church Aid uses three rights-based working methods: long-term development aid, advocacy and emergency preparedness and response. Our integrated approach to these methods addresses the root causes of poverty and injustice by challenging those in power to fulfill their duties. We believe that this is the best means of achieving our development goals.

Norwegian Church Aid's Integrated Approach



A rights-based approach to development is one of Norwegian Church Aid's main strategies for social change, in which rights-holders should be involved in identifying key issues for change. Norwegian Church Aid prefers to work with local and national partners, and our locally rooted core partners are our main link to rights-holders.

1.4.2 LONG-TERM UNINTERRUPTED COMMITMENT

Norwegian Church Aid has a history of long-term presence and uninterrupted commitment to partnerships in several countries. Combined with our highly competent national staff, this gives us a profound understanding of local contexts, the potential for trust and mutual respect – especially relevant in politically sensitive contexts – and a precondition for rights-based strategies developed jointly with local and national partners.

1.4.3 FLEXIBILITY AND ABILITY TO RESPOND TO HIGH RISK SITUATIONS AND CONTEXTS

Norwegian Church Aid has the capacity to adapt to changing socio-political circumstances, new policy challenges or natural disasters. Together with our local and national partners and through our strategic alliances, Norwegian Church Aid can respond rapidly to emergencies as well as design long-term programmes based on our five strategic priorities: gender, climate and economic justice, the right to peace and security, and the right to water and health. Both our willingness and ability to be flexible contribute to Norwegian Church Aid's cost-effectiveness. Through our local partners, Norwegian Church Aid also reaches poor people and communities where few other international organisations can operate due to lack of security or political constraints.

1.4.4 OUR ABILITY TO REFLECT AND LEARN FROM PRACTICE

Norwegian Church Aid is a learning, listening and responsive organisation committed to increasing our accountability to rights-holders. We evaluate our work regularly and review our routines and requirements in cooperation with partners and rights-holders, in order to secure quality and transparency in our work.

We emphasise transparency in the fight against corruption and focus on ethics and sound financial management. Norwegian Church Aid will continue to publish annual

reports on cases of financial misconduct. We are committed to using the ACT Alliance as an arena for mutual transparency and learning in the fight against corruption.

In accordance with our fundamental belief in accountability at all levels, Norwegian Church Aid has, since 2009, committed itself to the principles and standards of the Humanitarian Accountability Partnership (HAP). HAP is an international network that builds capacity in accountability and certifies non-governmental organisations' work according to their accountability and quality management standards. Norwegian Church Aid aims to be certified by HAP within 2011.

1.4.5 MEMBER OF THE GLOBAL ACT ALLIANCE

Norwegian Church Aid is a committed member of the new ACT Alliance, which has more than 100 members globally. They are churches and church-based organisations involved in emergency, long-term development and advocacy. Norwegian Church Aid will invest in and take advantage of the improved division of labor and coordination among ACT members present in different partner countries. We anticipate that the ACT Alliance will provide new opportunities for focused growth and improved quality in our international cooperation.

1.4.6 A GLOBAL VOICE FOR JUSTICE

With our partners and strategic alliances – particularly the ACT Alliance – Norwegian Church Aid addresses decision makers on all levels: locally, nationally, regionally and internationally. Our advocacy must be rooted, i.e. based on issues that are relevant for rights-holders in a given context. We use diverse forms of advocacy, including political campaigns and communication through the media, when appropriate.

Norwegian Church Aid's experience of inter-religious cooperation suggests that there is also untapped potential for world religions to join efforts in peacebuilding, eradication of poverty and injustice.



Norwegian youth ready to collect money for the annual Lenten Campaign.
Photo: Jostein Havik Eriksen/Norwegian Church Aid

NORWEGIAN
CHURCH AID'S
STAKE-
HOLDERS

2.1 FIVE KEY STAKEHOLDERS

Norwegian Church Aid has identified the following five stakeholders as the main actors who affect and are affected by our work. We are committed to being accountable to all of them:

- Rights-holders
- Local and national organisations
- Constituency in Norway, including local congregations
- Government
- People in Norway, including the media

We believe that these stakeholders are all needed in order to effectively address the challenges posed by poverty and injustice. Norwegian Church Aid is committed to strengthening our relationship with our stakeholders by fostering a culture of responsiveness. We want feedback on the behaviour of our staff and the delivery, transparency and quality of our projects and programmes.

2.1.1 RIGHTS-HOLDERS

Norwegian Church Aid sees men, women and children living in poverty as rights-holders with legitimate claims to a life with dignity. In Chapter 3, we define our strategies for a rights-based approach to social change for justice, and for working with and improving accountability mechanisms towards rights-holders. In Chapter 4, we present Norwegian Church Aid's five Strategic Priorities and twelve programmes. The goals of our programmes are all aimed at furthering key rights for poor and marginalised people.

2.1.2 LOCAL AND NATIONAL ORGANISATIONS

Norwegian Church Aid prefers to work with local and national organisations. Chapter 3 outlines our approach to organisational cooperation, with a special focus on faith-based actors.

2.1.3 OUR COUNCIL: NORWEGIAN CHURCH AID'S CONSTITUENCY IN NORWAY

Norwegian Church Aid's highest authority is the Council. The Council is elected by the churches and Christian organisations who mandate Norwegian Church Aid, and meets once a year. The Council decides our statutes, our Policy Document and our annual financial statements. The Council also reviews Norwegian Church Aid's activities and elects the majority of board members.

Council members commit themselves to mobilise and challenge their own constituencies. Norwegian Church Aid will continue to develop the Council as an arena for dialogue on strategic issues as well as strengthening our diakonal cooperation with member churches and organisations.

Norwegian Church Aid also seeks to mobilise local congregations and other members directly to act for a just world. Important steps in this work are building and maintaining a vital network of regional representatives and local volunteers and increasing our dialogue with our regional and local networks in developing relevant mobilising activities.

Norwegian Church Aid prioritises working with faith-based actors (see section 3.3). We believe in their potential for creating social change and will continue to build alliances with and challenge relevant church-based institutions and organisations beyond our Council, particularly diakonal institutions. We will also continue working with other faith-based organisations and inter-faith networks.

2.1.4 GOVERNMENT

Norwegian Church Aid has relationships with governments and government institutions on local, national and international levels because the state, as primary

duty-bearer in fulfilling human rights, is accountable to its citizens.

Norwegian Church Aid has relationships with the Norwegian government, countries in other OECD² countries when appropriate in programme countries and to inter-governmental organisations and institutions. In programme countries, Norwegian Church Aid relates both to local government and national government of the host country and to governmental and intergovernmental representatives.

Norwegian Church Aid cooperates with governments in different ways with the aim of implementing the Global Strategy:

- Government as back donor for programmes
- Government as contractor
- Government as decision maker to be influenced
- Government as cooperating partner to achieve specific objectives

2.1.5 MOBILISATION AND COMMUNICATION IN NORWAY

Integrating options for involvement: volunteerism, fundraising and advocacy

Norwegian Church Aid addresses and provides communication on the structural roots of poverty. An important comparative advantage in Norwegian Church Aid's work in Norway is our integration of different courses of action in our work with fundraising, volunteerism and influencing decision making in politics, business and religion.

Norwegian Church Aid challenges people in Norway to join in the fight against poverty by giving their economic support and mobilise them to influence relevant decision makers. Offering alternative means of participation allows us to reach more people with our work and to achieve better results. We use a variety of communications channels to convey our message and create response. Nor-



Campaigning outside the Parliament for Climate Justice.
Photo: Bjarte Lien/Norwegian Church Aid

wegian Church Aid regards communication as a practice which results in response.

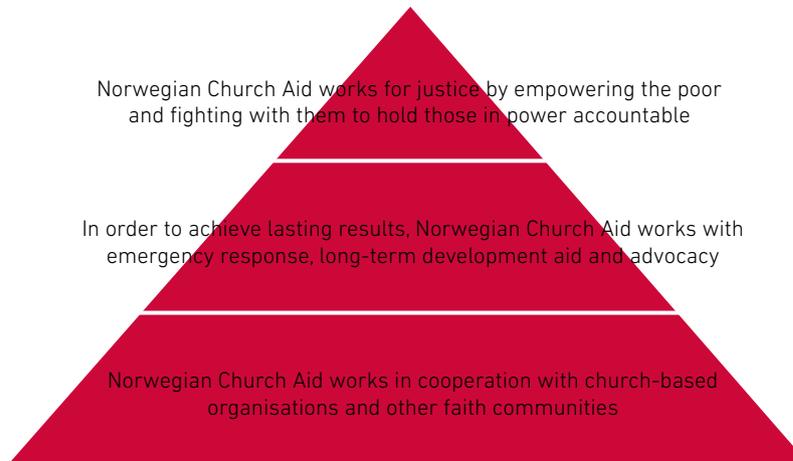
The various strategies we use reinforce each other, and the weight placed on each differs according to our goals. Norwegian Church Aid will prioritise building local and regional commitment by offering both local and global courses of action to local congregations.

Communication

In order to further strengthen Norwegian Church Aid's position in Norway, we must prioritise what we wish to communicate to people in Norway. Building an organisation's trademark requires many years of structured work. One necessary tool is a communication hierarchy in which the message to be communicated is defined according to context.

The capacity and determination to both set an agenda and to respond to the media are vital in a society in which

**Norwegian Church Aid's Communication Hierarchy for 2011-2015:
Together for a Just World**



competition for attention is continually increasing. Norwegian Church Aid will actively use the media to convey our message.

Norwegian Church Aid has several important target groups. One of our strengths is working with a team of many actors, and these groups expect us to use different forms of communication. Much of Norwegian Church Aid's communication and mobilisation over the next five years will take place via electronic channels and a precondition of our success will be clear communication about why people should choose us and how individuals can contribute.

Local congregations are our most important partners in mobilising individuals and the local community. In addition, Norwegian Church Aid directly mobilises individuals, businesses, workplaces, schools and associations for diakonal action.

Norwegian Church Aid enjoys a high degree of recognition in Norway and is regarded as a stable, reputable organisation. At the same time, there is a lack of knowledge about the kind of work we do and especially about our comparative advantage beyond our work in emergency response. Further, a limited number of the population wish to support us actively.

Norwegian Church Aid's trademark must create a feeling of positive identification among donors, volunteers, employees and other supporters and increase our standing in Norwegian society. Norwegian Church Aid must be able to navigate the tension between positioning the organisation as a Norwegian actor and bringing in compelling voices from our church network through the ACT Alliance, as well as other faith communities.



Bishop Helga Haugland Byfuglien and the Minister of the Environment and International Development Erik Solheim on the way to the climate conference in Copenhagen. Photo: Cathrine Haugeli Halvorsen/Norwegian Church Aid



*People queuing in Labado, Darfur, Sudan.
Photo: Hege Opseth/Norwegian Church Aid*

WHO WE
WORK WITH
ABROAD

3.1 NORWEGIAN CHURCH AID'S APPROACH TO ORGANISATIONAL COOPERATION

3.1.1 WHY WE WORK WITH LOCAL AND NATIONAL ORGANISATIONS

Norwegian Church Aid prefers to work with local and national partners in each country, as we believe this is the best approach to ensure sustainable development with local ownership. Cooperation with local and national partners serves a dual purpose: local ownership of immediate changes in rights-holders' lives, and strengthening of national civil society. A robust civil society is key to nation-building and equitable development; however Norwegian Church Aid may work as an operational actor in certain settings (see Chapter 4.5).

