



**INTERNATIONAL
AID SERVICES**

Strategy 2019 – 2021



Introduction

International Aid Services Denmark (IAS) is an international relief and development organisation founded on Christian values. IAS Denmark acts as the umbrella organisation for the Danish Mosaik church network's relief and development work, with a mission to "Save lives, foster self-help and offer people dignity through transformation that goes beyond relief and development". IAS Denmark has grown considerably from its inception in 2000, till today where it is extensively engaged in Africa, principally in the east and Horn of Africa. IAS Denmark works as part of the IAS international alliance and through its partners in the Global South.

IAS Denmark puts a high priority to capacity building of our partners, to give them the ability and confidence to lead, form networks, increase their influence and achieve tangible results. The aim is to ensure that interventions, which starts as a partnership, can continue independently through our partner organisation, therefore create long-term sustainability of a project.

Over the past few years, IAS Denmark has experienced growth not only financially, but also in the number of employees and the extent of our work. The new communication strategy of 2018 resulted in structural changes and a greater focus on specific areas of IAS' work and how the organisation can continue to grow.

Today IAS Denmark operates under three denominations:

- **IAS Transform** - relief and development.
- **IAS Engage** - voluntary participation, partnership with civil society stakeholders and fundraising.
- **IAS Serve** - integrated mission including support for Christian minorities and refugees.

This strategy and action plan from IAS Denmark is based upon the international IAS Alliances' strategy 'Fit for Purpose', and has been produced with the aim of realizing the undeveloped Danish potential that has been created, and to strengthen the connections within IAS Denmark and the bonds to its support base.

History and characteristics guiding IAS Denmark's work and priorities today

- **Tough issues and a tough place to work**
IAS Denmark began its work in the year 2000 helping children with disabilities in Somaliland, an extremely marginalised section of the population, hidden from the public and missing

from school. This is characteristic of IAS Denmark's approach, to take responsibility to work with the weakest groups, with complex issues, in fragile settings where it is difficult to work.

- **Ability to make connections and break down barriers**
Within five years IAS Denmark established relief and development work in Kenya, Paraguay, Somaliland, South Sudan, Sudan and Tanzania through among others the use of its extensive connections with churches in Denmark and project countries. Besides partnerships with churches, IAS collaborates with Muslim organisations and other strategic partners, in an effort to reach the weakest and most ignored people in society. IAS Denmark brings together and creates networks from across churches and interest groups, as it works to break down barriers and harmful cultural practices, to give rights to the weakest in society.
- **Church partners have something special (legitimacy)**
Working with churches in the Global South has a dual impact; it increases the church's passion for people, while at the same time, it makes use of the platform of social work the churches have already established. As a consequence, churches build-up goodwill with the local community and authorities through their engagement with contemporary issues.
- **Faith and Hope leads to change - Integrated mission**
IAS Denmark focuses on integrated mission. This is a model where we support Christian minorities and refugees parallel to our relief and development work. It is our belief that people have material, mental and spiritual needs. This is why all three aspects are an important part of our work.

Values

IAS Denmark's understanding of the biblical concept of mission, motivates all that we do as an organisation. Marginalized and underprivileged population groups are the focus of our work; to live out and communicate the Christian message in practice.

