

ADRA Norway



Strategic Document

2021 – 2025

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Content:

Introduction.....	4
How we work	5
Context	7
Strategic Priorities.....	8
Strategic Priority 1 – Development Programming	9
Strategic Priority 2 - Humanitarian response	12
Strategic Priority 3 - Partnerships	14
Strategic Priority 4 – Organizational Capacity	17
Strategic Priority 5 - Communication and Mobilization.....	19
Strategic Priority 6 – Finance and Fundraising	20

Abbreviations in the ADRA Norway Strategy Document:

CRM - Customer Relation Management

CLWD - Children Living with Disabilities

DPO - Organizations for Persons with Disabilities

WHS – Work, Health and Safety (HMS – Helse, miljø og sikkerhet)

NGO - Non-Governmental Organizations

SDA - Seventh-Day Adventist

SDG – United Nations’ Sustainable Development Goals

TVET - Technical, Vocational Education and Training

Organizations:

ADRA - Adventist Development and Relief Agency

ECHO - European Civil Protection and Humanitarian Aid Operations

EEA - European Economic Area

Norad - The Norwegian Agency for Development Cooperation

SABU - Syvendedags Adventistkirkens Barne- og Ungdomsforening (The Norwegian Adventist Children and Youth Association)

Introduction

This strategic plan describes the priorities of ADRA Norway for the period 2021 - 2025. It is intended to guide staff and inform donors and the public about the operations of ADRA Norway.

Who We Are

ADRA Norge, the Adventist Development and Relief Agency Norway (ADRA Norway), was registered as a foundation on 19 April 1993, by the Seventh-day Adventist (SDA) Church in Norway. The agency was established to carry on and professionalize the aid work of the welfare department of the church since the early 1900s. The agency gradually shifted from its initial focus on charity and relief work to carrying out its biblical mandate of justice and compassion in more sustainable long-term development responses. ADRA Norway has become a significant non-governmental humanitarian and development actor in Norway, based in Vik, Hole.

ADRA Norway is a licenced member of the international ADRA network with 120 locally governed country offices, eight regional offices, and a global head office in Washington DC. The international and regional offices provide capacity support and coordination to country offices and set common strategic priorities and standards for the network. The network of ADRA-offices worldwide is a strong added value for ADRA Norway to access reliable information and provide quick and relevant humanitarian response in large disasters. ADRA's accreditation system sets performance standards for all offices to ensure transparency and quality in management and programming. Partnerships between ADRA offices facilitate sharing, learning, program coordination and common capacity building efforts.

Vision, Purpose and Values

The vision, purpose, and values of ADRA Norway are rooted in the biblical message of all humans being valuable and created equally by God. Our overarching role is to heal broken relationships and restore people to their initial state of harmony with creation and the Creator.

Our Vision:

A world without injustice and poverty in which every person can exercise the right to reach their potential and live a life of dignity.

Our Purpose:

To serve humanity so all may live as God intended.

Our Motto:

Justice. Compassion. Love.

Our Values:

Connected. Courageous. Compassionate.

Being *connected* means:

- Having an active connection with our workforce, communities, and God;
- Living the purpose of ADRA with integrity;
- Showing mutual accountability and keeping our commitments;
- Showing transparency through open communication.

Being *courageous* is manifested by:

- Acting with agility; in trusting relationships that allow for delegated decisions on behalf of all;
- Boldly leading innovative change in a disrupted world;
- Challenging indifference and injustice;
- Protecting and advocating for the rights of our beneficiaries, partners, and employees.

Compassion is displayed through:

- Showing respect and solidarity with the people and communities we serve;
- Valuing and supporting our employees;
- Genuinely caring for people we work with and serve;
- Protecting creation through environmental responsibility.

ADRA Norway believes in the equal value and dignity of all people as created by God. We therefore strive to meet all people with openness, respect, and love, regardless of status or background. We endeavour to bring hope and opportunities to the most marginalised and deprived through a rights- and faith-based approach to development.

How We Work

Holistic Approach

ADRA Norway has a holistic approach to poverty eradication through humanitarian assistance, long-term development, and equitable partnerships with marginalized people irrespective of their background and affiliation. For ADRA Norway, 'holistic' refers to the physical, emotional, social, and spiritual dimensions, addressing the multi-faceted causes of poverty.

Local Partners

ADRA Norway works with and through local ADRA partner organizations in our focus countries. This model ensures local ownership, relevance, cost-effectiveness, and quality achieved through synergies with the ADRA network. In addition, problems and solutions are locally defined, making it a contextually appropriate approach.

Capacity Building

ADRA Norway works in collaboration with other supporting offices to build the capacity of partners by developing joint plans and various follow-up processes. Capacity building of partners increases the quality of implementation, monitoring, and evaluation of program activities. ADRA Norway partner countries use a similar approach to build the capacity of their local partner civil society organizations, including organizations for persons with disabilities

(DPOs), to ensure the development and roll-out of coherent and inclusive policies, financing mechanisms, planning, and procedures.

Addressing Inequalities and Gender Disparities

ADRA Norway addresses the underlying gender norms and barriers that lead to discrimination and exclusion, by challenging debilitating constructs and power dynamics. Moreover, excluded groups are capacitated to realise their rights and influence change. By working with entire communities, equally engaging female and male stakeholders in every aspect of programming, ADRA Norway seeks to prevent discrimination and provide girls and women with the same opportunities as boys and men. In collaboration with other gender-transformative organizations and stakeholders, we aim to strengthen our advocacy agenda to ensure proper mainstreaming of gender in policy and planning processes.