3.1.2 SOME PRINCIPLES OF GOOD PARTNERSHIPS AND RELATIONSHIPS

Norwegian Church Aid believes that certain guiding principles should be clearly identified in order to ensure healthy and effective partnerships. Though it is not possible for all partnerships to live up to these principles at all times, Norwegian Church Aid believes that pursuing them contributes to strong and effective relationships.

At the heart of these principles is the development and maintenance of mutual trust – an essential quality that allows Norwegian Church Aid and our partners to work together towards shared goals. The following mutually reinforcing key principles foster this:

- Respect the autonomy of Southern organisations to determine and control their own direction and development
- Practice good donorship by being open about funding and motives to give or withdraw support
- Maintain an open dialogue in which both parties can be clear about their expectations of roles, responsibilities and ways of working

- Maintain mutual openness to constructive criticism and feedback
- Agree on financial and narrative reporting requirements and standards of financial accountability
- Agree on how success and failure will be assessed at project, programme and partnership levels – this includes the need for both parties to be accountable to rights-holders as well as to their respective constituencies and donors

This understanding of partnership reflects the importance Norwegian Church Aid attaches to knowing and understanding our partners' views; a crucial part of shaping different dimensions of our work. In cases in which a commitment is not evident, Norwegian Church Aid must review the partnership.

3.1.3 MAIN TYPES OF PARTNERSHIPS

Norwegian Church Aid believes that in order to reach our development goals, we need several sorts of partnerships. Norwegian Church Aid's four main types of partnerships are:

- Core partners
- Programme support
- Resource organisations
- Strategic alliances

These four types of relationships are quite different in terms of the depth and breadth of rights and obligations that can be agreed upon in each.

When entering into a relationship, Norwegian Church Aid will always clearly define its type, thereby outlining its scope.

3.1.3.1 Core partners

Norwegian Church Aid's core partners are our main link to local communities and national authorities. The relationship between the two partners is holistic and com-

prehensive and any issues can, in principle, be discussed. Important criteria for choice of core partners are:

- Legitimacy in local and national contexts
- Rootedness
- Ability to organise development work in close dialogue with local communities
- Part of national or regional networks and alliances
- Ability to work with an integrated approach

In this type of partnership, we recognise that the partner sometimes needs to balance project-based funding with organisational core funding. Norwegian Church Aid expects that the objective of core funding is to develop our joint capacity as important civil society actors in local, national or regional contexts.

As a faith-based organisation, Norwegian Church Aid has access to global, regional and local networks of faith-based actors. Actors from these networks will often be natural core partners for us, although church-based actors and members of the ACT Alliance will be our first priority.

Norwegian Church Aid understands faith-based actors as groups, institutions and organisations that draw inspiration and guidance from a given religious tradition, such as Christianity, Hinduism, Judaism, Buddhism or Islam. These may be congregations, religious leaders, faith-based humanitarian agencies or faith-based development organisations or organisations involved in social service delivery and advocacy. Other core partners will be value-based organisations who, although they are not based on religious faith, share our basic values and our vision of a more just world.

Norwegian Church Aid realises that many of our core partners may lack the capacity to take on new challenges, such as advocacy work and a rights-based approach to development. Some key areas in which additional capacity can be built are:

- Human capabilities:
 - skills in carrying out local context analysis
 - negotiation and mobilisation skills
 - skills in enabling voice and seizing space
- Relational capabilities, such as shared belief systems, networks and information sharing
- Resource capabilities, both tangible (money, buildings) and intangible (time)

3.1.3.2 Programme support

Programme support is a relationship in which focus is given to a particular area of development work, often in terms of sectors or themes. Support can be diverse: funding, technical expertise, professional exchanges, etc. Supporting a women's organisation in a project to enhance the participation of women in local elections is one example of programme support.

3.1.3.3 Resource organisations

Norwegian Church Aid has relationships with specialised professional organisations and institutions in relevant fields who act as resource organisations for us and our core partners. Connecting our core partners with resource organisations should strengthen our impact in prioritised programmes. Such organisations and institutions may either be in the programme country, the region, in Norway or be a global network.

This type of relationship is narrow and focused and often revolves around negotiation on discrete projects. It can include the fine detail of design, implementation, monitoring and evaluation.

3.1.3.4 Strategic Alliances

Norwegian Church Aid's strategic alliances are our fourth type of working relationship. Strategic alliances are formed with organisations that are able to work for a just world beyond the national level. The ACT Alliance will be the main strategic alliance in this strategy period. This alliance includes the World Council of Churches and the Lutheran World Federation.

Other strategic alliances include:

- Regional ecumenical bodies, such as the All Africa Conference of Churches
- Inter-religious organisations, such as the World Conference on Religion and Peace
- Actors in civil society and businesses related to specific geographical and thematic priorities
- Solidarity networks and organisations, which Norwegian Church Aid supports in relation to campaigns and resource mobilisation in Norway (including Publish What You Pay, Fairtrade Max Havelaar, Ethical Trading Initiative Norway, Forum for Environment and Development)
- Changemaker

In strategic alliances, organisations will agree on a development agenda, typically for a defined period of time. This may include information exchange, sharing of expertise or employing their respective positions and contacts in coordinated ways. Financial transfers may occur, but are usually not the basis of the relationship.

Norwegian Church Aid may allocate funds to strengthen partners in the ecumenical family as civil society actors with a voice on justice issues (see Chapter 4). One example of such support is the coordination of the National ACT Forums.

3.2 NORWEGIAN CHURCH AID'S ROLE

When working in partnerships and relationships, Norwegian Church Aid will take on the roles of:

- Facilitator
- Accompanier
- Funder
- Broker
- Challenger

Norwegian Church Aid will aim to facilitate the empowerment of rights-holders, including the facilitation of spaces and arenas for marginalised voices.

We will be an accompanier of local and national partners in tense situations and in long-term social and political development efforts.

We recognise our important role as a funder of our partners, although we do not always base our cooperation with local and national organisations on funding. In order to achieve more accountability and transparency, we will increase our focus on mutual capacity development for fund management in line with donor requirements.

We have ample experience in fund-raising and will assist partners as a broker in diversifying their income base by mobilising resources nationally and internationally.

We will seek to challenge partners to be active co-creators of accountable governance and to take on their own responsibility as moral duty-bearers.

3.3 A PREFERENTIAL CHOICE FOR FAITH-BASED ACTORS

Norwegian Church Aid prioritises faith-based actors for several reasons. Religion and religious belief are increasingly recognised as factors influencing peoples' priorities and shaping their concepts of life with dignity. Religious belief is also increasingly recognised as moral capital and a motivating force in community development. Faith offers hope and courage in overcoming fear and powerlessness. Values and attitudes rooted in faith can be mobilised for transformational development.

Faith actors often have access to large constituencies. Even in the poorest and most remote areas, people organise themselves for religious practice.



Zalanbessa School in northern Ethiopia was destroyed in the war between Ethiopia and Eritrea. The school is now rebuilt as part of a cooperation between religious leaders. Here we see some of the religious leaders, students at the school and confirmands from Norway. Photo: Heidi B. Bye/Norwegian Church Aid

In many contexts, religious leaders are also community or political leaders. They may be more trusted than other leaders in their societies, including state institutions. Religious leaders are listened to and represent institutions with the potential to challenge and counter-balance injustice in society. Government officials often recognise faith actors as an influential ethical voice.

Faith actors often have a history of community-based development and service delivery to the poor in local communities. Combined with their rootedness, legitimacy and moral authority, faith actors have a natural point of entry with regard to sensitive moral issues like discrimination, stigmatisation, power relations and corruption. Faith-based actors may also be important role models for their constituencies.

For all these reasons, Norwegian Church Aid considers our partnerships and relationships with faith-based actors to be an important comparative advantage that we will further develop and strengthen during this Global Strategy period.

At the same time, we realise that just as religion can be

a source of power and life in achieving positive change, it can also be used destructively to justify violence, harassment and inequality. Faith-based institutions are often patriarchal and hierarchical structures. A tradition of charity has sometimes contributed to disempowering the poor by giving handouts. Faith-based institutions may need to be challenged in order to play more consistently positive roles in society.

Norwegian Church Aid's rootedness in faith implies that we may have a common language and shared references not only with church-based partners, but also with Muslim, Buddhist, Jewish or Hindu faith-based actors, which enables us to challenge practices by any faith-based institution that threatens human dignity.

Norwegian Church Aid is committed to working with faith-based actors with the aim of identifying and strengthening forces within each religion that affirm justice and reach out to protect the oppressed and the destitute (see Norwegian Church Aid's Policy Document 2.3). One area that will be given particular emphasis is inter-religious dialogue for peace and reconciliation.



*Together with the refugees,
Norwegian Church Aid has drilled
over 300 wells in Darfur.
Photo: Paul Jeffrey/ACT Alliance*

HOW WE WORK

NORWEGIAN CHURCH AID'S
STRATEGIES FOR CHANGE

Norwegian Church Aid's main strategy for a more just world is cooperation with national and local partners. Our joint efforts to realise this vision are based on the following strategies for change.

4.1 WORKING WITH PARTNERS THROUGH A RIGHTS-BASED APPROACH TO DEVELOPMENT

4.1.1 RIGHTS-BASED PRINCIPLES FOR DEVELOPMENT WORK

Norwegian Church Aid sees people living in poverty and injustice as rights-holders, rather than as objects of charity. We accept individuals' legitimate claims to rights and life with dignity and we acknowledge that there are also duty-bearers with obligations to realise these human rights.

International human rights instruments outline people's human rights and define the state as the principal duty-bearer. The state should therefore always be addressed in rights-based strategies at relevant strategic levels. Local government structures are particularly important representatives of the state in much of Norwegian Church Aid's work. Secondary, moral duty-bearers, such as corporations, religious leaders or other influential social groups, should also be held accountable to human rights.

The following are the main principles guiding our rights-based strategies:

- Addressing structural and root causes of poverty and inequity
- Equality and non-discrimination
- Empowerment
- Participation
- Accountability
- Community and the inter-relatedness of human beings

4.1.2 EFFECTIVE, ACCOUNTABLE GOVERNANCE AND ACTIVE CITIZENS – THE HEART OF OUR RIGHTS-BASED APPROACH

Norwegian Church Aid is rooted in a Scandinavian tradition of promoting cooperation between states, market and civil society actors; a valuable and preferred model for social development.

Accountable governance and broad democratic participation are preconditions for eradicating poverty, building sustainable communities and upholding human dignity. The need for capacity development in government institutions is a necessity in achieving effective governance.

