



# Together In Compassion

Mission East Strategy

## 2022 – 2030

Reviewed and Updated February 2024



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*” Our Vision is for thriving and empowered people and communities who have lifted themselves out of poverty and marginalization – and who now experience justice for all.”*



# Message from the Chair of the Board and the Secretary General



For more than 30 years, Mission East (MEED) has worked alongside the most vulnerable people in the hardest to reach areas to help them overcome emergencies and rebuild lost livelihoods. During this time, the world has changed and we see that key factors impacting on progress towards the Sustainable Development Goals are the increasing numbers of conflicts and displacements as well as the consequences of the climate crisis. Mission East will continue to adapt to these changes in order to stay relevant and remain one of the best organisations to deliver support to the most vulnerable in remote areas and other fragile situations. We have always worked in partnership with local stakeholders and the people we serve – this is a core defining aspect of who we are! This kind of partnership with local communities and partners stems

from our belief that responses and development must be people-centred and locally-owned by empowered people and vibrant communities to bring about lasting change for a more just and peaceful world. This vision grows out of our previous strategy and work – and as such it builds on our strengths and learnings of the past in order to move ahead and create more successes and more positive impact than ever. This 2022-2030 strategy and its goals and aspirations draws on our experiences and learnings and is grounded in consultations, surveys, and input from our staff, partners and the communities where we work. This has encouraged bold steps in new directions, such as increased emphasis on localisation, inclusion and green-ing. In 2023, we have taken time to review our strategy, recognising that global change continues apace.

Mission East was founded by people who were motivated by their Christian faith and our Christian values have guided our work for more than 30 years. These values continue to both inspire our approach and illuminate our work as we put our values into action. People of many faiths or no faith work at Mission East, and we help anyone in need regardless of their religion or belief. Now in response to increasing humanitarian needs, ongoing development challenges and the climate and environmental crisis, we present “Together in Compassion”: a strategy which we believe embodies our compassion for people and all creation!

**Betina Gollander-Jensen**

Secretary General of Mission East

**Ole Ramsing**

Chairman of the Mission East Board

# The Challenges We Face

**Humanity is facing unprecedented complexity and uncertainty. Overall, the volume of humanitarian crises and needs are rising, while resources available to respond are increasingly squeezed. A coordinated Humanitarian-Development-Peace-Climate (HDP-C) Nexus approach identifies practices intended to address the root causes of challenges which contribute to need, risk and vulnerability. When viewed through this HDP-C Nexus lens, as well as recognising more general contextual factors, we face the following challenges in achieving our mission:**

## **Climate and environment crisis**

The climate crisis is increasingly recognised as humanity's greatest challenge. It exacerbates poverty and vulnerabilities, ruins livelihoods, degrades our environment, forces displacement and fuels conflicts. Individuals, communities and societies endure immense hardships in coping with recurrent and escalating devastations. Where people mainly moved from their homes due to conflict and wars, mobility patterns are now increasingly a result of climate change drivers. In particular, water and climate change are recognised as being inextricably linked and climate impact is seen to increase both water scarcity and water-related hazards such as droughts and floods. Meeting this challenge

requires taking responsibility and collaborating at global and local levels to protect our planet. The impacts will be dependent on how well we, with our communities and partners, build resilience at the local community level to anticipate, prevent and adapt to future impacts of climate change.

## **Conflict and War**

Conflict, war and violence have increased over the past decade, and significantly accelerated since 2022. We see growing global polarisation and the widening gap between the global north and south driving geo-political conflicts and wars. Displacement of people continues as one of the consequences of conflict and

war thus leading to new needs, new or more vulnerable communities, and increasing inequality, instability, and injustice. As the humanitarian context intensifies, in the face of increasing violence and uncertainty, the space for humanitarian actors to work has become ever-more challenging and constrained. As well as space for safe and impartial humanitarian interventions, space for civil society / local actors is also impacted by factors including international sanctions and due diligence requirements. For Mission East, working in areas of conflict, learning from and continuing to focus on implementing a HDP-C Nexus approach – including active management of risk, conflict sensitivity and ‘do no harm’ – will remain key.

### Increased Inequality

Local communities and actors are often not represented, involved, or trusted to take full ownership of their own development. At the same time, we see growing inequality, where poor communities and households lack dignified livelihoods and economic opportunities resulting in violations of their rights and hindering development. Inequality is further exacerbated for particularly vulnerable groups and especially women, children and youth, and people with disabilities. Over recent years, epidemics and pandemics have been

additional contributory factors to inequality as poor communities, reliant on informal work and without adequate access to water, sanitation, and health services have been hardest hit and have taken the longest to recover from the loss of livelihoods and economic disruption experienced.

For people with disabilities, increased vulnerability arises from factors including environmental barriers, discrimination and stigma. Mission East will need to continue to be one of the most prominent voices for people with disability – and our inclusion approach will continue to ensure that vulnerability factors are addressed through effective disability-inclusive programming which seeks to provide equitable access to protection and assistance.

Localisation is the basis of achieving sustainable change and development. With its localisation approach, Mission East will continue to proactively address power imbalance and return local partners and civil society (communities, organisations, authorities) to the centre of humanitarian and development systems through increasingly equitable partnerships, which go beyond joint programming and instead aim for increasingly locally owned and led processes.



### **Competitive fundraising & public engagement fatigue**

The increasing numbers of people in need means that globally, the aid budgets of institutional donors are insufficient to support the growing needs and challenges of the world. An array of social media platforms continues to open up new channels for fundraising as well as providing opportunities for new ways of working to support those in need. Meanwhile, we live in a time of information overload, which makes it harder to reach the public with information and raise awareness of the communities we help. These added pressures are felt not only by Mission East, but also our partners and beneficiaries. More creative and focussed fundraising and public engagement activities that reach their target, deliver return on investment and raise awareness are necessary for Mission East.

### **Information and Technology**

With the continuing and necessary drive for improved accountability across our sector, access to the most accurate and up to date monitoring and evaluation information – from organisational level through to programme and project details – is increasingly sought. New technologies have the potential to improve our

efficiency and impact for the benefit of those we serve and Mission East will need to continue its journey to become a more data-driven organisation, which brings more new technology to the people we serve – and uses emerging and innovative technologies to improve the impact of our work via increased value for money, improved decision-making, resource management, and operations.

### **Safeguarding & Accountability**

In a complex and ever-changing world with conflicts and fragilities, the rights of those we serve are often violated with impunity, adding inequality, stigma and trauma. Accountable both within our sector and to those we serve, Mission East therefore seeks to uphold the highest standards regarding safeguarding and accountability. As has already been our practice, we will need to continuously strengthen our policies and practices and mitigate risks, to ensure that our activities do not harm – but rather actively protect – children and vulnerable adults. High-quality monitoring and evaluations contribute to our programme excellence and, as a learning organisation, we will go on documenting and sharing both successes and failures in pursuit of continuous improvement.





*”Compassion  
is at the root of  
our motivation.”*

# Vision & Mission

## Mission East Vision

**Inspiration:** Mission East is inspired by Christian values, humanitarian principles and human rights, which we express throughout our work.

Our **Vision** is for:

Thriving and empowered people and communities who have lifted themselves out of poverty and marginalization – and who now experience justice for all.

## Our Mission:

We apply our values to our work: working with communities and partners to provide humanitarian response and development aid to vulnerable people and fragile communities affected by crisis so that they can thrive.

# Our Values

**Mission East is an organisation with Christian roots, and our values are the heartbeat of our organisation. Throughout our work we live out our values in action.**

## **Compassion**

Our compassion is at the root of our motivation for our work, it means we have love for all humans and all of creation. We are moved and saddened by the injustice and instability in the world, which prevents people from reaching their full potential and harms our natural world. We live in a world with constant disruptions, chaos and insecurities. But our compassion makes us strong and encourages us to go the extra mile when the work is not easy. We don't aim for quick fixes but work hard to reach those in need and find long-term solutions to achieve resilience, peace and dignity for all.