Do No Harm

ADRA Norway will ensure we ‘do no harm’ in our interventions. We engage in conflict sensitive programming by understanding the context in which our work takes place and analyzing the two-way interaction between the context and our programs. We have learned that education is an important preventative conflict strategy by addressing inequalities that exacerbate grievances between groups. Our aim is to incorporate peacebuilding as an integral theme in our intervention programs.

Climate & Environmental Adaptation

Furthermore, we believe that education has a key role to play in efforts aimed at mitigation and adaptation to climate change. We will build resilient programming by mainstreaming environmental awareness and disaster risk prevention, mitigation, and preparedness throughout all aspects of our education programmes. We will work with ministries of education and school communities to introduce climate and environmental adaptation topics into school curriculums.

Monitoring Results

In the fragile and conflict-stricken contexts we operate, ADRA Norway is committed to further our understanding of what works and what does not. In all our operations, we will place significant emphasis on monitoring, assessing, and documenting the results of our programs. We will strive for participatory monitoring in which there is downward accountability to our ultimate beneficiaries and stakeholders.

Innovation

ADRA Norway wants to maintain a futuristic outlook and discover new means and methods for improving efficiency and effectiveness. This includes all forms of innovation—from developing new models, supporting promising local efforts, testing new technologies, including digital learning, and using more adaptive implementation. Of particular interest to ADRA Norway, are cost-effective, inclusive, and quality education-service delivery models that can be easily replicated or brought to scale.

Context

Challenging Times

While we have seen an increase in global turmoil in the last couple of years, with the global pandemic, economic crises, rising food insecurity, increased conflict, and insecurity, we have also seen promising trends of solidarity, generosity, and cooperation during periods of difficulty and global challenges.

Increasing Need

Needs are increasing as the frequency and magnitude of disasters and conflicts intensify. 1.8 billion People in fragile contexts are highly vulnerable and more than 235 million people are directly affected in 2021. At the same time, development and humanitarian assistance may decrease because of global disruption associated with COVID-19, threatening gains made over the last few decades. The most vulnerable people and groups will, undoubtedly, be most affected.¹

Conflicts

Violent armed conflicts and persecution are increasing. This increases the risk of sexual violence, disrupts education and health services, disrupts food production and supply chains, destroys infrastructure, and increases the impact of pandemics. Conflict is also a major driver of displacement, with more than 85 million women, men, girls, and boys living as refugees or internally displaced persons in 2021.² Refugee children are two times less likely to attend primary school and four times less likely to attend secondary school. Furthermore, targeted attacks on schools, as well as the use of school buildings by armed actors, impedes education access.

Food Insecurity

270 million people face hunger, starvation, and famine in 2021.³ More than 77 million people are experiencing hunger in the most food insecure, fragile, and conflict-affected countries.⁴ Humanitarian and development actors need to work in an urgent and sustained manner to avoid further deterioration and to reduce the risk of famine.⁵

Climate Change

Climate change related events are exacerbating humanitarian disasters, fuelling conflict, increasing displacement, contributing to a rise in hunger, and making certain areas uninhabitable.⁶ Poor people in developing countries will feel the impacts first and worst (and already are) because of vulnerable geography and lesser ability to cope with the impacts of severe weather, changing rainfall patterns, droughts, and floods.⁷

¹ UNDP, 2020

² <https://www.unhcr.org/internally-displaced-people.html> and Women, Peace and Security, The Norwegian Governments Action plan (2019-2022), p. 7 https://www.regjeringen.no/globalassets/departementene/ud/dokumenter/planer/actionplan_wps2019.pdf

³ WFP, 2020 <https://www.wfp.org/news/covid-19-will-double-number-people-facing-food-crises-unless-swift-action-taken>

⁴ Humanitarian Needs Overview 2021, p. 32

⁵ Global Humanitarian Overview 2021, p. 32

⁶ <https://www.norway.no/en/missions/eu/values-priorities/climate-env/>

⁷ Centre for Global Development. (2021) <https://www.cgdev.org/topics/climate-change#:~:text=Climate%20change%20and%20development%20are,weather%20and%20rising%20sea%20level>

Out of School Children

Too many of the world's children and youth are being left behind. More than 258 million children are out-of-school.⁸ COVID-19 is responsible for the largest disruption to education in history, affecting nearly 1.6 billion learners in more than 190 countries across the globe.⁹ Girls are 2.5 times more likely to be out of school than boys and an estimated 85% of children with disabilities in the developing world do not attend school.¹⁰ Girls and boys may experience emotional and physical victimization, violence and abuse in the classroom, at school, at home, and in the community that have consequences for learning, attendance, retention and achievement.¹¹ Millions of children lack basic literacy and numeracy skills even after attending school,¹² highlighting the need to improve quality in education initiatives.

Harmful Practices

Harmful practices, such as child marriage, female genital mutilation, and son preference are among the most serious manifestations of discrimination against girls.¹³ The UN estimates that more than 650 million girls and women, and 115 million boys and men alive today, were married as children, 33,000 every day. 200 million women and girls alive today have been subjected to genital mutilation, 4 million every year. A preference of sons, leads to the devaluing of girls to the extent that they are neglected, subjected to violence, and even murdered.

Disability

Persons with disabilities are more likely to live in poverty, face discrimination and lack access to education, livelihoods, and other social programmes.¹⁴ One billion people, or 15% of the world's population, experience some form of disability, and 190 million struggle with significant disabilities.¹⁵ Persons with disabilities are at a high risk of sexual exploitation and abuse, and women with disabilities are often subjected to double discrimination due to their gender and disability status.