The state, as primary duty-bearer, must respect, protect and fulfill its human rights obligations. This means that the state should secure sufficient capacity to fulfill its duties and establish frameworks and conditions for fulfilling human rights and upholding human dignity at all levels of government. Local government structures are particularly important representatives of the state in much of Norwegian Church Aid's work.

Active citizens and a vibrant civil society are important elements in eradicating poverty, building sustainable communities and upholding human dignity, thereby achieving human rights for all. Civil society has a vital role to play as an advocate for accountable governance. Norwegian Church Aid believes that we can contribute to this with our partners, in particular our faith-based partners. Religious leaders often have influence over large constituencies and, in many cases, have access to local or national leaders of government. Working with religious actors is therefore an important strategy for influencing government to be accountable to their own people and to human rights.

4.1.3 KEY HUMAN RIGHTS IN NORWEGIAN CHURCH AID'S PORTFOLIO

Key human rights enabling active citizenship for accountable and efficient government³:

- The right to participate in the government of one's own country
- Freedom of association with others, including the right to form and join trade unions
- Freedom of expression

Key human rights protecting basic needs in Norwegian Church Aid's portfolio:

- The right to an adequate standard of living, including adequate food, clothing and housing
- The right to the highest attainable standard of physical and mental health
- The right to water
- The right to freedom from violence

What difference does it make that a need is a right? – the case of General Comment No.15 on **the Right to Water**

In 2002, The UN Committee on Economic, Social and Cultural Rights adopted and published the General Comment no. 15 on the Right to Water. Recognising water as a human right has had a significant impact on law, policy, advocacy and programmes on water. The General Comment no. 15 has encouraged the adoption of laws protecting this right, and has stimulated community action to demand access to safe and affordable water services. Recently, the right to water and adequate sanitation and the resulting advocacy have found prominence in the emergency assistance sector.



Drops of hope, Dar es Salaam, Tanzania.
Photo: Greg Rødland Buick/Norwegian Church Aid

4.1.4 ADVANCING HUMAN RIGHTS THROUGH CULTURALLY APPROPRIATE FRAMEWORKS

Regional conventions, national laws, customary law, cultures and traditions – when in accordance with international human rights standards – will continue to be important instruments for Norwegian Church Aid, our partners and rights-holders for upholding human dignity and human rights. Experience from worldwide development work suggests that using the legal and cultural frameworks that are most familiar and appropriate to local rights-holders are often highly effective strategies for expanding the realisation of human rights.

³ These human rights are from the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights.

4.1.5 FAITH ACTORS – DEVELOPMENT IMPLEMENTERS IN ALLIANCE WITH THE STATE

In many countries, faith-based institutions are important development actors and service providers. Norwegian Church Aid believes that civil society, and in particular faith actors, has an important role to play as development actor and service provider in alliance with the state. Working with faith actors may be an effective strategy for enabling government to secure the right to basic services.

Further reading: service provision and human rights

In order to ensure full enjoyment of human rights, the state must adopt a number of policies. The state's first responsibility is to respect the human rights of all their citizens. This is a non-intervention obligation that takes into account all human beings' inherent potential to provide for themselves. Next, the state has a responsibility to protect, which implies that it should act to stop others, for example individuals or private actors, from violating the guarantees of the Covenant. Further, the state can have a responsibility to fulfill and ensure the full enjoyment of human rights, including economic, cultural and social rights. Here, the state can play a role as service provider, preferably in cooperation with civil society actors for service provision and with market actors to ensure economic growth.

4.1.6 SHARED ACCOUNTABILITY TOWARDS RIGHTS-HOLDERS

Accountability is the responsible use of power. It is a key principle in rights-based strategies, in which primary and secondary duty-bearers share accountability to those affected by their decisions or actions.

Norwegian Church Aid strives to amplify rights-holders' voices and to ensure their active participation in all our work. During this Global Strategy period, Norwegian Church Aid will, with our partners, focus on accountability mechanisms towards rights-holders, host communities, partners and other stakeholders in line with HAP principles (see section 1.4.4). Norwegian Church Aid will also encourage Norwegian donors to give attention to developing downwards accountability mechanisms, as opposed to continually increasing demands for upwards accountability mechanisms.

4.1.7 CORPORATE SOCIAL RESPONSIBILITY

The market has an important role as an engine for economic growth, income generation, employment and thus development and poverty eradication. Corporate actors have a particular responsibility towards human rights, due to their often considerable economic and political influence. Transparency, stakeholder involvement and common standards of corporate behaviour make up the core of corporate social responsibility and are key elements in bridging the governance gap and creating an environment in which corporations are accountable for the impact of their business.

4.1.8 HOW TO USE A RIGHTS-BASED APPROACH WHEN DESIGNING AND REVIEWING PROGRAMMES

Programming based on a Rights-Based Approach (RBA) begins with a thorough context-specific power analysis to reveal the structural and root causes of poverty and injustice.

Important questions include:

- Which rights issues are involved?
- Who are the main rights-holders?
- Who are primary and secondary duty-bearers?
- Who might be our allies?
- Who might oppose change?
- How can Norwegian Church Aid best contribute to social change and fulfillment of rights?

International human rights standards and conventions will guide design, monitoring and evaluation processes. The following areas are of particular importance and must be included in context analyses:

- Women’s rights and gender equality (CEDAW⁴, SR1325⁵ and GEA⁶)
- Sustainability – climate and environmental concerns
- Conflict sensitivity and Do No Harm⁷
- Accountability and transparency measures

In the process of developing and redesigning rights-based programmes, Norwegian Church Aid will include members of staff with complementary areas of competence in RBA, advocacy, long-term development aid, emergency preparedness and response. Norwegian Church Aid’s staff will cooperate closely with our partners who work with rights-holders to achieve quality plans with adequate ownership. Norwegian Church Aid’s Country Programme Plan format gives further direction on how to develop and redesign programmes based on RBA.

4.2 THE INTEGRATED APPROACH – HOW IT LINKS WITH RBA

4.2.1 A BRIEF PRESENTATION OF OUR THREE WORKING METHODS

Long-term development

Support processes whereby poor and marginalised men and women in communities increase their opportunities for living self-sustaining, dignified lives.

Emergency assistance and preparedness

Assist in saving and protecting the lives of people in

disaster situations. Provide timely, appropriate and adequate assistance for strengthening the capacities of local communities to cope with disasters while preserving their dignity.

Advocacy

With our partners, work to influence political decisions made by individuals, communities, governments, religious leaders and businesses with regard to issues affecting the political, economic and social rights of the poor.

4.2.2 KEY CHALLENGES LINKED TO THE INTEGRATION OF OUR THREE WORKING METHODS

In principle, Norwegian Church Aid will apply the integrated approach in all countries in which we work. However, the main element of each intervention will vary according to the most pressing challenges in the actual context.

A rare exception to this principle may be countries or regions designated as focal points for international advocacy. Norwegian Church Aid will be present in such countries for the following reasons:

- The country is important from a policy and advocacy perspective.
- The country has a strong civil society with relevant resource organisations.
- The country has the political and economic space to act as a demonstration country for innovation or pilot initiatives and for learning and exchange within a region.

⁴ The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was adopted in 1979 by the UN and is often described as an international bill of rights for women.

⁵ Security Council Resolution 1325 on Women, Peace and Security was passed in 2000. The aim of the resolution is to increase women’s participation in civil and military peace operations, peacemaking and peacebuilding, and to enhance the protection of women’s human rights in conflict areas.

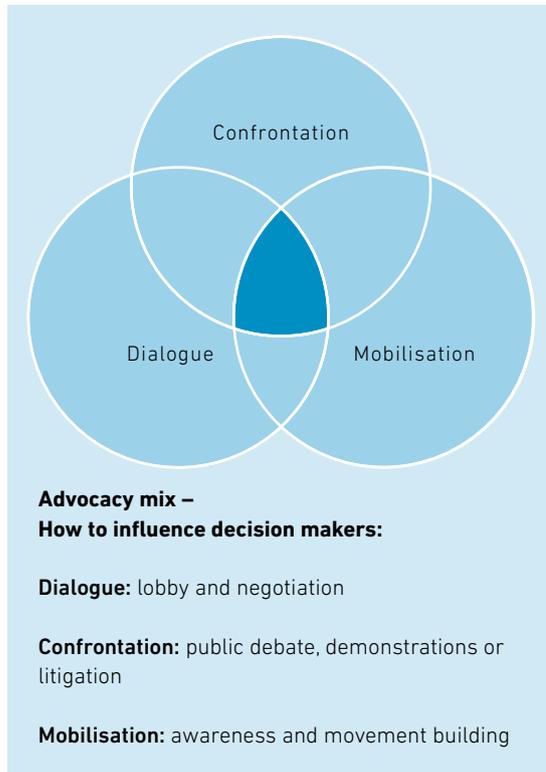
⁶ Gender and Empowerment Assessment (GEA) is a tool for creating enhanced awareness of gender and equality aspects within development cooperation. It can be used during all phases of project planning and implementation. Key questions include: Who participates? Who decides? Who benefits?

⁷ The Do No Harm Project (DNH), of which Norwegian Church Aid is a part, was begun in 1994. It seeks to learn more about how assistance that is given in conflict settings interacts with the conflicts so as not to exacerbate and worsen the conflicts.

As it is difficult to justify high programme expenditures in these countries, efforts should be made to establish offices with several ACT members sharing costs.

4.2.3 KEY CHALLENGES LINKED TO THE INTEGRATION OF ADVOCACY

Norwegian Church Aid uses varied methods in advocacy work, often in combination and always adapted to local context:



Finding the space and form of advocacy work is a challenge in all contexts when using an integrated approach. In most contexts, there is enough policy space for civil

society to advocate for the rights of the poor and marginalised, however, there is a growing tendency towards a shrinking space for civil society in many countries. In contexts such as weak or failed states, or in states characterised by high conflict levels, holding governments accountable for fulfilling basic human rights remains a challenge for Norwegian Church Aid and partners. It is our experience, however, that there is always some space for holding duty-bearers accountable for their duty to act in the interests of human dignity.

Long-term development aid, including efforts in local communities such as service delivery, is one strategic point of entry for advocacy work in contexts such as these. This entry point allows us to engage in dialogue on rights and governance issues, and to focus on people's empowerment and participation.

Advocacy for social change must always be:

- rights-based - reflecting the expressed needs of the rights-holders
- rooted - stemming from issues that Norwegian Church Aid and partners meet in our long-term development and emergency work
- addressing structural causes of poverty - from local via national to international structures

By creating better connections between advocacy work carried out locally by rights-holders and partners and on the global level by Norwegian Church Aid and our global networks, we strive to achieve lasting results at impact level, leading to structural changes and a just world.

In this Global Strategy period, we will continue to develop tools and methods for the integration of advocacy in our long-term development work, as well as in our work with emergency preparedness and assistance. We will also make sure that our Country Offices have the necessary competence and capacity to work effectively on advocacy issues.

4.2.4 NORWEGIAN CHURCH AID'S AREAS OF SPECIALISATION FOR EMERGENCY RESPONSE AND PREPAREDNESS

Norwegian Church Aid works with emergency response and preparedness within the ACT Alliance, and through Emergency Preparedness Plans in the countries in which we have a commitment to long-term development aid.