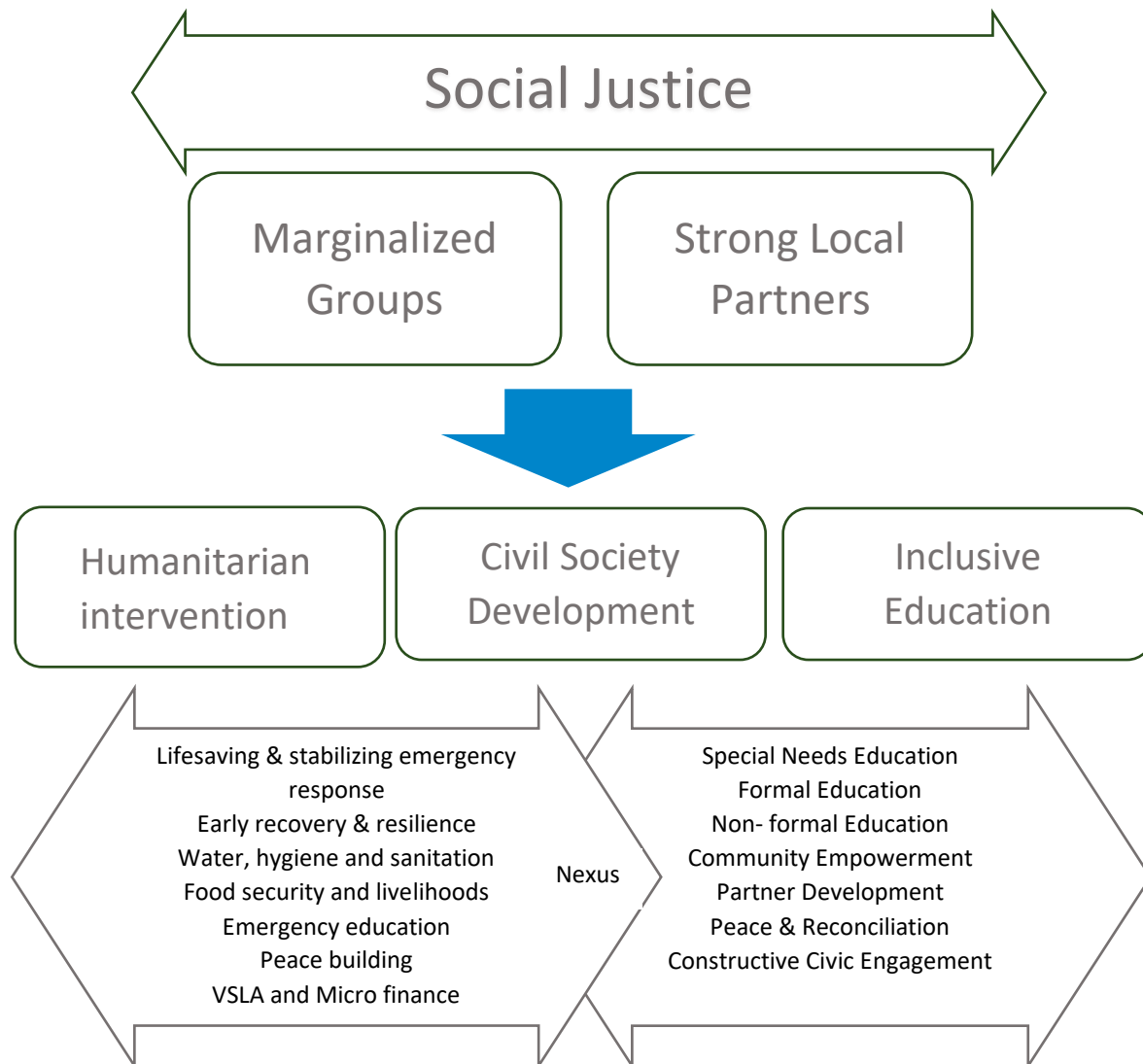
- **Crossing boundaries** - to go beyond borders, distances, religions and taboos, to meet with people.
- **Eyelevel partnership** - promoting cooperation between equals, thus ensuring independent and strong local organizations. Respect, room to speak and to be heard.
- **Dialogue** - as a basis for understanding, and action that promotes social justice.
- **Generosity** - to create room for the whole person in our daily work, to express kindness in all areas of work and in the settings we encounter.
- **Optimism** - as a starting point to see opportunities, to not let challenges and obstacles limit us.

Thematic and geographical focus

IAS Denmark focuses on saving and sustaining life, on social justice, marginalized groups (especially children) and on strong local partners. This is achieved through thematic work

with inclusive education, civil society development, disaster relief, nexus (bridging between relief and development) and resilience (the ability to withstand and recover quickly from the effects of natural or man-made disasters).

IAS Denmark operates in Ethiopia, Kenya, Somaliland, Sudan, South Sudan, Tanzania, and Uganda. Through partnerships we also support activities in Greece, Nepal, Nicaragua and Venezuela.



