



Norwegian People's Aid

# STRATEGY

2020 - 2023





# Innhold

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# Our strategic narrative

When confronted with war, conflict or an oppressive regime, it is easy to feel powerless. When forced to flee or in the face of discrimination or racism, it is easy to feel small. If you get lost in the mountains, live in the vicinity of a minefield or are waiting for someone who does not come home, even the strongest of us can feel helpless.

## Norwegian People's Aid: who we are and what we stand for

Norwegian People's Aid stands by its partners in their struggles, wherever they may be. In the fight against time in the wake of a disaster, in the struggle against injustice, in the fight to secure safe access to water, school, food and medicines. When fundamental human rights are violated and when the powers-that-be are intolerant of criticism and hit back hard. That is when Norwegian People's Aid stands shoulder to shoulder with those that need it most.

Norwegian People's Aid is in the front line. We are there when an avalanche strikes. We clear landmines to provide safe access to schools. We are there when racism and exclusion destroy people's opportunities for a better life. At the airport, we are the first to receive people fleeing war and persecution. For more than eighty years we have been fighting for the most important issues, working every day for the universal right to live a safe and decent life. We give people the opportunity to build their local community and create a better future.

Norwegian People's Aid is the labour movement's humanitarian solidarity organisation, and we share the movement's history, identity and values. Our values are founded on equal rights for all, irrespective of gender, ethnicity, religion, sexual orientation, disability and social status.

In Norway, our work is undertaken by our many volunteers; internationally, we bring about social change, both large and small, together with our partners and staff.

Our search and rescue services save lives across Norway, while our socio-political work is aimed at social inclusion, anti-racism and international solidarity.

We also work to protect life and health through mine action programmes, responses to humanitarian crises, and disarmament initiatives. Together with our partners, we work for just distribution of power and resources. Our activities are based on solidarity rather than charity. Through change we help create sustainable, robust communities around the world.

## Looking to the future

Norwegian People's Aid has ambitious objectives. We aim to increase our membership and make it easier to be a volunteer for Norwegian People's Aid. We want more people to know about Norwegian People's Aid and understand the link between what we do in Norway and our international work.

We shall increase the quality and scope of our activities by means of increased effort and rigorous prioritisation. We must improve our room for manoeuvre financially by increasing the level of our untied income. Our shared goals shall be achieved through strengthened, effective collaboration.

Norwegian People's Aid aims to increase the visibility of our work both at home and abroad. The change we bring about and the way in which we work shall be well-known in Norway. The hallmarks of Norwegian People's Aid shall be professionalism, quality and competence. We shall be an actor and a partner that individuals, society at large and our partner organisations can trust.

Norwegian People's Aid shall be a safe organisation for our staff, members and partners. Gender equality and an environmental focus must be key tenets throughout the organisation.

In order to strengthen cooperation and increase our visibility and legitimacy within the labour movement, we shall work purposefully to recruit 10,000 new members from trade unions.

Norwegian People's Aid shall focus on changing attitudes in relation to racism and discrimination; intensify its work with social inclusion and community integration for immigrants and refugees; and boost its work for international solidarity in Norway.

## More members

Our rescue services shall recruit more volunteers and raise the quality of their performance with increased competence and improved equipment. Norwegian People's Aid volunteer teams fulfil a very important role in society, but their needs outstrip what we are currently able to cover.

Our ambition is to increase membership and offer more attractive activities and skills-enhancement in local chapters throughout Norway.

All around the world, young people are manning the barricades: challenging, influencing and creating change. Today, Norwegian People's Aid has two youth organisations undertaking important work, both with great potential for further growth. We shall focus on active recruitment in order to achieve even more.

In our international work, we shall increase our efforts and improve the quality of our work. Our goals are to remain a world leader within mine action and disarmament, to be a spearhead in the work for a just distribution of power and resources through popular mobilisation, and to help make sure our local partner organisations can provide an effective, high quality

response in humanitarian crises. We shall invest in closer collaboration across our various fields of activity. We shall define shared international objectives within the following cross-disciplinary focus areas: climate and the environment, gender equality, and the ability to ensure that our employees and the people we help are protected against exploitation, abuse and harassment. Against a background of an increasingly limited room for manoeuvre for civil society organisations, we shall respond and adjust to changing needs, increasing complexity and the demands made upon our work.

When you feel small and helpless, or a creeping sense of powerlessness, the world seems enormous and an individual human being tiny. Through solidarity in practice, Norwegian People's Aid stands shoulder to shoulder with people and communities that need us. Fearless and with a clear voice. Together, we can change the world.



# Challenges in this strategy period

The year 2020 has shown us what a global, shifting and vulnerable world we live in. The corona crisis is exacerbating pre-existing crises that impact life, health and a just distribution of power and resources around the world. There is a tremendous need for solidarity and change, and Norwegian People's Aid shall play an important role in this work. The assignments that we undertake for the benefit of society shall be performed with professionalism, quality and competence.

Increasing economic, political and social inequality continues to affect the world. Democratic principles, such as respect for an independent judiciary, human rights and the basic freedoms of expression, organisation and assembly, are under threat, and the goal of a just distribution of power and resources remains far away. Women are hugely under-represented in fora where decisions are made, and we see that rights that we thought had been won once and for all are again under attack and under pressure. Many young people are getting involved in social change, but find future prospects bleak. This is one reason why Norwegian People's Aid's international involvement is so important.

Humanitarian crises are becoming more complex, more common, and last longer, and humanitarian funding is unable to keep pace with the increasing need. Those impacted by humanitarian crises have little influence on the assistance they receive, and humanitarian response in itself is becoming more difficult and more dangerous. Climate change hits the poor and marginalised hardest. Combined with the struggle for access to and control of natural resources, this means that many local communities are facing conflict and an uncertain future. At the same time as we see a positive movement towards popular organisation and mobilisation, the space for civil society is shrinking. Organising has become increasingly dangerous. Dissatisfaction and protests abound in many countries and there is little confidence that the authorities will do anything about perceived injustice. Considerable effort is required to reduce inequality. It is therefore important to strengthen people's rights and opportunities to organise themselves.