## **Honesty & Integrity**

We refuse to accept injustice and suffering. This compels us to act and speak the truth, and to stand alongside, listen and give voice to those we help. Even during hardships and failures, we will have the courage to speak and act with honesty and integrity. We 'tell it as it is' even when this is uncomfortable and we are accountable for our actions, which is essential for building trust with communities and donors alike. Acting with integrity also means we do our job in the best possible way, using recognised quality standards, and we don't promise what we can't deliver.

## **Respect for all people**

Respect for all people often leads us to work in remote or difficult areas, and means our assistance is given without discrimination. Recognising our dependence on a healthy

environment, we believe that respect for all people also encompasses care for creation and for generations to come. We therefore take actions through our work to protect, sustain and restore creation. We understand the value of community and know that we are stronger when we work in solidarity and combine meeting human needs with safeguarding our earthly home.

## **Valuing the individual**

We believe in the dignity and worth of each human being. We celebrate diversity. We work for each person, regardless of their gender, disability, age, race, nationality, sexual orientation, political, or religious belief. We aspire for everyone to live out their full potential and to use their capacities to improve their own lives and communities. We use inclusive approaches to ensure everyone is heard, and to try to ensure no one is left behind.



# Mission East 2022–2030 Strategic Goals

### The Changes We Want to See

We know that we alone cannot solve the global problems of poverty and crises, but we believe that through genuine partnerships and by leveraging our organisational strengths, we can address structural inequalities and conflicts towards a more just and peaceful world where there is healing for both people and planet. Our 2030 strategic goals contribute to achieving the change we want to see in the world – our vision. We want to facilitate positive transformational change and so prioritise goals which mirror the needs, the voices, and the capabilities of the people we serve. We also build on our current strengths while striving to grow

and develop our organisation, its role and influence, and its partnerships. Across our strategic goals we will prioritize the most vulnerable and marginalised people in the hardest-to-reach-areas. In doing so, we will challenge injustice and combat inequality together with the affected people themselves as well as our global and local partners. Preventing and mitigating harm to our natural world by taking care of God’s creation is an integral part of our work. We remain committed to delivering progress towards the realisation of the Sustainable Development Goals (SDGs) as a common global framework for

transformation. Acknowledging the interdependence of the SDGs, we will towards 2030 especially focus on:



## Pathways to – Together in Compassion



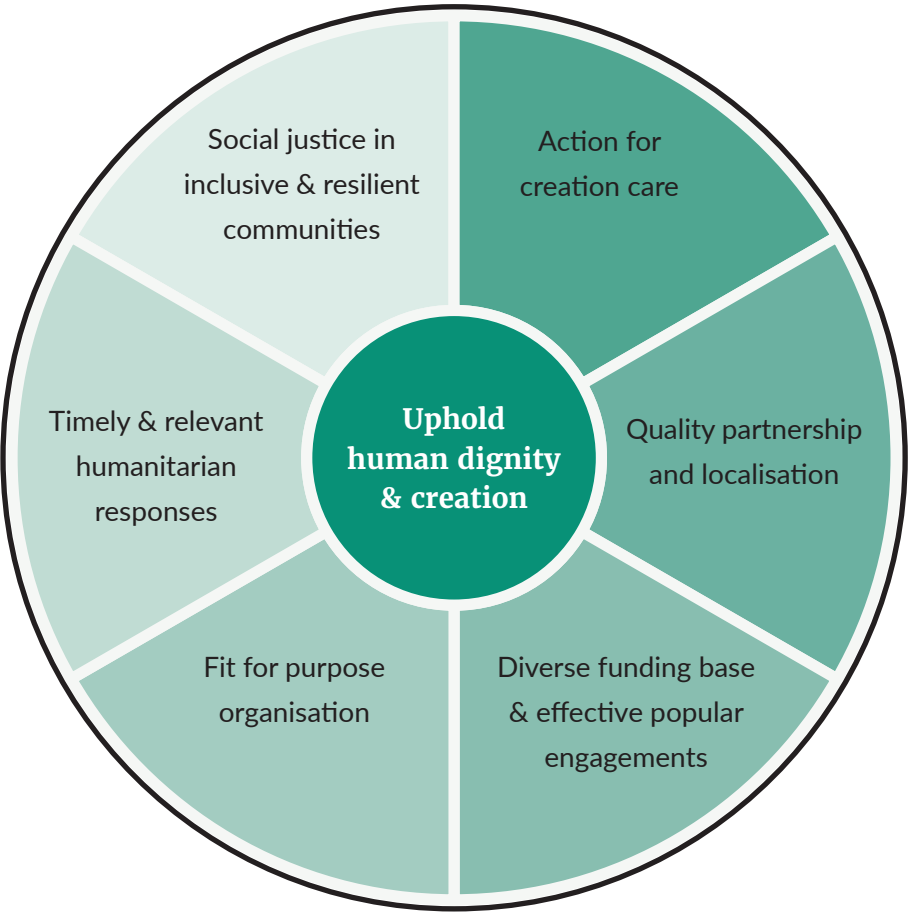
### Areas of expertise

- Humanitarian emergency response
- Water, sanitation, hygiene • Food & livelihood security
- Protection • Climate & environment crisis action



# Our 2030 Goals

*The change we want to see in the world!*



**Strategic Goal 1 – Conflict- and disaster-affected communities receive timely and relevant humanitarian responses. .**

People affected by conflict and disasters, especially the extremely vulnerable, are supported to survive and enabled to build back better for the benefit of their families and communities.



**Strategic Goal 2 – Marginalised and vulnerable populations lead healthy, dignified lives, and experience social justice and stability in inclusive and resilient communities.**

People affected by conflict, fragility and poverty, especially women, youth and people with disabilities, achieve social justice and stability to lead their own development and have food security, access to clean water and sustainable livelihoods. They live and participate in safe, just communities where they have a voice, are active agents of change, and have a role to play in society.



**Strategic Goal 3 – At-risk communities take effective action to adapt to changing climate and engage in restorative environmental practice to protect themselves and creation.**

Fragile communities exposed to recurrent natural disasters and climate change impacts, including loss and damage are resilient to the effects of the climate crisis and apply appropriate strategies for the protection and restoration of the environmental commons.



**Strategic Goal 4 – Mission East invests in quality partnerships and capacitates local leadership.**

Mission East is committed to learning and invests in local and global partnerships to build capacity, funding and to create efficient and accountable local structures and organisations for the benefit of the people we serve.



**Strategic Goal 5 – Mission East has a diverse funding base and effective popular engagement.**

Mission East expands and diversifies its funding streams to achieve a growing level of income, which contributes to our programming, organisational stability and further investments in innovative impact interventions for the benefit for those we serve. We retain long-term support while engaging new groups of the Danish society, building awareness and mobilising engagement towards humanitarian and development issues. We attract private, institutional, foundation and corporate donors from new geographies and sectors and forge innovative funding partnerships.



**Strategic Goal 6 – Mission East is a vibrant and fit-for-purpose organisation.**

Mission East is a vibrant, agile, efficient and impact-focussed organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.



## Strategic Goal 1 – Conflict- and disaster-affected communities receive timely and relevant humanitarian responses

People affected by conflict and disasters are supported to survive and enabled to build back stronger for the benefit of their families and communities.

### Our Global Change Case

Conflict, violence and disasters have forced 110 million people from their homes. It is estimated that by 2030, up to 2/3 of the world's extreme poor could live in countries characterized by fragility, conflict, and violence. At the same time, fragile contexts are becoming more complex: the escalating number and heightened frequency of climate-related disasters are significant catalysts for increased humanitarian needs, further driving conflict and displacement. **Anticipatory action** saves lives and reduces forced migration but also reduces the impacts of the emergencies when they eventually hit. There is a need to improve the capacity of communities and local actors to be qualified first responders and response managers.

### Our Commitment

Responding to the humanitarian needs of the most vulnerable and marginalised people in hard-to-reach

areas goes to the root of Mission East's existence. We are committed to the Agenda for Humanity, especially on leaving no one behind and New Ways of Working. Together with local actors and partners, Mission East seeks durable solutions from the outset of emergencies and through protracted crises, empowering local leadership in response, recovery and development. Tailoring our responses to specific needs and contexts, we help people to survive with timely and dignified aid, to recover and rebuild their livelihoods and homes and to prepare for future risks. Our protection activities help the vulnerable, who bear a disproportionate burden of multiple fragility drivers, to stay safe in their homes and within their communities. Mission East pioneers innovative approaches and will continue to pursue innovation and scale-up tech-inclusion.