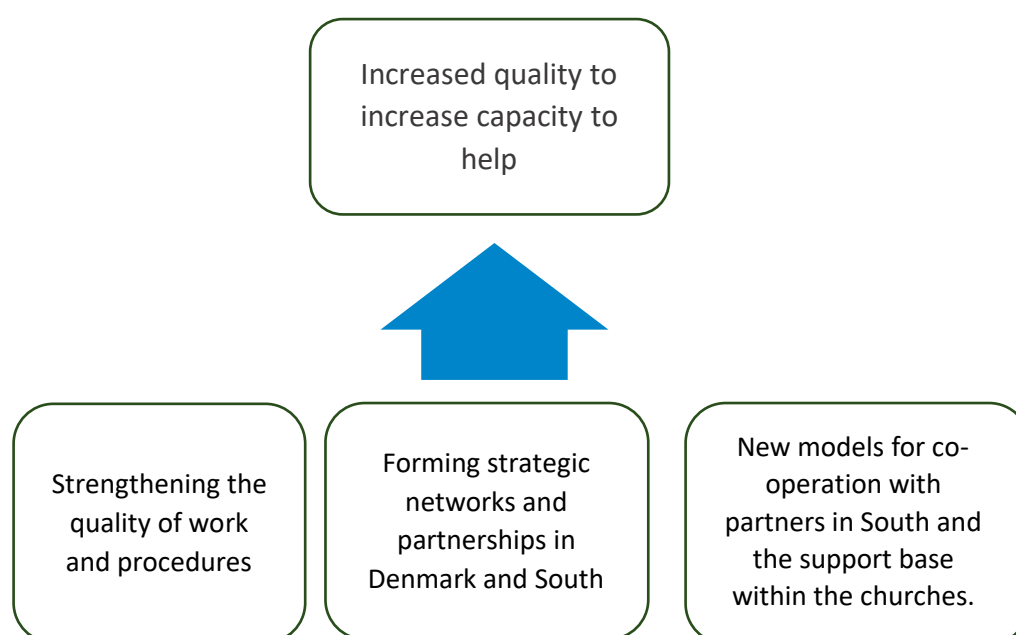
International cooperation

IAS Denmark is a member of and works together with the other members of the international IAS Alliance. The Alliance's primary sectors of operation are water and sanitation, inclusive education, social justice and social change. In addition, we collaborate on food safety, health, and cross-cutting themes such as HIV / AIDS, conflict resolution and reconciliation, gender and climate.

Alliance Cooperation enhances IAS Denmark's capacity, provides the opportunity to raise finance, and the ability to act quickly when humanitarian crises arise in areas where the Alliance operates.

Priorities for 2019- 2021

Over the past year IAS Denmark has worked to strengthen the core of the organization and its paths of communication. The aspiration being, that over the coming three years, to strengthen collaboration with IAS' support base, and to carve out a strategic course and with-it growth within the organisation's areas and sectors of operation. In short, *IAS Denmark wants to increase quality in order to increase capacity to help.*



This will come about by focusing on:

- Strengthening the quality of work and procedures within the sectors in which IAS Denmark operates through documentation and evaluation.
- Forming strategic networks and partnerships, together with the strengthening of existing local, regional and national partnerships and networks in Denmark and the Global South.
- New models for co-operation with partners in the Global South and the organisation's support base within the churches.

The following objectives have been developed for each of IAS Denmark's areas of operation.

IAS Transform

Objectives 2019 - 2021

IAS Denmark wants to increase quality in order to increase capacity through:

- Strengthening of the strategic underpinning and direction for IAS Denmark's expansion in its humanitarian and development work.
- Increasing the organisations size and proven capacity, to have a greater effect by being more effective.
- Expansion through additional regional and national collaborations, new constellations, collaborations and alliances, together with participation in national, regional and international networks.

Each sector within IAS Transform has a separate detailed strategy.

Inclusive Education (IE)

Over the past twenty years IAS Denmark has attained extensive experience working in the promotion of special needs- and inclusive education for exposed and vulnerable children and young people in East Africa.

Today, the organization has a program agreement with local partners in Kenya, Tanzania, Sudan and South Sudan within the sector of inclusive education with CISU (Civil Society in Development). Some of the partners are faith and/or church based, while others are general sector and interest organizations, including those with a Muslim background.

Sector objectives

Within the next three years, IAS Denmark aims to consolidate itself as an experienced player within IE in East Africa and the Horn of Africa in order to create growth and sustainable results in both depth and extent at national and regional level.

Consequently, our priorities will be:

- Increased support and influence of IAS' work through IE networks, advocacy and dialogue in Denmark and internationally.
- Entering strategic partnerships in Denmark and the Global South in order to create change at regional and national level.
- Strengthening and documenting quality outcomes, together with IAS Denmark's methods in the IE work, especially in relation to synergy and learning, fragile situations and IE in interaction with resilience.

Civil Society Development (CSD)

IAS Denmark is working on several civil society development projects supported by the DMCCD (Danish Mission Council Development Department) in the area of education, initiatives for vulnerable groups, women's and children's rights, agriculture, savings and loan associations, and organizational development. Central to this is the rights-based approach and the goal of capacity building of the local partners, to empower them to become the drivers of change in the long run. In this case most of the local partners are church partners, as well as some Danish churches, who also partner in the projects.

Sector objectives

Over the next three years, IAS Denmark wants to strengthen the development of civil society, and highlight the special value of the churches in the development work through increased involvement of the church support base in the projects. To form and strengthen partnerships as well as developing excellence and sustainability in the projects.

Consequently, our priorities will be:

- New forms of collaboration both in Denmark and in the Global South.
- To create / strengthen value-based partnerships with churches, church movements, church organizations and national networks, alongside their strategic inclusion at regional and national levels.
- Increased quality and documentation through general capacity building, but also special areas of interest within advocacy, gender and rights, and savings and loan associations.