Strategic Priorities

This challenging humanitarian and development context calls for concerted efforts to reach the Global Development Goals by 2030. ADRA Norway is committed to do our part by strengthening our capacity to engage in relevant responses for positive, inclusive, and sustainable change. This strategy outlines 6 strategic priorities. Priorities 1 - 3 outline how we work with partners and other stakeholders to improve our program results. Priorities 4 - 6 focus on strengthening our ability to manage our programs, communicate with and influence partners and the public, and sustain and grow financing for our program outreach.

⁸ UIS (2020) *Out-of-School Children Data*

⁹ United Nations (2020) *Policy Brief: Education during COVID-19 and beyond*. Accessed via https://www.un.org/sites/un2.un.org/files/sg_policy_brief_covid-19_and_education_august_2020.pdf

¹⁰ Towards inclusive education, UNICEF (2016), <https://www.unicef-irc.org/publications/pdf/IWP3%20-%20Towards%20Inclusive%20Education.pdf>

¹¹ Education Cannot Wait Strategy 2018-2021 (https://www.educationcannotwait.org/downloads/reports-and-publications/?cp_reports-and-publications=3)

¹² World Development Report 2018

¹³ https://www.regjeringen.no/en/dokumenter/eliminate_harmful_practices/id2673335/

¹⁴ <https://social.un.org/publications/UN-Flagship-Report-Disability-Final.pdf>

¹⁵ <http://documents1.worldbank.org/curated/en/437451528442789278/pdf/126977-WP-PUBLIC-DisabilityInclusionAccountabilitydigital.pdf>, p. IV

Strategic Priority 1 – Development Programming

We aim to foster growth in the lives of children, youth, and women to ensure they have the opportunity to reach their potential, participate in decision-making and become well-functioning individuals who contribute to society.

Intro Section – What is our Role as ADRA

To Serve Humanity

The overarching purpose of ADRA is “to serve humanity that all may live as God intended”. Therefore, ADRA Norway promotes the realization of human rights by empowering individuals and communities through a myriad of long-term, capacity building efforts. Moreover, we believe that serving humanity entails humbly providing support where needed through means that reduce prejudice and power imbalances, ultimately allowing every individual to reach their potential. “As God intended” refers to a life, as described in the Bible, of worth and fulfilment. Consequently, every program and activity carried out by ADRA Norway is built on the principle that all humans are created equal in the eyes of God and deserve equal opportunities.

Faith Based Organization

ADRA Norway is affiliated with the Seventh-Day Adventist (SDA) Church and aligns itself with the principles of social justice expressed throughout the Bible. The SDA denomination has a long tradition of promoting holistic education through educational institutions ranging from primary to university level. ADRA Norway’s education programs are informed by the SDA Church’s holistic philosophy of education.

Sustainable Development Agenda

ADRA Norway is committed to long-term sustainable approaches to providing quality and inclusive education to empower individuals and communities. Our programs align themselves with the Sustainable Development Goals (SDG) which promote human dignity and inclusion, and more specifically with SDG 4 on inclusive and equitable quality education and lifelong learning opportunities for all. We contribute to the “leave no one behind” agenda, by focusing on the most vulnerable groups to reduce inequalities. We align with Norway’s global education goals¹⁶, that “all children have the same opportunities to start and complete school; all children and young people learn basic skills and are equipped to tackle adult life”. In line with the UN Security Council Resolution 1325, ADRA Norway will strive to secure that girl’s and women’s rights and participation are included in all our programs.

Why We Do What We Do – Our Choices

Quality Inclusive Education

The core focus of ADRA Norway is on quality inclusive education for the purpose of reaching girls, children living with disabilities, children in need of mental health and psychosocial support, and other marginalized groups. Our aim is to equip school administrations, teachers, and school communities with the capacity to adapt teaching to meet the needs of every learner and provide them with the outlook, knowledge and skills needed to learn, generate an income,

¹⁶ White Paper 25, Education for Development, 2014

and bring prosperity to society. Inclusive education is the foundation upon which countries may build to reach the sustainable development agenda, which purpose is to promote human rights, equality, peace, global citizenship, and cultural diversity appreciation.

ADRA Norway believes that education has the potential to provide individuals with opportunities. When individuals receive a quality education there is a higher chance they may break away from the cycle of poverty and build a more prosperous future for themselves and their communities. Education is also crucial in fostering tolerance between people and contributes to more peaceful societies. Since education creates social networks, supports community attitudinal change, and provides supervision and structure, it plays a crucial role in child protection. A focus on inclusive education helps reduce inequalities, combat stigma, and empower persons with varying abilities to realize their rights. Education helps individuals make more informed, healthy and sustainable choices. The right to education as enshrined in Article 26 of the 1948 Universal Declaration of Human Rights.

ADRA Norway's approach to education is concerned with the development of the whole person, through an integrated approach, promoting access to safe water and sanitation facilities, mental health and psychosocial referral and support, and climate- and gender- sensitive inclusive classrooms. At the same time, the approach aims to reduce harmful practices including child abuse, environmental degradation, and gender-based violence.

