

STRATEGIC PLAN 2019-2023

FULL VERSION



**Building
strong societies**



**Ensuring inclusive
quality education**



**Creating livelihoods &
job opportunities**



Empowering people.



Strategic Plan 2019-2023

*Strømme Foundation's Strategic Plan summarises
how SF intends to work in the five-year period from 2019-2023.*

*As such, it is intended for both internal staff use
and towards our public and institutional donors.*

Table of Contents

Foreword.....	4
Who are we?.....	5
Vision	5
Mission.....	5
Core Values	5
Statement of Strategic Aims and Objectives	6
Strategic Role 1: Enhancing the Quality of our Programmes to Address the Root Causes of Poverty.....	6
Thematic and Geographic Focus.....	10
Results-Based Management	12
Strategic Role 2: Influencing Public Opinion and Government Policy.....	13
Strategic Role 3: Making Available New Funds and Resources for our Programme Operations	13
The Private Market in Norway	14
Strategic Role 4: Running an Efficient and Effective Organisation.....	15
SF World Map – Countries of Intervention	16

Foreword

“I have learnt that I have rights. As a child. As a woman. Now I tell others.”

I choose to start with a quote in my introduction to our new Strategic Plan. It is not the quote from a state leader or an internationally recognised academic. In a time of many worrying international trends and serious environmental challenges, we are strongly reminded of the importance of what we do in Strømme Foundation - changing the world from the grassroots level.

My quote is actually from an adolescent girl from the Northeast of Uganda. In all its simplicity, it encapsulates well what we aim to do in this strategic period. With our three core values of *dignity, justice and solidarity* as a solid foundation, we support people in their efforts to climb out of poverty. We do this by building capacity of our local partners and their communities, as well as our own capacity and by being a learning and innovative organisation.

“I have learnt that I have rights.”

Dignity, our first value, is in many ways the meeting place between our inspiration of Jesus as a role model and our development approach where the rights and assets of every human being are the foundations of our work. Making people aware of their dignity, human rights and their own resources and opportunities is the starting point of the development process, and at the very core of Strømme Foundations' heart and soul. In its essence, dignity gives us the reason to fight every day for the realisation of rights for every child, woman and man.

“As a child. As a woman.”

Leaving no one behind is the key principle of the Sustainable Developments Goals. We acknowledge the sad fact that many people today are left behind. Women and children are among those groups, and they are accompanied by people discriminated on the basis of disability, caste, ethnicity, or other minority status. The world today suffers from a desperate shortage of our second value, *justice*. It is an important strategic priority for us to work with those who are at the very bottom of the ladder as well as with those who have responsibility for their rights, to ensure justice and equality for all.

“Now I tell others.”

This reminds us of our third value, *solidarity*. Solidarity is about being concerned and sharing with others, and in so doing people becoming so much stronger when they stand together. Put differently, one good action leads to another, creating a necessary ripple effect in achieving sustainable change in society. Hence, solidarity is central for the long-term sustainability of our development programmes. If the effects of a programme gradually disappear after we have left a community, we cannot say we have succeeded in our mission.

The world today is in rapid change, and there is a need to think innovatively about both our international programmes and our fundraising in Norway. An important part of our new strategy is scaling up, adapting and replicating successful programmes on a local, regional and global scale.

Global poverty is one of the greatest challenges of our time. Though Strømme Foundation is a small global actor, our focus on job creation and education is highly relevant, and enables us to address the most important challenges of today. In our daily struggle, we must never forget that real and positive change in the life of one individual is a great victory and an important step along the road. A girl in Northeast Uganda now knows her rights, has been given the opportunity to move out of poverty, and has become a member in the global partnership of people working together for a *world free from poverty*.

Tina Sødal

Secretary General, Strømme Foundation
Kristiansand, 25.05.18

Who are we?

Strømme Foundation was founded in 1976 as the result of the commitment of former Reverend Olav Kristian Strømme, to raise funds for people in need. Today, SF has become a significant non-governmental development organisation in Norway, the largest outside Oslo.