Our emergency response is designed to be first phase deployable and, if necessary, fully operational. Norwegian Church Aid specialises in material and human resource support including project management in the following sectors:

- Water Supply, Sanitation and Hygiene Promotion (WASH)
- Psychosocial support
- Protection
- Logistics (including global equipment stores)

To provide technical expertise in these areas, Norwegian Church Aid maintains emergency roster personnel for deployment to ACT Members (Including ACT RST) and other requesting agencies, such as the United Nations (e.g. UNICEF and UNHCR).

Any interventions within the ACT Alliance framework must have a finite timeframe and a defined exit strategy. Emergency response in countries in which we have a commitment to long-term development aid should be integrated in the Country Programme Plan.

The National ACT Forum will be central to Norwegian Church Aid's preparedness and response and important for relations with national and international bodies, including the United Nations.

Norwegian Church Aid will focus on the sectors listed above but may also be involved in other humanitarian sectors in accordance with the apparent needs in each country and in line with our Global Strategy.

4.2.5 PRINCIPLES FOR EMERGENCY RESPONSE

The humanitarian imperative is central to the ethical standards for organisations involved in humanitarian work. It commits organisations to the right to offer humanitarian assistance in order to save lives and alleviate suffering as well as people's right to receive assistance.

The following benchmarks, which are based on the humanitarian imperative, have been developed to guide Norwegian Church Aid's emergency interventions:

- There is a demand from within the country for humanitarian assistance from Norwegian Church Aid.
- An adequate assessment of the situation has been made in order to define the level of intervention.
- Interventions are planned with the full recognition of local and national resources, both material and human resources.
- Traditional or local coping mechanisms are recognised and strengthened through consultations with rights-holders.
- Norwegian Church Aid and/or ACT Alliance member(s) have a long-term development commitment in the country and the capacity to meet the needs of the required intervention.
- Adequate funds are available from Norwegian Church Aid's Emergency Reserve, the United Nations, individual, national or international donors.
- The affected population is accessible and the security situation is acceptable to Norwegian Church Aid.
- Coordination mechanisms are in place, such as relevant UN clusters and/or ACT Forums.
- Men's and women's different needs and contributions are recognised and catered for as interventions are planned.
- Necessary human resources are available and mobilised, paying particular attention to the participation of women.
- Local capacity can be mobilised and developed.



4.2.6 KEY CHALLENGES LINKED TO THE INTEGRATION OF LONG-TERM DEVELOPMENT AND EMERGENCY WORK

Norwegian Church Aid seeks to increase the interface between emergency assistance and long-term development work. The development of Disaster Risk Reduction (DRR) and Emergency Preparedness Plans are key elements in strengthening this interface and should be developed in all countries in which we work.

Prioritising the participation and protection of women in emergency preparedness:

In Latin America, Norwegian Church Aid has defined the work related to the participation and protection of women as a priority in its Emergency Preparedness Plan. As a lead agency on gender issues within the ACT Alliance, Norwegian Church Aid has used the ACT National Forums as one important arena for mutual learning and exchange on these issues. Norwegian Church Aid has seen that focusing on gender issues in our emergency-related work has had a significant impact on how we and our ACT partners approach these issues in our long-term development and advocacy work.

4.3 BUILDING GLOBAL CAPACITY FOR SOCIAL CHANGE

4.3.1 MOBILISING COMMUNITIES FOR SOCIAL CHANGE

Norwegian Church Aid is committed to the promotion of *inclusive communities* in which everyone has a voice and is shown respect. Dignity and rights are realised in community and in relation to others. Mobilisation of communities to claim their basic rights and engage duty-bearers is therefore an important part of Norwegian Church Aid's rights-based strategy for change.

Community mobilisation should include different key groups of rights-holders. Among these groups are youth, women, indigenous peoples and people living with HIV and AIDS.

In order to mobilise communities for change, we work with partners who are locally rooted and enjoy legitimacy in their local communities.

The main tasks of our partners in relation to mobilising communities for change will be to empower rights-holders through different contextually defined strategies.

Norwegian Church Aid will actively seek to assist our core partners in creating linkages between local communities with similar challenges, as well as between local communities and resource organisations. In this way, we aim to build momentum for social change and to strengthen people's belief in their own abilities to effect change.

Mobilisation and alliance building among people in Norway is an integrated element in Norwegian Church Aid's global strategy for mobilising groups of people and building alliances for a more just world (see sections 2.1.3 and 2.1.5).

VICOBA – Village Community Bank groups in Tanzania.

Partners of Norwegian Church Aid in Tanzania have for some years used save and loan groups (VICOBA) as a main point of entry for empowerment activities at the grassroots level. Hundreds of groups, comprised of thirty people each, have been able to save their own money and are helping each other to start small businesses. These groups are important not only for livelihood purposes, but also for solidarity and strength at community level to demand accountability in local government. With strong skills in economic literacy, members of VICOBA have been important as a recruitment base for Public Expenditure Tracking Systems (PETS) committees.

***Changemaker** is a Norwegian Church Aid youth movement with local groups around Norway. Changemaker empowers youth with knowledge about global justice issues and takes concrete action to change public policies. Policy change in favour of marginalised communities has been achieved through Changemaker campaigns on several issues: Peace, debt, global health, capital flight and climate justice. For more information in English: www.changemaker.no or email changemaker@nca.no*

4.3.2 BUILDING VERTICAL AND HORIZONTAL ALLIANCES AND NETWORKS

There is a growing awareness among development actors of the need for more coordination and cooperation in national contexts in order to achieve better results. Therefore, strengthening the horizontal links between organisations in national contexts will be another important dimension of Norwegian Church Aid's work in the years ahead. We will give particular attention to facilitating linkages between our core partners and resource organisations with specialised skills in relevant areas.

Creating synergies between partner organisations on local, national, regional and global levels is an important opportunity for Norwegian Church Aid to contribute to change on all levels.

Working together for accountable mining in Guatemala

For several years, partners of Norwegian Church Aid in Guatemala have been engaged in advocacy on the mining issue in San Marcos. Local Mayan communities have not been consulted by local government or mining companies, which is their right, according to ILO 169. The local Mayan communities do not benefit from mining and many report that water sources are polluted. Core partners, together with resource partners, have mobilised support for the affected population. Top religious leaders from church-based partner organisations have done advocacy towards the government and the company.

4.3.3 THE ACT ALLIANCE

During this Global Strategy period, Norwegian Church Aid will emphasise the development of the ACT Alliance. The ACT Alliance mobilises resources, brings together communities, churches and organisations from all over the world in the common struggle for global justice. It is an important alliance for building strength and for horizontal and vertical coordination.

ACT National Forums are meeting points for all ACT members in a given country. This includes national organisations as well as Northern agencies. In countries in which there are ACT National Forums or the potential for establishing one, Norwegian Church Aid will use these settings to strengthen horizontal linkages. In places where there is no potential for the creation of ACT National Forums, Norwegian Church Aid will use other spaces.

Coordination and cooperation between members of ACT Forum in Mozambique

The ACT Forum in Mozambique has focused mainly on the recurring floods affecting the country. The ACT Forum consists of both national (e.g. The Christian Council of Mozambique, CEDES) and international partners (e.g. LWF and Church World Service). The national partners have a strong sense of ownership in the Forum and have an ACT coordinator employed to secure daily communication and coordination among them. In practice, this means sharing of resources when needed (e.g. cars), joint capacity building and utilisation of staff resources. This is a work in progress, but there is a strong desire to further improve coordination and cooperation. The ACT Forum in Mozambique is now eager to start applying the broader mandate of the ACT Alliance in which long-term development and advocacy form an integral part of their work.

Norwegian Church Aid will also focus on strengthening the ACT Alliance's voice for global justice. Whereas national organisations have a degree of legitimacy and relevance in their national context that is unmatched by any Northern organisation, a global ecumenical organisation like the ACT Alliance might have greater impact when approaching international actors.

Norwegian Church Aid will actively seek to improve the distribution of roles and responsibilities between the members of the ACT Alliance, in order to achieve better results for the alliance as a whole. Members of the ACT Alliance include the World Council of Churches, the Lutheran World Federation and continental and regional ecumenical bodies.

Norwegian Church Aid will use the ACT Alliance as its preferred coordinating mechanism for funding and accessing partners in response to emergencies.

Norwegian Church Aid will link local organisations in the countries in which we work to relevant organisations and institutions in Norway, as a contribution to their work on global justice.

4.3.4 MUTUAL CAPACITY DEVELOPMENT

Norwegian Church Aid's main strategy for social change is working with national and local partners in differing types of partner relations (see Chapter 3). Norwegian Church Aid will focus on mutual capacity development with our core partners in particular, coordinated in the ACT Alliance. Challenging Norwegian Church Aid to reflect on own practice is an integral part of Mutual Capacity Development.

National ACT Forums are central arenas for Mutual Capacity Development. Capacity development is an integral part of ongoing organisational development. The demand for capacity development should ideally come from the organisation itself.

The following strategies will guide Norwegian Church Aid and our partners in maximising resources, creating better synergies and facilitating occasions for sharing and learning (see also principles for good partnership, section 3.1.2):

- Mapping different areas of expertise and capacity within organisations and the ways in which different organisations can complement each other
- Identifying capacity development needs
- Developing capacity and competence in financial management
- Creating a balance between developing organisations' systems and routines versus developing the capacities of individuals
- Focusing on what the organisation is, what it does and how it relates to others
- Employing methods like accompaniment, exchange visits, exposure trips, mentoring, etc.
- Developing strategic areas, such as the role and voice of civil society

In our relationships with core partners, we will often provide annual funding for capacity development. In other relationships, we will raise awareness of what capacity development is and often help identify local capacity providers. Funding may be considered, if appropriate.

4.4 NORWEGIAN CHURCH AID AS AN OPERATIONAL ACTOR

Norwegian Church Aid will continue to work mainly with partners; however we will also be operational in some settings.

Being operational includes activities that are carried out by our own staff as well as activities that are carried out by another organisation or institution, in which funds are managed by Norwegian Church Aid.

Situations in which Norwegian Church Aid may work operationally:

- In emergency response, especially when providing first-phase response within the WASH and psychosocial assistance sectors
- In contexts in which there is limited political space for civil society organisations or in which civil society is extremely weak or poorly developed
- In situations in which Norwegian Church Aid works with faith-based actors (see definition in section 3.1.3.1) that do not have the organisational capacity needed in order to receive and manage funds

In all of these contexts, Norwegian Church Aid's goal is to work operationally only until a Mutual Capacity Development process has enabled partners to become fully operational organisations. In contexts with limited political space for civil society, a complementary goal is to contribute to a widening of this space and to help build a vibrant civil society.

4.5 GEOGRAPHIC CONCENTRATION

During this Global Strategy period, Norwegian Church Aid will strengthen our thematic and geographic focus in

order to achieve better results in our work. Our ambition, therefore, is to limit our bilateral work to approximately thirty countries by 2015.

