Together In Compassion

Mission East Strategy

2022 – 2030

MISSION east

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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 greening. 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:

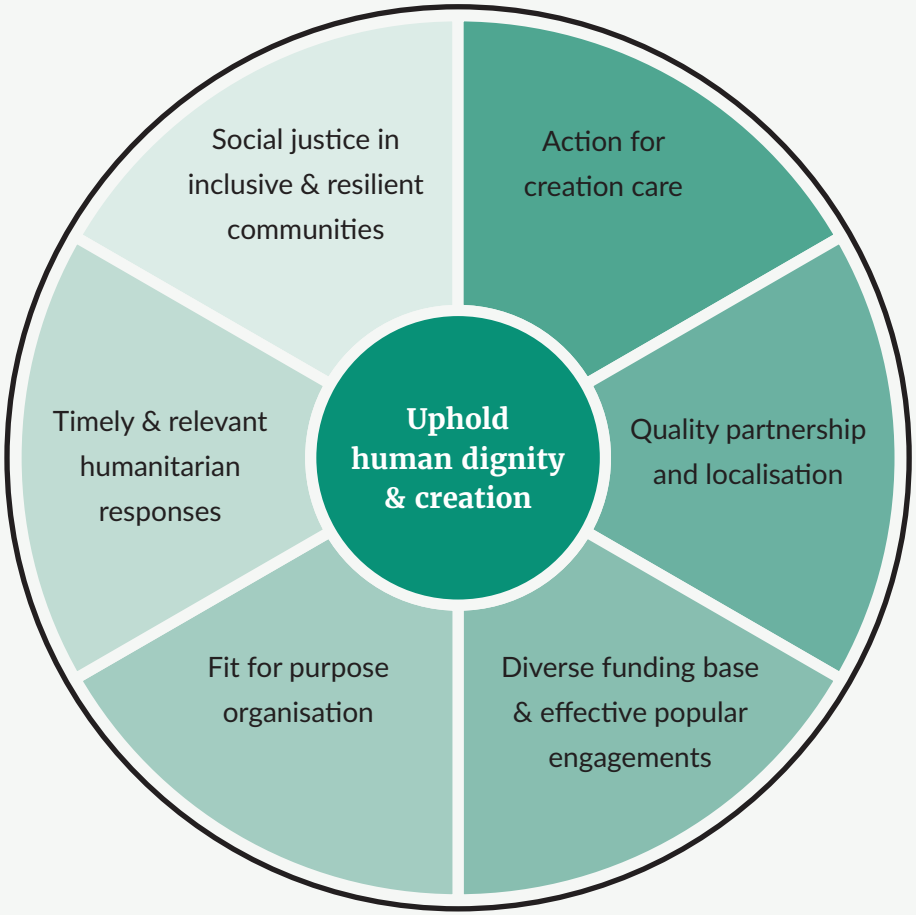
Pathways to – Together in Compassion

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-co-ordinated 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 human-itarian 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?

- 35 percent of our programme funds will go to local actors by 2030, 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 well as engaging the Danish public in creating two-way interactions and grow global solidarity – all as fundamental elements 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 ourself 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[1]	UN LEAST DEVELOPED COUNTRY STATUS[2]	HUMAN DEVELOPMENT INDEX 2023 (OUT OF 193)	ND-GAIN INDEX[3] RANKING (OUT OF 187)	GLOBAL CLIMATE RISK INDEX[4]
AFGHANISTAN	Conflict	LDC	181	181	6th most affected country 2019
ARMENIA			69	45	
CHAD	Institutional and social fragility	LDC	190	187	3rd most affected country 2024
LEBANON	Conflict		102	117	
NEPAL		LDC	145	122	6th most affected country 2024
NIGERIA	Conflict		164	155	8th most affected country 2022
SUDAN	Conflict	LDC	176	184	13th most affected country 2022
SYRIA	Conflict		162	168	
TAJIKISTAN			128	93	
UKRAINE	Conflict		87	72	

1 *World Bank's Annual List of Fragile and Conflict-Affected Situations. FY2026*
2 *UN list of the 44 Least Developed Countries 2024*
3 *ND-GAIN Country index ranking countries vulnerability to climate change, other global challenges and readiness to improve resilience*
4 *Global Climate Risk Index 2024*

Country Engagements

Through our Country Engagements we ensure that crisis-affected people are actively involved in shaping the assistance we provide in contexts which encompass emergency humanitarian response, fragile communities marked by social injustice, and situations impacted by climate and environmental crises. These contexts overlap in poly-crises requiring multi-sectorial and nexus approaches, and more intricate collaboration with a range of actors for wider impact.