SF's identity is based on Christian values emanating from the life and teachings of Jesus Christ. We work amongst the marginalised and those typically 'left behind' in society, including women, children and persons with disabilities. To lift up those who are neglected is, as we see it, Christian values in a nutshell. We have Jesus' life and example as our inspiration and role model, and strive to meet people the way Jesus did, with compassion, justice and a strong dedication to enrich and better deprived people's lives. Thus, 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 respect for human dignity and a conviction of the value of equitable partnership, SF works to empower the poor to take charge of their own lives and communities.

SF follows a rights-based approach to development, and works in three sectors. We aim to:

- strengthen **civil society and the public sector**
- ensure inclusive **quality education** for disadvantaged groups; and
- improve **livelihoods** for the rural poor through enhanced income generation

Interventions in these sectors can enable people to develop the attitudes, skills and knowledge needed to *make informed decisions* for the development of themselves and their communities, as well as offer the tools needed to affect change. When combined, these sectors of intervention can create synergy and maximise impact for the target group.

Vision: A world free from 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.

Statement of Strategic Aims and Objectives

Our main goal for this strategic period is to strengthen the organisation's contribution to lifting people out of poverty in a lasting way. We plan to do this through innovative and evidence-based programming and fundraising. The Sustainable Development Goals (SDGs) recognise that investment in innovation is a crucial driver of economic growth and development, and SF will therefore strive for more innovation in our programmes, operational approaches and resource mobilisation. SF will place emphasis on closely monitoring and evaluating our results in order to enhance continuous internal learning and scale up what works and phase out what does not work.

There are four major ways in which SF seeks to make the most impact:

- 1) **Enhancing the quality of our programmes to address the root causes of poverty**
- 2) **Influencing public opinion and government policy by raising awareness on the issues of global poverty and injustice**
- 3) **Making available long-term funds and resources for our programme operations**
- 4) **Running an efficient and effective organisation**

Strategic Role 1:

Enhancing the Quality of our Programmes to Address the Root Causes of Poverty

The SDGs are the underlying goals governing SF's programme work in our three regions of operation. All the principles governing the SDGs, particularly the 'Leave no one behind' agenda, will guide SF going forward.

With our mission to eradicate poverty, we will always work to fulfil SDG 1, to 'End poverty in all its forms everywhere'. In this strategic period, SF's programme work will concentrate on SDGs 4, 5 and 8:

- **SDG #4: Ensure inclusive and quality education for all and promote lifelong learning**
- **SDG #5: Achieve gender equality and empower women and girls**
- **SDG #8: Promote inclusive and sustainable economic growth, employment and decent work for all**

In an attempt to supplement the efforts of the governments in poverty eradication, SF wishes to play a catalytic role in creating enabling conditions for the poor and marginalised to climb out of poverty. We strive for evidence-based programmes that adhere to global policies and standards and are subject to thorough measurement.

Our target groups are primarily women, children and youth; people who live in poverty and/or injustice and who therefore do not have their rights met. We have a special emphasis on leaving no one behind, whether they are people with disabilities, ethnic minorities or otherwise marginalised / disadvantaged groups in our communities of intervention.

Acknowledging the interconnectedness of all the SDGs, SF will always have to work together with others to achieve our mission; thus, SDG 17 to 'revitalise the global partnership for sustainable development' also applies. SF seeks to facilitate multi-stakeholder, public-private and civil society partnerships in order to promote the sharing of knowledge and learning.

SF's *Development Policy* explains our development approach in more detail.

1) Mode of Operation

SF's mode of operation is unique in our combination of a decentralised structure and our partnership model, which ensures that the solutions to poverty eradication are locally defined and always tailored to the local context.

Decentralisation

SF has deliberately adapted a decentralised structure as a conscious attempt to bring the voice of the global South into the decision-making processes of our organisation. SF's development work is anchored in our regional offices located in West Africa (Bamako), East Africa (Kampala) and Asia (Colombo). These regional offices, which are all run and managed by nationals from the respective regions, oversee the implementation of SF's programmes. With a coordinating, capacity building and fundraising role, SF's Head Office is located in Kristiansand, Norway. Regional Directors, along with the three Directors at the Head Office, constitute part of SF's collective Leadership team under the Secretary General. Also, one member from the SF's Board of Directors is always from the global South.