What We Do

ADRA Norway will focus on formal and non-formal, primary and secondary education, Technical, Vocational Education and Training (TVET) programs, and functional adult literacy. This covers the full span of education provision including both public and non-state actors, from the learners up to the Ministry of Education and other relevant ministries. We will strengthen our voice and advocate for an increase in government commitment and education budgets, both in Norway and in partner countries, inclusion and effective targeting of vulnerable groups, and increased government monitoring and evaluation. Across our education activities, we have a particular focus on:

- Inclusive education
- Mental health and psychosocial support, and
- Protection and safeguarding of children and vulnerable adults.

How We Do It

Learner-Centered Approach

ADRA Norway's education program is informed by our Learner-Centered Approach. This model is based on key lessons learned from many years of education programming and industry best practices.

We address barriers to learning by:

- Focusing on inclusion
- Ensuring safe, healthy, and protective learning environments

- Engaging students, families, and communities in education
- Providing effective teaching and learning
- Strengthening education governance systems

Inclusion

ADRA Norway will place significant emphasis on inclusive education to allow every individual access to meaningful learning, regardless of their ability. However, children living with disabilities or additional learning needs, such as children with physical, sensory, cognitive, and psychosocial disabilities, face multiple personal and cultural barriers to inclusive education. Addressing these barriers requires significant capacity building and targeted efforts. Children living with disabilities frequently face deeply rooted stigma and discrimination from members of the societies in which they live. Social exclusion and a lack of confidence can have a detrimental impact on the ability of learners with disabilities to develop academically, socially, and emotionally. For successful implementation of inclusive education programs, attitudinal change is therefore considered a prerequisite. ADRA Norway works towards ensuring that educators, parents, community elders, and spiritual leaders jointly recognize the importance of, and prioritize, inclusive education.

Moreover, ADRA Norway collaborates with organizations for persons with disabilities (DPO) and other stakeholders to address physical and academic barriers faced by learners with disabilities. These include access to learning aids, support systems, services, and necessary adaption of physical infrastructure. Every student deserves the chance to receive a quality education, to learn and grow through the achievement of challenging yet attainable goals. Hence, ADRA Norway recognizes the need for adapted learning goals and approaches to effectively cater to the needs of students with cognitive and/or physical disabilities. Differentiation at various learning levels is essential to allowing students to access the curriculum and classroom activities in a meaningful way.

Learning Environments

ADRA Norway will strive to provide learning environments that are healthy, safe, and psychosocially supportive. We will build or upgrade classrooms that are disability accessible, adapt water and sanitation facilities, and provide sustainable energy. These improvements will benefit all children but with a particular focus on the needs of girls and children living with disabilities. ADRA Norway's programs will work to address issues of bullying, harassment, injury, and absenteeism. We will also work to build psychosocial skills, strengthen mental health and child protection systems, and support conflict resolution and peace-building techniques within education systems.

Teaching and learning

We will ensure learners develop foundational literacy and numeracy skills as building blocks for further learning. In addition, we will incorporate higher-order skills, including 21st century skills. We will continue our commitment to support the supply of teaching and learning materials and extracurricular activities. In addition, we will focus on regular coaching and school-based professional development for teachers. Our teacher training approach will shift by prioritizing partnerships with pre- and in-service training institutions to increase reach and improve the quality of teachers.

We will work with TVET systems to shift from a supply-side orientation toward demand-driven and competency-based programs. We will strengthen linkages between training systems and the private sector to overcome labor market failures. Lastly, we will identify and apply new technology in our work and focus on testing new ways to apply innovation more systematically.

Engaging Participation

ADRA Norway will focus on the whole learner by proactively enabling and engaging the participation of students, parents, and communities in active partnership. This will lead to further accountability of schools and TVET institutions to various stakeholders, most importantly the students themselves. In pursuing this, we will encourage the participation of learners in decision making by strengthening school clubs and student government bodies.

Strengthening Governance

Our programs will deliver training and support to head teachers to demonstrate effective leadership, support teachers, and collaborate with parent teacher associations (PTA) and school management committees (SMC). In addition, we will work to build the capacity of communities to know and claim their rights in education, and build the capacity of civil society to engage effectively with government structures.

We will systematically undertake evaluations and impact assessments that evaluate our overall program impact and influence future programming. We will also partner with academia and research institutions to deepen our evidence-based work.

Our Target

ADRA Norway will focus on persons who are likely to be left behind. This includes children and youth who face the most severe and often intersecting barriers to education associated with gender, disability, poverty, displacement, nomadism, conflict, insecurity, language, or ethnicity. Of particular focus to ADRA Norway will be children and youth living with disabilities and girls.

Where We Do It

ADRA Norway will work in geographic areas where we can continue to bring about changes and where we have a comparative advantage. We will continue to focus on countries that rank high in the OECD's fragility framework using a combination of risks and coping capacities. We will continue to focus strongly on our work in Somalia, South Sudan, Ethiopia, Mali, Niger in Africa and Myanmar in Asia.. ADRA Norway will also continue to support smaller project activities in a limited number of other countries, such as working with minority groups in Thailand, Syrian refugees, and communities and populations affected by natural and manmade disaster. While not proactively looking to expand our reach further, we are open to working in new areas provided alignment with our strategic priorities.

Strategic Priority 2 - Humanitarian response

We show solidarity with children, youth, women, and men in the midst of humanitarian crises through responses that uphold dignity, address immediate needs, strengthen resilience, ensure protection and promote early recovery.

The frequency and intensity of manmade and natural disasters and number of people affected continue to grow. ADRA Norway is investing in strengthening its humanitarian response to humanitarian needs arising from disasters and protracted crises. We are prioritizing humanitarian assistance in sectors where we have particular added value and experience.