Mission East works globally, bringing our programmatic expertise to countries characterised by high levels of poverty, fragility, conflict, and environmental challenges. Each context is carefully analysed, to shape interventions tailored to and reflecting local needs and priorities. As a whole, Mission East countries of intervention represent some of the world's most complex, fragile and neglected crises.

Responding to local contexts, shifts in global geopolitics, exit strategies, and other relevant factors, Mission East's country engagements continue to evolve. Against a backdrop of increasing complexity and uncertainty, Mission East's reflections and experiences re-affirm the need to radically rethink our global engagements. We will hone our focus on the best of what we do and sharpen our ambition to better guide operations in collaboration with local organisations, authorities, and social movements.

AFGHANISTAN

Mission East's long-running, community-driven, multi-sectoral programme in Afghanistan remains relevant, timely, and effective in addressing both the immediate and longer-term risks, vulnerabilities and needs of people affected recurrently by conflict, natural hazards such as drought, flash floods and earthquake, and other calamities. Mission East continues to operate in hard-to-reach areas, engaging carefully with communities and powerholders, including the re-established Taliban authorities. Using well-tested HDP-C Nexus approaches that emphasise collaboration, coherence and conflict-sensitive programming. The programme addresses the root causes of vulnerability, including access to livelihood opportunities, jobs and markets, natural resource management, including the use and management of water, and building infrastructure to protect people and livelihoods from natural hazards, in addition to providing emergency assistance in response to displacement and disasters. The country programme works to build local community capacity to achieve collective outcomes to address development challenges and enable dignity and opportunity for the most vulnerable groups (women, children, internally displaced people and returnees, and persons with disabilities). A partnership approach is applied to strengthen the role and capacity of local actors.

ARMENIA

Armenia was one of Mission East's first countries of operation in the early 1990s. Following years of successful local capacity development, Mission East closed our in-country office in 2019 and transitioned fully to partner-led programming. Nevertheless, Armenia continues to navigate geopolitical uncertainty, economic pressures, and limited livelihood opportunities - particularly for youth. The arrival of more than 100,000 Karabakh Armenians in 2023 further stretched public services and host communities, deepening existing vulnerabilities. The emerging peace deal between Armenia and Azerbaijan presents a window for stabilisation and renewed livelihood prospects. Programming will thus see an increased focus on economic recovery, youth engagement, and inclusive community development that promotes social cohesion and peaceful co-existence through cross-cultural dialogue, fostering shared understanding and stronger connections among youth to lead transformative change in the region. Mission East remains committed to our long-term focus on the rights and inclusion of persons with disabilities by contributing to improved service provision and advocacy from community to national level.

CHAD

Chad has long been one of the poorest countries in the world. This situation has been further exacerbated by the arrival of more than one million refugees from Sudan since the civil war began in 2023 as well as by increasing desertification as a result of climate change. In eastern Chad, along the Sudanese border, new refugee camps have been established to provide shelter and humanitarian assistance to Sudanese refugees. However, the influx has added pressure to a region already struggling with weak infrastructure, high levels of food insecurity and vulnerability, and recurring natural hazards such as droughts and floods. In eastern Chad, Mission East and our partners are implementing an integrated nexus programme in and around Dougui refugee camp, combining emergency WASH assistance with resilience-building interventions. The programme has secured land for joint kitchen gardens, bringing together Sudanese refugees and Chadian host communities. These gardens have become an important source of nutritious food for household consumption and for sale in local markets, enhancing food security, livelihoods, and peaceful coexistence.

LEBANON

Our work in Lebanon focusses on Syrian refugees and the most vulnerable groups in Lebanese host communities. Lebanon continues not only to shoulder the burden of millions of refugees but also to experience political turmoil and economic implosion, with extreme poverty increasing in both refugee and host communities, exacerbated by the conflict with Israel. Following the change of government in Syria and the steady return of Syrian refugees to their country, Mission East's activities in Lebanon are scaling down, while emergency surge capacity remains in place through partner organisations.