### What will success look like?

Our programmes **will reach more than 600,000 crisis-affected and vulnerable people** each year by 2030, by expanding into **new geographies and new partnerships** where we will create solid operational foundations to support twice as many people as we did in 2021.

We will see:

- delivery of timely emergency assistance, in partnership with local actors, enabled by adequate resourcing (including via a Disasters Fund) and context-specific response plans.
- staff and partners with well-established emergency response capacity, interventions which are well-coordinated with other agencies and government plans, and continue to comply with the Core Humanitarian Standard (CHS).
- humanitarian assistance which reaches most vulnerable groups and communities in hard-to-reach areas.
- Mission East is a recognised humanitarian partner for major donors, and is sought after for humanitarian collaboration by local actors as well as international consortia and networks.

## Strategic Goal 2 – Marginalised and vulnerable populations lead healthy, dignified lives and experience social justice and stability in inclusive and resilient communities

People affected by conflict, fragility and poverty, especially women, youth and people with disabilities, achieve social justice to lead their own development and have food security, access to clean water and sustainable livelihoods. They live and participate in safe, just communities where they have a voice, are active agents of change, and have a role to play in society.

### Our Global Change Case

Global poverty rates are rising and with a predicted 575 million people living in extreme poverty by 2030 it is now increasingly unlikely that Goal 1 of the 2030 Sustainable Development Goals (SDGs) can be met. This is mainly due to conflict, injustice (including the continuing impact of COVID-19), and climate change. The number of humanitarian crises and conflicts is increasing. Humanitarian space is shrinking. International humanitarian law and human rights are being violated. Water scarcity affects more than 40% of the global population and water-related disasters account for 70% of all deaths related to natural disasters. In these

ever more complex poly-crises, Mission East must provide protection to fragile communities and most at-risk groups. Our values are driving our motivation and actions. Together with the HDP-C nexus approach, they provide a framework for better coordination of humanitarian, development, peace and climate efforts. The climate crisis compounds and presents additional threats to already disadvantaged populations. The SDG 2 goal of zero hunger by 2030 is unlikely to be reached, and a third of humanity still lack access to safe drinking water. Lives continue to be lost from preventable disease and hampered by insufficient social and economic opportunity. A rights-based perspective is required to redress pervasive poverty drivers. Agriculture and livelihoods sectors provide relevant entry points for assistance, which simultaneously supports climate resilience. Communities are more resilient when all people - women, men, boys and girls people living with disability, other minority groups, people living in long term displacement - can be part of decisions concerning their lives and foster social cohesion. But in many

places the civic space for participation is shrinking and freedoms and rights are being restricted.

### Our Commitment

Mission East believes every person is entitled to reach their full potential through enjoyment of human rights without discrimination on the basis of gender, disability, age, social status or other discriminatory factors. As outlined in its Gender position paper, Mission East is committed to gender equality and for the rights of women and girls and promotes this on various levels including economic and social services, and participation. We treasure human diversity, including minorities and indigenous people – and in all contexts, demonstrate attention to the needs and rights of those who are typically excluded, aiming to contribute to reducing harmful stigmatisation in the long term. Mission East supports the UN Secretary General's A Call for Action (2020), with particular focus on (1) rights at the core of sustainable development; (2) rights in times of crisis; (3) gender equality and equal rights for women; (4)

public participation and civic space; (5) rights of future generations, especially climate justice. We will continue to further integrate expertise on greening into our work. Mission East will take a multifaceted rights-based approach and bring all our expertise into play – at a local and global level – to address the broad structural and social issues related to social injustice. Our actions are rooted in listening to the views of poor, marginalised and crisis-affected people.

#### What will success look like?

Populations assisted by Mission East have been empowered to lead their own development and have food security, access to clean water and sustainable livelihoods. They live and participate in safe, just communities where they have a voice, are active agents of change, and have a role to play in society.

- Communities and partners lead the design of intersectional programmes which address the root causes of poverty, vulnerability and injustice. Rights-based approaches address power imbalances from grassroots level upwards, as well as within the aid sector as a whole.
- All people are included in the communities where we work, especially those living with disabilities or other groups who often are forgotten: Women, children and youth, people with disabilities and other traditionally excluded groups have increased influence over their own lives, improved socio-economic status and lead action for community resilience.
- Mission East and partners are recognised for achieving impact in nexus contexts, using flexible approaches relevant to fragile and conflict-affected contexts. Our traditional rural interventions portfolio is complemented by successful interventions in urban contexts where we add value, particularly in post-conflict and displacement situations.
- Mission East is known for our commitment to and expertise within water for both people and planet. This includes (1) water supply and safely managed drinking water services; (2) access to sanitation facilities; and (3) water resources management to ensure sustainable water use, water climate resilience and better integrated water management, e.g. within the agricultural sector to improve food systems.



## Strategic Goal 3 – At-risk communities take effective action to adapt to changing climate, and engage in restorative environmental practice to protect creation

Fragile communities exposed to recurrent natural disasters and climate change impacts, including loss and damage, are resilient to the effects of the climate crisis and apply appropriate strategies for the protection and restoration of the environmental commons.

### **Our Global Change Case**

The climate crisis is humanity's largest challenge and its impacts are making communities poorer, increasing vulnerabilities, destroying biodiversity and ruining livelihoods. It is increasingly driving displacement with up to 216 million people expected to be forced into climate-induced migration by 2050. The scale of the crisis depends on our current actions and political will to invest in building resilience and mitigating the effects of climate change. All actors in the global community, especially states, civil society and private companies need to make extraordinary and urgent efforts in order to remain within the goals of the Paris Agreement. The interlinkages between environmental integrity, the climate crisis and human health and wellbeing are increasingly well

understood. Communities need to be empowered to participate in restoring the environmental commons and in making choices which will safeguard healthy lives from themselves and generations to come. Mission East and our partners have a key role in promoting inclusive social and economic opportunities for sustainable growth and development, which link human and environmental wellbeing and ensure no one is left behind. Mission East has a track record in Disaster Risk Reduction which has supported communities in disaster-prone contexts, assess risks and take adaptive and preventative measures to protect lives and livelihoods. This now evolves to include anticipatory action to ensure climate justice for affected people and environmental safeguarding.

### **Our Commitment**

Mission East believes there is an opportunity during this decade to address food security needs, and support sustainable production and livelihoods, while improving environmental conditions: linking ending poverty (SDG 1), reducing hunger (SDG 2), and climate action (SDG

13). Climate and environment restorative actions will be undertaken to support resilience of most at-risk communities. Locally-led design and nature-based solution will prevent loss of crops, livelihoods and lives due to the effects of the climate and environmental crisis, and enable rights-holders to influence duty bearers to make informed and effective policy-decisions related to climate mitigation, adaptation, loss and damage, disaster risk reduction and environmental concerns. Climate change adaptation and environment conservation/restoration will also be mainstreamed into our work as a cross-cutting element. More poor and vulnerable people develop skillsets to strengthen sustainable productivity and green business practices for a healthier life for themselves and their communities. Natural resource management and water-related programming will incorporate climate forecasting and emphasis on adaptation and environment protection. Improved risk mapping in our areas of intervention will support anticipatory action, strategy and programming e.g. by anticipating water scarcity and land issues etc.

 **What will success look like?**

- Communities we assist will have adapted to better respond to and recover from the impacts of the climate crisis and will be working together to protect the environment in which they live.
- Communities are able to use an improved understanding of climate and environmental issues to adapt their livelihoods, influence local decision-makers and take proactive measures to protect and restore their environment, in coordination with local and national policies.
- Mission East and partners systematically apply climate- and environment-protective approaches in programmes on a cross-cutting basis and engage in specific adaptation /restoration activities, supported by up-to-date policies, tools, risk-mapping and expertise.
- Mission East invests in decarbonisation of its operations and applies high environmental standards across its offices, procurement and project sites.



## Strategic Goal 4 – Mission East invests in quality partnerships and capacitates local leadership

Mission East is committed to learning and invests in local and global partnerships to build capacity, funding and to create efficient and accountable local structures and organisations for the benefit of the people we serve.