Intervention Countries

SF has 11 countries of operation: Mali, Burkina Faso, Niger, Uganda, South Sudan, Tanzania, Kenya, Sri Lanka, Bangladesh, Nepal and Myanmar. In an effort to narrow our geographical and thematic focus and thus be more cost effective and strengthen impact for our target group, we have phased out of South America (Bolivia and Peru) since the last strategic period. We endeavor to use the good results harnessed from South America in other regions, and will continue to strive for a strengthened thematic and geographic focus so that we can maximise our impact. In this regard, SF plans to phase out of Sri Lanka and Kenya in this strategic period. The rationale for phasing out these countries is that they are middle-income countries, and SF deliberately wishes to focus our efforts on lower income countries where the majority of the population lives in absolute poverty.

Partnership Model

One of SF's competitive advantages is our partnership model. SF is not an operational NGO but only works through local partner organisations in our intervention countries. Although this may be a demanding structure, we believe it ensures a cost effective, culturally sensitive and contextually appropriate approach to development. When problems and solutions are locally defined, we believe there will be better, longer-term results for our target groups. This approach will also ensure that acquired competency stays in the communities in the respective regions.

In addition to compatibility with SF's vision and values, other criteria include their connection and added value to the various systems, structures and networks in their respective communities; their capacity and/or potential for replicability/scaling up, fundraising, innovation and their commitment for advocacy. In addition, we emphasise compliance with the principles of transparency, good governance and zero tolerance to corruption and sexual harassment, as in all operations of SF.

SF places emphasis on capacity building of local partner organisations so that they become more effective contributors to creating lasting change in their communities. We aim to increasingly support partners in developing sound policies, conducting effective advocacy, and strengthening organisational structures and governance. SF's partnerships are premised upon active processes of participation, whereby needs, processes and action plans are locally defined and developed in close collaboration with the partner and communities in question. In order to secure the sustainability of partners, programmes and achieved development goals, an exit strategy is developed during the very first stage of any new partnership. Programmes, therefore, are designed for sustainability.

2) Rights-Based Approach

Our overarching methodology is a Rights-Based Approach (RBA). This approach is premised on the fundamental principle that all people are equal in human dignity. Consequently, SF views development as a process which enables people to realise their potential, builds self-confidence and enables people to lead lives of dignity and fulfilment. In our interventions, we uphold the following six principles: participation, mobilisation, empowerment, accountability, transparency and non-discrimination.

We work towards creating long-lasting impact that is sustainable for the target group even when SF withdraws from a given area. Therefore, we actively work to fight the root causes of poverty. We empower the poor to build their own resources and resilience, and to have their inherent legal and social rights fulfilled. A deep and locally grounded understanding of the poverty situation and vulnerability context is crucial in order to achieve this.

We wish to concentrate more on advocacy and capacity building and less on the mere delivery of services. To SF, sustainable development can only happen when rights holders are capacitated to hold duty bearers accountable in the long term, and when duty bearers improve their ability to fulfil their obligations and responsibilities. Thus, working on both sides of the equation; i.e. with both rights-holders and duty-bearers, is crucial to securing long-term impact. SF therefore seeks to involve and build the capacity of duty bearers to the greatest extent possible during the implementation of our programmes.

To SF, rights-based development is a locally owned participatory process of empowerment, in which rights-holders use their resources and assets to actively claim their rights from the respective duty bearers, and to develop their own resilience against negative shocks or trends. 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. Sustainable development is achieved when:

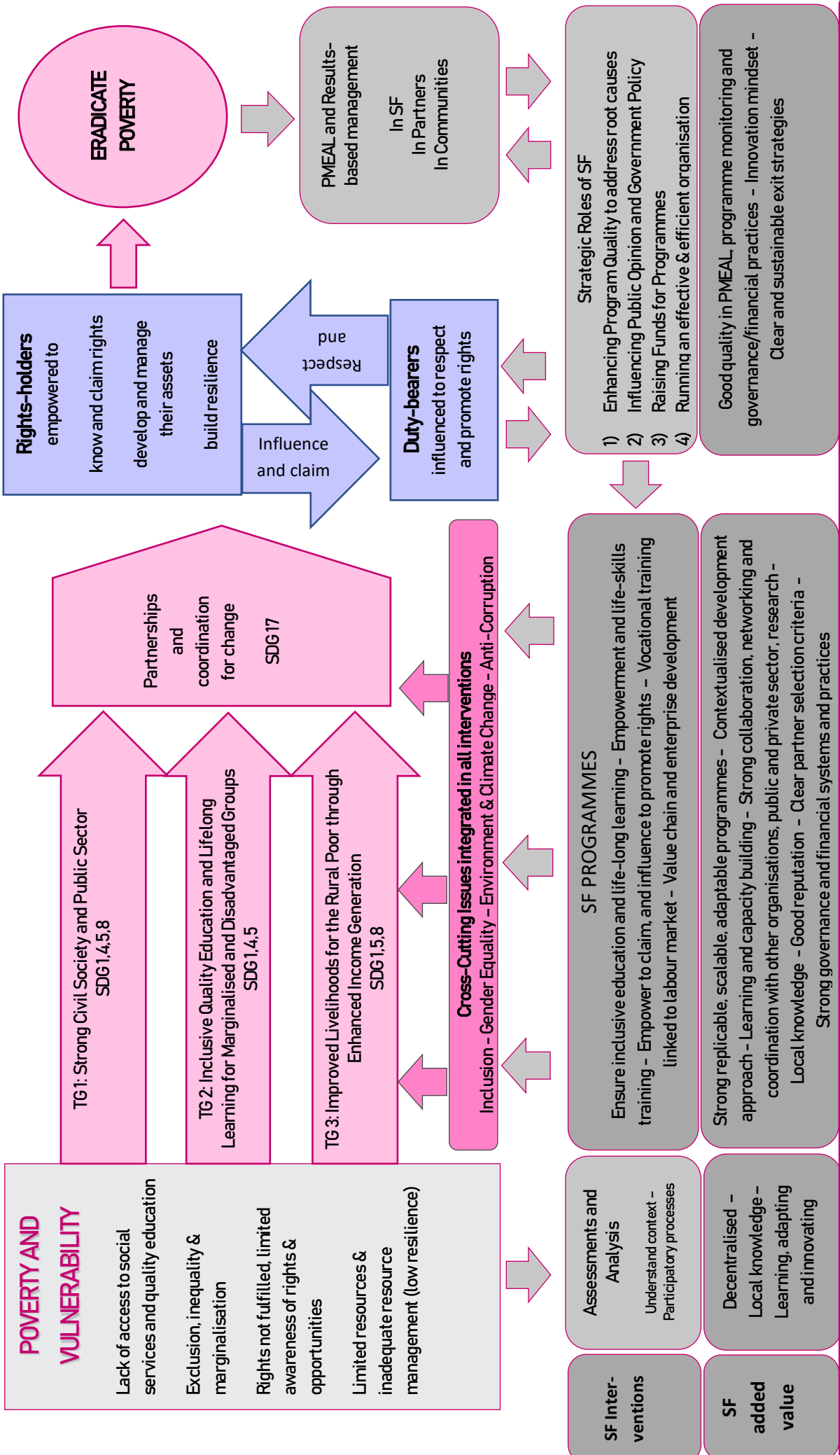
- people's rights are respected, promoted and realised – by those responsible for it.
- people build sufficient resilience, based upon their own resources, to avoid falling back into poverty.

The following Theory of Change illustrates what SF sets out to do in the strategic period.

END GOAL

TARGET GROUPS AND DEVELOPMENT APPROACH

PATHWAYS OUT OF POVERTY



Thematic and Geographic Focus

In an effort to focus on what we are good at and increase the concentration and impact of our work, we have strengthened our thematic focus in this strategic period. We have moved from four thematic goals in the former strategic plan period to three, and from four geographical regions of operation to three.