NEPAL

Our country intervention in Nepal brings together a range of partners to strengthen the resilience of communities in the remote mountainous Karnali region, where long-term poverty, underinvestment, limited connectivity, social inequalities and the climate crisis create deep barriers to improving lives. A rights-based approach is applied to address pervasive social and economic discrimination and prejudices (including against women, girls, persons with disabilities, and Dalits) and to enable civil society partners to hold duty bearers accountable for inclusive and sustainable development. Integrated programming across food and livelihood security, water, and climate and environmental action mobilises local actors to develop effective, locally led approaches that help communities adapt to the climate crisis and advance their own social and economic development. Strong emphasis is placed on accountable local governance and on regenerative practices that restore ecosystems and support a green, climate-resilient future.

NIGERIA

In late 2021, Mission East launched our Nigeria programme in response to the protracted humanitarian crisis in Borno State, North-East Nigeria, aiming to address urgent needs in underserved and hard-to-reach communities. Since 2009, the region has been affected by a prolonged armed conflict between jihadist insurgent groups and government forces, resulting in repeated internal displacements and alarmingly high levels of vulnerability, food insecurity, and malnutrition. Working alongside partners, Mission East delivers emergency food assistance to newly displaced people in remote areas, strengthens access to safe water, sanitation, and hygiene services, and supports displacement-affected families in improving their food production, nutrition, and income generation. In late 2024, Mission East, together with local civil society and private sector partners, launched a unique solar-electric cooking initiative to promote affordable access to safe, clean cooking solutions for vulnerable families in Borno State, while also reducing carbon emissions, deforestation, and exposure to protection risks.

SUDAN

The civil war that erupted in Sudan in 2023 between paramilitary groups and government forces has triggered the world's largest displacement crisis, forcing millions to flee within Sudan and across borders to neighbouring countries. The conflict has caused widespread and deliberate destruction of civilian infrastructure in Sudan, and humanitarian needs are immense. Food insecurity is severe, with some communities on the brink of famine.

In response to these overwhelming needs, Mission East launched a humanitarian response in 2024 in Darfur, Western Sudan. This is one of the regions hardest hit by violence and targeted attacks against civilians, where Mission East, together with our alliance partner, is delivering emergency assistance to internally displaced people and host communities. Interventions focus on the distribution of essential non-food items, restoring access to safe drinking water, providing sanitation and hygiene services, and rehabilitating water facilities.

Mission East prioritises the meaningful inclusion and participation of local stakeholders and community actors and strengthens their leadership in humanitarian response and local initiatives.

SYRIA

Mission East has been engaged in responding to the 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. Despite the transition of government in late 2024, needs remain significant, especially with returnees from the displacement camps and surrounding countries. Through the provision of direct services and in partnership with local organisations, Mission East provides vulnerable households with emergency assistance, essential protection services, restoration of access to water, and livelihoods support. Through our emergency assistance, Mission East aims to support the most vulnerable households in meeting their basic needs, 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 contribute to household incomes and reduce their dependence on humanitarian aid. In Syria, Mission East 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 and children, help them to cope with war-and displacement related trauma, and to seek protection against gender-based violence, domestic violence, and child abuse.

TAJIKISTAN

Mission East maintains a long-term commitment to Tajikistan, a country facing persistent poverty, limited civic space, low international exposure, and high vulnerability to natural hazards, climate change, and feels the impact of the conflict in Afghanistan. Building on our established presence, Mission East supports both rural and urban communities through a Human Rights–Based Approach that prioritises the most marginalised groups, especially people with disabilities and their families. Mission East plays a critical role in strengthening Tajik civil society actors who operate under restrictive

conditions and depend on external technical support. Mission East's capacity building focuses on organisational management, service delivery, and human rights advocacy to drive grassroots change, improve attitudes, inclusion, and services. In addition, Mission East addresses unmet needs in remote eastern areas, particularly in Water, Sanitation and Hygiene and Disaster Risk Reduction. By improving water and sanitation and education infrastructure, Mission East directly enhances community health, dignity, and resilience while equipping communities to manage climate and environmental risks, including the scarcity of safe drinking water.