Our Response

Education, which is at the heart of our humanitarian work, is crucial for both the protection and healthy development of girls and boys affected by crises. Education interventions provide an avenue to provide lifesaving information to children and families. Education provides a safe space and can contribute towards restoring a sense of normality and safety. It can be complemented with psychosocial support initiatives and provide important coping and life skills. Education can help children rebuild their lives and have more influence on the issues that affect them. It is also one of the best tools to invest in their long-term future, and in the peace, stability, and economic growth of their countries. ADRA Norway's education responses will be complemented by responses that draw on our strong experience in delivering support for people amid humanitarian crises. Protection and safeguarding, cash-based assistance, material support and water, sanitation and hygiene interventions in communities and schools are essential elements in this work.

Humanitarian Agenda

We will support initiatives to protect education from attack in crisis-affected countries. Furthermore, we will implement the Safe Schools Declaration (SSD) and draw attention to methods of warfare that affect children and young people. Through our programs, we will seek to eliminate harmful practices such as female genital mutilation (FGM) and early marriage through engagement with parents, communities, and authorities. We will remain a strong voice in the global ADRA advocacy campaign, "*Every Child. Everywhere. In School!*" and work to enrol out-of-school girls and boys into school. We will systematically engage in the Agenda for Humanity through participation in an international humanitarian practitioners working group, of which ADRA Norway is a co-chair, and engagement in global forums such as *Education Cannot Wait*, the *Non-Government Organization* advisory group, and the *Education in Emergencies Global Hub*. We will remain a strong advocate in international forums of the need to strengthen the protection of civilians, support relevant measures in this area, and work to improve the safety of our workers in the field. We will increase our political engagement with humanitarian actors within Norway and the humanitarian sector at large. This will include increased political engagement with decision makers in the Norwegian Ministry of Foreign Affairs to access funding for ADRA's work in crisis zones.

Our Commitments

We will work to empower and strengthen the voices of local communities and actors and involve them in decision making through localization efforts. We will work towards greater participation of people affected by crises in the planning and implementation of our humanitarian response, with a particular emphasis on women's rights and participation.

We will take an integrated approach to humanitarian crises, with emphasis on early action, prevention, and reduction of future needs. We will work to ensure that humanitarian action

complements and engages with development cooperation and peacebuilding efforts through a nexus approach.

We will strengthen the conflict sensitivity of our programming by developing strong frameworks with partners to ensure that our interventions contribute towards peace and conflict reduction.

We will promote greater resilience for people and communities vulnerable to conflict and natural disasters in the context of global climate change and forced migration.

ADRA Norway will, further, step up its efforts to combat sexual and gender-based violence by, for instance, providing psychosocial support to survivors and protection of women, girls and boys in humanitarian crises.

Response Capability

ADRA Norway will continue to strengthen its engagement in the ADRA Network emergency management system by increasing the number of technical staff who are trained and ready to deploy as part of the network Emergency Response Team. Moreover, we will keep contributing expertise within education in emergencies planning and response. We will contribute towards strengthening response capabilities and the development of country level strategies including capacity building (communication, humanitarian coordination, and reflex).¹⁷ We will work towards achieving quicker response times with our partners.

Responses will be prioritised for humanitarian crises in countries where ADRA already has partnerships and is currently present, in countries where we have previously been present,¹⁸ and locations to which ADRA Norway's supporters and donors have a strong connection¹⁹.

Local Response in Norway

We will work with local ADRA groups and Adventist churches in Norway to build capacity nationally. In addition, we will build relationships with municipalities to preposition ourselves to effectively respond to local disaster situations, and identify competencies to utilise (e.g. psychosocial support, temporary sheltering, and in-kind support) for disasters in Norway and for vulnerable groups.

Strategic Priority 3 - Partnerships

Enhanced collaboration, learning, and opportunities through strengthened multi-stakeholder partnerships and networks.

ADRA Norway recognises the importance of multi-stakeholder partnerships for mobilizing and sharing knowledge, expertise, technology, and financial resources (ref. SDG 17²⁰) to fulfil the Sustainable Development Agenda. Our programs engage a variety of stakeholders and promote effective public-private and civil society partnerships.

¹⁷ E.g. Ethiopia, Sudan, South Sudan, Somalia, Myanmar, Mali, Uganda and Niger

¹⁸ E.g. Nepal, Sudan, Syria, Yemen, Lebanon, Thailand

¹⁹ E.g. Philippines, Myanmar

²⁰ Strategic Development Goal 17: "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development"

We believe that the quality of relationships is critical and will focus on building strong partnerships based on shared values and mutual accountability and respect. We will positively seek to collaborate with others; to participate meaningfully in coalitions and networks, and to be a catalyst and broker for bringing different actors together. Civil society organizations, the private sector, governments, faith groups, institutions, and academia will all have key roles to play in our strategy. We will also work actively to strengthen the ADRA network as part of a global network committed to ending poverty and social injustice.

The ADRA International Network

Partnership with implementing country offices

ADRA Norway consistently implements, through local ADRA country offices in long-term partnerships, to build capacity, share values, and improve quality in programming. The ADRA country partners are our link to the targeted population, civil society groups, and local authorities and institutions. We work to ensure inclusion of local non-governmental organizations (NGOs) and Civil Society Organizations throughout the program cycle and enhance local participation and decision-making. This model is cost-effective and ensures that our programs are contextually relevant, adapted to needs, inclusive, fairer, and more effective for affected populations. Our partnerships are based on equal worth and participation of local communities to define relevant needs and responses. We will support partner offices to develop sound policies and systems and conduct effective advocacy. We will strengthen cross-border networking, learning, and sharing of resources through regional and international events.