SF's work in three different regions necessitates a holistic approach to programming that takes local context and needs as the starting point. This means that interventions will be varied, as regions and intervention countries are diverse. As a result, SF has developed programmes which crucially respond to local needs. To the extent possible, SF pursues cross-regional fertilisation in our work, and we increasingly strive to replicate, adapt and scale-up successful programmes to other countries and regions of operation where relevant.

Our *Development Policy* outlines the ways in which we work to promote:

- 1) A 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

1) *Strengthen Civil Society and Public Sector* (cf. SF's *Civil Society Strategy*)

SF considers a strong civil society fundamental for ensuring a true, free society and sustainable and inclusive people-centered development. This is a foundation of all SF's work. SF aims to safeguard people from exploitation and deprivation of their rights by creating an environment in which they are empowered to support themselves, resist external threats and actively claim their rights for durable changes in their lives. SF's contribution to strengthening civil society is manifested both at target group level and at the implementing partner level, through capacity building. In line with our rights-based approach, SF also works closely with a broad range of duty bearers at all levels. As the primary duty bearer of any society, the **public sector** holds the most important role 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 fulfil their responsibilities towards rights holders, so that they can access the quality services they are due.

2) *Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups* (cf. *SF's Education Strategy*)

Provision of good quality education is a fundamental human right, and therefore, an aim 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 and retention in an education of quality that takes place in a safe and enabling learning environment.

Our focus areas reflect our key area of expertise; **early childhood education, 'second-chance' or accelerated learning, community-based vocational training, adult literacy and life skills training**. In line with our cross-cutting issue on Gender Equality, girls are a particular target group for SF's education programmes.

SF recognises the state 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 programs 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.

3) *Improved livelihoods for the rural poor through enhanced income generation*

(cf. SF's *Economic Inclusion Strategy*)

SF believes that job creation – ensuring that people have and can take advantage of opportunities to earn a living – leads to poverty eradication. That is why SF has adopted economic inclusion as one of the pillars of its Strategic Plan. SF recognises that lack of skills and knowledge, limited access to finance, weak organisation and tenuous connections to markets and technology are some of the key drivers of economic exclusion and inequality, particularly for the rural poor. To address this challenge, SF proposes an integrated strategy for economic inclusion that combines both direct support to beneficiaries through skills enhancement, vocational education and entrepreneurship training; as well as support to an enabling environment through organisation of producers, value chain development and establishment of fora for engagement with potential employers. The theory of change underpinning SF's economic inclusion strategy is 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.

3) *Cross Cutting Issues*

In our development work, the following SF-wide cross-cutting issues will be mainstreamed into all programmes:

- ❖ **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.
- ❖ **Environment and Climate Change.** SF's understanding of sustainable development implies that we strive for our rights-holders to have their rights met in ways that do not compromise the ability of future generations to have their own rights met, and to increase the assets of households in ways that are sustainable. The SDGs are threatened by climate change, and the poor, who have the least capacity to adapt, suffer the worst impacts. Climate change has 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, in order to strengthen the resilience of its targets groups.
- ❖ **Inclusion.** SF promotes the inclusion, non-discrimination and empowerment of marginalised groups, including people marginalised by disability, ethnicity, caste or other status. SF commits to creating inclusive opportunities by ensuring that marginalised groups are targeted in its programmes, and works to promote behavioural change in its communities of intervention through sensitisation, awareness raising and advocacy. 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.
- ❖ **Anti-corruption.** Corruption, one of the root causes of poverty, 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.

To cater for regional differences, regions may also adopt additional cross-cutting issues in line with other important issues that are considered crucial in a given region.

4) Relief

SF is a long-term development organisation. As such, SF is not normally involved in relief and rehabilitation work. SF's main approach to relief work, therefore, is to link up and support the work of other organisations specialising in humanitarian assistance through our EU-CORD network. In extraordinary situations when natural disasters or other emergencies occur in areas where SF's partners is working, SF can – where we deem this to provide 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 from our funding network.