### Our Global Change Case

Partnerships and supporting local leadership are key to getting relevant and effective aid to the people who need it, and to enabling sustainable grassroots change. The localisation of aid agenda is recognised as essential, while standards of accountability from major funders remain high in the interest of transparency and due diligence.

We value our partnerships with local and national actors, both faith-based and secular. Civil society space is fragile and threatened in many of the countries we work in.

We have a good track record in tailor-made partnership approaches with both long-term and short-term partners, which both enhance the achievement of our mission and contribute to safeguarding/developing local civil society. Building on strong interventions in the countries where we work, we are also members of dynamic international networks resulting in productive global partnerships, e.g. within the Integral Alliance. We actively seek and

encourage opportunities to be involved in consortia as a means of building coordination and collaboration. Mission East is certified against the Core Humanitarian Standard (CHS) and is recognised as an effective and values-based actor by the communities we serve. Mission East proactively extends this experience and expertise to its partners, both local and international.

### Our Commitment

We are committed to the Grand Bargain work stream 2 on localisation and are a signatory to the Charter for Change (C4C). We will strive to fulfil the C4C commitments on localisation before 2026. We will strengthen our partnerships, including with local organisations, local duty bearers, academia, and private sector who align to our values and mission. We will continue to expand organisational development opportunities for partners to support their increased technical capacity and accountability, their success in securing own funds, and their influence in relevant national and international fora. We strive for mutually beneficial values-based partnerships which support dynamic and representative civil society development while recognising the power

imbalances inherent in transferring funds. We commit ourselves to take human rights-sensitive, non-discriminatory approaches to data collection, monitoring, and reporting.

### What will success look like?

- 30 percent of our programme funds will go to local actors, by adding more focus to localisation and power shift so that capacity can be strengthened and the voices of local stakeholders, be they local organisations, authorities or community groups, can be heard. When possible, Mission East will strive to provide local partners with multi-year programme budgets to increase their predictability of funding and programme planning.
- Mission East's partner portfolio includes both successful long-term partnerships and new partners (public, private, academia) engaged for clearly agreed collaborations. We are a trusted and sought-after partner for local actors in recognition of our values and partnership approach, and a partner of choice in consortia for international

actors. Partnerships are driven by the needs of the communities we serve.

- Our partners have expanded their influence, capacity and resource base as a result of organisational development measures.
- As well as programme delivery, Mission East and partners engage in shared learning, innovation, and joint advocacy, at regional, national and global levels. Mission East has improved both its own capacity for advocacy and policy engagement, as well as its role as catalyst to support local partners and communities to raise their voices to global audiences.



## Strategic Goal 5 – Mission East has a diverse funding base and effective popular engagement

Mission East expands and diversifies its funding streams to achieve a growing level of income, which contributes to our programming, organisational stability and further investments in innovative impact interventions for the benefit of those we serve. We retain long-term support while engaging new relevant groups of the Danish society, building awareness and mobilising engagement towards humanitarian and development issues. We attract private, institutional, foundations and corporate donors from new geographies and sectors and forge innovative funding partnerships.

### Our Global Change Case

Global challenges and complexities call us to evolve and adapt to ensure that the unique Mission East way of working continues to be relevant in the years to come and that we are able to secure funding to support our work. Classic philanthropic drivers continue to change, alongside changing attitudes to aid and widespread financial uncertainties. While traditional institutional funding, foundations and private giving continue to provide a solid resource base for realising our Mission East vision, we also see

opportunity to develop new models of engagement, e.g. gamification, and to more actively link those who fund our work to beneficiaries and communities. We recognise that new financing mechanisms such as social impact bonds, impact investing, private-sector partnerships and consortiums continue to attract attention and interest. Working with other NGOs, our partners and other actors opens access to a broader range of funding streams and there is potential for further optimising our partnership model both in Denmark, our countries of operation and globally. Fundraising and communication channels are changing fast and give timely and efficient access to new groups of supporters as well as broadening the options available for engagement. At the same time, Mission East is fortunate to have a generous and loyal group of long-term supporters among Danish churches and others, and we will continue to provide a range of opportunities for supporters to engage with and contribute to our work.

### Our Commitment

We will continue to explore the use of new technologies and community-based approaches in our

public engagement, with the aim of attracting new donors, private sector partners, foundations and other collaborators to significantly increase and diversify our resource base for the future work of Mission East. Mission East sees the engagement of the public, including our supporters as vital to increase awareness of and compassion towards the lives of those we help. As well as offline communication and events to support effective engagement, the use of more interactive approaches, with more and new groups of society, including via social media and digital platforms, will generate solidarity across cultural and geographic distances. We will also continue to develop approaches to further amplify our message. We will continue to build relationships with key individuals and influencers from both Denmark and our countries of engagement who share our values and are able to act as ambassadors for our work. Likewise, we will encourage and equip ambassadors from within Mission East to add their voices via comment threads on our social media platforms. In addition to fundraising, we commit to inform and shape the wider debate by providing the interested

public with relevant and timely communication about our global work via greater use of video formats and by engaging in networks, speaking engagements, and other outreach opportunities. Mission East will maintain its existing valued relationships as a quality partner to major government funders, while actively building new relationships to expand its public and corporate funds portfolio.

#### What will success look like?

- Our public engagement and advocacy will have increased in scale and quality, and we will have developed a deeper connection to the Danish public by rooting our communication in our values, evidence-based experiences and voices from our countries of operation so that, in greater solidarity, they are helped to take active part in change and are aware of the challenges faced by crisis-affected populations.
- Towards 2030, we will have increased our annual income level to DKK 150 million and developed a new basis from which to move forwards via private and institutional fundraising and with new partnerships (e.g. private sector partners), donors, foundations, and supporters, giving us flexibility and empowerment in our programming decisions

while at the same time allowing us to invest in our organization and future resilience.

- Quality partnerships with traditional donors are complemented by strong partnerships with private-sector partners, foundations, consortia, networks, and regional/country-based funds. This results in an increased and more diverse resource base as well as improved public engagement and programme impact opportunities. Internal specialist skills continue to expand funding streams and leverage data and technology for effectiveness.
- Mission East has a significantly increased individual supporter base in Denmark and beyond, and uses trusted mechanisms for interaction between supporters and communities where we work in the global south. Evidence-based communications share programme impact with a variety of stakeholders to drive further support.
- Mission East's funding portfolio supports flexibility of interventions, long-term planning, and rapid emergency response.



## Strategic Goal 6 – Mission East is a vibrant and fit-for-purpose organisation

Mission East is a vibrant, agile, efficient and impact-focussed organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.

### The Global Change Case

For all organisations, change is the new constant and the nature of our work amplifies this still further: in all aspects of our world - geographical, socio-political, environmental and technological - we see both an acceleration of the pace of change as well as an increase in uncertainty. These factors impact where and how we work as an organisation, those who work with us, their expectations, and ultimately our ability to respond. An organisation is more than just the sum of its parts. We recognise that to thrive, all aspects of the way we work should align to our culture and values, and the wellbeing and motivation of our staff must be prioritised. Our sector demands accountability and transparency, innovation and continuous improvement and these expectations are upheld in the standards, codes, charters and commitments to which we subscribe. The way we

treat and interact with staff, partners and other actors impacts on the quality of our work, and the achievement of our mission.

### Our Commitment

We will reinforce a dynamic, yet stable organisation, with clear accountability and robust governance and leadership structures. We will seek to ensure agility, with decisions made close to affected people in a way that enables rapid response in changing situations. Our financial strategic priorities are linked to a Value-for-Money approach and reflect our zero-tolerance of fraud and corruption and our commitment to financial accountability as well as promoting financial sustainability. Our approach to management, our policies and procedures will resonate our organisational values and culture. We will promote a commitment to equality of opportunity and actively seek a diversified staff which embodies our values. We will hire and develop highly talented and motivated staff and we will encourage all to continue to learn, develop, innovate and improve with staff equipped and supported to carry out their roles, by systems which magnify our impact.