Countries that meet most of the following criteria will be prioritised by Norwegian Church Aid:

- Countries in which faith-based organisations and actors have the potential to play a vital societal role
- Countries in which we can cooperate with local and national organisations
- Countries in which we have long-standing experience, presence, comparative advantage and recognition for the work being implemented by partners and Norwegian Church Aid
- Countries in which it is possible to work through Norwegian Church Aid's integrated approach
- Least-developed countries
- Countries most relevant for further development of our global programmes

Norwegian Church Aid's vision – together for a just world – implies that social change must occur in all countries, not only in developing ones. Privileged countries have the responsibility to ensure that their operations and policies are developmentally conducive. Given our Norwegian base and the potential for mobilising our constituency, Norwegian Church Aid will give priority to countries that are important to Norwegian political and private enterprise interests or to countries in which Norwegian faith-based actors have a history of cooperation with local and national organisations.

It is our ambition to work in countries in which NCA representation can be established in order to facilitate close cooperation with local and national organisations. We will prioritise countries with the potential for diversified funding for our country programmes, thereby securing greater impact and maximising potential for local fundraising and reducing vulnerability to programmes.



Fineti Mwinuka is a member of a local savings and loan group in Ilula, Tanzania. Through VICOBA (Village Community Banks) she can apply for small loans in order to provide for her family and send her four grandchildren to school.
Photo: Greg Bodland Bück/Norwegian Church Aid

*Earthquake survivors walk by the collapsed Sacre Coeur Church in Port-au-Prince, Haiti.
Photo: Arne Grieg Riisnæs/Norwegian Church Aid*



WHAT
WE
DO

GLOBAL STRATEGIC PRIORITIES
AND PROGRAMMES



NORWEGIAN CHURCH AID
actalliance

TOGETHER FOR A JUST WORLD

Empowering the poor and challenging the privileged

Emergency response, long-term development and advocacy
AN INTEGRATED APPROACH

**THE RIGHT
TO PEACE AND
SECURITY**

**GENDER
JUSTICE**

**ECONOMIC
JUSTICE**

**CLIMATE
JUSTICE**

**THE RIGHT
TO WATER AND
HEALTH**

Women,
peace and
security

Gender-based
violence

Livelihood
and trade

Climate
change
mitigation

Social
mitigation of
HIV and
AIDS

Community
violence
and small arms
control

Women in
governance

Resources
and
finance

Climate
change
adaptation

Access to
quality
health care

Faith
communities
and
peacebuilding

Water,
sanitation
and hygiene

Action by Churches Together
BUILDING ALLIANCE WITH FAITH-BASED
ACTORS AND PARTNERS

Norwegian Church Aid has five Strategic Priorities: The Right to Peace and Security, Gender Justice, Economic Justice, Climate Justice and The Right to Water and Health, which together define our work towards poverty eradication and a more just world. Faith actors have a particular responsibility and potential to contribute towards all these Strategic Priorities. Through our programmes, we translate our Strategic Priorities into action. These are based on our comparative advantage and reflect our integrated approach and efforts to effect change, both locally and globally.

5.1 IMPLEMENTING THE MATRIX

For each Country Programme Plan, Norwegian Church Aid selects up to three relevant Strategic Priorities that represent our overall intervention strategy for that country's Programme Plan. In order to facilitate quality work and good partnerships, a maximum of five programmes may be selected from across the twelve programmes. See example to the left.

At the end of sections 5.2-5.6, the programmes under each Strategic Priority are outlined in programme menus (boxes). All programmes must include elements listed under main focus for Norwegian Church Aid, but each individual programme must not cover all the bullet points under each programme menu (see sections 5.2 to 5.6). Each programme consists of several projects. When assigning individual projects to programmes, emphasis should be placed on the main goal of the project, as individual projects might fit in several programmes. See the

Country Programme Plan Format for further guidelines on programme development.

Norwegian Church Aid seeks to document the results of all our work. A result is something that arises as a consequence in a cause-and-effect relationship. A results chain illustrates the anticipated causal relationship between various elements over time. In line with international standards, we define the elements in a result chain as the input, output, outcome or impact of a development intervention⁸.

5.2 THE RIGHT TO PEACE AND SECURITY

Violent conflicts and insecurity constitute serious threats to human security, human rights and human development. According to the UN, peace is a prerequisite for sustainable development. In focusing on the right to Peace and Security, Norwegian Church Aid uses non-violent approaches to transform violent conflicts and strengthen cultures of protection and peaceful coexistence, thereby contributing to sustainable development.

In the fields of security and conflict, global trends point to a series of protection deficits: Although there has been a decrease in traditional interstate wars, there remain a significant number of violent conflicts. These conflicts, in many low- and middle-income countries, are characterised by high numbers of casualties and by their devastating impact on the civilian population, both locally and regionally. Radical groups, who use excessive violence to attain their political and criminal objectives, are on the

⁸ **Inputs** are the resources used in activities to achieve outputs, outcomes and impact.

Outputs are normally quantitative results; products or services which are relevant for the achievement of outcomes. Outputs are actually the short-term products of completed activities.

Outcomes are generally accepted to be the most important result level in results management. Outcomes are the intended, intermediate effects on target groups. Outcomes may stem from factors both within and beyond the control of the programme, i.e. a particular intervention may be only one among many contributions to an outcome. Even so, it is important to define clear outcomes, as they focus us on what ultimately matters: the effects of our interventions on people and systems.

Impact means long-term improvements in society. Measuring the impact of a programme represents major methodological challenges. Multiple factors beyond control of the programme may influence the long-term effects in both positive and negative ways. Nonetheless, Norwegian Church Aid seeks to increase our focus on impact-level results.

Risks are closely related to results and should consequently be analysed against the results framework of a programme. There are both internal and external risk factors. *Based on: Results Management in Norwegian Development Cooperation: A practical guide. Published December 2008 by Norad, on behalf of The Norwegian Ministry of Foreign Affairs.*

rise. Some of these groups cite religious beliefs to justify their motivation and objectives.

The main victims of these conflicts are civilians, in particular women, children, youth and the elderly. In violent conflicts, direct attacks on the civilian population, such as rape and other forms of sexual violence are used increasingly as strategies of war. These constitute gross human rights violations and crimes, and their effects and long-term societal consequences are profound.

Structural violence, armed violence, crime and gang violence constitute threats to human security in many societies. Increasingly, people are struggling to overcome the many faces of violence. The proliferation of small arms exacerbates violence at every level.

In an environment of violent conflict, people are often prevented from taking part in the very processes that influence the development and governance of their lives.

As for peacebuilding initiatives, they are often conducted with limited local and popular involvement and legitimacy. Despite a growing awareness of the importance of including women in peacebuilding efforts, the international community is still far from a full implementation of UNSCR 1325. Women's participation is still neglected in peace negotiations, with women's particular concerns and needs being overlooked or relegated to the bottom of the list of priorities. Sometimes, capacity building may be needed for women to fully participate in these processes. There is also a challenge to integrate women in relevant male-dominated structures within faith communities involved in peacebuilding. Deficits in participation may result in less sustainable peace efforts and can even breed more tensions.

There is clear inequity in terms of the protection deficit as well: Poor communities are disproportionately exposed where authorities fail to provide protection. Women and children, who constitute the majority of displaced and uprooted people, suffer most from this security deficit. For example, children affected by conflict or political unrest are less likely to receive adequate education.

There are signs of hope. Increased international attention on resolving and preventing violent conflicts is a positive trend, as is the decrease in the number of interstate wars. Concrete resolutions, such as UN resolutions 1325, 1820⁹, 1888¹⁰, 1889¹¹, are important tools for addressing the protection deficit of women and children, as well as for contributing to equal gender participation in peacebuilding. The increased involvement of faith communities in peacebuilding is also a promising development. Internationally, there is a growing awareness of the importance of faith communities as well-connected, relevant structures within civil society in peacebuilding interventions.

Among Norwegian Church Aid's major comparative advantages in peace and security work is our holistic approach, which combines humanitarian, long-term development and advocacy efforts in building just and sustainable peace. As a faith-based organisation, Norwegian Church Aid has a unique potential for mobilising large faith community structures for peacebuilding, ensuring interaction both locally and globally. In recent years, Norwegian Church Aid has found that mobilising faith communities across faith lines is a powerful peacebuilding tool.

Norwegian Church Aid will address these issues through the following programmes:

| WOMEN, PEACE AND SECURITY | |
|--|---|
| Goal | Women and girls are protected against gender-based violence in conflict situations, and participate actively in peacebuilding initiatives |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Protection against GBV in humanitarian responses, with focus on sexual violence • Participation of women in all phases and at all levels in peacebuilding processes • Psychosocial, medical or other assistance to survivors of gender-based violence, including life skills training • Advocate on implementation of UN SC Resolutions 1325, 1820, 1888, 1889, etc. |
| Main rights-holders | <ul style="list-style-type: none"> • Local communities, with particular emphasis on women and girls |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Faith actors • Combatants and (male) leaders in local/national government • Police and military • UN Peacekeeping Forces • The Norwegian Government • The United Nations • The international community |

| COMMUNITY VIOLENCE AND SMALL ARMS CONTROL | |
|--|---|
| Goal | Local communities address violence and small arms control |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Local initiatives to rebuild cultures of peace and local capacities for peace • Local initiatives for income generation and improved livelihood to reduce the attraction of armed gangs and militias • Local initiatives to address armed violence, supply and demand of small arms (collect/destroy) • Expose illegal trading of small arms • Advocate for international control of small arms |
| Main rights-holders | <ul style="list-style-type: none"> • Local communities |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Faith actors • Police/security forces • Local and national government • Small arms exporters • The Norwegian Government • The international community |

9 The United Nations Security Council in 2008 demanded the immediate and complete cessation by all parties to armed conflict of all acts of sexual violence against civilians, in response to the perceived increase in the spread and brutality of such violence.

10 The United Nations Security Council in 2009 specifically mandated peacekeeping missions to protect women and children from rampant sexual violence during armed conflict, and requested the Secretary-General to appoint a special representative to coordinate a range of mechanisms to fight the crime.

11 Security Council Resolution 1889 reaffirms the landmark resolution of 2000, SR 1325, and calls for a wide range of measures to strengthen the participation of women at all stages of peace processes, focusing on the period after peace agreements have been reached. SR 1889 was adopted in 2009.

| FAITH COMMUNITIES AND PEACEBUILDING | |
|--|---|
| Goal | Religious actors participate actively in peacebuilding processes contributing to sociopolitical change in local and national contexts |
| Main focus for Norwegian Church Aid | <p>Main focus for Norwegian Church Aid:</p> <ul style="list-style-type: none"> • Building capacity and mobilising faith communities for peacebuilding in violent conflicts, addressing driving forces of conflict • Supporting and facilitating inter-religious dialogue and cooperation in peacebuilding • Using education as a means to contribute to interfaith peacebuilding processes • Addressing religious actors who are fueling violent conflicts • Contributing to peacebuilding structures • Securing coordination with other peacebuilding interventions |
| Main rights-holders | <ul style="list-style-type: none"> • Local communities • Men and women from ethnic minorities, refugees and the internally displaced |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Religious and traditional leaders • Local/national government and political leaders • Norwegian Church Aid/ACT • The Norwegian Government • The UN/international community |

5.3 GENDER JUSTICE

A focus on Gender Justice expresses a commitment to work towards equal rights, opportunities and outcomes for men and women in all areas of life. We face several challenges in achieving this goal today.