Results-Based Management

SF sees effective and reliable measurement and documentation of results as key to accountability, learning and innovation, which in turn is critical to be effective as an organisation in our endeavour to eradicate poverty. We place significant emphasis on our PMEAL (Planning, Monitoring, Evaluation, Accountability and Learning) systems and practices to ensure that they, at all times and levels, are designed to contribute to good decision-making and innovation not only in SF and our networks, but also among our partners and communities. Accordingly, PMEAL in SF serves three purposes:

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

SF strives for participatory planning and monitoring, in which stakeholders participate in decision-making about the way monitoring and evaluation is to be conducted. SF's PMEAL system uses the internationally recognised Results Based Management (RBM) approach, with its accompanying Logical Framework tool ("Log Frame"). In addition, country and flagship programs are developed, monitored and evaluated based on Theories of Change, which is a more qualitative and dynamic approach to programme design, planning and evaluation.

Some key objectives for SF's PMEAL role during the current strategic period is to:

- Ensure that SF has the ability to demonstrate the impact of our programmes in people's lives
- Use results to drive organisational change and management
- Simplify our PMEAL systems, while ensuring quality measurement of the selected results and indicators.
- Choose and implement a common platform for digitalised monitoring and evaluation across SF's three regions.
- Re-enforce the "Learning" aspect of PMEAL, to enhance continuous learning and innovation across SF, among partners, communities, as well as the general public in Norway and the South.
- Ensure that evaluations are relevant and of good quality, and that they are conducted in a way that contributes to learning and further development for SF and stakeholders.
- Foster strategic capacity building and competence development plans.
- Ensure that SF's results are used to inform programme development, planning and communication.
- Contribute to evidence-based advocacy in Norway and in the South.

Strategic Role 2: Influencing Public Opinion and Government Policy by Raising Awareness on the Issues of Global Poverty and Injustice

In line with the SDGs, SF recognises the interconnectedness of our world and need for global partnerships across regions and sectors. We believe that the root causes of global poverty and injustice call for a global solution. As some of the root causes of global poverty lie in the global North, they are beyond the scope of the Global South. Consequently, it is becoming increasingly important to mobilise individuals, communities and Governments for more solidarity with the poor and marginalised in the fight against poverty.

Identifying with the plight of the poor and acting upon our common challenges in solidarity with the global South is intrinsically linked to having an informed public in the global North that is aware of how they can play a part in poverty eradication. SF is convinced that having an informed public is the most effective way to hold the Governments in the global North conscious and accountable about the challenges faced by our target groups.

Both in Norway and in our countries of operation, SF aims at informing and actively involving the public in effective joint action towards poverty eradication. We aim to contribute to agenda setting and public involvement through school visits, through our own communication channels and through awareness raising of important issues in the media. The role of youth in this cannot be over-emphasised. SF's exchange programme, *Act Now*, for youth aged 18-25, is an important channel through which awareness is raised on the issues of global poverty and injustice. Moreover, SF's youth organization *RE:ACT* has been steadily growing in numbers and activities and is considered an important partner for SF in our advocacy efforts. In this strategic period, SF aims to strengthen the partnership between SF, *Act Now* and *RE:ACT* through joint advocacy campaigning.

SF also seeks to strengthen civil society by capacitating and facilitating our partner networks to influence duty bearers and shape government policy and practices through advocacy. Building the capacity of partner organisations to undertake such advocacy in our intervention countries is therefore a crucial component of SF's work.

Moreover, SF also seeks to conduct direct advocacy in Norway and internationally for poverty eradication. To this end SF seeks to maintain and reinforce our role in strategic thematic networks to strengthen our joint potential for advocacy. Norwegian NGO networks and the EU-CORD Advocacy Group are important forums to achieve this. To facilitate our advocacy work, SF will also work through our networks to link our programmes with research institutions to support evidence-based advocacy and identify best practices for dissemination and programme improvement.

Strategic Role 3: Making Available New Funds and Resources for our Programme Operations

A key task in this strategic period is to secure stable and predictable funding for our programme operations.

