

# SF DEVELOPMENT POLICY: OUR GLOBAL THEORY OF CHANGE

## Contents

1. Fundamentals: Vision, Mission and Values .....	4
2. Development Approach .....	4
Target Groups.....	4
Poverty .....	5
Rights-Based Approach .....	5
<i>Advocacy</i> .....	6
Key Development Principles.....	6
<i>Relief and Rehabilitation</i> .....	7
3. SF Thematic Priorities.....	8
SF Alignment with the Sustainable Development Goals.....	8
Thematic Goals - Pathways out of Poverty .....	8
<i>Thematic Goal 1: Strong Civil Society and Public Sector</i> .....	8
<i>Thematic Goal 2: Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups</i> .....	9
<i>Thematic Goal 3: Improved Livelihoods for the Rural Poor through Enhanced Income Generation</i> .....	9
Cross-Cutting Issues .....	10
1. <i>Gender Equality</i> .....	10
2. <i>Environment and Climate Change</i> .....	10
3. <i>Inclusion</i> .....	10
4. <i>Anti-corruption</i> .....	11
Integration, Concentration and Cooperation.....	11
4. SF's Added Value .....	11
Results-Based Management: SF as a Learning and Innovative Organisation .....	11
Research .....	12
Decentralised Structure and Partnership Model .....	12
Exit and Transition Strategy .....	13
Overview of documents relevant to the development policy .....	14
SF's Theory of Change .....	15

***Strømme Foundation's (SF) Development Policy has been revised in September 2018, to align it with SF's Strategic Plan for 2019-2023. The purpose of this document is 1) to link the strategic priorities of SF to the overarching development principles and practices of the organisation, and 2) provide further linkages to underlying and more detailed policies and guidelines of SF.***

## **SF DEVELOPMENT POLICY: A Summary**

The vision of Strømme Foundation, a Christian based development organisation, is a WORLD FREE OF POVERTY, and the values we work in line with are DIGNITY, JUSTICE and SOLIDARITY.

Our THEMATIC PRIORITIES are:

1. Strong Civil Society and Public Sector
2. Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups
3. Improved Livelihoods for the Rural Poor Through Enhanced Income Generation

Our efforts are reinforced through the mainstreaming of the CROSS-CUTTING ISSUES of GENDER EQUALITY, ENVIRONMENT AND CLIMATE CHANGE, INCLUSION and ANTI-CORRUPTION.

Strategically, SF aligns its global priorities with the UN SUSTAINABLE DEVELOPMENT GOALS (SDGs), in particular SDGs 4, 5 and 8: To ensure inclusive and quality education for all and promote lifelong learning, to achieve gender equality and empower all women and girls, and to promote inclusive and sustainable economic growth, employment and decent work for all.

Our most important TARGET GROUPS are WOMEN, CHILDREN and YOUTH as rights-holders, as well as the PUBLIC SECTOR and other duty-bearers.

Through a RIGHTS-BASED APPROACH, SF contributes to the global effort, together with many actors, to eradicate all forms of poverty.

Our work upholds the key DEVELOPMENT PRINCIPLES of PARTICIPATION, MOBILISATION, EMPOWERMENT, TRANSPARENCY and NON-DISCRIMINATION.

We play a CATALYTIC, CAPACITY BUILDING and QUALITY ASSURING ROLE, always implementing programmes through LOCAL PARTNERS.

Our model of PARTNERSHIP and DECENTRALISED STRUCTURE adds value to our work through better efficiency, effectiveness and contextual relevance.

We consciously seek INTEGRATION of interventions, GEOGRAPHICAL CONCENTRATION of our efforts and complementing PARTNERSHIPS to achieve the highest impact possible.

As our key accountability is to the POOR, ensuring and improving QUALITY is at the core of everything we do. Consequently, SF strives to be an ACCOUNTABLE, LEARNING and INNOVATIVE organisation, working according to best practices of RESULTS-BASED MANAGEMENT.