International law is under pressure. The nuclear powers and their allies are obstructing the ban on nuclear weapons. After many years of steady reduction, we are now witnessing the widespread use of improvised landmines and cluster munitions in a number of ongoing conflicts. The number of victims killed or injured by landmines and cluster munitions is increasing. Modern warfare is urbanised, asymmetrical and complex, often occurring in densely populated areas with disastrous consequences for the civilian population. The rules of war and engagement are neither

observed nor respected. Many armed conflicts go on for long periods of time. Infrastructure is destroyed and land becomes contaminated with explosive ordnance, causing death and destruction for generations to come, long after the actual fighting has ended. The need for protection of civilians from explosive weapons before, during and after conflict is acute, both to stop ongoing suffering and to prevent the inevitable consequences such as human displacement, reversals of long-term development, regional destabilisation and threats to international peace and security.

The number and type of rescue missions undertaken by our volunteer rescue services have changed in recent years and ever greater demands are being made of our teams. More people are venturing into the great outdoors, wanting to ascend the highest peaks and exploring the deepest forests, often with little experience or prior knowledge. Climate change results in more extreme weather, while technology increases our ability to help more people. The need for first aid services at sports events and festivals remains undiminished.

Inequality is increasing across the world. In Norway, we see significant numbers of refugees and immigrants being left behind and not sharing in the country's increasing prosperity. Norway has long been characterised by low levels of inequality and a high level of trust, which helps to create inclusive local communities that encourage active participation and a daily life free of racism. Increased xenophobia and a climate in which hate speech has become more of the norm in social media means that the struggle against increasing inequality must be waged every day. Here, Norwegian People's Aid can make a difference.

Norwegian People's Aid wishes to have strong, vibrant youth movements, but special efforts in this regard have been lacking. There is stiff competition for the leisure time and participation of young people. In order to come out on top, Norwegian People's Aid must adapt activities and opportunities for participation to ensure that children and young people find participation meaningful.

## Visibility and financial health

Today, Norwegian People's Aid is a large, healthy organisation with many skilled employees and volunteers. We bring about change both at home and abroad and are proud of the job we do. While we shall continue in the same vein, we cannot simply continue as before. External demands and expectations are becoming stricter, with demands in relation to financial equity growing in step with our turnover. In recent years, our freely distributable income has not kept pace with the growth of our programme income. This may limit our further development. If we continue as before, we risk being unable to deliver as broadly and effectively in the future.

Visibility is critical for an organisation that depends on support from ordinary people, donors and politicians. Here we see great potential for improvement. Only a little over half of the Norwegian population knows who we are (Ipsos, 2018), and fewer still know what our work entails (SSB, 2018).

Norwegian People's Aid is the labour movement's humanitarian solidarity organisation. Trade union members thus constitute the most natural target group for the recruitment of members and donors. We are nevertheless struggling to reach them.

Due to low awareness and insufficient growth in freely distributable funds, we find ourselves in a vulnerable position where we lack sufficient funding for investments that donors do not wish to finance. In Norway, we lack funding for many of the investments that our members would like to see. Internationally, extra support is desirable in a number of areas. At the same time, the demands to satisfy increasingly complicated regulations and other donor expectations are greater than ever. If sustainable growth in our work is to continue, we must strengthen our support functions.

Internal surveys tell us that Norwegian People's Aid as an organisation is considered fragmented. Collaboration across disciplines and organisational lines is a challenge in relation to

the goal of creating a unified, efficient organisation. Improved collaboration will demand effort and willingness from both management and the organisation as a whole.

The corona pandemic has had a significant impact on our work both at home and abroad. The pandemic is not just a health crisis but a global threat, amplifying economic, social and political inequality. In many places, the pressure on civil society has increased and its room for manoeuvre has been further restricted. Our partners have had a crucial role as watchdogs. Domestically, the pandemic has once more shown the need for voluntary emergency and rescue services. Thousands of hours of volunteer service have been vital in managing the crisis here in Norway. Both nationally and internationally, our capacity to rapidly change course, mobilise local partners and respond to new conditions has been of the utmost importance.

Although we face significant challenges, we have many opportunities and great potential. We have well over 2,000 employees and thousands of active volunteers and representatives. We possess unique competence, insight and understanding of national and international challenges relating to life, health and the just distribution of power and resources. We burn with the desire to bring about social change in collaboration with others, and have the strength of will and motivation to make the world a better, safer place.

A common strategy is an important first step towards solving the challenges described above, but the real battle is fought every day, when plans are transformed into action and results. Whenever large or small decisions are taken, every one of us must be prepared to stretch that little bit further to fulfil our strategy in practice. We must demonstrate to each other, to society at large and to the challenges that we face that we are one organisation, proudly and purposefully moving in one and the same direction.



# National strategy

The need for our endeavours and society's expectations of our contribution are steadily increasing. In order to meet these needs, Norwegian People's Aid must become an even more important, more visible organisation with a greater geographical presence, more volunteers and a fortified capacity to carry out our work.

We shall have a greater focus on youth. Increased investment in and space for young people within Norwegian People's Aid will help boost our membership figures and social relevance, and ensure diversity within the membership organisation.

In order to achieve our goals, we have defined three strategic priorities for our national work. The strategy further contains specific strategic initiatives for our two fields of operations.

## Common strategic goals

### 1. Increased membership growth

Norwegian People's Aid depends on an extensive membership to be able to perform the tasks we take on. This is the case irrespective of whether we are talking about rescue missions, practical work for social inclusion or political lobbying on important issues. We therefore aim to increase our membership to over 20,000 in the current strategy period.

To succeed, we must recruit in different ways and through various channels. We must recruit broadly, both geographically and demographically. We must welcome both those who wish to be active on a local basis and members who wish to show solidarity and support our activities with a financial contribution and a 'thumbs up' on Facebook.

Norwegian People's Aid is the labour movement's humanitarian organisation. We will work purposefully to increase our visibility and relevance to trade union members throughout the strategy period.

All elected representatives of the Norwegian Confederation of Trade Unions (LO) will be given an attractive Norwegian People's Aid membership offer and new members will be invited to participate actively in the work we do and contribute with their skills and experience. *LOfavør* (LO members' benefits programme) is an important collaborative arena and a good channel for reaching new members. Our goal is for Norwegian People's Aid to be a natural choice for the LO family, and something which provides an opportunity to support our work. We shall also prepare a tailor-made recruitment campaign aimed at LO representatives

for use throughout the period. In connection with this, we wish to strengthen our collaboration with AOF (workers education federation) and the trade unions with a view to Norwegian People's Aid being put on the curriculum as part of LO's training for representatives.