The Norad framework agreement and our private donors are the two pillars in the funding of SF's development operations, and they are invariably interdependent. Our long-term agreements with Norad are crucial for the quality stamp of our work that gives us trust among our private and corporate donors. On the other hand, SF's legitimacy as a Norad partner is largely dependent on our donor base in Norway. It is crucial that SF finds a balance between the two, where our own organizational identity shines through.

Contrary to most public and institutional funding, a substantial part of the funds raised from private and corporate donors in Norway are not earmarked. Whilst institutional fundraising is becoming an expanding funding source for SF, this often entails short or medium-term programme contracts that poses a challenge for our long-term development programming. Therefore, the need for a stable and predictable level of non-earmarked funding is increasingly important and this will continue to be an organisational priority in this Strategic Period.

Thus, upholding a good relationship with Norad, maintaining private donations at today's level whilst striving for an increase in our number of **fixed term donors** and institutional donations will be SF's main focus areas in fundraising. In a rapidly changing market, innovations and the testing of new approaches will be of high priority.

The Private Market in Norway

Fixed term donors

Private fixed term donors give non-earmarked funds which affords SF significant flexibility in how to spend this money. SF experiences high competition in the fixed term donor market; a market which currently is dominated by large, international organisations with significant marketing budgets.

In an effort to overcome this, SF will focus on differentiating our concepts for fixed term donors to a larger extent, and test and evaluate the effect of the different concepts towards different donor groups. We strive for evidence-based fundraising as we pursue the most efficient methods in our long-term efforts of strengthening SF's brand image. Since face to face recruitment has recently been the far most effective way of fixed term donor recruitment, SF will continue to pilot this under continuous evaluation.

SF believes the rapid changes in the donor market will continue, as the life-long sponsor motivated by duty is becoming replaced by the younger generation, who is more ad hoc oriented, also in their patterns for supporting good causes. The Internet is the most used donor recruitment channel, followed by social media, email and face to face recruitment. As competition is becoming tougher and technology develops rapidly, the winners in the market will be the organisations that are best prepared for the reality we will meet tomorrow. **SF intends to shift from fixed term donor recruitment in traditional areas to systematically exploring new channels for recruitment using digital campaign strategy in social media and on digital platforms.** We will use results from this to maximise our success rate and efficiency in our efforts to continue the trend with an increase in new fixed term donors every year. Indeed, integrating innovation in our day to day fundraising and testing new and existing approaches will be central in enabling us to find the best solutions, capitalise on what is successful and change what does not work, in an effort to reach our goals in the donor market.

Our eagerness to get new donors onboard must not lead us to forget the maybe most important guarantors for the funding of Strømme Foundation's programmes – those who are our regular donors today. In this strategic period, it is also a priority to find the best ways of communicating with the fixed term donors who are already onboard, so their support to SF becomes lifelong. This is one of the key issues in cost effective donor communication.

From Major Donors to Foundations

When Strømme Business Partner was introduced in 2004, it was an innovative approach to business partnership and had very good results for some years. However, the market has changed since then, and the costs of recruiting new companies and schools are high, with the potential for growth limited. Therefore, SF has decided to focus on maintaining today's portfolio of activities and supportive partners during the strategic period.

Special priority will be accorded to pursuing foundations and trust funds in addition to the private donor market. Donations from foundations and trust funds have been an increasing source of funding for Norwegian organisations and SF has been among the most successful actors at networking with key individuals in these areas. The network we have built clearly gives us a potential for further growth in these areas, which will be central in our fundraising efforts in this strategic period.

1) The Institutional Market

Institutional grants provide a steadily increasing source of funding for SF's programme operations and SF continues to establish strategic alliances with development agencies and like-minded organisations in

Scandinavia, Europe and globally. SF will pursue a strategy of multi-year partnerships and diversification in order to engage new partners, including the private sector.