Our quality is also enhanced through RESEARCH and cooperation with research institutions.

SF's role in communities is temporary, and in order to ensure sustainability in programming, partners and development outcomes, an EXIT AND TRANSITION PLAN is always developed during the early stage of a program or new partnership.

# 1. Fundamentals: Vision, Mission and Values

## Identity

SF's identity is based on Christian values emanating from the life and teachings of Jesus Christ. SF, inspired by the Christian view of God's creation and absolute dignity of man, strives to approach people with openness and respect, regardless of religion, ethnicity, caste, gender, disability or other minority status. With a deep commitment to people-centered development and equitable partnership, SF works to empower the poor to take charge of their own lives and communities, to strengthen their resilience, and to influence those in power to fulfil their obligations.

**Vision: A world free of poverty**

**Mission: To eradicate poverty**

## Core Values

- ❖ **Dignity** – We believe in the inherent, inalienable rights of every person. To SF, this is the most important human right from which all other fundamental human rights derive.
- ❖ **Justice** – We have a drive to fulfil not only legal, but also social rights of communities and individuals, in creating a more just distribution of society's resources and power.
- ❖ **Solidarity** – We empathically identify ourselves with the plight of marginalised and discriminated groups.

Through a holistic approach to community development, SF aims to remove barriers to poverty eradication to foster people-centred development.

# 2. Development Approach

## Target Groups

SF's development efforts are primarily targeted towards people who live in poverty, who are inadequately able to cope with their vulnerability context, and/or who do not have their rights met. Our target groups are prioritised on the basis of 1) **SF's general understanding of poverty and vulnerability** and 2) **SF's core competencies as reflected in our thematic goals**. Primary target groups should thus have a defined and self-perceived need for interventions that fit within SF's three thematic areas. SF does, however, welcome interventions that integrate additional methods and priorities, where partner organisations may complement SF's efforts in an integrated approach. In line with SF's Strategic Plan (2019-2023), our primary target groups are **women, children and youth**, as they are the ones most likely to be poor.

In line with our efforts to “leave no one behind”, SF strives to promote the inclusion of particularly marginalised groups in programmes and in the community, such as people with disabilities, ethnic minorities or other minority groups. See the “cross-cutting issues” section below. Furthermore, in our capacity building and advocacy efforts, SF’s target groups also include local implementing partner organisations, government staff and other community members, who through capacity building, advocacy and awareness raising are increasingly enabled to join in the mission of eradicating poverty.

The development approach of SF also demands close collaboration with government and other decision-makers and duty-bearers in target communities, making the **duty-bearers** our second key target group.

## Poverty

SF understands poverty as the combination of:

- The absence of sufficient resources to secure basic human needs
- Inadequate resilience towards negative shocks, trends and cycles (vulnerability context)
- An inability to affect positive change in one’s life.

Successful and lasting escapes from poverty are only possible when people, households and communities reach a certain level of robustness in terms of sustaining their poverty escape, even in the event of being affected by negative shocks, trends or cycles (their vulnerability context). Sustainable poverty eradication must therefore address not only short-term poverty reduction, but also people’s long-term resilience and ability to cope with their vulnerabilities, which can be illustrated by the below steps:



## Rights-Based Approach

SFs overarching methodology is a Rights-Based Approach (RBA), reinforced by efforts to increase household assets and resilience. Under RBA, development is in essence a human rights agenda. It is about the realisation of human rights for all – whether economic, social, cultural, civil or political. RBA strives to integrate the norms, standards and principles of the international human rights agenda into the plans, policies and processes for development. SF works to promote the human rights as outlined in the Universal Declaration of Human Rights<sup>1</sup>. We understand human development as “the process of enlarging people’s choices”, as defined by UNDP.

---

<sup>1</sup> SF subscribes to the United Nations (UN) Convention on the Rights of the Child, the UN Convention on the Elimination of Discrimination against Women, the UN Convention on the Rights of People with Disabilities, the UN Principles of Sustainable Development and related international conventions / principles.