Local chapters shall be given the necessary tools and dedicated resources to support local membership recruitment and other activities. Norwegian People's Aid shall work to recruit young people to Solidarity Youth and First Aid and Rescue Youth. Local activity and engagement to attract more members shall be prioritised.

Norwegian People's Aid shall attract new members and be a modern membership organisation. We wish to establish seamless, user-friendly systems that make it easy to recruit members and easy to sign up. Regular donors shall always be given the opportunity to become members. Likewise, all members shall be invited to become regular donors. Work for membership growth shall be measured and success in this regard celebrated and made known.

### 2. Local chapters with activity programmes across the country

Norwegian People's Aid aims to double its membership and increase local chapters' ability to recruit active members. Membership growth will lead to a significant increase in the number of volunteers and require increased activity across the country. Norwegian People's Aid will ensure that everyone is given the opportunity to get involved at a local level.

Members seeking active involvement in Norwegian People's Aid shall have the opportunity to do so near where they live. With our help, it shall be easy for new members to start new local chapters with purposeful activities.

The setting up of local chapters across Norway requires clear, uncomplicated routines and guidelines. We must ensure close, systematic follow-up from the administration; effective, net-based organisational training; minimal bureaucracy; and clear requirements and support for initiating activity.

Effective rescue assistance during crises is determined by proximity to the incident. Our goal is to mobilise rescue resources rapidly to active service in a short period of time in all Norwegian municipalities. Our long-term goal is a maximum one-hour response time in Norway.

The main focus of local chapters shall be to ensure activities for local volunteers and to fulfil the assignments that we take on.

### 3. Attractive activities focussing on quality and learning opportunities for all local chapters

Activity in our local chapters is the core of the membership organisation and provides the basis for long-term growth and increased visibility across the entire country. During this strategy period, we will endeavour to create links between our international, national and local activities.

Just as important as recruiting new members is ensuring that existing members remain in Norwegian People's Aid. To succeed with this, we need to be better at providing members with information that is relevant to their interests and activities. Involvement in one of our local chapters shall be attractive, easy and motivational. Norwegian People's Aid shall improve its membership care with early intervention for new members by offering relevant training and activities.

Irrespective of the area in which you are a member or volunteer for Norwegian People's Aid, the activities we offer shall be characterised by high quality and high educational benefit. In the course of the strategy period we aim to deliver:

- An overview on our website of the activities offered to members and what participation requires;
- A relevant, up-to-date course portfolio for our prioritised fields of activity;
- Continuous communication of our results through storytelling that engenders pride in, and identification with, Norwegian People's Aid for members, employees, donors and partner organisations;
- Digital and physical fora for exchanging experiences and inspiration;
- Systematic, effective support from the administration.

#### First Aid and Rescue Service

Norwegian People's Aid First Aid and Rescue Service has one overriding goal: to save more lives. High-quality first aid skills and competent teams are crucial for saving lives and form the starting point for our work.

The number of rescue missions continues to grow, as do expectations from the general public and partner organisations. Climate change also presents challenges in the form of more and different types of missions. We must develop methods and skills to meet these challenges. We must ensure that we remain relevant and maintain a high operative capability throughout the strategy period. We shall ensure synergies between nationally and internationally gained experience relating to crisis management, the use of drones, and emergency medical assistance and training.

Norwegian People's Aid shall meet contemporary challenges and our logo shall tell the outside world of our qualified, motivated, competent teams.

We shall maintain high levels of competence and quality in the following areas:

- First Aid and Search and Rescue Crews
- Education and training
- Equipment/technology
- Instructors and leaders

Norwegian People's Aid shall work actively to secure better conditions for volunteers in the rescue service. We shall be at the forefront of professional development and be a key contributor to the Norwegian National Rescue Service.

A clear commitment to good professional activities for our First Aid and Rescue Youth provides the basis for increased recruitment and provides youth with skills they can draw upon for the rest of their lives. This will both help to prevent future incidents and provide enthusiastic, highly skilled teams and leaders in the years to come.

#### Advocacy

Norwegian People's Aid shall fight inequality nationally and internationally and help create socially inclusive communities with equal rights and opportunities for all. In this, we share our objectives with the labour movement, with which we aim to strengthen our collaboration during the strategy period with a view to achieving greater political impact for our core issues. Solidarity Youth shall experience clear support for their work, and together we shall help the grassroots to change the world.

Our efforts to fight inequality shall grow in three areas:

#### International solidarity

In Norwegian People's Aid, we see a clear link between our national and international work. We shall succeed in creating

local commitment for the struggles we wage internationally. Our volunteers shall learn more about our work in countries where we have partner organisations, and we shall inspire and encourage network-building between local chapters, and between local chapters and our international partners. In this way, our advocacy work at national and local level shall contribute to change on three key issues: *Civil society shrinking space; a free Palestine; and the campaign against nuclear weapons.*

### Work against racism and discrimination

Norwegian People's Aid shall be distinguishable as one of Norway's largest anti-racist organisations. Solidarity Youth and a range of local chapters work to combat racism and social exclusion through a combination of activism, campaigns and unequiv-

ocal political advocacy. Current and future initiatives shall strengthen our systematic, long-term efforts to prevent discrimination and avoid vulnerable groups being excluded from the labour market and the local community.

### Social inclusion of immigrants and refugees

We shall help increase the number and type of activities offered to refugees and immigrants by our local chapters. More people with an immigrant background shall become active members and elected representatives in our local chapters. By including more women from immigrant backgrounds, we wish to encourage greater involvement and equality as well as a sense of belonging to the local community.



# International strategy

There are three main pillars to the international work of Norwegian People's Aid:

- Norwegian People's Aid is a world-leader within mine action and disarmament, through combining survey and clearance operations, national capacity development and global advocacy work;
- Norwegian People's Aid is a spearhead in the work for a just distribution of power and resources through popular mobilisation. We are known for our solidarity alliances and our clear stance on economic, social and political inequality;
- Norwegian People's Aid has a central role in ensuring local humanitarian actors reach more people with an effective, relevant response to food insecurity and protection against sexual and/or gender-based violence in critical situations.

