



Norwegian People's Aid



FOCUS, GROWTH AND DEVELOPMENT

Strategy for Norwegian People's Aid 2023-2027



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Introduction

Clearer focus, increased efforts and development to meet increasing needs

Through practical efforts and advocacy work, Norwegian People's Aid contributes to a more equitable distribution of power and resources and helps protect life and health for people and societies experiencing crises and conflict.

Our vision is solidarity in action and our method is to support local efforts to achieve safety and equality.

Trough our international operational work and cooperation with partners, we make a difference for thousands of people and societies worldwide. We contribute holistically, with humanitarian response, handling of explosives and weapons, and long-term development and support peace and reconciliation processes. Through voluntary efforts and advocacy work in Norway, we ensure that people and groups experiencing crises and exclusion are not alone.

Our strategy for the coming years will enable us to realise our ambitions and meet the increasing needs for our work – both in Norway and in the world.

During the strategy period, we will focus our efforts, grow where we can achieve significant results, and develop in areas where our efforts can make a greater difference in the future.

In order to achieve this, we will increase our income and strengthen our work with institutional donors, funds and foundations. We will make better use of our resources, work more efficiently, and develop our culture and leadership to achieve better results – together.

As we increase our efforts, we will also strengthen the quality of the work we undertake. We will actively manage risk and prevent corruption and financial misconduct. We will ensure transparency and integrity in our operations. Gender equality and diversity, as well as climate and environmental awareness, are integral to all our activities.



Raymond Johansen,
Secretary General of Norwegian People's Aid

National Congress 2023: Large ambitions for the coming years

The national congress set large ambitions for Norwegian People's Aid in the period 2023-2027 within the four focus areas in the programme of principles adopted by the national congress: Developing democracy and solidarity, first aid and rescue services, refugees and integration, and humanitarian disarmament.

We will realise our ambitions by cooperating with trade unions and facilitating voluntary efforts in local communities. We work operationally to remove mines and explosives, cooperate with civil society organisations, for democracy, development and humanitarian response and carry out advocacy work with local, national and international authorities and institutions to create change.

In our international work we will continue to contribute operationally and politically to humanitarian disarmament. We will contribute to the protection of civilians before, during, and after conflict. Through our cooperation with civil society, we will contribute to development and democracy. We will strengthen resilience in communities that are vulnerable to crises and support the organisations' leadership in developing their own communities and their abilities to respond to humanitarian crises.

We will strengthen our work on climate change and environmental degradation, both operationally and in our programmes and policy efforts conducted by our international departments. In all aspects of our work, we will safeguard gender equality and ensure that human rights and marginalised groups' needs are respected.

Regarding our work in Norway, the national congress has set an ambition for us to be a holistic emergency response organisation capable of responding to crises in the Norwegian society. This applies both to the voluntary rescue and response services and our voluntary social policy work with refugees, inclusion and anti-racism.

For the rescue and response services, our goal is to strengthen our role as part of the health preparedness and that we should be able to contribute both in emergencies and over time when crises occur.

In our work with refugees and inclusion, our goal is to strengthen the work carried out in the local chapters.

To ensure that we are future-oriented, Norwegian People's Aid will actively work to be an attractive organisation for young people. Norwegian People's Aid will develop as an anti-racist organisation.

Our work in Norway will

... protect life and health through voluntary rescue services and health preparedness

... contribute to the inclusion of refugees and other marginalised groups in society

... combat discrimination and contribute to an inclusive labour market and society

Norwegian People's Aid will:

- Develop as a holistic emergency response organisation
- Be an attractive organisation for young people
- Be an anti-racist organisation
- Develop the connection between our national and international work

Our international work will:

... contribute to democracy and equitable distribution of power and resources in cooperation with civil society organisations

... contribute to increased protection of civilians before, during and after conflict and, together with local partners, contribute to preventing and responding to humanitarian crises

... promote humanitarian disarmament, handling explosives and prevent weapons from going astray

Figure 1

The follow-up of decisions, organisational priorities, and other assignments from the national congress is carried out by the central committees, the board and the departments in the administration. The purpose of this strategy is to provide an overall direction for the prioritisation of our efforts in the coming years to achieve the overall ambitions for our work as presented above.