UKRAINE

Mission East's work in Ukraine began in 2022, immediately after the full-scale invasion by Russia. Partnering with local and international organisations, the initial focus was to support those displaced by war with basic emergency, medical and psychosocial assistance. Following the establishment of an office in Mykolaiv in 2023, Mission East's longer-term focus is the provision of humanitarian support to the war-affected civilian community, protection and rehabilitation of vulnerable population groups, including children and war veterans with trauma and disabilities, as well as green rebuilding in the Mykolaiv region. Working closely with local authorities, civil society organisations and private sector partners, Mission East pilots new approaches demonstrating innovative solutions within circular rebuilding techniques, UXO identification, and peer-to-peer outreach, which feed into advocacy. This allows Mission East to provide distinctive added value and strategic relevance in a crowded humanitarian context.

Mission East Global Results Framework

Expertise area	Strategic Goal 1 – Timely and Relevant Humanitarian Emergency Responses	
	Outcome	Indicator
Humanitarian emergency response	People and communities affected by disasters and conflict have received timely and effective support to survive the emergencies and meet critical needs	# people assisted with essential and lifesaving support during and in the aftermath of emergencies
		% of assisted people who report that their immediate needs were met
		CHS audit score on commitment 2 including partner compliance. People and communities access timely and effective support in accordance with their specific needs and priorities
	SDG: 1,2,5,6,16	

Expertise area	Strategic Goal 2 – Social Justice and Stability in Inclusive and Resilient Communities	
	Outcome	Indicator
Food and livelihoods security	People have access to diverse nutritious food, sustainable jobs and livelihood opportunities	# targeted people who have increased HH income due to economic recovery and livelihood support activities
		% of target population with acceptable Food Consumption Score (FCS) (disaggregated by country and sector)
		% of target population applying Livelihood Coping Strategies related to food security, by severity

Water resource management	People have improved food security from better water resource management which strengthens agricultural capacity	# and % of people with food production adapted to climate change by use of improved water-use, seeds and soil health
	People have access to safe drinking water and sanitation and adopt good hygiene practices	# people gaining inclusive access to safe drinking water/ sanitation/ adopting good hygiene practice
		% of target population with adequate WASH services and hygiene practices
Protection, disability rehabilitation and social cohesion	People have access to social protection, social services, psycho-social support, disability rehabilitation and safe spaces, which improve autonomy and well-being	% of target group reporting improved well-being from protection, social services, PSS, disability rehabilitation and safe spaces
	Social cohesion is built through inclusive mechanisms for conflict prevention and resolution within and between communities.	Extent to which inclusive mechanisms have been able to address and resolve local conflicts.
	SDG: 1, 2, 5, 6, 13, 15, 16	

Expertise area	**Strategic Goal 3 – Action for Creation Care**	
	Outcome	Indicator
Climate & environmental resilience	Nature based solutions, disaster preparedness and response systems enable communities to withstand and recover from climate-related shocks	# of people in communities reporting improved capacity for climate change adaptation and mitigation, and increased resilience to environmental disasters
	Communities have engaged in just green transition through energy efficiency, moving to renewable energy sources and green reconstruction	# of targeted people adopting renewable energy, energy-efficient and green reconstruction solutions
		# tonnes reduction of CO2 emissions
	SDG: 5, 6, 13, 15	

Expertise area	Strategic goal 4 – Quality Partnerships and Localisation	
	Outcome	Indicator
Local Leadership	Strengthened partnerships characterized by structured annual dialogue, mutual accountability, and progressively expanded local leadership roles and opportunities for participation in governance of Mission East	Annual progress report on local leadership strategy
	Support local ownership and increasing transfer of direct funding to local partners	% of funding transferred to local partners in country programmes
	Mission East demonstrates strengthened institutional systems and practices that ensure diverse, legitimate, and accountable representation of local actors across all stages of programming	MEED reports annually on partner diversity and community consultations, demonstrating accountable and inclusive representation of local actors
	Local partners growing capacity makes them more resilient, independent, and sustainable organisations which more effectively serve the communities they work with	% of local partners with higher capacity assessment scores
Multi stakeholder partnerships	Mission East draws in a wide range of local, Danish and international collaborators, including alliance members, private sector partners, and academic institutions	% of projects which benefit from partnerships with private sector actors, academia, alliance members etc.
Connectedness & Coordination	Mission East proactively engages in results-oriented and strategic dialogue and coordination with the MFA and stakeholders in Denmark and at country, regional and global level	Examples of contribution to Danish development priorities, learning, synergies and knowledge exchange
		CHS audit score on commitment 6. People and communities access coordinated and complementary support
	SDG: 5, 16, 17	