SF understands RBA as a locally owned participatory process of empowerment, in which **rights-holders** actively claim their rights from the respective **duty bearers**, and duty-bearers are strengthened and influenced to respect and promote rights. In the course of this empowerment process, rights-holders gain increased control over their lives and the unequal power relations which keep rights-holders from realising their rights are contested. Development is achieved when people's rights are respected, promoted and realised – by those who are responsible for it.

The **public sector** holds the most important key to ensuring the rights of the poor. SF's work therefore focuses on capacity building of duty-bearers to fulfil their obligations. SF understands duty-bearers as all those who hold formal or informal power over the rights of another person, including religious and cultural leaders, private sector leaders, as well as parents at the household level.

Where duty-bearers have not yet fully assumed responsibility, SF may consider **service delivery** as a temporary approach to bridge a gap while sustainable and long-term solutions are being developed. SF believes that the capacity building of duty bearers should go hand in hand with service delivery and that duty bearers should be involved to the greatest extent possible during the implementation process of service delivery programmes. Sustainability, cost-effectiveness, potential for replication and the ability of duty-bearers to adopt the service-delivery model are important aspects to consider before initiating service delivery interventions. SF's services always remain temporary and bridging measures that ultimately aim at leaving responsibility to the respective duty bearers, primarily the public sector.

A rights-based approach to development positively affects a broad scope of the vulnerability context of the poor. In practice, SF's rights-based approach increases the assets of the poor. Through this holistic approach, our aim is to see people take steps out of poverty, avoid falling back into poverty, and sustain their poverty escapes.

A key development result of these combined efforts is the increased resilience of households to withstand negative shocks, trends and cycles that may cause poverty. In short, this is done through an expansion of assets, through the empowerment of rights-holders, and through the strengthening and influencing of duty-bearers.

### Advocacy

SF places particular emphasis on **advocacy** as an integrated part of our programmes. We see advocacy as a deliberate process that influences the attitudes, policies and practices of duty bearers in ways that will have a positive impact on poor, vulnerable and marginalised people's lives. Our methods for advocacy may take many forms, including lobbying, research, sensitisation of communities on their rights and ways of organising, mobilising for rallies and influencing through mass media. Advocacy towards local and national Governments, and other duty-bearers, is central to SF's strategy.