Our surroundings: War, conflict and climate changes lead to increasing demands for our work

In the coming years, we expect a world characterised by more war and conflict, including in densely populated areas. This means that explosives will threaten the safety of civilians to an even greater extent and an increased risk of weapons astray can lead to more insecure communities.

Several countries are becoming more authoritarian, challenging people's possibility to participate in governing their own communities. In addition, we are experiencing increased polarisation and technological developments challenging access to critical and accurate information. In several countries, we are witnessing developments that threaten global progress on gender equality.

The impact of climate change is unfair and those who have contributed the least are affected the most. We are seeing several complex crises in which climate change, growing inequality, poverty and violent conflicts occur together. The needs are greater than the means available globally and the necessity for a holistic response that contributes to reducing the needs is increasing.

In Norway, the weather has become wilder and wetter, and the population is aging, which means we need to prepare ourselves for new types of need with regard to first aid, search and rescue.

Conflict and climate change are also causing unstable migration patterns, leading to increased need for support for integration and inclusion worldwide. At the same time, increased polarisation, increasing individualism and changes in public spending are leading to a greater need for voluntary efforts in relation to inclusion, integration and anti-racism in Norway.

We are in a period with an increased focus on security and defence policies, both practically and financially. In a period when significant increases in spending on defence is both planned and expected, there might be pressure on the funding of other considerations in society, including within the areas of activity for Norwegian People's Aid. This also means an increased responsibility for the Norwegian People's Aid as a key contributor in Norwegian emergency response.

In this future scenario, we can envisage a greater need for Norwegian People's Aid's efforts in all our focus areas in the coming years, while there may also be pressure on the funding of our work. **This is the greatest strategic challenge we face.**

Our strategy: Holistic choices and priorities to realise our ambitions

To realise our ambitions and meet the increasing needs for our work, the strategy for the coming years highlights the overall strategic choices in relation to our work in Norway and internationally, as well as three strategic initiatives that will enable Norwegian People's Aid to make a greater impact.

The strategy will guide the ongoing work in the administration and the prioritisation of human and financial resources. The strategy will be followed up in the daily work of the administration and when developing budgets, action plans, and more detailed plans when needed.

Overall strategic choices for our work

Overall strategic choices for our international work

Our international work will:

- ... contribute to democracy and equitable distribution of power and resources in cooperation with civil society organisations
- ... contribute to increased protection of civilians before, during and after conflict and, together with local partners, contribute to preventing and responding to humanitarian crises
- ... promote humanitarian disarmament, handling explosives and prevent weapons from going astray

To achieve this, we will prioritise

- 1.1 **Focus:** To concentrate our efforts where the needs are great and where we can make the greatest possible impact
- 1.2 **Growth:** To grow where we can achieve significant results
- 1.3 **Development:** To develop in areas where we expect needs to increase and where our efforts can make an impact

Figure 2

1.1 Focus: Our international work will be concentrated where the needs are great and where we can make the greatest possible impact.

Our international programmes are currently in large parts of the world and we are present in a large number of countries and regions. All activities require administrative and expert competence and follow-up. We will therefore more explicitly focus our resources in countries where we can make an impact and deliver effectively.

In the coming years, we will concentrate our efforts and work to grow in certain prioritised countries. This prioritisation will affect our attention, programmatic and administrative efforts, and advocacy work:

- We will prioritise the areas with the greatest needs: The humanitarian needs will increase, especially in regions with war and conflict that can be amplified by climate and natural disasters, especially in Africa, South Asia, the Middle East and Eastern Europe.

- We will prioritise areas where we can increase our efforts and presence over time: We will focus on countries where we can, over time, have a turnover of more than NOK 20 million per year, and with opportunities to expand further.
- We will prioritise opportunities to enter into long-term cooperations: We will prioritise cooperations with donors with larger, long-term agreements.

1.2 Growth: We will grow where we can deliver significant results

Mine action and disarmament is currently the largest programme area for Norwegian People's Aid, measured by turnover. We achieve results through operational efforts and political advocacy. We are an internationally recognised actor delivering significant results to prevent conflict and facilitate local development. The need for traditional mine clearing will continue to be significant. The ability to handle explosives in urban areas will become more important to

be able to play a role in the large, complex conflicts we expect in the years to come. We will increase our efforts in this area in the coming years.