Thematic Areas	Strategic goal 5 – Global Solidarity: Popular Engagement, Advocacy and Diverse Funding Base	
	Outcome	Indicator
Popular engagement & advocacy	Stronger Awareness & Public Consideration: MEED will increase recognition and relevance among priority audiences and value-driven communities	Total public engagement reach: +10% annually
	Stronger and more Impactful Advocacy on MEED Priority Areas: MEED can leverage a movement of engaged and informed individuals, partners and Institutions at local, national and international levels to advocate for the rights of those we serve	(1) Min. 2 MEED annual advocacy plans per country office/HQ with goals, positions and key messages (2) Advocacy influence on duty-bearers brings about legislative, policy, position changes in areas linked to our global south work
Sustainable, Innovative and Diversified Funding	Sustainable and Balanced Income Growth: Fundraising will deliver steady growth through a combination of acquisition and strengthened lifetime value	(1) Annual value of institutional grants secured annually (2) Annual growth in total & private fundraising income: +10% (3) Foundation application success rate: ≥ X%
Strengthened Value Proposition	(1) Broader & More Diverse Engagement Base: MEED will expand and diversify its engaged audience across age, gender, and engagement profiles, strengthening long-term societal anchoring and future supporter potential (2) Stronger Long-Term Commitment and Predictable Income: A growing share of income will derive from regular and sustained support, strengthening stability and resilience (3) Improved Retention & Lifecycle Performance: Supporters will experience structured and relevant engagement, resulting in stronger loyalty and lower attrition	(1) Growth in actively engaged individuals: +10% annually (2) Annual growth in number of regular givers: +10% (3) Annual donor retention rate: ≥ 75%
	SDG: 17	

”We exist to walk the last mile with the forgotten – restoring dignity, resilience, and justice for people on a living planet.”

Thematic Areas	Strategic Goal 6 – Vibrant and Fit-for-Purpose Organisation	
	Outcome	Indicator
Fit for Purpose Organisation	Mission East is a vibrant, agile, efficient and impact focussed organisation, which attracts and retains engaged, talented and valued-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"
		Average response score to the statement: "I would recommend Mission East as a great place to work"
		Average employee length of service
		Core Humanitarian Standard certification (CHS)
	SDG: 17	

Thematic Areas	Cross cutting outcomes/targets	
	Outcome	Indicator
HRBA	Programmes strengthen the role of rights-holders and duty-bearers, advancing justice, equality, accountability and the dignity	CHS audit score on commitment 1. People and communities can exercise their rights and participate in actions and decisions that affect them
LNOB	Mission East continues to focus on including the most marginalised and vulnerable groups and working in hard-to-reach areas	# and % of programmes conducting vulnerability or protection analysis to identify marginalised groups
Gender	Mission East has increased focus and works proactively towards gender equality and the empowerment of women	# and % of programmes scoring 1 or above on the gender marker

	Programming uses gender-sensitive approaches that enhance women's participation, voice, and leadership in decision-making	% of programmes with targeted women/girl focused interventions to increase women's participation, voice and leadership
Climate & Environment	Mission East integrates environmental considerations in programming based on environmental risk assessments	% of programmes which consider environmental risk in programme risk matrix
	Mission East will measure and reduce its environmental footprint	% reduction in GHG emissions compared to 2019 baseline
Youth	Mission East engages young individuals, youth groups and associations to contribute to their communities and Mission East programmes	# of projects which involve partnership with youth groups, movements or organisations
Disability & Inclusion	Mission East programming is inclusive, respecting the voices, rights, capacities and needs of people with disabilities	# of programmes with DAC disability marker 1 or 2
	Mission East supports people with disabilities and their representative organisations to secure disability rights and full participation in social life	# of programmes advocating for disability rights
HDP-C Nexus	Mission Easts programming takes an integrated, context-specific and multi-sectoral approach, responding to emergencies while strengthening rights, resilience and social cohesion	# of country programmes with intragated HDP-C approach
Monitoring, Evaluation and Learning	Mission East learns and adapts from monitoring evaluation & feedback	CHS audit score on commitment 7. People and communities access support that is continually adapted and improved based on feedback and learning.
Quality management	Mission East complies with donor and international quality standards	CHS certification with increasing score
Value for Money (VfM)	Mission East's VfM approach supports sustainable and effective impact throughout all our operations	Annual measurement against organisational VfM indicators

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 underwent a light review of page 35 and onwards during February-March 2026. The next review will take place before end 2028.

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