One of the main challenges to gender justice is the participation deficit: Many poor and marginalised people may be unaware of their right to participate in the governance of their local communities and home countries, may lack the necessary skills or be hindered from participating by those with power and influence. Inflexible gender roles, patriarchal structures and violence are often obstacles to women's political participation. Religious beliefs and traditions may also hinder women's participation in the governance of faith-based institutions.

There is also a persistent equity deficit: We are far from realising a world in which all men and women enjoy basic human rights and live in dignity. Women constitute two-thirds of the world's poorest billion people. Women's lack of access to property, resources and rights hampers their human potential and the achievement of all MDG's. Gender-based violence exacerbates the equity deficit with its widespread impact on women's health, well-being and productivity.

We also face a protection deficit: The right to bodily safety and freedom from violence is unmet for a majority of women and girls. Globally, every third woman has experienced domestic violence. Millions of women and girls are subjected yearly to harmful practices such as female genital mutilation, early marriage, domestic violence and human trafficking. Gender-based violence is increasing, exacerbated by the global financial crisis in which families are forced to make drastic choices, including the forced marriage and sale of daughters. This protection deficit is also a major national security challenge. In order to be able to combat gender-based

violence, there must be changes in attitude and behaviour, at both individual and institutional levels.

In addition, when applying a gender justice perspective, a sustainability deficit becomes apparent. Women's once-valued roles as food gatherers and guardians of nature have deteriorated in many societies. This, combined with differing access to decision making, information and control of resources, has led to a decreased awareness of the immediate implications of climate change on livelihoods. In a world facing tremendous climate change challenges, its implications and felt realities will only be effectively counteracted when the effect upon men and women respectively is well-documented, and when women's experiences, skills and expertise are observed in Norwegian Church Aid's Programmes.

To address these deficits, Norwegian Church Aid will build on signs of hope in our work: Faith-based actors have, in several places, begun to examine how their interpretation of scripture will change if women are given the equity foreseen there, and the implications this will have for their own constituencies. Abandoning the use of religion and culture as excuses for gender-based violence and discrimination is a key feature in this debate. This demonstrates the potential in faith-based structures to change attitudes by addressing the interpretation of scriptures through preaching and counselling. We also see signs of hope where some faith actors are increasing women's participation in their governance and where male religious leaders advocate and live alternative masculine roles.

Norwegian Church Aid's comparative advantage in addressing these deficits lies our ability to work closely with faith-based structures on all levels. As a strong ethical and moral voice, faith actors have the potential and responsibility to contribute to Gender Justice.



In the Democratic Republic of Congo we have a special focus on fighting gender based-violence.
Photo: Cathrine Bøe Gjesti/Norwegian Church Aid

The following programmes represent Norwegian Church Aid's work in this field:

| GENDER-BASED VIOLENCE | |
|--|--|
| Goal | Men and women are mobilised and act to address harmful practices encouraging GBV |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Challenge the behaviour of men and women towards FGM, early marriages, violence in close relations and human trafficking • Care and support for survivors of GBV • Address GBV as a structural issue (result of power and patriarchy) • Advocate for national laws preventing violence against women, which enforce policies ensuring survivors' access to care and legal justice |
| Main rights-holders | <ul style="list-style-type: none"> • Girls, women, men and boys |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Religious and traditional leaders • Men and women • Local and national government • The United Nations • The international community |

| WOMEN IN GOVERNANCE | |
|--|--|
| Goal | Increase women's participation in governance issues and structures |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Empowerment and mobilisation of women for participation in governance issues and structures, including faith-based structures • Civic and rights education for girls • Challenge the behaviour of main duty bearers towards women's participation in decision-making processes • Advocate for the adaptation and implementation of national legal frameworks to international human rights conventions (CEDAW, etc) |
| Main rights-holders | <ul style="list-style-type: none"> • Girls and women |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Religious and traditional leaders • Men • Local and national government • The United Nations • The international community |

5.4 ECONOMIC JUSTICE

By focusing on Economic Justice, Norwegian Church Aid aims to increase the capacity of developing countries to address poverty and inequality and make local, national, regional and global institutions more accountable to poor and marginalised groups.

One of the main challenges linked to achieving economic justice is the equity deficit. 1.4 billion people live in extreme poverty, as defined by the World Bank as living on less than 1.25 USD a day. While many developing countries in Asia and Latin America have experienced significant growth, the number of poor people in Sub-Saharan Africa has remained unchanged since 1981. The unequal distribution of power and wealth within both poor and middle-income countries, as well as between countries, remains a major challenge. Repayment of unsustainable and illegitimate debt, capital flight, unfair terms of trade and insufficient international rules for responsible finance continue to increase the equity deficit as the net flow of resources goes from the South to the North. High unemployment rates, poor working conditions, limited market access and limited access to basic financial services, combined with limited ability to protect and develop domestic and regional markets lead to a lack of sustainable livelihood and income opportunities at the household level.

Many countries that remain dependent on foreign aid are rich in natural resources such as petroleum, gas, minerals, forests and water. Natural resource plunder means that only a small portion of the profits of these national resources are mobilised to reduce poverty and promote development, with local communities rarely experiencing the benefits promised by extractive industries. A fair tax system can contribute positively to reducing a government's dependency on aid and strengthen accountability to its citizens. However, taxation is underdeveloped and unpopular because it tends not to address internal inequalities to the benefit of the poor.

Women are often denied the rights to access, own, control or inherit land and property and are therefore particularly vulnerable to economic injustices. Lack of employment and economic resources are push factors for the feminisation of global migration, including human trafficking. Half of the world's migrants are now women looking for new ways of securing a livelihood for themselves and their families.

This situation also represents, and is a result of, deficits in participation. Governance of national resources remains the province of the elite and powerful. Poor people lack the information, voice and practical engagement strategies they need in order to influence national economic policy in meeting their needs. Neither can they participate in the processes in which accessible resources are distributed. At the global level, developing countries are underrepresented in international financial institutions and other global decision-making bodies, although some emerging economies like Brazil, India, China and South Africa are gaining more influence in the UN, the WTO, the IMF, The World Bank and in the G20.

These deficits in equity and participation result in and are reinforced by deficits in protection and sustainability. While poverty and inequality often breed conflict, poor and marginalised people are also more vulnerable to threats against peace and human security. The lack of sustainable livelihood at the family level makes men and women vulnerable to disease and violence. Extraction of natural resources from developing countries is often associated with great human and environmental costs going hand-in-hand with corporate profits. Poor and marginalised people are more likely to bear the costs of extractive activities without enjoying the benefits, as is the case with the effects of climate change. Indigenous peoples and ethnic minorities, who to a large degree depend on nature and natural resources for survival, are particularly vulnerable in this respect. The struggle to



maintain and regain rights to land and natural resources is a constant battle for these peoples.

There are also signs of hope. The growth experienced by many poor countries has enabled them to offer better services. New technologies make it easier for poor and marginalised groups to access information and influence decision-making processes. Globalisation has enabled civil society groups to better coordinate their efforts across countries and regions. Faith actors, with structures in the poorest communities and legitimacy among

government leaders, can play a crucial role in mobilising poor communities and citizens at all levels of society to call for economic justice.

Norwegian Church Aid's comparative advantage in addressing these deficits is our ability to work with our global network of faith-based partners in mobilising for economic justice. The actors in this network are locally rooted and global in outreach, and hence have considerable potential in addressing issues such as economic justice.

Norwegian Church Aid will address these issues through the following programmes:

| LIVELIHOOD AND TRADE | | RESOURCES AND FINANCE | |
|--|---|--|--|
| Goal | Mobilisation for sustainable livelihood and reduced economic vulnerability | Goal | Accountable governance of national resources for rights-based development |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Mobilise groups and communities to claim their rights to economic development and to secure sustainable livelihood in rural and urban environments, including rehabilitation after emergencies • Stimulate development of local enterprises • Vocational training for economic literacy, diversified production and entrepreneurship skills, including save-and-loan group model • Improved access to domestic and international markets with fair trading conditions • Conducive legal frameworks to protect small and informal traders • Advocate for fair bilateral, regional and global trade agreements • Advocate for decent work and corporate social accountability | Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Mobilise local communities for the rights of marginalised groups to natural resources • Promote budget monitoring and public expenditure tracking • Mobilise for national legislation to secure public revenues and fair distribution of resources (including taxes, contracts, etc.) • Challenge local and national government for increased accountability in the governance of national resources • Challenge extractive industries for increased transparency, accountability and focus on environmental issues • Advocate for a fair, democratic and transparent global finance and aid system |
| Main rights-holders | <ul style="list-style-type: none"> • Marginalised communities, such as men and women of indigenous origin, from ethnic minorities and pastoralists • Unemployed or underemployed women and young adults • Emergency affected communities | Main rights-holders | <ul style="list-style-type: none"> • Marginalised communities, such as men and women of indigenous origin, from ethnic minorities and pastoralists • Developing countries |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Religious leaders • Local and national government • The corporate sector • The UN, WTO • The international community | Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Religious leaders • Local and national government • Extractive industries • The UN, IMF, The World Bank, Regional Banks • The international community |

5.5 CLIMATE JUSTICE

By focusing on Climate Justice, Norwegian Church Aid will contribute to ensuring sustainable livelihoods for poor people affected by the negative effects of climate change. We will advocate for rich countries to reduce their greenhouse gas emissions and to bear the main costs of adaptation as well as the cost of ensuring access to renewable energy for poor and vulnerable communities.

Norwegian Church Aid's theological commitment to the Integrity of Creation gives us a clear motivation and comparative advantage in addressing the issue of the environment. Through our faith-based partners and networks, we have the potential to mobilise and respond to climate change at all levels of society.

Beyond being the world's greatest environmental problem, global warming also poses a grave threat to all aspirations of poverty eradication and economic justice. Climate change constitutes and imposes a global equity deficit as the direct result of the economic and industrial development of rich countries, the consequences of which will be felt by poor countries that never reaped the initial benefits. Women's limited power in decision-making and their restricted access to resources and information make them especially vulnerable to the effects of climate change.

Poor countries and communities face climate change in a situation marked by great deficits in protection and sustainability. The dramatic level of vulnerability is caused by a number of factors: high dependency on natural resources, large poor populations living in marginal areas and a limited capacity to adapt to climate change due to lack of resources, poor institutions and inadequate infrastructure. Development must be regarded in this respect as much more than freedom from poverty and conflict; it must entail a path beyond poverty to dignified, sustainable ways of life. The effects of climate change are manifest in the daily lives of poor and marginalised people

in both urban and rural communities. Climate change has the potential to irreversibly damage the natural resource base on which rural communities depend, with significant consequences for the right to food for many. As rural livelihood systems come under increasing climatic stress, patterns of migration and urbanisation will also gain considerable momentum, causing both internally-displaced people to gravitate towards urban centres in their own country and sending climate refugees across borders. The rural-to-urban migration trend also places increased pressure on cities' capacity to cope.