We work for safer societies through mine action, arms management and destruction initiatives, and education and training designed to improve the preparedness and protection of civilians impacted by war and conflict. Innovative field operations and capacity development of national authorities are important components of these efforts. Where our development work is concerned, we emphasise organising and popular mobilisation as the way to reduce inequality and promote democratisation. In humanitarian crises, we work to ensure that the affected population gets to play a key role in securing better and more effective responses.

We are known for our solidarity-focused, long-term approach to partnership, which emphasises support for people's organisation, respect for our partners' own agenda and a strategy for achieving social justice.

Understanding context and local ownership are key aspects of all our international work. Change requires informed insight into both relevant actors and where the actual source of a problem lies. Norwegian People's Aid stands shoulder to shoulder with those affected by crises and injustice. We assist with technical and political competence and with global experience-based advocacy work for lasting change and local resilience.

## Shared strategic goals

Our three international pillars serve different purposes and mandates, and operate side by side and, occasionally, independently of each other. This is due to both the nature and character of the activities, as well as the way in which we are organised internally. When our international work ranges from support to social movements to providing humanitarian assistance and cooperating with national authorities on mine action and disarmament, we acknowledge that conflicts of interest may arise.

For this strategy period, one of our overall priorities is to work to ensure that our three programme areas mutually support each other. The strategy additionally focuses on three areas in which all our international work has common cause: a holistic programme approach; greening the organisation; and gender equality, social inclusion and protection from abuse and harassment.

## 1. A holistic programme approach

Crises are lasting longer, becoming more complex and affecting more people. This makes it essential to ensure collaboration and coordination between humanitarian work, mine action and disarmament, development cooperation, and work for peace and human rights. This is not easy and there is no blueprint for how this should be done in practice, despite there being global agreement on this being a prerequisite for achieving the UN sustainable development goals by 2030. Norwegian People's Aid is active in all these fields and deals with the opportunities and challenges that arise on a daily basis.

- We shall get better at thinking and acting in a holistic way. At the same time, we shall contribute to the global debate about the role that civil society could and should have. We shall strengthen our joint analyses of local contexts to ensure more systematic management of potential synergies and conflicts of interest. This means that all current country strategies and assessments of new countries shall be based on comprehensive up-to-date analyses of local conditions and needs and on how Norwegian People's Aid's competence in different fields can contribute to change.
- Norwegian People's Aid shall develop policy and guiding principles for how our development work, humanitarian response, mine action and disarmament, and peace and

reconciliation work can be more closely linked, how it can be done and what limitations exist. The strategy period will focus in particular on programme work related to land rights and on developing better integration between our rights-based work and our work with mine- and explosives clearance.

## 2. Green organisation

Climate and environmental change are now noticeable in people's daily lives, with access to land and natural resources increasingly under pressure. Climate change is creating new crises and conflicts, with people to very differing degrees being able to protect themselves or get back on their feet after a crisis. Social and economic inequality leads to increased vulnerability to climate change. This is how climate and inequality are interlinked. All parties, including ourselves and our partner organisations, must be diligent and avoid making the situation worse. Organisations and local communities often play a crucial role in reducing environmental and climate impact. At the same time, fighting for the environment has never been more dangerous; environmental activists comprise the majority of human rights activists that are killed.

- Norwegian People's Aid shall ensure that all our programme work reflects an analysis of its effect on the environment and climate, and helps protect the environment and reduce negative climate impact;
- Norwegian People's Aid shall support partners who fight for the right to land and a safe, clean, healthy, sustainable environment. We shall work to make the work of environmental activists safer and more visible around the world;
- Norwegian People's Aid shall, by means of increased global and national involvement, acquire the position of an active, visible advocate for the linkages between ***economic, social and political inequality and the challenges of climate and environmental change***. During the strategy period, we shall work actively to get more countries to fulfil and respect international laws on environmental protection during armed conflict, and for the UN to pass a Security Council resolution on 'The Environment, Peace and Security'.

## 3. Gender equality, inclusion and protection against abuse and harassment

Inclusion is an important principle for Norwegian People's Aid. We work for equal opportunities and rights for all people irrespective of gender, sexual orientation, disability, religion, ethnicity and cultural background.

In 2020 it is 25 years since the great women's conference in Beijing and 20 years since the UN Security Council adopted its first resolution to ensure the inclusion of women at all levels of conflict resolution and peace work. We will not have achieved our goal, however, until all girls and women genuinely have the same opportunities as men and enjoy full participation in society.

Despite global increases in equality in a number of areas, the emergence of anti-liberal movements in many countries has led to backlashes and threats to basic human rights for women and persons who break norms of gender and sexuality. The corona crisis has further reinforced these trends. Meanwhile, we see women in many countries standing at the forefront of protests, mobilisation and change, often at great risk to themselves.

Norwegian People's Aid has fought for women's rights and equality alongside our partners for many years. During the strategy period, we shall strengthen our educational programmes about gender and equality for our employees and partners. We will collaborate in the development of tools to understand and challenge the way in which gender and other factors influence organisations and communities, as well as to ensure that all genders have access to participation and sufficient resources and competence to give them genuine influence in society.

- Norwegian People's Aid will continue to work systematically with equality in our programmes through the employment of women, particularly to management positions, and in the programme work itself, where work with the implementation of Norwegian People's Aid's equality policy will be sustained
- Norwegian People's Aid employees shall be appointed irrespective of gender, disability, religion, ethnicity and cultural background, and we will secure all our employees and the people we help against exploitation and abuse. In the strategy period, we will systematically strengthen our ability to prevent, identify and deal with sexual exploitation, abuse and harassment

## Mine Action and Disarmament

Norwegian People's Aid has a proud history of mine action and disarmament. For decades, we have worked to protect people through the establishment and strengthening of international conventions; through survey, clearance and risk education activities in our country programmes; and by continuous development of the sector for more effective, efficient and systematic implementation. The Anti-Personnel Mine Ban Convention and the Convention on Cluster Munitions have saved countless lives and limbs, tens of millions of landmines and cluster munitions have

been cleared or disposed of through stockpile destruction, and the Conventions have established robust international norms against the use of such weapons. Norwegian People's Aid has been involved in this work from the very beginning and is now one of the world's three largest and leading NGOs in the sector.