### Key Development Principles

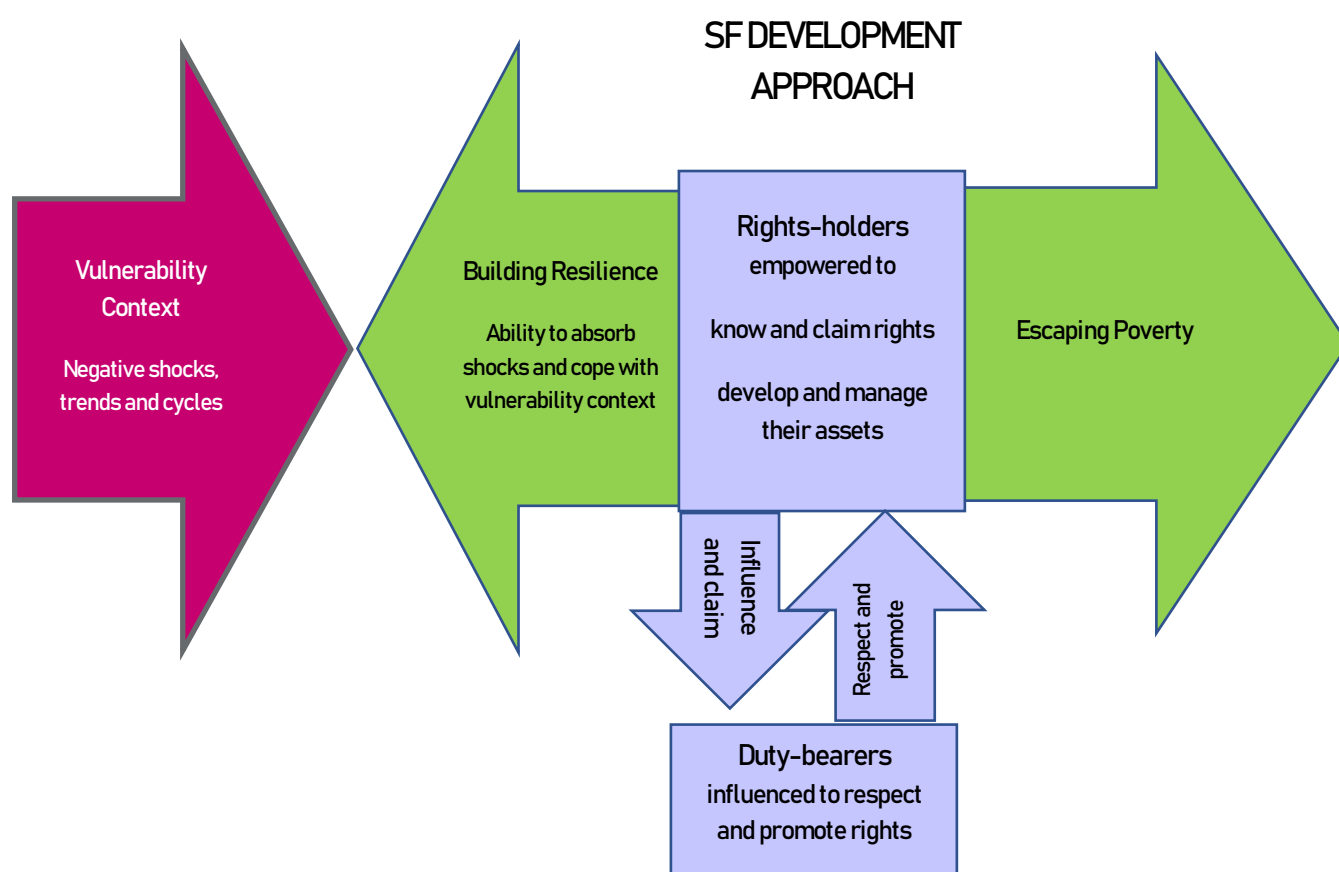
In our interventions, SF shall uphold the key principles of Participation, Mobilisation, Empowerment, Accountability, Transparency and Non-discrimination.

The rights-holders themselves are expected to be the drivers of their own development. This is facilitated, among others, by the participation and mobilisation of the target group at all stages of the programme cycle (planning, implementation, local resource mobilisation, monitoring, evaluation and

learning processes). Through empowerment, the self-reliance and self-determination of people is strengthened, in order for them to better promote their own interests in a sustainable way.

In our work, SF is accountable and transparent in relation to communities, partners, donors and other stakeholders in all that we do: financially, operationally and in terms of results achieved. We wish to also promote this attitude in our partners and target groups, and accordingly contribute through capacity building.

In line with our Strategic Plan (2019-2023), SF promotes and works according to the principle of non-discrimination.



### Relief and Rehabilitation

SF is a long-term development organisation. As such, SF is not normally involved in relief and rehabilitation work. In special cases, however, SF may link up and support the work of other organisations specialising in humanitarian assistance through our networks, whilst strengthening the preventive mechanism towards hazards in our own interventions. In extraordinary situations when natural disasters or other emergencies occur in areas where SF's partners are working, SF can – where we deem this provides an added value to our target group – also consider assisting local partner organisations to undertake relief and rehabilitation work with funds secured from various sources.

SF's main approach to natural hazards and emergency situations is to ensure that communities' risks and vulnerability situation is identified at an early stage in the planning of long term development programmes, and to address these as part of the program design. Thus, building resilience against hazards and mitigating disaster risks, rather than emergency response efforts, is prioritised in SF programmes.