We will strengthen partnerships with other ADRA offices in Europe through the ADRA Europe Humanitarian Practitioners Working Group to strengthen technical coordination, identify opportunities for joint action and interventions, respond effectively to sector trends, and leverage capacity.

International Working Groups and Committees

The ADRA network facilitates cutting edge programming through knowledge sharing in regional and international working groups and technical learning labs. ADRA Norway will contribute to building technical expertise within the network by engaging actively in the Finance Director's Forum and international technical learning labs on Education, Gender and Inclusion, Monitoring, Evaluation, Accountability and Learning, and Marketing and Development. Through our membership of the ADRA Accreditation and Licencing Committee, we influence global standards and policies and ensure accountability of offices throughout the network. ADRA Norway will also contribute with trained staff on the international emergency response team, to enable quick and efficient response to humanitarian disasters.

European Coordination

We will continue to strengthen European coordination with financial support to the ADRA Europe office in Brussels and engage in fora and workgroups on coordination of programs, humanitarian work, resilience, and communications. We will engage in joint regional advocacy campaigns and joint humanitarian response from and within Europe. We will collaborate with relevant European ADRA offices on co-financing, sharing of technical expertise, and capacity support to small offices.

The Adventist Church and its Institutions

ADRA Norway is a faith-based agency founded by the Adventist Church in Norway. ADRA has a comparative advantage in being part of a wide network of Adventist churches and institutions, including healthcare and education. We will collaborate closely with relevant departments of the Adventist Church in Norway, local churches, and Adventist schools to strengthen the understanding of the biblical message about justice and compassion.

We will develop our work with local ADRA groups in churches throughout the country and strengthen our collaboration with Tyrifjord Videregående Skole. We will mobilise church leaders and members at meetings and events and through publications and online training. We will leverage the strong commitment of church members to mobilise resources, including volunteers and technical advisors, for our programs. We will seek new methods to increase engagement in the annual door-to-door campaign: *Hjelpeaksjon*, including an annual live on-line fundraising event to rally churches and schools around the campaign.

Program Partnerships/Consortia with Norwegian Non-Governmental Organizations

We will continue to engage in program partnerships/consortia with other Norwegian agencies or networks for added value, additional finances, technical resources, and legitimacy to influence policies and strategies in Norway and partner countries. Through our partnership with the Atlas-Alliance and other NGOs and DPOs in the Together for Inclusion program, we will strengthen our capacity on inclusion of persons with disabilities. We enter partnerships²¹ to broaden our geographic reach and scope of work.

Private Sector

ADRA Norway will collaborate with relevant businesses²², vocational education, and digital learning. This enables us to explore and create innovative solutions for teaching and learning and provide new learning tools for children with disabilities. Partnerships with the private sector enables us to offer relevant vocational training and apprenticeships.

Academia

ADRA Norway enhances the culture of learning to strengthen performance. We will engage with research institutions on studies and evaluations to improve quality and feed learning into the wider education discourse. We will partner with universities²³ to improve capacity in new programmatic focus areas such as mental health, and to receive Master student interns in our programs. We will also collaborate closely with teaching institutions including on teachers training and curriculum development.

National and International Networks

To be on the cutting-edge in programming and strengthen our contribution to Norwegian and international aid policies and strategies, we will continue our strong engagement in relevant

21 Such as the PEACE program for refugees from South Sudan in Uganda with Strømme Foundation and Y-Global.

22 Such as digital learning with Zabai on TVET programs in Myanmar and Ethiopia, and with Leap Learning on literacy and numeracy in Niger and Somalia.

23 Such as Oslo Met, Bergen University, Friedensau University (Germany)

Norwegian networks and technical working groups²⁴. ADRA Norway provides a strong voice in the international debate on the importance of inclusive education through membership in the Education Cannot Wait International Forum and the Education Cluster.

Public Partnerships

ADRA Norway has partnership and project agreements with The Norwegian Agency for Development Cooperation (Norad), our largest supporting partner. We will continue to strengthen our expertise within inclusive formal education and Vocational Education, with a special focus on addressing the challenges of disabilities and mental health. We will strengthen this partnership through results-based program management and transparency in reporting. We will engage in knowledge sharing (including with the evaluation department), policy dialogues, and agenda setting within our areas of expertise and will constantly seek innovative methods to improve strategies and methods.

In our humanitarian work, we seek a close dialogue with the Ministry of Foreign Affairs and will provide relevant local updates on emergency situations in our partner countries or in areas where we work through our network.

We will also strengthen our dialogue in partner countries with Norwegian embassies and the Ministry of Education and other relevant authorities to mobilise resources, build local capacity, strengthen systems and public services, and ensure good collaboration between different stakeholders.

Strategic Priority 4 – Organizational Capacity

ADRA is an efficient and effective organization that develops and nurtures human resources and shows environmental responsibility.

Accreditation and Licensing

To ensure strong organizational systems and sound program management, the ADRA International network has since 2018 developed a licensing and accreditation system with standards within the areas of mission and values, governance and leadership, people management, work health, safety and security, financial and risk management, development and humanitarian program management, and partnerships and networking. The standards reflect general international standards of the business and include all the Core Humanitarian Standards.

ADRA Norway strives towards efficiency and effectiveness in all operations. On October 2019, the office was licenced and accredited for a 5-year period by ADRA International. This signifies compliance with all minimum standards set by the network for governance and operations.