### What will success look like?

- We will have improved operational effectiveness by investing in our culture, organisation and new technologies, so that we are able to work smoothly across geographies and structures, and to maximise our organizational impact.
- Mission East has a diverse workforce where all staff are supported to learn and progress based on individual merit. Clear feedback and management channels will enable all staff voices to be heard, valued and so contribute to organisational development.
- We are grounded in Christian-based values, our ways of working, policies and systems are respected and valued by all who come into contact with the organisation.
- Mission East is recognised by external actors for its accountability, Value-for-Money approach, expertise and effectiveness.

# How We Reach Our Goals

Mission East has more than 30 years of experience working across the humanitarian-development spectrum. In our strategy for the decade to come, we seek to leverage both current and new competencies to catalyse transformational change for the communities we support and further develop our organisation. Long committed to partnership approaches, the strategy

takes our focus on localisation to a new level, as well as increasing our engagement with climate and environment issues. Innovative approaches are essential to responding to the level of change and challenge we face. A heightened emphasis on protection also reflects the level of vulnerability and risk faced by the individuals and communities we engage with, with a special

attention to the most marginalised such as people living with disabilities. Beyond our international programming, the ongoing growth of Mission East as a **fit-for-purpose organisation** continues through development and application of core policies and management systems to ensure financial and human resource capacity to underpin our increasing impact.

## Strategic Enablers

Our six **Strategic Enablers** embody the Mission East approach to meeting the challenges faced by some of the most vulnerable people and communities of today's world and pursuing highest standards of work.

### **Greening**

- Present and future impacts of the climate and environmental crisis weigh heavily on communities and all areas of our work. The interconnectedness between climate adaptation, a restored environment (including biodiversity), healthy individuals and peaceful, resilient communities requires evidence-based and holistic approaches to 'greening'. Mission East applies a green whole-of-organisation approach, supported by our Greening Policy.
- The environmental impacts and sustainability aspects of our work are systematically assessed and planet-friendly measures are incorporated into programme design and implementation. Locally led adaptation and mitigation measures are integrated into all programming across all contexts.
- At the same time, supported by standards and guidance, we are committed to improving our own

organisational footprint and will apply high environmental standards across all areas of operation. We invest in improving the greening skills of our staff and local partners, as well as actively engaging and sensitising our supporters to the climate and environment crisis.

### **Inclusion and right-based approaches**

- Mission East has a long-held commitment to and expertise within empowering the most vulnerable and traditionally marginalised, which has led to the development of successful tools and approaches to inclusion, in particular via human rights-based approaches (HBRA) with a focus on leaving-no-one behind that is centred on empowerment, inclusion, equity, human agency, and human development. We engage with communities to identify which groups are excluded (such as women, children, youth, people with disabilities, Dalits, the extreme poor, the elderly, single-female-headed households etc.) and work to address barriers to their inclusion.
- We work for the development of representative and diverse civil society and leadership which drives sustainable change in favour of traditionally

marginalised groups and recognises that improved inclusion leads to more resilient, peaceful and coherent communities.

- We support participation and social and economic empowerment through locally led rights-based advocacy and specific capacity building measures. Rights awareness education and reference to core conventions and human rights frameworks are used as key tools to strengthen the ability of rights holders to hold duty bearers to account. This includes the extension of human rights-based approaches to emergencies, in recognition of the right of crisis-affected people to protection and assistance.

### **Innovation**

- Mission East actively seeks innovative solutions in our efforts to alleviate human suffering and contribute to the realisation of the Sustainable Development Goals (SDGs). In order to be successful in addressing the challenges, we collaborate with a range of stakeholders with different competencies and perspectives to find new ways to maximise the effectiveness of our work. This includes engagement with the private sector and academia

at different levels and building partnerships which are innovative in themselves, as well as supporting bottom-up innovation from communities, partners and staff.

- We innovate by careful and collaborative testing of new approaches, technologies, products and tools, while recognising the risk of failure. Innovation sometimes also involves renewed or new application of indigenous knowledge as opposed to inventing new ways. Successful innovation is scaled up and can be transferred to other contexts to improve overall impact, effectiveness and/or efficiency.
- Innovation is encouraged at all levels of the organisation through a culture which values creativity and solution-oriented thinking and learning. Particular focus is given to innovations which enhance the wellbeing of women and people with disability, as well as new ways to address climate and environment challenges.

### Nexus approach

- Mission East has a unique experience of long-term engagement in fragile contexts, leading

to a well-developed approach to operating in nexus settings (as described in the MEED Nexus position paper). We align to the OECD DAC Recommendation on the Humanitarian-Development-Peace Nexus, contributing to a joined-up approach which keeps crisis-affected people at the centre. We align with the increasing calls for the climate crisis to be viewed as a humanitarian crisis, and that climate change considerations are integrated into a combined HDP-C Nexus approach. We apply a flexible but forward-looking approach to interventions in emergencies and long-term crises, based on in depth context analyses. Clear application of humanitarian principles, conflict-sensitive ways of work and security measures enable us to achieve impact in fragile and protracted contexts.

- Careful and detailed coordination, collaboration with a wide range of stakeholders and actors, and attention to overall coherence and complementarity of programming require the investment of time, human resources and diplomacy, but are essential to the nexus approach. Joint analysis and programming and working in integrated ways which address the intersectionality of needs are prioritised. The



views of local communities and actors, combined with a do-no-harm-approach, and inclusive methodology are used to drive programme design. Risk-informed planning is used to support both our ability to operate in difficult environments and the incorporation of disaster risk reduction measures into our interventions.

- Working in fragile situations, with complex power dynamics, our programming considers and addresses the root cause and drivers of conflict and instability, including the impacts of the climate crisis. This approach promotes social cohesion, strengthens local capacities, is sensitive to conflict and seeks to redress inequalities in order to secure sustainable outcomes.

### **Community engagement**

- Mission East's approach to community development is rooted in our mission to support communities' capacities to organise and assist themselves and our commitment to most vulnerable groups and populations. Our community engagement approach draws strongly on our commitment to localisation and use of inclusive approaches.

- We recognise community capacities to define their own future, drawing upon existing assets, capabilities and their human and social capital. Together with local partners, we seek to be enablers, and use tried and tested tools for inclusive community engagement in keeping with good practice standards and adapted to culture and context. We promote means for individuals to contribute to community development (self-help groups, community groups, community infrastructure etc.) and support participatory management of community assets and environmental commons.
- We commit to transparency and accountability towards the communities we engage with and expect the same of our partners. As well as transferring resources and supporting skills development within communities, we also seek to listen and learn as a fundamental element of community engagement.

### **Localisation**

- Mission East deeply values our partnerships with local groups, organisations, structures and communities. We embrace a concept of connectedness between locally-led and global solidarity that is rooted in diversity, inclusiveness, and the sharing of

power. We invest in and accompany local actors to enable them to use their own powers, voices and structures to achieve their own justice and well-being. In our work we amplify local calls for help and fulfilment of rights. Mission East subscribes to the Localisation Agenda and Charter for Change and we hold ourselves to high standards of partnership and local actor collaboration across our humanitarian, nexus and development programming.

- Throughout our work we recognise that meeting needs, promoting rights and reducing risks and vulnerabilities require a large range of stakeholders and approaches, from affected people and local civil society actors to private sector, academia and international donors. Mission East strives to use and develop local capabilities, enable local-led decision-making, avoid aid dependency, and to support community empowerment.
- In our engagement with a diverse range of partners, including civil society, duty bearers, informal community groups and other local actors, we support tailor-made organisational development. While recognising the inherent power imbalance implied by acting as a channel of funds and other support,

we develop relationships of trust and mutual learning and accountability. We aim to be a partner of choice for local actors who we will support to take increasing responsibility for their community's further development and advocate for their rights.

- While some local partnerships are necessarily short-term, Mission East also enters into long-term strategic commitments with key partners in pursuit of common goals, including multi-year financing commitments. This is a powerful support to fostering credible local civil society and ensuring robust channels for community engagement. Particular attention is paid to supporting partner positioning and linkages with wider networks. All partnerships are underpinned by clear agreements established on the basis of capacity assessments and with a Value-for-Money approach.
- Our approach and commitments to localisation is further detailed in MEED's local leadership approach paper including our commitments towards the principles of the Charter for Change (C4C).