Deficits in participation on both a national and an international level constitute a great challenge to the right to development as the world negotiates global climate change protocols. Today's equity deficits are increased by climate injustices, not only directly through the consequences of climate change on human habitats and livelihoods, but also through global protocols that might establish significant constraints on developing countries to meet national energy needs and development aspirations. In this respect, participation is of both national and global concern, and the issue of governance and transparency in the national and even local management of natural resources must be addressed.

There are signs of hope. There is a clear momentum in challenging global political actors on the necessity of global climate justice. The fact that people and communities are proving their ability to adapt to changing weather conditions is another sign of hope. Norwegian Church Aid believes that adaptation is indeed possible for many communities. A tremendous escalation in efforts is needed in order to ensure such an adaptation, but by means of technology transfer and the utilisation of traditional knowledge embedded in societies, much can be done.

Norwegian Church Aid will address these issues through the following programme areas:

| CLIMATE CHANGE MITIGATION | |
|--|--|
| Goal | Secured access to renewable energy sources and sustainable livelihood strategies for poor communities |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Promote rural electrification through use of renewable energy sources • Mobilise for community based energy strategies for value addition and livelihood diversification • Promote sustainable bio energy alternatives for marginalised households in order to address deforestation and ensure sustainable land-use and forestry practices • Support access to revenues and participation of indigenous peoples and other marginalised stakeholders in REDD¹² and CDM¹³ processes • Support and initiate global and national advocacy for climate change mitigation and pro-poor energy policies • Support advocacy on and monitoring of national REDD-related initiatives |
| Main rights-holders | <ul style="list-style-type: none"> • Poor households and communities • Local groups of marginalised people: women, youth and pastoralists • Indigenous peoples |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Local and national governments in Norwegian Church Aid priority countries • Religious leaders • Governments and people of wealthy industrialised countries • The corporate sector • The UN, IMF, World Bank, Regional Banks |

| CLIMATE CHANGE ADAPTATION | |
|--|--|
| Goal | Reduction of the vulnerability to climate change of poor and marginalised people and communities |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Strengthen and diversify livelihood strategies of marginalised groups, with an emphasis on indigenous peoples • Address land degradation through adjusted land-use practises and sustainable agricultural practises for increased community resilience and food security • Promote rainwater harvesting and watershed management for reduced soil erosion, sustainable water resource management and improved food security • Promote measures designed to reduce the vulnerability of poor communities to the hazards of natural disasters (Disaster Risk Reduction) • Support and initiate global and national advocacy for climate change adaptation initiatives and increased emphasis on strategies for disaster risk reduction |
| Main rights-holders | <ul style="list-style-type: none"> • Poor households and communities • Local groups of marginalised people: women, youth and pastoralists • Indigenous peoples |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Local and national governments in Norwegian Church Aid priority countries • Religious leaders • Governments and people of wealthy industrialised countries • The corporate sector • The UN, IMF, World Bank, Regional Banks |

5.6 THE RIGHT TO WATER AND HEALTH

By focusing on the right to Water and Health, Norwegian Church Aid seeks to save lives, protect health and catalyse development and well being for poor communities, especially the most vulnerable. Access to safe water, adequate sanitation and basic health care are fundamental prerequisites for productive life and development. Yet the most fundamental conditions of human development – universal access to safe water and adequate sanitation – are still unmet. At least 1.1 billion people still lack access to safe drinking-water and around 2.6 billion – about half the developing world – still lack access to improved sanitary facilities. This deprivation impedes the enjoyment of health for some of the poorest people on our planet. Compared to the other MDG's, health-related goals are behind schedule, with little or no progress on improved maternal health.

Above all, this situation expresses an equity deficit: Progress in public health in recent decades has been substantial but deeply unequal, with a considerable number of countries increasingly lagging behind or losing ground. There are growing health inequalities within countries; the rich few having access to sophisticated hospitals, while the poor often lack access to basic health care services. 99% of maternal and newborn mortalities occur in the developing world, where more than 50% of women still deliver without the assistance of skilled health personnel.

Despite considerable recent progress, only four out of ten people living with HIV and AIDS have access to antiretroviral medication, a major reason for this being unfavourable patent regulations. In addition, children infected or orphaned by HIV and AIDS need access to treatment, care and support. Stigma and discrimination against people living with and affected by HIV and AIDS is still a major problem in most communities.

Improving access to safe water, adequate sanitation and knowledge about good hygiene practices has the potential for making a major contribution towards poverty eradication. Yet access to water, and especially to sanitation for the poor, is in most countries not a political priority.

People exposed to this situation are unable to protect themselves from public health threats such as diseases caused by unsafe water, creating a protection deficit. This is often a question of life and death. Children and people living with reduced immune system function are especially vulnerable and normally constitute the most affected groups. The protection deficit is even more obvious in humanitarian situations in which basic services are interrupted. Additionally, life skills training and prevention programmes for youth are vital in the mitigation of HIV.

We further note a participation deficit: Marginalised people often lack the political influence to participate in decision-making processes to ensure the correct use of public funds in order to obtain essential services. Participation of all individuals and groups at local and national levels must be seen as the core of social development. In developing countries, civil society organisations can play an important role in service delivery of water and adequate sanitation in alliance with local and national governments. In such contexts, the participation of women, girls, men and boys in the planning and design of these services is a viable management model for infrastructure. People living with HIV are an especially vulnerable group and are often excluded, creating a major challenge to involve them meaningfully in all aspects of our work.

We also face a sustainability deficit: One challenge to the sustainability of access to water and health services is changing environmental conditions, such as the effects of climate change. Rainfall patterns change and there is an increased risk of failure to livelihoods based on livestock and agriculture. Access to water resources for

¹² Reduced Emissions from Deforestation and Forest Degradation (REDD) is the currently negotiated UN framework for financing initiatives to protect forests and reforest degraded lands.

¹³ The Clean Development Mechanism (CDM) is the system for carbon credits created through the Kyoto protocol.

drinking and productive use becomes more uncertain. As a consequence of climate change, weather-related hazards are increasing in frequency and severity. There are also financial, institutional, political and technical challenges to the sustainability of basic services.

Despite important challenges in the field of water, sanitation and health, there are some signs of hope that Norwegian Church Aid will focus on. Thanks to improvements in prevention programmes, the number of people newly infected with HIV has declined. Although many people with HIV still die earlier, especially in poorer countries, because of a lack of treatment, HIV has during the last few years become a chronic illness, rather than a deadly disease. Another sign of hope is that mortality in children under five has declined worldwide. Although child mortality rates remain highest in sub-Saharan Africa, recent survey data show remarkable improvements that could yield major breakthroughs for children in the years ahead. Although a number of countries still face an uphill battle, access to safe drinking water has increased worldwide. In the area of safe sanitation, progress is more modest.

Norwegian Church Aid has a clear comparative advantage in the areas of water, sanitation and health. We have access to a global network of faith-based actors in the health and water sector, including specialists in primary health care, which is key in bridging the health-care gap between rich and poor. In sub-Saharan Africa, faith-based organisations are responsible for about 50% of all health services. Norwegian Church Aid is also part of a network of diakonal health institutions and organisations in Norway, and through them has access to their specialised skill and knowledge. Norwegian Church Aid has developed capacity in the water, sanitation and hygiene (WASH) sector over the past 20 years to become one of the global players in providing humanitarian assistance in this field. We have access to most countries through the ACT Alliance. This alliance and its individual mem-

bers also advocate for the right to water and sanitation including the delivery of services.

The following programmes have been defined to respond to the issues defined above:

| SOCIAL MITIGATION OF HIV AND AIDS | |
|--|--|
| Goal | Improved quality of life for people living with or affected by HIV and AIDS |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Provide legal, social and economic assistance to people living with HIV and AIDS, in particular women • Provide spiritual, psychosocial and physical support to children orphaned by or living with HIV and AIDS • Provide life skills training for youth living with HIV and AIDS • Mobilise civil society to advocate for the right to access to treatment and care related to HIV and AIDS • Advocate for strong, efficient and accountable public services |
| Main rights-holders | <ul style="list-style-type: none"> • People living with or affected by HIV and AIDS, in particular children, youth and women • Poor development countries |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Faith actors • Local and national government • The international community, in particular the Norwegian Government • WHO and WTO • Pharmaceutical companies, in particular Norwegian companies and those invested in by the Norwegian Petroleum fund |

| ACCESS TO QUALITY HEALTH CARE | |
|--|---|
| Goal | Improved access to quality health care for poor and marginalised communities through faith-based actors |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Strengthen capacity of faith-based health institutions to offer quality health care services to the poor and marginalised, with particular emphasis on maternal health • Mobilise civil society to advocate for universal access to quality health services, and for affordable prices for the poor • Advocate for strong, efficient and accountable public services • Link Norwegian health institutions and faith-based health actors in the South, in view of mutual capacity development |
| Main rights-holders | <ul style="list-style-type: none"> • Poor local communities, in particular women and children • Poor developing countries |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Faith actors • Local and national government • The international community, in particular the Norwegian Government • WHO and WTO • Pharmaceutical companies, in particular Norwegian companies and those invested in by the Norwegian Petroleum fund |

| WATER, SANITATION AND HYGIENE | |
|--|--|
| Goal | Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalised communities |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> • Assist local communities in securing sustainable access to water, sanitation facilities and knowledge about good hygiene practices, both in long-term development and in emergency situations • Assist communities in adopting good hygiene practices, by creating enabling environments • Mobilise civil society to advocate for and claim the right to water and sanitation • Work with local and national authorities to better ensure and advocate for the proper management of limited water resources |
| Main rights-holders | <ul style="list-style-type: none"> • Poor and marginalised local communities |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> • Local and national government • Private companies • National and international civil society organisations • The international community, with emphasis on the Norwegian Government • UNICEF, WHO, UNHABITAT, The World Bank, IMF, Regional Development Banks |



Home visit by Monk Thich Thanh Huan from Phap Van pagoda in Hanoi.
Photo: Pham Van Ty/ Norwegian Church Aid



*A new water station has positive health effects for the local community. The meetings between Norwegian Church Aid, partner IECA and the community has increased the local ownership of the drinking-water system.
Photo: Malvin Ommedal/Norwegian Church Aid*

ORGANISATIONAL PREREQUISITES

The preceding chapters describe Norwegian Church Aid's objectives as an international and national actor; identify our most important stakeholders, our partner preferences, our integrated approach, strategies for change and finally, what our distinct programmatic contributions will be during the 2011-2015 strategy period.