However, there is still room for improvement on some aspirational standards. ADRA Norway will work systematically to comply with these by 2023. We will also carry out due diligence regularly with our partners to minimize risk of fraud and mismanagement. We will plan and

²⁴ Including: Global Campaign for Education Norway, Mental Health network, Forum for Sudan and South Sudan, Forum for Utvikling og Miljø, Frivillighet Norge, Norges Kristne Råd/Global Info, Network for Religion and Development, and the Fraud and Corruption working group

budget for local capacity building in all our programs to enable our partner offices to reach all Accreditation and Licensing standards of excellence in their operations.

People Management

ADRA Norway has committed and qualified staff and nurtures a culture of learning and growth in our office in Norway as well as with our partners. We will continue to develop our human resource management systems (Norwegian abbreviation: HMS – helse, miljø og sikkerhet) to comply with the ISO 45001 standards. We will encourage a life-work balance and increase our focus on staff health, risk management during trips, and general risk management systems. We will also work systematically with all our partners to strengthen their risk management systems including child protection and safeguarding. We will encourage skills building and personal growth through training, further education, and participation in networks and meetings.

Efficiency

ADRA Norway values transparency and standardisation. We have implemented various measures to strengthen internal systems and controls and standardise processes to increase efficiency and improve quality. This includes digital management systems within human resources, accounting, and customer relations (CRM). We will also continue to roll out a new digital Monitoring, Evaluation, Accountability and Learning-system in Norway and with all our partners to improve quality of data and access for all to program results.

We will continue to strengthen our in-house expertise in inclusive education, mental health, psychosocial support, and safeguarding and child protection as a driver to reach our strategic program priorities. We will increase our capacity within fundraising and financial management/controls by adding new staff positions in these areas.

Sharing of Knowledge and Resources within the Network

ADRA Norway will continue to participate in international working groups to develop standardised policies and guidelines for the network, to minimize the work of each office. Organizational and program information and learning will be shared globally on the internal e-net system with designed space for group work and information. This enables replication of good programs and sharing of innovative ideas. ADRA Norway will participate in annual councils with leaders from all over the world to set goals, strategies, policies, and standards for the network and create meeting rooms for developing new partnerships and strengthening existing ones.

The ADRA network has an effective global and regional coordination of humanitarian response for large disasters that includes global communication, pooled funding, and shared technical and human resources. ADRA Norway will continue to contribute with staff to the emergency response team, and with funding to network responses in humanitarian crises.

Environmental Certification

ADRA Norway will focus more on environmental protection and aim to obtain a Lighthouse certification by 2022. This is in line with ADRA's values and mandate of giving people the life that God intended.

We will continue our work with the ADRA Europe's Resilience Working Group to roll out the Carbon Neutral Strategy for the ADRA Network. In line with SDG goal 13, and the Paris Agreement, and Kyoto protocol on reduction of greenhouse gasses and climate-resilient sustainable development, we will work to reduce our carbon emissions. This includes assessing our administration-related carbon footprint and exploring carbon-offsetting methods. We will develop an action plan to adopt environment-friendly operations and work towards carbon neutrality in our operations in Norway.

Strategic Priority 5 - Communication and Mobilization

Ignite the broader engagement and ownership for ADRA's work; its purpose and values.

ADRA Norway aims to foster engagement and mobilization for ADRA's work and values through our information and education work. When people are involved, the need and desire for action is awakened. ADRA will offer opportunities to engage and partner.

The target group for our communication and mobilization work extends to people in Norway of all ages and social backgrounds. This includes a core group of people connected to the Adventist Church, its schools and institutions, and reaches out to friends and others connected to the churches, schools and institutions and the wider community.

Participation and Mobilization

We will strengthen the commitment to justice, compassion, and love in our interactions with our supporters and target groups in Norway through our information and educational work. We believe that this will increase the awareness, concern, and involvement in issues associated with refugees and other vulnerable groups of people in Norway as well as in developing countries. We value the practical commitment shown by our supporters, and will inspire, develop, encourage, and anchor this further through collective work and mutual cooperation with local Adventist churches and schools, individuals, and other interest groups.

We will work towards building a greater understanding of global citizenship and sustainable development, especially among school pupils, students, and young people, including providing practical courses of action. We will actively participate in forums where themes we work for are raised and discussed. Topics like poverty reduction, education, and vulnerable children and modern-day slavery particularly attract our attention. In practice, this will include cooperation with schools and Syvendedags Adventistkirkens Barne- og Ungdomsforening (SABU), other aid organizations and faith-based organizations, the Justice Conference and Global info in the Norwegian Christian Council of Churches (Global Week). It also includes collaboration with the ADRA network, especially ADRA International and ADRA Europe related to the advocacy campaign "Every Child Everywhere in School". We will contribute actively to work, led by ADRA Europe, to mark various anniversaries and UN days and adapt material to raise awareness in Norway.

Participation and Mobilization - New Focus Choices for New Strategy

- We will place more emphasis on advocacy work and pursue new opportunities for cooperation with other likeminded organizations on awareness campaigns and events in Norway.

- We will increase our involvement in the local community at Vik where our ADRA Norway head office is located, and the surrounding area, and through ADRA local teams on a national basis.
- We will assess the potential for building on our existing collaborations and expanding these in new ventures.