Title of the painting: Compassion. Painted by Suzan Saeed, who is a young artist from Sinjar, belonging to the Yazidi minority in Iraq. After ISIS attacked her city in Sinjar, she had to run away with her family, including four brothers, five sisters and her sister's family, and live on Sinjar mountain in very harsh conditions, where she still lives now. Due to her deep love of painting, the only thing she took with her while escaping to the mountain was her paper and brushes, and she sketched while living in a small cave. Suzan helped other women work through their trauma through psycho-social support sessions organised by Mission East. As well as being happy to participate in change in her community, her work with Mission East has given her the opportunity to restart her studies and hope for a better future. The painting describes how Suzan imagines the many hands and groups of people, working with Mission East, who are extending their compassion and supporting the protection of women.



## The Five Areas of Programme Expertise

Our international activities are focussed within five areas of **Programme Expertise**. These reflect both our successful track-record and our continuing learning and responsiveness. We recognise and seek to actively leverage the overlapping drivers of cause and effect across the five areas, so as to underline sustainability in our programming. Expertise is ensured by qualified staff, well-structured tools, policies and systems (including robust monitoring, evaluation and learning), along with the engagement of external specialist support where needed. Mission East places great emphasis on quality and accountability (including a Value-for-Money approach), and our expertise is applied in accordance with recognised best practice standards as laid out in Mission East's Quality Commitments.

### 1) Climate and Environment crisis action

Mission East is committed to addressing the urgent and interrelated challenges of the climate crisis, environmental degradation, and conflict, and has a solid track record of integrating greening, Disaster Risk Reduction

and nexus approaches into our programming. We adhere to the 'do no harm' principle in our interventions, and we strive to go beyond it by actively restoring and enhancing the natural environment and promoting social cohesion and stability in our pursuit of equitable and just societies.

We integrate green approaches and environmental sensitivity into all areas of our work and implement specific adaptation activities to respond to the climate and environmental crisis, such as community-based disaster risk reduction, climate-resilient livelihoods and ecosystem restoration, to ensure that the people we work for can thrive and lead dignified lives. Water is a vital and scarce resource that is essential for human health, food security, and environmental sustainability. We ensure that our interventions are climate-smart, conflict-sensitive, and environmentally friendly, and that they contribute to improving water governance and management at local and national levels. Our approach to water is three-pronged and covers water supplies, sanitation, and water resource management (covering both improved livelihoods and DRR).

We engage youth, people with disability, women and other marginalised groups as change agents and leaders in our interventions. We foster community ownership and empowerment, and we advocate for the rights

and interests of the most vulnerable and affected populations.

### 2) Humanitarian Emergency Response

Mission East undertakes timely and relevant humanitarian emergency response in the context of both natural and man-made disasters. A signatory to the ICRC Code of Conduct for Disaster Relief, we act in accordance with the humanitarian principles of humanity, neutrality, impartiality and independence. Our headquarters, country teams and partners are experienced in humanitarian assessment, with a special emphasis on identifying and assisting the most vulnerable in each crisis situation. We have a track-record of offering quality assistance in hard-to-reach areas via provision of material relief items, protection and cash and voucher-based assistance. We prioritise approaches which build local capacity and local leadership and strengthen accountability to crisis-affected populations. Specific internal processes and tools are designed to support rapid response and to favour situations where Mission East brings particular added value in terms of geography, sectors of need and /or potential resourcing. Existing collaborations, for example the Integral Alliance and EUCORD are key fora for engaging in joint responses at international and local levels. Mission

East was among the first agencies to be certified compliant with the Core Humanitarian Standard on Quality and Accountability. Humanitarian Emergency Response is delivered both directly and in collaboration with carefully selected partners, with an emphasis on localisation, including capacity building of local actors for first response. The design of our humanitarian interventions also takes into account the nexus context of many of our countries of operation.

### 3) WASH and Water Programming

Water, whether in situations of shortage or excess is a key factor linking multiple areas of programme expertise: Vulnerable communities may first experience the climate and environment crisis via water related events – whether droughts or floods. Water governance and management is key in supporting improved food security. Preventable waterborne disease is one of the main hazards for the vulnerable populations who are Mission East's main target group.

Mission East works with communities, local government and partners to achieve:

- safely accessible clean water for drinking and household use,



- accessible sanitation at household and community level,
- improved hygiene behaviours for prevention of disease transmission with the addition of new components such as solid waste management and establishment of bathing spaces,
- restored access to water for agricultural recovery and household use, promoting 'greener' rehabilitation of WASH infrastructure and improving community-level knowledge and awareness of sustainable water use and conservation.

Our WASH activities conform to recognised quality standards and are carefully planned with communities and authorities. Skills transfer for maintenance, facilitation of user agreements where necessary and transfer of infrastructure to local ownership aim to ensure sustainable impact. Environmental impact assessments, selection of low-impact and locally available materials wherever possible and attention to resource maximisation (e.g. wastewater recycling) contribute to environmentally sensitive approaches. The link between WASH and other programme elements and outcomes makes WASH programming highly

relevant to household and community resilience. An inclusive approach to design and targeting is applied in both rural community contexts and urban interventions.

#### **4) Food and Livelihood Security**

Mission East uses context-specific and targeted approaches to address both long- and short-term food and livelihood security. A holistic approach to livelihoods as the means by which households ensure a decent standard of living for themselves encompasses food availability access and utilisation as well as income generation, and access to other relevant services. Community-led design of food and livelihoods programming recognises diverse capabilities and coping strategies, and builds on existing local assets, markets, value chains, and skills such as establishing saving groups. Rights-based inclusive approaches are applied to support access to food and livelihoods for groups who are often overlooked or deliberately excluded, and for whom poverty is historically perpetuated by barriers to social and economic opportunity. Particular attention is paid to recognising and maximising women's roles in household food and livelihood security and to sensitively overcoming constraints to their participation. Close attention is paid to the intersect between food

and livelihood activities and other areas of programmes, including natural resource management and restoration, climate adaptation, disaster risk reduction, and WASH. Increased understanding and information on climate impacts and adaptation techniques is used to inform programme design and support sustainability and community resilience. Support is provided for sustainable, greener and innovative rehabilitation of irrigation at municipal and community level with stakeholder involvement.

#### **5) Protection**

Mission East interventions are designed, implemented and reviewed with regard to principles of safety, dignity, rights, inclusive participation, diversity, and understanding vulnerability in keeping with protection mainstreaming standards. This also includes communication and advocacy activities, where risks are analysed and mitigated to ensure no harm occurs as a result of Mission East's interventions. In humanitarian and post-conflict contexts we place particular emphasis on protection of the most vulnerable members of the community and engage in programming to provide both awareness and support services. This is particularly relevant in displacement contexts, where trauma, absence of normal coping mechanisms












and missing social and economic safety-nets often put individuals at heightened risk.

Mission East and partners provide protection services, with a high level of sensitivity (including conflict and gender), expertise and confidentiality, and liaising with other relevant actors, including referrals to other service providers. Services include psycho-social support, legal assistance and case management for tailored assistance to individuals and families. Women, children, people with disabilities and those at risk of Sexual and Gender-Based Violence form core target groups, but planning, services and awareness raising also encompass protection needs of men and boys.

Community awareness raising, access to information and reporting channels are used for a wide impact and to secure a whole community approach to safeguarding, prevention of exploitation and abuse, and support. Along with other humanitarian actors, we work with communities, in particular in fragile contexts where cohesion and stability has been undermined, to create an environment that is safe for everyone in the community.