### 3. SF Thematic Priorities

#### SF Alignment with the Sustainable Development Goals

SF aligns its development approaches and priorities with the UN Sustainable Development Goals (SDGs), with a particular focus on the three SDGs below:

*Goal 4: Ensure inclusive and quality education for all and promote lifelong learning*

*Goal 5: Achieve gender equality and empower all women and girls*

*Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all*

SF also contributes towards Goal 1: End poverty in all its forms everywhere, and Goal 17: Revitalise the global partnership for sustainable development. We see ourselves as part of the global vision to “**leave no one behind**”.

#### Thematic Goals - Pathways out of Poverty

SF's Strategic Plan (2019-2023) outlines three key thematic goals or “pathways out of poverty”:

1. **Strong civil society and public sector**
2. **Inclusive quality education and lifelong learning for marginalised and disadvantaged groups; and**
3. **Improved livelihoods for the rural poor through enhanced income generation**

#### Thematic Goal 1: Strong Civil Society and Public Sector

SF believes that a strong **civil society** is fundamental for ensuring that the poor and marginalised have their own channels for expressing their needs. A strong civil society is key to mobilising people on the grassroots to take responsibility for the development of their own lives and communities. Individually, poor people are vulnerable and often powerless victims of systems and structures of oppression that deprive them of their rights. SF aims to safeguard people from such exploitation by creating an environment in which people are able to address their individual and collective needs, provide mutual support, resist external threats and claim their rights for sustainable changes in their own lives and their respective communities. This is particularly important in contexts where the space for civil society is shrinking. For sustainable changes to happen, civil society needs to be organised and strengthened, in order to create a safety net that enables people to become active participants in decision-making that affect their lives. SF works to establish sustainable civil society structures by preparing the community to take control of their lives in deciding what is best for them, having realised their inherent strength, and their potential for collective action. Community empowerment is therefore a core component of SF's integrated development approach.



As the primary duty bearer of any society, the **public sector** holds the most important key to ensuring the rights of the poor. SF therefore emphasises the importance of strengthening and influencing duty bearers to respect and promote rights. SF works to strengthen the capacity of duty bearers, whether these are public sector, formal or informal leaders, or family decision makers, to respect, protect and fulfil their responsibilities towards rights holders, so that they can access the quality services they are due.

To strengthen sustainability, SF always implements development programmes through local partner organisations, often with a large grassroots representation. Thus, our partners are often our closest connection to the local civil society. Capacity building and institutional development of local implementing partners is consequently an important aspect of SF's work to strengthen civil society. SF systematically assesses the capacity of partners through close cooperation and follow up, and together with the partners develops a tailor-made capacity building and institutional development plan for respective partners.

### **Thematic Goal 2: Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups**

Provision of good quality education is a fundamental human right, and therefore, a goal in itself. SF has a holistic view of education; we believe the right to education is life long and begins from birth. To SF, education is both valuable in itself and decisive for promoting economic growth, social change and sustainable development. Education fosters the creation of free, critical and creative global citizens. In all SF's education work, whether formal or non-formal, SF works to improve access to a good quality education with high retention in a safe and enabling learning environment.

Our focus areas reflect our key area of expertise; **early childhood education**, **'second-chance'** or **accelerated learning**, **adult literacy and life skills training**.

SF recognises the public sector as the principal duty-bearer in the provision of quality education. Consequently, all SF's education programmes are implemented in close collaboration with local communities and relevant national and local government structures. Capacity building, advocacy, good governance, accountability and knowledge transfer are key components in this.

SF's education programmes are locally designed and adapted to meet the specific needs of our intervention areas, particularly the most disadvantaged and marginalised groups. Our aim is to provide low-cost and sustainable solutions that complement and reinforce public education systems rather than creating parallel structures.

### **Thematic Goal 3: Improved Livelihoods for the Rural Poor through Enhanced Income Generation**

SF believes that job creation is a necessary precondition for meeting the first goal of the Sustainable Development Agenda – to end poverty in all its forms everywhere by 2030. Ensuring that people have and can take advantage of full and fair opportunities to earn a living is fundamental to economic development and social inclusion. For this reason, SF has decided to make job creation through economic inclusion one of its three Thematic Goals.