Norwegian People's Aid will maintain this position through increased focus on disarmament and the protection of civilians in our advocacy work. We shall continue to use our operational experience to document and highlight the humanitarian consequences of the use of landmines, cluster munitions and other explosive weapons with the objective of preventing such weapons from killing and injuring civilians, destroying livelihoods and obstructing post-war reconstruction. We will also continue to implement the key operational activities of survey, clearance and risk education in relevant, cost-efficient and effective country programmes.

### **An integrated approach**

We will develop a more integrated approach in relation to our survey and clearance projects – from start to finish and will further develop our ability to identify the socio-economic impact of explosive ordnance contamination. We will draw on our experience and competence to develop even better methods, techniques and systems in order to ensure faster and safer operations, while also maximising outputs from our operational assets. National ownership is a core principle of our approach and successful capacity development of national and local authorities enables such ownership. We will maintain an integrated approach to the completion of survey and clearance projects, ensuring that related protection and development perspectives are taken into account in overall project design, planning and implementation. We will strive to deliver the highest possible level of quality, efficiency and effectiveness within all our activities. This approach, in addition to national ownership and capacity development, makes Norwegian People's Aid a preferred partner for national authorities globally.

We will continue our cooperation with national authorities on establishing of realistic plans to achieve the goal of a mine-free world by 2025, furthermore, to promote the fulfilment of Anti-Personnel Mine Ban Convention and Convention on Cluster Munitions obligations, and to increase support for the international ban on nuclear weapons. We will assist countries by identifying weapons and ammunition stockpiles that pose a threat to the civilian population, and where improvements to facilities, procedures and choice of location are necessary. Our programmes for conflict preparedness and protection will enable civilians to better protect themselves against explosive weapons during violent conflicts.

In order to achieve all of this, we need to be an innovative organisation that delivers results both in the short and long term. We will continue to build excellent teams of competent and motivated staff and help ensure that mine action and disarmament remain current, attracting donors and diplomatic support. We will demonstrate, moreover, the value-added effects that our activities have for development, peace and security in the societies and communities where we work.

### **Popular organisation and mobilisation**

Norwegian People's Aid is a committed partner of organisations and popular movements that stand in the front line for democracy and a just distribution of power and resources. Popular organisation and mobilisation are crucial for achieving long-term change in countries with considerable economic, social and political inequality. Marginalised, oppressed groups must be able to influence their own lives, public debate and political decision-making. For this reason, we must respect their priorities, demands and strategy, i.e. their independence. They need allies both within their own countries and abroad, but they must have local ownership of the agenda.

Norwegian People's Aid supports our partners in developing their organisations, their mobilisation and the knowledge they need to succeed. In this way, partners can become more robust and promote their own agenda, whether related to rights and participation, gender equality, control over natural resources, new tax policies or due diligence by international companies. Civil society faces threats from both the authorities and private actors and is exposed to pressure from parties that do not want its influence. We support our partners so that they can ensure their own safety and continue their work, even in high-risk environments.

Norwegian People's Aid will ensure that we have the knowledge and methods to be able to collaborate with diverse popular organisations. We follow closely when mobilisation takes place and will develop methods to support informal types of organisation, so that we can contribute where it matters most. We also intend, in consultation with LO's international department, gradually to expand our collaboration with the trade union movement in programme countries.

We wish to identify and position ourselves in relevant Norwegian and international networks where inequality and democratisation are on the agenda, and where influence can be brought to bear. In this way, we can support our partners' international advocacy work and be a clear voice whose views are based on proximity to grass-roots organisation and the experiences and agenda of popular organisations.

Norwegian People's Aid will further develop our extensive competence in democratisation and inequality, partnership, the role of agents of change in civil society, the various forms of organisation, and organisational development. This will be done in collaboration with partners, through systematic exchanges and learning within and across our programmes, and with academic and development policy communities. This is important in terms of renewing and strengthening our working methods, being a better partner and contributing to the attainment of the overall goal of a society with just distribution of power and resources.

## Humanitarian response

Norwegian People's Aid approach to humanitarian response is based on the strengths of our long-term work: understanding the local context and collaboration with local partners who have local access and trust.

Local actors are usually the first to respond in an emergency as they are often already present, can mobilise and organise people in situ, and can ensure that affected populations are active participants of humanitarian assistance. The impact of the corona pandemic, including travel restrictions, have further highlighted the need for strengthening local response capacity. Local organisations have access to just a tiny percentage of global humanitarian funds and are seldom able to make full use of their potential. Norwegian People's Aid will work to break down barriers that limit local actors' influence on humanitarian responses and their access to global humanitarian funds.

## Resilient local communities

Improved emergency preparedness and local response capacity makes local communities more resilient. During this strategic period, Norwegian People's Aid will support capacity so that, together with our partners, we can ensure that they are better prepared for a crisis and can reach more people faster and more effectively. We shall prioritise the deployment of systems and tools for preparedness and response that are appropriate for local actors. We shall continue to strengthen

our technical competence in the areas of food security, cash support, sexual and gender-based violence, and conflict preparedness and protection (CPP). We shall contribute to increased access and visibility for locally led responses in global humanitarian fora.

Where local actors with the required response capacity do not exist, Norwegian People's Aid will consider self-implementation.

Centred on the humanitarian principles Norwegian People's Aid humanitarian programmes are rights-based, non-discriminatory, and put people's needs and vulnerability first. We shall develop relevant mechanisms and tools that support our partners in delivering programmes to global humanitarian quality standards, to strengthen coordination systems, and to ensure that those impacted by a crisis are involved in the decisions that affect them.

## Priorities

Norwegian People's Aid prioritises humanitarian responses for food security and livelihoods, protection against sexual and gender-based violence, and conflict preparedness and protection (CPP). We will continue to strengthen our technical competence in these areas and develop robust working methods for the use of our expertise in supporting partners' humanitarian responses. During the strategy period, Norwegian People's Aid will invest in our systems for continuous improvement and learning, and focus on developing innovative working methods.