This chapter introduces six key organisational prerequisites for success:

- Empowered and engaged employees and committed leadership
- Performance management and documentation of results
- Organisational adaptability
- Competence development
- Internal communication
- Development of the ACT Alliance

We have asked ourselves: What needs to be in place in order for the organisation to deliver on the ambitions of this strategy? Here we present a selection of key development areas that will be complemented by assessments and other processes according to procedures for cooperation and organisational development in Norwegian Church Aid. This chapter is neither an exhaustive analysis of the organisation nor an all-inclusive mapping of important development initiatives and processes in the organisation. Prerequisites beyond the following six key areas are considered general prerequisites of any well-run organisation and are reflected in the organisation's existing plans¹⁴.

6.1 FOCUSED GROWTH – ONE NORWEGIAN CHURCH AID – WITHIN THE ACT ALLIANCE

More stringent priorities concerning geography, partners and programmes will contribute to improvements in quality, relevance and use of resources. These are all important prerequisites for Norwegian Church Aid's continued development and growth. At the same time, Norwegian Church Aid will contribute to the ACT Alliance's diverse alliances and networks, in which we complement each others' areas of expertise.

In our efforts to further develop Norwegian Church Aid, we will prioritise measures contributing to:

- Building a stronger Norwegian Church Aid identity
- Developing the ACT Alliance as a global partnership for division of labour and quality improvements
- Focused growth that strengthens and improves the organisation's professional contribution and delivery in our prioritised areas of work

Norwegian Church Aid's organisational development will build on ongoing and completed processes. At the same time, we will initiate new analyses of the organisation's performance, access to resources and requirements for further development.

¹⁴ This includes establishing and complying with our global Human Resource policy, global gender policy with appropriate instruments and HAP standards for accountability. This also includes The Plan of Action for the Working Environment and the Organisation, the establishment of a global leadership development programme and principles for leadership, as well as reviewing working processes, organisational adaptation and access to necessary expertise, both at the head and field offices.

6.2 EMPOWERED AND ENGAGED EMPLOYEES AND COMMITTED LEADERSHIP

Stones and the cathedral

A man walked into a city where workers were cutting stone. When he asked a man what he was doing, the man looked up and answered, 'I'm cutting stone!'

When the man asked other workers the same question, a woman stood up, smiled and said, 'I'm building a cathedral!'

Empowered and engaged employees are the organisation's most important asset in our efforts to build our cathedral – a more just world. In order to make a difference, each individual must understand what is expected of him or her, and authority and responsibility must correspond. All employees should have space for taking initiative. Leadership in Norwegian Church Aid is about creating results in cooperation with others. Achieving our goals is a result of co-creative processes that are characterised by leaders and employees who have common goals, mutual responsibility and a willingness to be flexible.

To succeed with our mandate, we need to develop our human resources through integrated organisational culture building, leadership development and efficient work processes.

Norwegian Church Aid employs staff from all over the world. Our staff are highly skilled people who possess strong internal motivation and a desire to contribute to a just world. This provides us with considerable potential for developing our work and reaching our goals. Our staff is motivated to create results, to take on challeng-

ing tasks and expect to experience professional and personal development. These expectations require confident leaders who have a clear understanding of roles and responsibilities, which are results-oriented and have the ability to inspire others. Our reality demands that our leaders have access to a good support system and share common principles for bringing to life predictable and value-based human resource management.

Norwegian Church Aid's staff works on multiple tasks in close interaction with other colleagues, partners and rights-holders. Commonly, the work is undertaken in cross-cultural and multi-lingual contexts that demand capacity for diversity management as well as remote management. Leaders must support co-workers' prioritisations under pressure. Good leadership under such circumstances combines core roles, knowledge of the organisation and the ability to reflect on one's own practise. In order to assure competent leadership with the ability to handle Norwegian Church Aid's specific challenges, it is vital to foster and recruit leaders from our own organisation.

6.3 PERFORMANCE MANAGEMENT AND DOCUMENTATION OF RESULTS

In order to ensure that Norwegian Church Aid is able to manage our most important asset – empowered and engaged employees – we must continue to develop our Human Resource Management (HRM) system¹⁵. A key feature of HRM systems is performance management. We will increase our focus on performance management by planning and steering towards goals, following up performance and measuring results.

¹⁵ Human Resource Management: is the strategic and coherent approach to the management of an organisation's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the organisation.

Enhanced consciousness of goals will serve to clarify and make visible each individual's contribution to the whole. At the same time, we aim at shifting the focus of both managers and employees to overall goals, rather than remaining on mere administration and micromanagement. Goals are formulated in processes combining manager-led processes and employee involvement and participation.

Norwegian Church Aid faces increased demands for improved documentation of results of development aid, both from donors and rights-holders. Our ambition is to meet these justifiable demands through further development of our systems for planning, monitoring and evaluation (PME). This will ensure increased quality in routines and practices in all phases of our work, internally as well as in following-up on our work with partners. Partnerships must entail clearer and mutually accepted obligations (see Chapter 3). Results and recommendations from assessments and evaluations will be used actively as input to organisational learning and development.

Performance management and PME increase our ability to reach our goals, manage our resources and strengthen the organisation's ability to learn. In order to achieve these ambitions, it is important that these tools are mutually complementary and cohesive. They are also intended to contribute toward the goals of participation, openness and compliance to which Norwegian Church Aid has committed itself through HAP¹⁶ (see sections 1.4.4 and 2.1).

Norwegian Church Aid recognises that technical developments are enabling factors in our work in the areas of HRM and PME. By improving access to information for documentation of results, the common global IT platform is essential in Norwegian Church Aid's efforts to strengthen the organisation's accountability towards its stakeholders.

6.4 ORGANISATIONAL ADAPTABILITY

Norwegian Church Aid is continually developing and adapting to changing external conditions. Our ambition to have more stringent priorities promises a potential for simplification and increased efficiency. At the same time, in our commitment to partnership, we will continue to face complexity and diversity. Our integrated approach is also demanding in terms of cooperation, workflow and efficient use of the organisation's human resources.

In order to achieve suitable and efficient work processes, we need to identify and address malfunctions and duplication of work. It is our aim to reduce risks and simplify work processes. Planning and reporting will be developed and executed in cooperation with stakeholders who have firsthand knowledge of the situation on the ground and are responsible for implementation. This requires an objective and critical examination of resource- and time-consuming deliveries.

Access to new global IT-solutions will contribute to identifying, establishing and maintaining common standards. At the same time the organisation needs to be open to local adaptation to meet substantial differences in technical infrastructure.

We need to stimulate cooperation across departmental and management lines to avoid monopolisation of tasks and closed work processes. Team work is required to solve complex and cross-sector challenges and assignments.

Organisational adaptability must support an appropriate balance between work load and human resources that are available. The substantial programme portfolio tasks require increased focus on quality assurance and resource allocation. The organisation must ensure flexibility to meet unforeseen challenges.

¹⁶ Humanitarian Accountability Partnership, <http://www.hapinternational.org/>

The ACT Alliance represents new opportunities for co-operation with sister organisations and new challenges in seeing the organisation as a part of a larger whole. Capacity development must be coordinated with the aim of developing unified standards and basic requirements.

6.5 COMPETENCE DEVELOPMENT

Norwegian Church Aid is a knowledge-intensive organisation. This requires specialised expertise, continual development and high standards in the quality of both products and services.

Norwegian Church Aid depends on both professional expertise within our Strategic Priorities and Programmes, and ability to apply our competence in interaction with others. Our staff must be culturally proficient and have the ability to work in multi-cultural and multi-lingual contexts. Constantly changing external conditions imply a focus on making use of new possibilities and creatively developing new ideas in order to ensure increased future revenue. New technology gives us opportunities to develop skills across national borders. E-learning modules, also used within the ACT Alliance, provide one opportunity to strengthen our mutual capabilities. In close cooperation with our sister organisations and partners, we have a great potential for meeting this development and enriching each other through mutual knowledge building.

Competence development can be understood on two levels. On one level, it requires a structured development of financial and human resource management and securing revenue. On another level, it requires competence development in programme development, our integrated approach, with special weight given to increasing capabilities in advocacy. In order to achieve this, we need to develop a common understanding of the skills needed and a structured competence development plan.

Ensuring sufficient sharing of knowledge among colleagues, across projects, divisions and departments, is a prerequisite for creating a learning culture in any organisation.

We need to increase focus on retaining our experience, safeguarding it in an institutional memory or knowledge archive and ensuring that continual learning is a part of our organisational development. As an organisation, we have an abundance of experience that is renewed each and every day. When employees leave Norwegian Church Aid, we strive to retain and transfer their knowledge.

6.6 INTERNAL COMMUNICATION

Good internal communication implies a flow of information and the exchange of ideas and points of views between leaders and co-workers, between individuals and groups at different levels and in different areas of the organisation.

The purpose of internal communication in Norwegian Church Aid is to foster a common identity, share best practices and bring to life our values and principles. Further, internal communication shall support our diakonal and humanitarian mandate as a common project. Good communication fosters an organisational culture that is:

- Professional and results-oriented
- Engaged and courageous
- Generous and inclusive

It is the shared responsibility of all employees to contribute to the desired culture of communication, although leaders have a particular responsibility.

Good internal communication is a prerequisite for the ability to interact well, ensuring well-being and inspiration and thereby maximising the use of resources. This applies especially in complex organisations spread out

over great geographical distances with employees from many countries.

A well-functioning system for internal communication supports the decision-making processes: What the decision is, what consequences it will be and who is responsible for its implementation. It also ensures involvement in decision-making processes and feedback on how input has been taken into consideration.

As part of building one organisation, implementation of our new IT systems at all field offices is a main goal. Technical solutions for IT and communication systems is not sufficient to ensure improved organisational interaction, networking, documentation, learning and transparency. We will strengthen our attention to the user side of the systems through building competence and developing unified work standards and workspaces. In addition, as an integral aspect of this work, the organisation will utilise new possibilities created by our global IT platform for the exchange of experience.

6.7 DEVELOPMENT OF THE ACT ALLIANCE

The establishment of the ACT Alliance strengthens Norwegian Church Aid's platform for emergency preparedness and response, long-term aid and advocacy on national, regional and global levels.

In the coming strategic period, Norwegian Church Aid will give priority to developing the ACT Alliance. This implies a commitment to carry out common analyses, prioritisation, planning and response. ACT National Forums will be a focal point in this development process. A strong and coordinating ACT can increase our legitimacy in our own constituency, among the Norwegian public and donors. Further, Norwegian Church Aid sees the ACT Alliance as a foundation for our global advocacy work. The ACT Alliance's composition and size holds a potential for access

to key global institutions, a potential Norwegian Church Aid aims to use to its fullest.

One of the main functions of the ACT Alliance is to contribute to quality assurance in its member organisations' work. Norwegian Church Aid will give special emphasis to work related to the establishment of a complaints mechanism, simplification and standardisation of planning-, monitoring and evaluation systems, and the development of a digital global training platform.

Norwegian Church Aid perceives the ACT Alliance as an instrument for focusing and concentrating our programme portfolio thematically and geographically. Through the ACT Alliance, Norwegian Church Aid will promote a strategic division of labour between member organisations, thematically and geographically.

The ACT Alliance provides Norwegian Church Aid with access to a global pool of human and financial resources. This gives Norwegian Church Aid great potential for the continual development of our human resources and of the organisation itself.