Too often, lack of skills and knowledge, limited access to financial services and tenuous connections to markets and technology cause economic exclusion and inequality, particularly for the rural poor, and above all youth and women.

Often, labour market entrants face poor-quality employment, evidenced by high incidences of vulnerable and informal employment, characterised by inadequate earnings, low productivity and difficult conditions of work.

SF's economic inclusion strategy is anchored in SDG8 – the promotion of full and productive employment and decent work for all – and promotes improved livelihoods, income generation and job creation through providing youth with access to technical and vocational education and training; development of agricultural value chains; and the formation of and support to community savings groups. The theory of change guiding SF's economic inclusion strategy suggests that if aspiring entrepreneurs and those seeking employment have access to technical and transferable skills within a supportive, enabling environment, they are more likely to achieve success in starting, growing, and maintaining a business, securing a decent income and contributing to a stable livelihood for themselves and their communities.

## Cross-Cutting Issues

SF believes that the following four cross-cutting issues are essential for sustainable development and will mainstream these into all programmes:

1. **Gender Equality.** Girls and women usually experience the worst forms of poverty and injustice. SF works to ensure that women and men have equal rights to economic resources and empowerment, as well as equal access to basic services and quality education. The CCI on gender equality aims to support gender-responsive delivery of all SF programmes and operations. SF's approach to gender mainstreaming entails integrating into all programmes, projects and institutional structures an awareness of the, often, different needs, interests and opportunities of women and men, boys and girls, and, where inequalities exist, address these through gender-specific measures.
2. **Environment and Climate Change.** SF's understanding of sustainable development implies that our target groups have their rights met in ways that do not compromise the rights of future generations, and that household assets are increased in ways that are sustainable. In this regard, SF recognises that the development goals are threatened by climate change, and that the poor suffer the worst impacts and have the least capacity to adapt. Climate change is known to have unprecedented implications on where people can settle, grow food or provide services. SF incorporates a do-no-harm approach to the preservation of the environment, as well as adaptation to climate change in its programmes. It is expected that through awareness-raising on the risk of climate change, people and communities will be enabled to build resilience and reduce their vulnerability to climate- and environmental risks. Adaptation is essential to reducing the human and social costs of climate change. SF interventions therefore include a focus on the sustainable use of resources and actions to protect the environment. SF is committed to minimising the impact of our activities on the environment through less waste, promoting recycling and encouraging employees to work in an environmentally responsible manner.
3. **Inclusion.** SF promotes the inclusion, non-discrimination and empowerment of marginalised groups, including people marginalised by disability, ethnicity, caste or other status. By having Inclusion as a CCI, SF commits to creating inclusive opportunities by ensuring that marginalised groups are targeted in its programmes. As SF is not primarily a service provider, we create linkages to Disabled People's Organisations and other service providers to ensure that the needs of people with disabilities are met in SF's work and in targeted communities. Additionally, through sensitisation, awareness raising and advocacy, SF works to create