## Classification of Country Contexts

	WORLD BANK FRAGILITY/ CONFLICT CLASSIFICATION <sup>1</sup>	UN LEAST DEVELOPED COUNTRY STATUS <sup>2</sup>	HUMAN DEVELOPMENT INDEX 2021 (OUT OF 191)	GLOBAL CLIMATE RISK INDEX <sup>3</sup>
 <b>AFGHANISTAN</b>	Conflict	LDC	180	6 <sup>th</sup> most affected country 2019
 <b>ARMENIA</b>			85	
 <b>IRAQ</b>	Conflict		121	
 <b>LEBANON</b>	Institutional and social fragility		112	
 <b>MYANMAR</b>	Conflict	LDC	149	2 <sup>nd</sup> highest longterm climate risk
 <b>NEPAL</b>		LDC	143	10 <sup>th</sup> highest longterm climate risk
 <b>NIGERIA</b>	Conflict		163	
 <b>NORTH KOREA</b>		No data available, political isolation		
 <b>SYRIA</b>	Conflict		150	
 <b>TAJIKISTAN</b>			122	
 <b>UKRAINE</b>	Conflict		77	

<sup>1</sup> World Bank's annual List of Fragile and Conflict-affected Situations: FY 2024

<sup>2</sup> UN list of the 46 Least Developed Countries 2021

<sup>3</sup> Global Climate Risk index 2021

## Country Engagements

Through our Country Engagements we draw on the experiences of crisis-affected people to offer assistance in contexts which encompass emergency humanitarian response, fragile communities impacted by social injustice and situations marked by climate and environmental crisis. Increasingly these contexts overlap in poly-crises, requiring multi-sectoral and nexus approaches, and more intricate collaboration with a range of actors for wider impact.

Mission East works globally and brings its programme expertise to countries characterised by high levels of poverty, fragility, conflict and environmental challenges. While each context is carefully analysed, and interventions tailored to local needs and priorities, as a whole Mission East countries of intervention represent some of the world's most challenging, fragile and neglected crises.

Responding to local context, exit strategies, geo-political contexts and other relevant factors, Mission East's country engagements continue to evolve. Against a backdrop of increasing complexity and uncertainty, towards 2030 Mission East anticipates further diversification of its country portfolio, including a larger proportion of work in **Africa**.



### **AFGHANISTAN**

Mission East's long-running community-driven, multi-sectoral programme in Afghanistan remains relevant, timely and effective in addressing both the immediate and the longer-term risks, vulnerabilities and needs of people affected recurrently by conflict, drought, natural disaster, and the longer-term impact of the COVID-19 pandemic. Mission East continues to operate in hard-to-reach areas, engaging carefully with communities and power-holders, including the re-established Taliban authorities. Using well-tested HDP-C Nexus approaches emphasizing collaboration, coherence and working in conflict-sensitive ways, the programme works on the root causes of vulnerability including access to livelihood opportunities and markets, use and management of water, natural resource base management as well as providing emergency assistance in response to displacement and local disaster. The country operation works to build local community capacity to achieve collective outcomes to overcome development challenges and enable dignity and opportunity for most vulnerable groups (women, children, internally displaced people and returnees, people with disabilities). A partnership approach is applied, however the environment of civil society organisations are challenged and poses an obstacle to the full roll-out of the approach.

### **ARMENIA**

Armenia was one of Mission East's first countries of operation in the early 1990s. In keeping with the successful support to local capacity development and the improved economic realities in the country, Mission East closed its own office and shifted to partner-led programming in 2019. The renewed Nagorno Karabakh conflict in late 2023 has provoked displacement into Armenia and associated humanitarian needs, to which Mission East is responding via new local collaborations. The conflict has heavily influenced social and economic reality, and further constrained civil society space. The core programme with partner Bridge of Hope focuses on the inclusion and the rights of people with disabilities with an emphasis on improved service provision and advocacy for informed policy across multiple sectors from community to national level.

### **IRAQ**

In Iraq, a country plagued by decades of insecurity, armed conflict, and a weakened economy, Mission East has developed an agile approach to programming that addresses the specific needs of multiple vulnerable populations: internally displaced people, families trapped in conflict zones, vulnerable host communities, and returnees in areas liberated from Islamic State and/

or related to the residual conflict between Kurdish and Government of Iraq forces. Mission East acts to address the root causes of vulnerability combining preparedness, emergency response, protection, livelihoods, and WASH. A range of partnerships, including with youth organisations, seeks to build local leadership and social coherence especially in areas of return. With the post-conflict economy looking better, Mission East foresees an exit from the country engagement.

### **LEBANON**

Our programme in Lebanon focusses on those displaced as a result of the Syrian crisis, as well as the most vulnerable groups in Lebanese host communities. Lebanon continues not only to shoulder the burden of millions of refugees, but also experiences political turmoil and economic implosion, with extreme poverty increasing in both refugee and other communities. Whilst Mission East's activities in Lebanon are scaling down, emergency response capacity remains present through partner organisations.

### **MYANMAR**

Mission East has run a partner-led programme in Myanmar since 2013, working in Chin state, one of the most remote and least developed areas of this

extremely poor country. Agriculture remains the core of Myanmar's economy, but in Chin roads and services are weak, poverty levels high and most farmers are subsistence farmers. The country as a whole is extremely vulnerable to disasters, intensified by the climate crisis, and also hard-hit by COVID. The military coup in 2021 has seen civil society space drastically diminished, and whilst Mission East and partners remain committed to supporting change for most vulnerable communities, the continued difficulties in operating present challenges to what can be achieved. Our programme will continue to introduce improved sustainable farming techniques in rural areas, to improved food security, nutrition and environmental management. At the same time we work to continue to support the strengthening of our local partners to better advocate for their communities, within the sensitivities of a fragmented and conflict-affected situation. An exit of the engagement is possible due to access and local capacity constraints.



### NEPAL

Our country intervention in Nepal engages a range of partners in pursuit of improved resilience of communities in the remote mountainous Karnali region, where long-term poverty, underinvestment, poor communications and infrastructure, social inequalities

and the climate crisis present severe challenges to improving lives. Rights-based approaches are used as a starting point to address high levels of social and economic discrimination (of women, girls, people with disabilities, Dalits and other groups) and to enable civil society partners to hold duty bearers accountable for inclusive development. Integrated programming in food and livelihoods security, climate and environment crisis action, protection, and WASH draws in a wide range of local actors to develop new and effective approaches to enable communities to build resilience to climate crisis, and to act for their own social and economic development. Emphasis is placed on local government accountability, and regenerative approaches used to redress environmental damage.

### NIGERIA

Mission East's engagement in Africa started in late 2021 in Nigeria. The longstanding conflict between the government forces and the jihadist insurgents of Boko Haram and other groups in the north-east of the country has recently intensified, resulting in largescale and repeated displacements. Mission East's programme will work with both local and international partners in Borno State in a context of rising and underserved needs. We aim to help meet the most immediate needs



for food, water and sanitation for people affected by the conflict.

#### **NORTH KOREA (DPRK)**

Mission East's long-term engagement in DRPK resulted in an expansion of programming in the area of food security and natural resource management in 2019, but has since 2020 been on hold in keeping with country operating restrictions related to COVID-19 measures. Mission East remains committed to re-establishing programming when feasible, particularly in the light of the high level of food needs among the general population. Sanctions regimes and limited access make DPRK a particularly challenging operating environment.

#### **SYRIA**

Mission East has been engaged in responding to the twelve year-long Syrian crisis since 2019, undertaking relief and recovery activities to meet urgent humanitarian needs as well as resilience-building nexus measures to support sustainable livelihood recovery. Years of conflict have led to unprecedented numbers of people in need due to various factors including economic and financial collapse, the destruction of infrastructure (including water and irrigation systems), and loss of livelihoods. Mission East, through its partners, provides

vulnerable households with emergency assistance, essential protection services, restoration of access to water, and livelihoods support. Through its emergency assistance, Mission East aims to support the most vulnerable households in meeting their basic needs and thereby decreasing their reliance on negative coping mechanisms. Activities providing support for the restoration of urban and rural livelihood activities enable both men and women to add to household incomes and reduce their level of dependency on humanitarian aid. Mission East in Syria works to promote greener rehabilitation of water infrastructure (both for agricultural and household use) and improve community-level knowledge and awareness of sustainable water use and conservation. Essential protection services targeting the most vulnerable such as women, girls, and children, help them to deal with war-and displacement related trauma and to seek protection against gender-based violence, domestic violence and child abuse.