We have extensive experience in **supporting democracy and the equitable distribution of power and resources in cooperation with civil society organisations.**

Increasing inequality, the struggle over natural resources and increased levels of conflict throughout the world are also increasing the need to ensure democratic participation and an organised civil society that can represent all groups in society, especially those who are repressed, marginalised or subject to discrimination. Strong civil societies are often a prerequisite for effective peace efforts and conflict resolution. We will therefore increase and further develop our civil society programmes in the coming years to strengthen people's ability to organise themselves to enhance the struggle for fundamental rights and equitable distribution of resources.

1.3 Development: We will develop in areas where needs will increase in future and where our efforts can make an impact

Dealing with weapons that can go astray following war and conflict contributes to stabilisation, peace and opportunities for development in societies characterised by war or where there is a risk for potential conflict. Our experience from handling explosives provides us with a good foundation to increase our efforts in this area. We will clarify how handling weapons and ammunition can strengthen NPA's approach to protect civilians and facilitate development.

- We will develop a plan to increase our efforts in relation to the handling and destruction of ammunition and weapons, and how this can be seen in relation to our other programmes.
- We will develop our ability to handle ammunition, armory, guns and light weapons.

Humanitarian crises are more complex and long-lasting than before. Therefore it is necessary to consider the connection between humanitarian response and development cooperation to reduce needs and ensure that those affected have better opportunities to participate in and control rather than being passive recipients of humanitarian response. This means that **locally led humanitarian responses** will become an important approach to humanitarian crises in the coming years. In addition to contributing to locally led response, we will enhance it through political advocacy and documentation.

- We will develop our ability to contribute to locally led responses in humanitarian crises, with a particular focus on food security and protection.

Norwegian People's Aid works to **protect civilians from violence and insecurity** in both international departments. We have, together with partners, developed programmes for civilian protection in conflict and we cooperate to protect civilians against sexual and gender-based violence (SGBV). By aligning and further develop these programmes across the two international departments, we will become a more recognisable actor regarding prevention of violence and the protection of civilians from violence. This will strengthen our impact and increase our potential for attracting donors and partners.

- Across our international departments, we will develop holistic procedures for the protection of civilians from the harmful impact of military conflict, violence and abuse.

To ensure that these strategic choices achieve the greatest possible results across the programme areas, we will develop holistic plans for how focus, growth and development, will take place in different countries and programmes and how different considerations can be safeguarded throughout.



Overall strategic choices for the domestic work

Our work in Norway will

- ... protect life and health through voluntary rescue and response services
- ... contribute to the inclusion of refugees and other marginalised groups in society
- ... combat discrimination and contribute to an inclusive labour market and society

We will:

- Develop as a holistic emergency response organisation
- Be an attractive organisation for young people
- Be an anti-racist organisation
- Develop the connection between national and international work

To achieve this, we will prioritise

- 1.4 **Focus:** To further cultivate our local work related to our core activities
- 1.5 **Growth:** To increase the number of members, establish new local chapters, and provide more organisational training
- 1.6 **Development:** To become a holistic emergency response organisation

Figure 3

1.4 Focus: We will further cultivate our local work related to our core activities

The most important work to achieve our goals domestically in Norway is carried out by our members and volunteers in the local chapters. Cooperation with the trade unions, practical work related to integration and international solidarity, and the voluntary rescue service constitute the most important impact we contribute to for people and society. Norwegian People's Aid currently carries out membership-based voluntary activities in our local chapters and in externally funded programmes at the head office. At the head office, own projects are implemented by the national department, alongside their work with supporting local chapters. Over the coming years, we will further **cultivate the administration's efforts to provide support for local activities and voluntary efforts**. The domestic work undertaken by the administration will strengthen the local chapters' ability to independently fulfil our social mission. Through more uniform working methods for employees, we can more effectively strengthen our follow-up and administrative resources in a manner.