Global fora play a major role in shaping policy and response to humanitarian crises. Together with our local humanitarian partners, Norwegian People's Aid shall participate more actively in these fora. We will share our experience and strengthen dialogue and knowledge about the localisation of humanitarian assistance, how development and humanitarian work can be more closely integrated to achieve common outcomes, as well as country-specific experiences on food security and livelihoods and sexual and gender-based violence.



# Prerequisites for increased growth in our specialist areas

The General Assembly has set ambitious targets for the organisation. Important prerequisites for growth in our activities are a significant increase in revenue, greater visibility and ensuring efficient management.

## Financial growth

Almost 80% of our income currently derives from institutional donors, following significant growth in recent years. With unrestricted equity comprising about 20% of our annual revenue, Norwegian People's Aid is well placed to meet new challenges. This level of equity is fixed and continues to be a precondition in the years to come. This provides flexibility, room for revenue-generating investment and increased room for manoeuvre in the longer term.

Income in the form of unrestricted funding has increased in recent years, but nevertheless lags behind growth in project financing. This undermines flexibility and the organisation's financial sustainability as a whole. Around 7% of our income currently comes from unrestricted funds, but with potential for far greater sums. During the course of the strategy period, Norwegian People's Aid wishes to see unrestricted funds accounting for 10% of net turnover. This is an ambitious target and will require both investment and changes in the way we work.

## Potential for growth

The potential for growth in our project funds remains considerable, but growth must be secured by means of improved collaboration between the international sections. We must also ensure that one part of the organisation does not start new programmes that will have consequences for others without common agreement beforehand. All work with funding applications shall be coordinated and quality-assured by involving staff and support functions at an early stage. In this way, we ensure competent delivery and implementation regarding donor requirements on, amongst other things, anti-terror legislation and sanctions.

Donors place strict requirements on the efficient use of funding, and acceptable operating standards are not always covered by donors' funding for administrative costs. Lottery funding and grants from the Ministry of Justice provide a degree of predictability for the rescue service, while our social policy work to a far greater extent depends on financing from net earnings.

Unrestricted funds give the board the opportunity to prioritise and support new initiatives that are important for the organisation, while project funds are largely governed by donors. It is important that a membership organisation has funds it can freely administer in line with its own priorities.

A marketing plan, with budgeting and planning specific to this end, shall be drawn up each year as part of the budgeting work. In order to achieve this, the entire administration must contribute. It is important to emphasise that marketing requires a long-term view and that several years' lead time may be necessary before investments provide returns. This applies not least to the recruitment of regular donors. A new plan for the recruitment of regular donors shall be drawn up with multi-year budgeting. We only make investments that demonstrate profitability over a period of 5 years.

## Commercial potential

We will make concerted efforts to be the most attractive, relevant partner for our targeted donor groups. A thorough assessment shall be made of all the initiatives proposed in the feasibility study from consultants Varde Hartmark, suggesting which initiatives should be implemented and how they should be realised. We shall focus more purposefully on the corporate market and pursue efforts to identify the "commercial" room for manoeuvre that does not compromise our values.

Social media and digital fundraising have become an important source of income for many organisations of our size. The donor market is undergoing rapid change, and a plan for how we can make significant gains in this area shall be researched and prepared. This will involve close cooperation concerning our marketing and communications work. This means investing in staff training on digital work, both at head office and in our programme countries, as well as prioritising digital competence in recruitment.

In brief, we are significantly raising our ambitions relating to the procurement of unrestricted funds. This will lead to a greater workload, and we are prepared to invest in using additional resources. All investment, however, shall be part of a larger plan for an overall strengthening of revenues. Marketing and communication work must be viewed increasingly as one, and this should include an overall assessment of platforms and media channels suitable for heightening visibility and branding.

## Visibility

Increased visibility is a priority goal in this strategy. Visibility builds awareness, recognition and acceptance of our way of working, our activities and our professional and political goals.

We shall be far more visible to current and future donors, members and supporters, both in Norway and abroad. We shall continue measuring our level of recognition and brand strength, and continuously assess the effect of our communication work.

Good visibility begins with good messages for communication, which we have already. What we want to do, however, is make more of how those messages are presented. We want to play more on the excitement that is a natural part of our activities, be bolder in our use of images and video, shift focus closer to the activities themselves, and create connections and identification between our stories and our target groups.

Beyond general public awareness and visibility, both in Norway and internationally, existing and potential donors, members and supporters are special target groups for this strategy period.

### Choice of channels and media

The results of visibility surveys tell us that we have enormous potential that so far remains untapped. Our visibility always stems from our work. This can be promoted either through presenting our work or by participation in political debate.

Thanks to Norwegian People's Aid's wide-ranging and varied activities, opportunities for increased visibility are numerous. We are relevant both for local newspapers and the BBC, for dedicated LO channels and social media. We shall challenge ourselves to exploit this to a much greater extent. We shall raise our ambitions and work efficiently and purposefully to achieve our goals. An annual communication plan will set out specific visibility goals by channel, media type and target group; provide direction on what we should be visible with and when; and lay down guidelines for planned and spontaneous/reactive campaigns. The plan shall be viewed in relation to and in coordination with the plan for our marketing work. We shall produce more material and of higher quality, including a significant boost to video production. We wish to run campaigns more often and with greater efficacy. This requires raising our competence in conducting campaigns and having a more structured approach to our campaign work. Campaigns shall have clearly defined goals, whether they are concerned with fundraising, recruitment of new members or political advocacy. An example of this is the 1<sup>st</sup> of May campaign.

### Efficiency and quality

Increased visibility is the result of both qualitative and quantitative measures. While an increased rate of production requires additional resources, improved efficiency and better planning can also free up resources. Making content production more effective, reviewing which products and services can be

purchased externally, and streamlining decision-making processes and activities will help free up time and resources. Visibility is nevertheless a 'numbers game', and we must not shy away from increasing our rate of production by means of simplification. This means having to take a slightly higher risk. Production and response times for visibility-enhancing activities must be reduced, both through more and better preparatory work, simpler quality assurance, delegating tasks, and greater awareness of the speed of the media reality around us.

Through continuous assessment, use of focus groups, different monitoring tools and enhancing competence, our work shall to a greater extent become knowledge based.