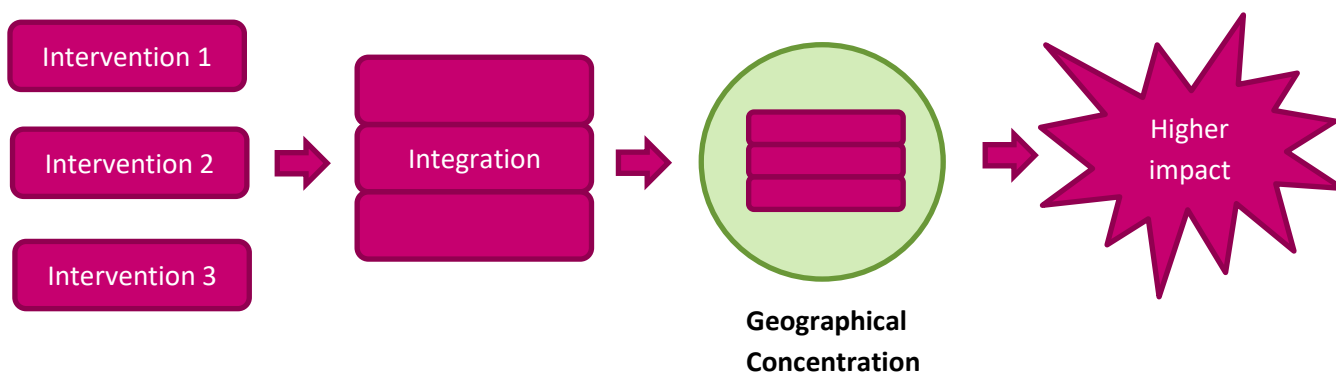
behavioural change in the communities of intervention. By engaging duty bearers, SF and its partners work to ensure that the needs and rights of marginalised groups are taken into account in all sectors, including in legislation, reforms and activities.

4. **Anti-corruption.** Corruption, one of the root causes of poverty, deprives people of their rights, exacerbates inequalities and harms those without power. SF works for zero corruption not only among our employees and partners, but also in our regular programmes where we seek to empower our target groups to take collective action against corruption in society.

### Integration, Concentration and Cooperation

SF's development approach is based on the assumption that geographical focus and concentration, coupled with integrated interventions that reinforce one other, are more effective in addressing the root causes of poverty and strengthen the impact of our work. Poverty issues can in this way be addressed from several different angles in the same communities.

The combination of geographical focus, integration and concentration is thus a crucial part of our approach to development programming:



Empowering people to achieve sustainable development is challenging and can naturally not be achieved through SF's individual efforts alone. SF works with other actors operating in the same areas of interventions to forge strategic partnerships in order to complement and consolidate the impacts of our efforts, as well as learn from each other.

Through **integration**, **concentration** and **cooperation**, we are more effective in our efforts to eradicate poverty.

## 4. SF's Added Value

### Results-Based Management: SF as a Learning and Innovative Organisation

A key role of SF as an organisation is to **enhance program quality**, and to facilitate systematic **learning and innovation** in our programmes, primarily to the benefit of poor people and their communities, but also for the partners, donors, and other external stakeholders as well as ourselves. Our core accountability is to the poor, and in all we do we should strive for the best quality possible. Our PMEAL (Planning, Monitoring, Evaluation, Accountability, Learning) practices are key in making SF a results-focused and innovative organisation. SF actively seeks to understand and analyse our work and results, in order to be able to make decisions that lead to improvements and innovations in the way we work, which in turn will lift more people out of poverty. SF will prioritise replicable and scalable programmes

that evidently, through measurable outcomes, bring about positive change to the people. SF will also continuously assess what is not working well and either radically improve it or stop doing it.

According to SF's strategic plan, PMEAL in SF serves three purposes:

1. Strengthen accountability
2. Contribute to good decision-making and effective planning
3. Promote organisational learning and innovation

## Research

SF affiliates with research institutions in our attempt to strengthen the result-focus of our interventions and stay abreast of the new trends in development cooperation in general, and in SF's sectors of intervention in particular. This may include action research, impact studies, testing and development of appropriate technologies, randomised controlled trials, feasibility studies and similar research. The findings from research will be used to strengthen SF's programmes and, where relevant, to strengthen our advocacy and innovation actions.

## Decentralised Structure and Partnership Model

SF's strategic decision to solely work through local implementing partners is a crucial aspect of our development approach. We believe this is a cost effective, culturally sensitive and contextually appropriate approach to development, bringing the voice of the global South into the decision-making processes. Our development work is anchored in our regional- and country offices, while SF's Head Office is located in Kristiansand, Norway. We wish to strike a healthy balance between the benefits of local autonomy and ownership on one hand, and the benefits of standardisation, strategic alignment, shared resources and mutual learning on the other.