#### **TAJIKISTAN**

Mission East has long remained committed to supporting development in Tajikistan, in keeping with its challenges as a country of low international exposure, prevalent poverty, constrained civic space and high risk of natural hazards, including now climate change

impacts. Incorporating the possibility to also intervene in semi-urban and urban areas as well as rural areas, Mission East continues long-running efforts to support local capacity to promote a human-rights based development approach in favour of the most marginalised, in particular people with disabilities and their families, and the rights of women and girls. Our solidarity and capacity support is vital for Tajik civil society partners seeking to effect grassroots change (changed attitudes, improved services) in a restrictive environment and with ongoing need for technical assistance and detailed accountability measures. Areas of support are organizational management, service delivery and advocacy for human rights. Mission East also responds to unmet needs and the high level of disaster risk in remote communities in eastern parts of the country (and a possible geographical expansion to the north) with a focus on Water and Sanitation and Disaster Risk Reduction. Provision of clean water and sanitation has direct impact on health and dignity of under-served locations and supporting water and sanitation infrastructure and education at local level strengthens community resilience and equips communities to manage the effects of environment and climate change and safe drinking water scarcity.

## UKRAINE

Mission East's work in Ukraine began in 2022. Partnering with local and international organisations, an initial focus was to support those displaced by war with basic emergency, medical and psychosocial assistance. This support was provided both inside Ukraine and at the border areas with Hungary and Poland. Having opened a shared office in Mykolaiv in May 2023, in collaboration with partner organisations Mission East's longer-term focus is on the reconstruction of demolished homes from recycled materials, the provision of sustenance to displaced individuals, and the offer of crucial support to the vulnerable civilian community.





SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
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Strategic direction I – Timely and Relevant Humanitarian Emergency Response

1. Humanitarian emergency response	People and communities affected by disasters and conflict receive essential support to survive the emergencies and meet critical needs	# of people that receive timely access to essential and life-saving assistance and services during and in the aftermath of emergency	1-No poverty 2 - zero hunger 5- gender equality 6 - clean water and sanitation 16 - peace justice and strong institutions
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SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
<b>Strategic direction II – Social Justice in Inclusive and Resilient Communities</b>			
<b>2a. Water supply – access to safe drinking water</b>	Communities and people have access to safe drinking water	# of people with access to safe drinking water	1 - no poverty 5 - gender equality 6 - clean water and sanitation 13 - climate action 15 - life on land
<b>2b. Sanitation – access to WASH</b>	People have access to sanitation in a safe environment and adopt improved and sustainable hygiene practices	# of people with improved sanitation and demonstrating improved hygiene knowledge, attitude and practices	
<b>3a. Food and Livelihood Security</b>	People and households have access to diverse and nutritious food, and sustainable and climate-friendly livelihood opportunities, resulting in better quality of life and improved food security	# of people demonstrating improved quality of life and improved nutrition and food security and livelihoods	1 - no poverty 2 - zero hunger 5 - gender equality 13 - climate action 15 - life on land
<b>3b. Water resource management – supporting food systems and improved food security</b>	People have improved food security via better water resource management which strengthens the agricultural livelihood prospects	# of people benefiting from improved water to support food security	
<b>4. Protection</b>	People and households access timely, efficient and relevant social protection, social services, psycho-social support, safe spaces and learning opportunities, which improve autonomy, well-being, and access to essential services and documentation	# of people receiving access to relevant and timely protection assistance and psycho-social support, reporting improved well-being, and better access to essential services and documentation	1- no poverty 5- gender equality 16 - peace, justice, and strong institutions

SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
<b>Cross-cutting: Inclusion</b>	Mission East supports and empowers people, especially women, children and youth, people with disabilities, and vulnerable and marginalized groups to lead active roles in just and safe communities.	% of project participants from marginalized and vulnerable groups reporting better ability to defend their rights, demonstrating active participation and empowerment in communities	
<b>Cross-cutting: Accountability</b>	Mission East is accountable to people and communities, ensures participation of all groups in the projects, and welcomes feedback and complaints	% of project participants reporting that humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner	
<b>Cross-cutting: HDP-C Nexus</b>	Mission East's work contributes to greater resilience and social cohesion of communities	% of project participants in communities reporting improved resilience to crises and enhanced social cohesion	
<b>Strategic direction III – Action for creation care</b>			
<b>5. Climate and environment crisis action</b>	Communities and people have better capacity to prepare for, adapt to, and mitigate the impacts of the climate & environment crises and disasters	# of people in communities reporting improved and sustained capacity for climate change adaptation and mitigation, and increased resilience to environmental disasters	5 - gender equality 6 - clean water and sanitation 13 - climate action 15 - life on land
<b>Cross-cutting: Climate and environment (mainstreaming, awareness)</b>	Mission East supports communities in addressing the climate crisis, strengthening adaptation and resilience to climate change, protecting and restoring nature, the environment and biodiversity	% of Mission East project work and offices that are applying environmental impact assessments  Climate advocacy goals achieved by Mission East and partners	

SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
<b>Strategic direction IV – Quality Partnerships and Localisation</b>			
<b>6. Capacity strengthening for local actors</b>	Local actors have better capacity for principled humanitarian and development action, advocacy, defence of human rights, and representation of marginalized and vulnerable groups.	# of local representatives, government representatives and duty-bearers that have increased capacity for principled, inclusive and human-rights based humanitarian and development action	5 - gender equality 16 - peace, justice, and strong institutions 17 - partnership for the goals
<b>Cross-cutting: Localization</b>	Mission East has strong, mutually beneficial values-based local partnerships.	% of project funds transferred to local partners	
		Achievement of Charter for Change commitments on localisation	
		# of partners with multi-year funding agreements with MEED	
<b>Cross-cutting: Advocacy</b>	Mission East is supporting local actors in achieving advocacy goals, including through advocacy in Denmark and international arena	Full or partial achievement of policy influence goals, inclusion, empowerment, or other advocacy objectives	

SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
Strategic direction V – Diverse funding Base and Effective Popular Engagement			
Financial health and funding stability	Mission East is financially stable and receives secured regular funding derived from a healthy pipeline of sources which includes institutions, individuals, private sector and partners	% reserves target held as reserves	17 - partnership for the goals
		Mission East's annual income	
		% Mission East income derived from known/confirmed/anticipated sources	
Flexibility of funding	Internal funding is available to support projects and activities identified by Mission East in accordance with organisational strategy	% Mission East's income which is unrestricted funding	
		% of Mission East's income which is allocated to an internal 'Disasters Fund'	
Popular Engagement and Advocacy	Mission East has and can leverage an inter-nationally diverse movement of engaged, informed and supportive individuals and institutions	# of Mission East members	
		# of nationalities actively involved in Mission East's popular engagement and advocacy	
Strategic direction VI – A Fit for Purpose Organisation			
Cross cutting: Organisation	Mission East is a vibrant, agile, efficient and impact-focussed organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.	Average response score to the statement: “I am proud to work for Mission East”	17 - partnership for the goals
		Average response score to the statement: “I would recommend Mission East as a great place to work”	
		Average employee length of service	
		Compliance with Core Humanitarian Standard (CHS)	

# Our Promise of Accountability

This agency strategy outlines Mission East's promise and commitments towards the people we support and those who support us. It reflects the strategic priorities defined by the Mission East Board and the Secretary General, with input from the Senior Management Team, Mission East staff, and partner and community perspectives. Our annual organisational and programme budgets will take strategic goals into account and will be presented on an annual basis to the Board for approval to ensure the ongoing resourcing and tracking of progress. Mission East leadership and Board will actively review and steer the organisation

towards achievement of our strategic goals using qualitative and quantitative indicators to measure impact of our interventions. Updates will be shared with our supporters and the public on our website, in our Annual Report and through other channels of outreach. Progress will also be shared and discussed with partners and collaborators. Throughout the organisation, the quality and accountability of our work will continue to be framed and informed by our commitment to a range of external and internal quality standards, as laid out in Mission East's Quality Commitments. Recognising that the strategy was developed during 2021 and that

contexts and conditions are likely to change, bi-yearly reviews will include consideration of risk factors which might harm our work or knock us off course. This will also ensure wide stakeholder input and will allow us to adjust and adapt so we maintain a course towards the people-centred transitional and sustainable changes we aim to bring about as expressed in our Strategic Goals.

*This Strategy was reviewed during November 2023 - February 2024. The next review will take place before end 2026.*



THE GLOBAL GOALS

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