### Collaboration and planning

The work we do to increase our visibility must focus to a larger extent on our income-generating work, while, at the same time, we continue to bring our political standpoints to the public eye. The work done to promote our views should be kept separate from our other visibility work in order to avoid discussions about mixing roles. Work pursuing political goals shall continue to be part of our collaboration with oppressed and marginalised groups in their fight for democracy, just distribution of power and resources, and protection of civilians. As part of work to systematise different governance documents, a document setting out our political positions in all areas of our work shall be produced. This shall provide the basis for prompt participation in political debate.

A crucial step for both the communication and marketing departments is to secure better access to content from the organisation. To be able to communicate our work effectively, stories, images and films must be collected from our programme countries and from activities in local chapters. We must strengthen systems and routines that remove the barriers between our operations and our visibility work and ensure that necessary competence is available when needed. Amongst other things, this involves programmes undertaking to deliver more, and a responsibility to make more precise requests for content. One objective is that the material should be of a type and quality that can be used multiple times in different contexts.

### Organisational culture and cooperation

Norwegian People's Aid is committed to ensuring that our work, in an efficient and coherent manner, brings about societal development in line with our values. This means that in all our work, and across our specialised disciplines, we must integrate methods for learning more effectively from one another and for ensuring that we make use of all the knowledge in the organisation, in

our employees and members. Norwegian People's Aid shall be perceived as a unified organisation, working with clear purpose and great energy towards shared goals and objectives. We expect this of ourselves and the world around us expects it too.

Our diverse and varied operations, both nationally and internationally, and our considerable, wide-ranging competence provide unique possibilities and dimensions. At the same time, diversity and complexity present challenges in planning and coordination. The need for cross-cutting cooperation and coordination within the organisation shall be plotted and secured by establishing a common framework for working more effectively in cross-disciplinary projects and processes. Appropriate, relevant competence shall be mapped systematically and utilised across the organisation.

Experiences with corona restrictions have revealed an unexploited, but readily available potential in using technology to mobilise and free up employees' competence more globally and across boundaries.

### Leadership

We shall work to ensure that our values and visions permeate our work, across countries and organisational limits. A successful process for incorporating this in practice rests on two basic

preconditions: the development of more holistic management and the introduction of group and organisational learning. Good management provides recognition and security and thus a good learning environment.

We shall improve the way we work together and share experiences through conversation and documented knowledge made widely available. One goal of the management development programme is to support and strengthen managers' understanding, efforts and endeavours relating to diversity and learning processes. A further objective is to improve communication between the different departments and specialised areas.

### Work environment

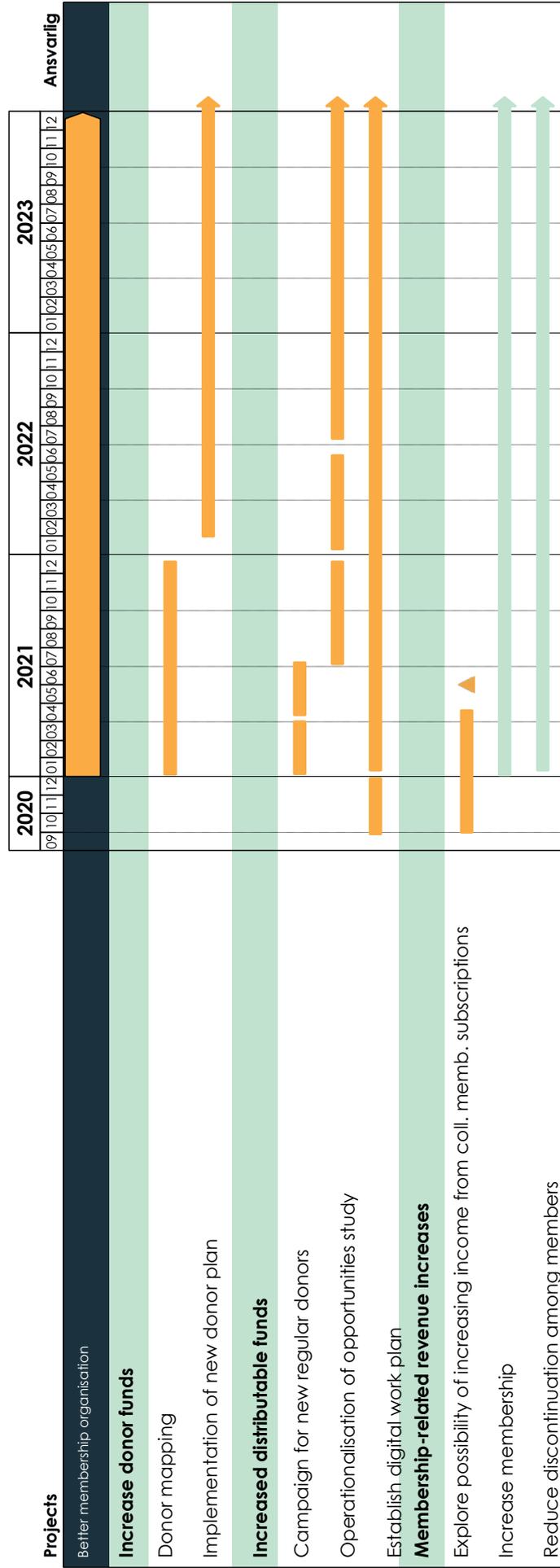
Norwegian People's Aid shall be a safe workplace with a good working environment, where employees feel appreciated and supported, and where they have the opportunity for personal development and learning. We focus on diversity, competence and experience, and shall ensure that we have good systems in place should employees experience discrimination, harassment or unwanted sexual attention.