Humanitarian interventions (HUM)

Currently IAS Denmark implements humanitarian efforts via the IAS Alliance and local partners funded by CISU's DERF (Danish Emergency and Relief Fund) as well as private collections and donors.

The focus of IAS Denmark's humanitarian projects is to save and sustain life. In addition, the organization seeks, as far as possible, to integrate long-term solutions that help people and communities through crises, strengthened and more resilient to what the future might hold. Using Core Humanitarian Standards (CHS) and humanitarian principles as a starting point, IAS Denmark focuses on water, hygiene and sanitation (WASH), distribution of food and non-food items (NFI), early rehabilitation and robustness, including savings and loan associations, practical vocational training, psychosocial training, and cross-cutting themes such as peace, reconciliation and gender equality. In crisis and conflict situations IAS Denmark focuses especially on vulnerable groups, such as those with special needs, women and children.

Nexus

Over the years, IAS Denmark has gained experience working with the tension that lies between development and humanitarian work. This special expertise needs to be systematically developed, especially in relation to "Education in Emergencies" and robustness, so that the organization can develop and improve its approach and enter into relevant collaborations in this area.

Sector objectives

In the next three years, IAS Denmark wants to increase and document its humanitarian capabilities.

Consequently, our priorities will be:

- Expanding geographically into the IAS Alliance's areas of operation and that of trusted qualified partners.
- Increase the HUM competency profile among both private, state and multilateral donors, and to work proactively by alerting donors of crises in our potential areas of operation.
- Inclusive humanitarian interventions - Nexus: using the organization's extensive capabilities and knowledge within inclusive education and special needs to develop an even greater focus on including vulnerable groups with special needs into humanitarian interventions, along with technique development and documentation of Emergency Education, living conditions and savings and loan associations. Also, interventions where target groups receive cash or vouchers towards goods or services with the aim of strengthening the local economy and robustness (cash-based programming).

IAS Engage

Objectives 2019 - 2021

IAS Denmark wants to increase quality in order to increase capacity through:

- Boosting the involvement of volunteers, educational establishments, congregations and denominations and thereby enhance the public foundation of the organization's work.

At the beginning of 2019, IAS Denmark rolled out a strategy for public foundation focusing on "Local foundation for global change". Meaning that the organization's work must include individuals from our support base in the local church in Denmark along with other stakeholders.

The objective is to create a volunteer culture that makes a tangible difference, and to develop strong and sustainable collaborations with churches and schools around volunteering; so that the voluntary participation of many more people, of all ages from our support base, can be linked to IAS Denmark.

IAS Denmark should be the natural choice for volunteers with an ambition for global change, who want to put their energy into an organization that works to transform people and communities. IAS Denmark must have a clear framework for this commitment, while at the same time having room for new ideas and collaboration.

Additionally, IAS Denmark hopes to work together with new players from the private sector in connection with our development and / or humanitarian efforts.

Consequently, our priorities will be:

- Developing a volunteer culture that makes a difference.

- To develop IAS Denmark's structures and capacity to handle volunteers.
- Strong and sustainable collaborations in relation to volunteering.

IAS Serve

Objectives 2019 - 2021

IAS Denmark wants to increase quality in order to increase capacity through:

- Strengthening Mosaik's and IAS' legitimacy as church players in relief and development efforts.

Since the launch of the communication strategy, IAS Denmark's integrated mission work through the communication channel / operational area Serve, has been more clearly communicated to the Mosaik church network, other affiliated churches and organizations through Frikirkenet and the Independent churches network. However, translating this into the active involvement of additional Danish churches it is still a challenge.

Consequently, our priorities will be:

- Developing an enhanced interplay between mission and humanitarian work in hereto unreached areas, so that the two support each other.
- Integrate mission as a ubiquitous aspect of church partner projects.
- Increase the churches' engagement in a way that is relevant and fruitful to all parties and is based on the church's own input.
- Start-up prayer networks for the organization's work.

IAS Equip

Objectives 2019 - 2021

IAS Denmark wants to increase quality in order to increase capacity through:

- Promoting best-practice in learning through improved formalization of the collection and sharing of the knowledge attained.

The organizational changes within IAS Denmark internally, and in relation to the international IAS Alliance, which previously served as headquarters for all IAS countries, has made it necessary to revise IAS Denmark's structures and procedures to ensure the organisation is fit for purpose.

To a greater extent IAS Denmark wants to be a learning organization. This objective must be integrated into the organization's formats, structures and procedures, along with the need to document and consolidate methods and know-how.

Additionally, there is a need for staff development within IAS Denmark to be systemised, both in respect of new personnel and continuous training.

Consequently, our priorities will be:

- Consolidation of procedures within IAS Denmark's programs.
- Revision of the program and other manuals.
- Systemisation of staff and management development.
- Further improvement of the security management system.
- Continued space to learn.