Communication and Information

ADRA Norway informs and communicates through a selection of channels:

- Website (home page)
- Social media (Twitter, Facebook, Instagram)
- Newsletter
- Articles published by others
- Our own publications (annual report etc.)
- Direct meeting with people: Teaching and informing in classrooms, churches, stands, events, and with other groups

Communication and Information: New Focus Choices for New Strategy

- During the period, a new website will be developed based on a template from the ADRA network.
- We will do regular capacity building with national staff, core partners, and partners in emergencies, to ensure capacity for communication and storytelling in representing the situation of people in need and the urgency of assistance.
- We will work strategically with media relations and increase the visibility of ADRA in local media and on social media, and be more intentional in publishing opinion pieces, analyses, and stories from the field.
- We aim to be more vocal in the public sphere to advocate for the right to education as a fundamental human right (e.g. through political debates, appearances in written and televised media).
- We will develop an internal ADRA Norway strategy for communication in crisis.

Strategic Priority 6 – Finance and Fundraising

ADRA Norway seeks to improve financial sustainability by diversifying income sources, both from private and public actors.

ADRA Norway's Support Group

ADRA Norway counts on a solid base group of engaged supporters spread all over Norway. Persons of various backgrounds and of all age groups – many who are linked to SDA Churches and schools – are committed to donating and engaging in fundraising activities in their neighbourhoods and social networks. This commitment is inspired by the biblical commission to serve others and the love of a God that has a high purpose for all humanity. Our support group forms the backbone of ADRA Norway's work, providing the means to fully finance small stand-alone projects as well as to fund our own 10% share as required by public donors for larger, longer-term programmes.

Contributions are collected in various modalities: regular monthly donors; regular earmarked, free, and sporadic gifts (often in connection with humanitarian emergencies and natural

disasters); and the Annual Appeal (*Hjelpeaksjon*), which has deep roots and traditions in local churches and schools and is historically important for the SDA Church in Norway. In this context, the mobilization among our supporters and feelings of identification and ownership towards ADRA are just as important as the funds raised.

Quality Assurance of Fundraising Activities

The Norwegian Control Committee for Fundraising (*Innsamlingskontrollen*) assures the quality of fundraising activities in Norway. ADRA Norway is among the organizations that have received their “approved” stamp, based on strict criteria.

ADRA Norway is also an active member of The Norwegian Fundraising Association (NFA), which constitutes a learning platform and builds our capacity through relevant courses and member meetings. NFA also engages in issues related to policy, advocacy, and knowledge on behalf of the fundraising sector in Norway.

Financial Basis

In the past years, we have profiled ourselves as a strong player in the education sector, and the quality of our work has gained the respect and appreciation of Norad. As a result, since 2014, we have been able to more than triple our level of public funding. At the same time, our private funding is estimated to have grown much less – about 26% in the same period. The combination of these two effects have further exacerbated our dependency on Norad as a donor, which contributed with 79% of our income in 2014 and is estimated to contribute with 87% in 2021.

Therefore, as ADRA Norway works in the coming years to maintain and further strengthen our partnership with Norad, it is paramount that we also seek to diversify and expand our funding sources, both from private and public actors.

We aim to do this in the following manner:

Explore further potential of our SDA donor base:

Although our fundraising activities have been evolving over the years, we have mostly limited ourselves to traditional models inherited from the past, esp. *Hjelpeaksjonen*, our annual door-to-door fundraising campaign. The COVID-19 crisis has shown us that our SDA donor base is vibrant and committed, if only we are able to innovate and create new ways of engagement.

Reach out to the broader Norwegian society to expand our private donor base:

Despite the recognition gained from Norad and Norwegian NGOs over the past few years, the name “ADRA” is generally still unknown to the general public. Therefore, we will scale up our efforts to build an ADRA-brand that awakes in non-SDA private donors the same confidence that we have deserved both from Norad and our SDA donor base. Our newly implemented donor and contact system (CRM) Cornerstone will be an invaluable tool in this work, helping us identify needs and implement solutions.

Some of the actions that we will prioritize are the following: invest in donor journey and donor follow-up; renewed focus on monthly regular donors; improvement and renewal of online

giving and other electronic donor solutions; improvement and renewal of online giving and other electronic donor solutions; do experiments with direct mail, for hot and cold donors; focus on campaigns and special days such as Giving Tuesday.

Access funds from private foundations and companies:

Along the same lines as above, there is a number of charitable institutions and enterprises that are looking for high-performing organizations, which could serve as agents to implement their ideals of social responsibility (e.g. Kavli fondet). Likewise, we will explore the possibility of partnerships with small and medium-sized companies.

Be selected as beneficiary of annual national charity fund-raising events:

The scale that ADRA Norway has reached in recent years positions us well to be a credible applicant for national fund-raising campaigns by NRK (TV-Aksjonen) and Operasjon Dagsverk.

Partner with other public donors, both in Norway and the EU:

We will increase our political engagement with decision makers in the Norwegian Ministry of Foreign Affairs to profile ourselves as relevant actors within the humanitarian sector. We will also develop partnerships with other humanitarian donors e.g. European Civil Protection And Humanitarian Aid Operations (ECHO). In addition, we plan to explore European Economic Area (EEA) and Norway Grants to strengthen ADRA's work in countries of Eastern Europe.

Influence government decision-makers for continued support for education, disability and mental health:

We aim at being more vocal in the public sphere to advocate for the right to education as a fundamental human right (e.g. through political debates, appearances in written and televised media). After years with education as a focus of the Norwegian government's aid strategy, there is a danger that public fatigue and political pressures might push the focus towards different areas.