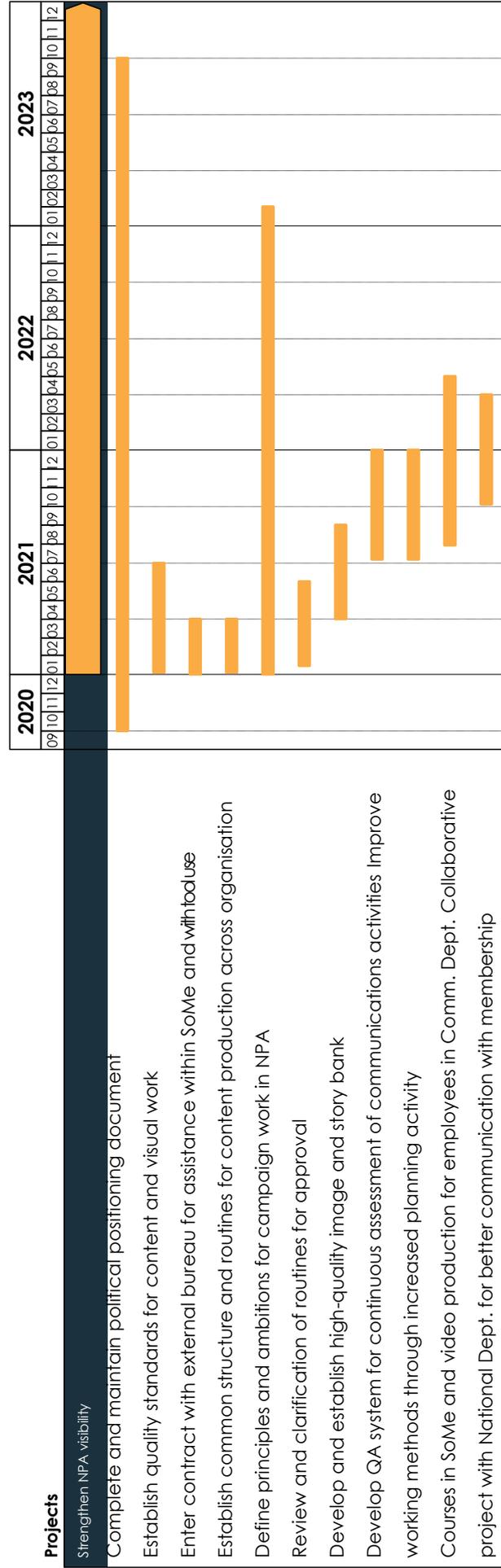
# Implementation plan – Attractiveness to members

Projects	2020			2021			2022			2023						
	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Better membership organisation	[Orange bar]															
<b>Contributory projects across all national objectives</b>																
Member journey pt 1: analyse 'life-cycle' of diff. member types (personas) and implement initiatives																
Member journey pt 2: Membership survey: What do members want from us?																
Review and development (e-learning) of organisational training																
Easier volunteerism – exploration and implementation of digital solutions for memb.org.																
<b>Youth initiatives</b>																
Pilot project: Assist youth movements in writing applications to external donors																
Explorative study: What is needed to strengthen the youth movements?																
Prepare and realise 'Youth Year 2020'																
<b>Membership growth</b>																
Help the Fundraising department to recruit regular donors from members and vice-versa																
Targeted initiatives towards LO representatives																
Get NPA on the agenda of LO rep. training – consolidation and development																
Discontinuation study: Why do members leave?																
Measures to prevent discontinuation																
<b>Quality-raising activities for local chapters across the country</b>																
Active approach to formation of local chapters																
Pilot project: Chapters threatened by closure followed up directly from the Administration.																
Pilot project: Extra assistance to chapters wanting to do more																
Study: Digitalisation opportunities and chapters' wishes/needs in meeting NPA																
<b>Clear linkage between national and international activity</b>																
Facilitate collaboration between local chapters and international activity																

# Implementation plan – Finances



# Implementation plan - Visibility



# Implementation plan – Organisational culture and collaboration

Projects	2020			2021			2022			2023						
	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Strengthen organisational culture and collaboration across the organisation																
<b>Diversity management</b>																
Draw up diversity policy																
Map and update guidelines and routines																
Systematise and mobilise competence across the organisation																
Work systematically with understanding and prevention of harassment etc.																
<b>Effective organisation</b>																
Common support framework for collaboration across the organisation																
Map and prioritise areas suitable for more collaboration																
Procure joint HR-system																
Streamline SharePoint structure – including training																
<b>Values-based organisation</b>																
Establish common onboarding programme for the whole organisation																
Continue with management development programme																
<b>Organisational training</b>																
Establish healthy learning culture inside the organisation																
Develop and establish common training portal for subject-related access to learning resources																
Implement 70-20-10 principle as a part of our learning methodology																
Ensure that organisational training becomes a key part of common onboarding programme																
Ensure access and searchability of documents and information of general use (SharePoint)																
Ensure assessment and documentation is integrated as part of our processes																
Thorough review of for a/meeting points across the organisation																
Harmonisation of employee performance appraisals																

# Implementation plan – Common strategic goals for international work

Projects	2021			2022			2023									
	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Cross-organisation, international projects	[Orange bar]															
<b>A unified programme approach</b>	[Green bar]															
Analysis of possible shared programmes to be undertaken at start-up in all new countries																
Develop and establish criteria for start-up and closure of programmes																
Implementation of Monitoring, Evaluation, Accountability and Learning (MEAL) policy																
Conduct broad evaluation of NPA's peacerelated work in Colombia																
Develop positions on links and nexus between programme areas based on systematic learning																
Develop governing principles for peace work																
Implement guiding principles for NPA's work on peace and reconciliation																
Develop conflict-sensitivity tools																
<b>Green organisation</b>	[Green bar]															
Develop template for identifying risks linked to climate and environment																
Ensure country strategies include high-quality climate and environment analyses																
Prepare and conduct partner seminars on climate and inequality																
Map partners' political platforms and strategies for climate and environment																
Identify political objectives and work streams in collaboration with partners																
Develop position paper on climate and inequality and follow up with advocacy work																
Establish collaboration with other Norwegian actors																
Develop position papers on environment, peace and security and initiate advocacy work																
Ensure implementation of climate/environment analyses (capacity, training material, imp. plan)																
Establish strategic plan for international advocacy work																
Strengthen capacity of NPA and partners																
<b>Equality and diversity</b>	[Green bar]															
Finalise training programme to ensure minimum competence on equality and diversity																
Review gender equality policy with all country offices and draw up implementation plans																
Ensure implementation of, and training in relation to, safeguarding policy																
Draw up guidelines for work with partners on safeguarding + implementation																
Set up support system for country programmes in handling of safeguarding cases																
Include country office perspective in development of NPA diversity/inclusion plan + implementation																





# Norwegian People's Aid

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