From a development perspective, working through a decentralised structure and through implementing partners enables SF to be attentive to actual needs on the ground, tapping into local knowledge, and putting decision making close to implementation. Through various arenas, SF pursues two-way communication between partners and regional offices. Our partnerships are built upon active processes of participation, whereby needs, processes and action plans are locally defined and developed in close collaboration with partners and communities.

Working with local partner organisations enables SF to better strengthen civil society and make ourselves redundant at the time of exiting from a community. Contributing to capacity building of partners, civil society and government structures is therefore part of SF's mission, and this is to be reflected in the way we select our partners.

SF wishes to work with partners of varying capacities and abilities, which show willingness to both learn and develop, and to build the capacity of communities and other organisations. We seek partners with a real potential to develop and grow, while consciously considering and mitigating the risks related to this approach of partner selection.

## Exit and Transition Strategy

SF's role in a community is always temporary. Planning for SF's exit and the necessary transition process must therefore be done during the early planning- and implementation stage of a programme period, preferably during the first six months of a partnership being established. Accordingly, SF expects its partner organisations to have a built-in exit and transition strategy in place at the time of planning together with the target groups.

SF understands the exit and transition process as a gradual withdrawal from SF's interventions in coordination with the gradual take-over of interventions by communities, partners and public sector. The goal is a process where communities and/or implementing partners acquire the capacity, competence and resources necessary to move forward on their own. Therefore, programme plans with and in communities must be designed in such a way that sustainability and local ownership are realistic and achievable within the time- and financial frames of the partnership period.

Exit and transition are operationalised at two levels: At the community level and the implementing partner level.

At the **community level**, exit / transition happens when the sustained interventions have achieved the desired outcomes and impact, and / or the community has developed adequate mechanisms for ensuring sustainable development and change. SF's emphasis on sustainability goes hand in hand with our focus on capacity building and our efforts to strengthen civil society. SF's empowerment of the community through rights-based programming, our establishment of linkages with permanent government institutions (including capacitating such institutions) and our facilitation of networking with other key stakeholders are also crucial elements of our approach to strengthen the sustainability of our programmes.

At the **implementing partner** level, SF's ambition is to phase out when the partner has acquired the necessary capacity and competence that enables it to achieve its mission on its own, or together with other donors or strategic partners. Having invested in building the capacity and competence of a partner organisation, SF can challenge partners that have attained sustainability in a given community to focus on new areas, or to share their competence with other partner organisations of SF. Thus, the acquired capacity and competence of one partner can be made available to other communities or partners.

At the termination of each Strategic Plan period, thorough partner- and programme evaluations will take place, and SF may terminate partnerships with existing implementing partners in the case of changing strategic priorities in SF or the partner organisation, if the outcomes expected of the partnership have not been achieved and / or the partner has not shown the ability or willingness to improve identified weaknesses. SF has zero tolerance for corruption, sexual harassment and other violations.

Please refer to the relevant policies and the Strategic Plan for further elaboration and organisational chart.

## Overview of documents relevant to the development policy

Linked to the Development Policy are strategies related to the three Thematic Goals, as follows:

- Civil Society and Public Sector Strengthening (Thematic Goal 1)
- Education (Thematic Goal 2)
- Economic Inclusion (Thematic Goal 3)

In addition to this, each of SF's programme regions may work in line with more specific regional strategies, under the umbrella and guidance of SF's global strategies.

In every region, the following SF-wide documents will also inform our work with development:

- Child Protection Policy
- Ethical Guidelines
- Anti-Fraud and Corruption Policy
- Gender Equality Policy
- Guidelines for Cross Cutting Issues
- Guidelines for Results-based Management

External:

- Norad (2018): *Norad's Support to Civil Society – Guiding Principles*
- Norad/NCG (2017): *Organisational Review of Strømme Foundation*

# SF's Theory of Change

## PATHWAYS OUT OF POVERTY (section 3)

## TARGET GROUPS AND DEVELOPMENT APPROACH (section 2)

## END GOAL (Section 1)