- Local voluntary activities are crucial to realising our ambitions in Norway. The administration's responsibility will be to support members, elected representatives, and volunteers in their work related to our core activities and goals.
- In the long term, we will discontinue projects at head office that are not related to broad voluntary activity in the local chapters and work to strengthen local funding for local chapter's activities in the municipalities.
- We will assign more resources to the regional offices in order to support local efforts.

1.5 Growth: We will increase the number of members, establish new local chapters and provide more and better organisational training for elected representatives and volunteers

In the coming years, our capacity to conduct work locally will be crucial for our ability to reach the goals set by the national congress. We will therefore prioritise to **recruit and follow up members**, the establishment of **new local chapters, ensure operational capacity of the local chapters** across the country, and provide quality

organisational training. Faced with more challenging conditions for our social mission in the future, to strengthen the local chapters both organisationally and professionally will be crucial to reach the goals set by the national congress. Our goal of becoming an attractive organisation for young people and an anti-racist organisation will also depend on the strength of our local chapters.

- We will recruit more members and prevent dropouts by developing good procedures for member management and follow-up within the administration.
- We will facilitate for sustainable and strategic establishments of new local chapters.
- We will support our elected representatives with improved organisational training.

1.6 Development: We will become a holistic emergency response organisation

The largest development project in our domestic work during this period will be to ensure that we become a **full-fledged emergency response organisation**. We will ensure that our resources can be combined when needed, establish cooperation with central and local authorities, and other stakeholders, and that our volunteers and local chapters are prepared to engage in rescue services and sociopolitical response during emergency situations. A strategic project to follow up the above will be prioritised in this period.

Strategic initiatives to support growth and development

Strategic initiative 2.1: INCREASED REVENUE AND STRATEGIC WORK WITH DONORS

2.1.1 We will increase our unrestricted sources of income

To increase our activities and develop to be able to meet the greatest needs, we must increase our unrestricted sources of income. Increasing uncertainty regarding the financing of international aid, humanitarian activities and social issues in Norway implies that we must be financially robust and prepared to face increasingly financially challenging times. In addition to efficient organising and use of our resources, we will invest in engaging more private donors in the coming years. Our current revenues come from funds from trade unions, companies and citizens through regular donations and sporadic contributions. By highlighting our results, we have a great potential for engaging and recruiting more private donors, who contributes significantly to our unrestricted income. External visibility is a key prerequisite in achieving this.

- We will invest heavily in attracting more private donors in the coming years.
- We will increase our capacity for strategic work and follow-up of private donors.

2.1.2 We will achieve more from our work with institutional donors

Institutional donors are the largest contributors to our activities, primarily through the financing of our international work. Currently, our efforts to mobilise and follow-up on donors are not sufficiently coordinated between the international departments and we need to ensure a more holistic and strategic approach.

- We will develop a holistic plan for strategic work with institutional donors, funds and foundations.
- We will find ways to coordinate our donor work across the departments so that employees can work as a unified team.

Strategic initiative 2.2: WE WILL MAKE BETTER USE OF OUR RESOURCES AND WORK MORE EFFICIENTLY ACROSS THE ORGANISATION

2.2.1 We will work more efficiently and better align resources across the organisation

Several processes and needs are the same for the different departments, but have not been aligned in ways that allow us to efficiently share professional and administrative resources. Therefore, work is duplicated and the right expertise is not always available when needed. We will ensure that resources that can be used to support several departments by harmonizing procedures and processes. We will cooperate and use technology to increase our efficiency and achieve better results.

- We will map the processes, resources and needs in the departments to improve cooperation and share duties and personnel. Where possible and when it creates added value, professional and administrative competence will be shared between departments through team work and other methods.
- We will use technological tools such as AI to solve tasks efficiently. Our digital tools and systems will contribute to our employees performing their duties in a better and more efficiently.
- We will explore different working methods and project methodologies, such as “sprint”, to identify effective methods for cooperation and problem-solving.

2.2.2 We will provide more coordinated and effective support to our country offices

Today, some of our country offices are required to deal with several people at the head office and carry out parallel work in relation to different departments. In order for employees in Norway and abroad to generate the best results, we need to ensure more effective and coordinated cooperation with the country offices.

- We will ensure that the systems and procedures for contact and follow-up are the same for all country offices and programmes.
- We will clarify how roles, responsibilities and authority are distributed between the head office/departments and country programmes.

2.2.3 We will coordinate our political advocacy and visibility work to ensure increased impact

Political advocacy, communication and visibility are key prerequisites in achieving our goals, both domestically and internationally. Our practical experience and expertise will form the basis for developing policies and have impact. To achieve the best results, we need to have a unified voice, coordinate and organise our work with key target groups and work strategically on visibility, advocacy and communication. Our communication work will be clearly aimed at external visibility and building awareness and knowledge about Norwegian People's Aid and our work among prioritised target groups.

- We will target our advocacy and communication work towards decision-makers and authorities and we will develop strategies to coordinate our advocacy and external visibility efforts to ensure greater impact.
- We will consider to increase our presence and representation in key international locations for political advocacy and strategic contact with donors, such as Brussels and Geneva.

Strategic initiative 2.3: WE WILL DEVELOP OUR CULTURE AND LEADERSHIP TO GENERATE BETTER RESULTS, TOGETHER

2.3.1 We will encourage and respect one another at Norwegian People's Aid

To achieve results according to our ambitions, we must support each other rather than see each other as competitors. We achieve more when we perceive and consider each other to be part of the same team and when we find that we can learn something from each other to help us do an even better job.

- We will establish venues and test new working methods so that employees in different departments can exchange knowledge, experiences and expertise in ways that strengthen their work.
- We will acknowledge each other's results and celebrate achievements in different parts of the organisation..
- We will create a constructive feedback culture, and space for questions and actively work to build pride and respect across the organisation.
- We will develop a common foundation and principles for the working environment, culture, leadership and employeeship at Norwegian People's Aid.

2.3.2 We will strengthen the foundation for decision-making and priorities

Improved knowledge about the results in the different parts of our organisation will enable us to make better decisions and take pride in one another's work, as well as setting priorities across the organisation. Clear structures for decision-making and prioritisation are prerequisite for making good choices in the departments and at Norwegian People's Aid as a whole. The basis for decision-making within the organisation must be clear.

- We will improve how we present the results we achieve in the different areas of our work
- We will regularly assess the relationship between use of resources, risks and results, both internally in the departments and for Norwegian People's Aid as a whole.
- We will clarify roles, responsibilities, authority and decision-making structures within the organisation.
- We will ensure that managers have access to tools that contribute to leadership commitment, good decision-making processes and a positive working environment.
- We will develop unified guidelines for establishing and phasing out programmes and countries.

Closing remarks - Norwegian People's Aid in 2027: **Increased efforts and greater results**

To deliver better results in the face of a world with changing needs, Norwegian People's Aid has changed during the years 2023-2027.

In 2027, Norwegian People's Aid makes more efficient use of our resources and the cooperation across the organisation has improved. Our employees take pride in each other's work. Our cooperation has improved and we solve problems together when beneficial. We have increased our revenue from private donors and our work towards institutional donors has improved. These changes have enabled us to increase our efforts.

In 2027, we contribute to an even greater extent to a more safe and equitable world. Civilians affected by war and conflict, poverty, climate and natural disasters are safer and have better opportunities to make a difference in their communities.

Because we have focused our efforts, we have grown in areas where we have made a greater difference, through our own activities, in cooperation with partners and through advocacy work towards institutions and authorities.

In 2027, Norwegian People's Aid is better equipped to handle explosives, ammunition and weapons to prevent them from going astray. Our ability to support locally led response enables us to contribute more effectively in the face of humanitarian crises. We have developed more holistic approaches to protect civilians. Overall, in 2027 we are better equipped to contribute to protect civilians against violence and abuse.

In Norway, we have achieved greater results by focusing on our work around voluntary activities. We have more members, more local chapters and trained elected representatives and members, enabling us to make greater impact within the rescue and response services, social policy work and international solidarity. Norwegian People's Aid has become a holistic emergency response organisation and is prepared to engage when needed.

In 2027, we have - through solidarity in action - increased our contribution to equitable distribution of power and resources and to protecting life and health.



Norwegian People's Aid

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