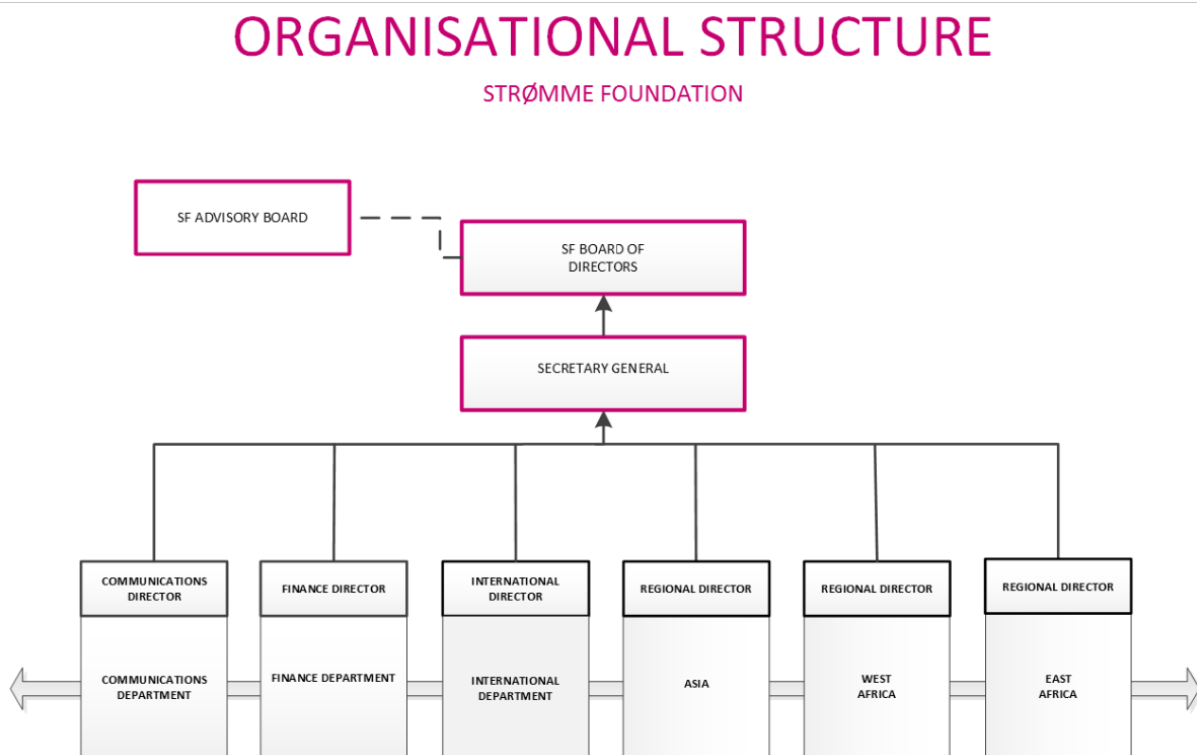
SF will continue to participate actively in the EU-CORD^[1] network, through which several strategic alliances with European organizations have been established and through which professional dialogue, joint implementation and fundraising potential are strengthened.

SF will also continue to engage with large NGOs through consortia, in order to specifically target bilateral and multilateral funding agencies and relevant Foundations. As far as possible, SF will commission independent 'impact studies' of successful programmes to map and demonstrate their long-term and sustainable results, and to facilitate scale-up and replication. Partnerships with international research centres and academia will be explored to better measure and publicise results.

Finally, SF will pay increased attention to the potential of decentralised resource mobilisation, not only as a source of funding but as an important contributor to stakeholder ownership of development interventions and sustainability of project results. Local resource mobilisation could entail leveraging resources from local communities, the private sector, decentralised government budgets, national and international NGOs, and UN and international organisations and development partners active in the relevant areas.

Strategic Role 4: Running an Efficient and Effective Organisation

In order to effectively implement SF's Strategic Plan and maximise the impact on our target groups, SF must run an efficient and effective organisation, which entails having a well-planned organisational structure and a well-integrated risk analysis. SF has a decentralised organisational structure, meaning the Regional Directors are included in the overall Leadership Team of SF on the same terms as the rest of the management. The Secretary General (SG) is the overall leader responsible for managing SF worldwide. SG has the responsibility to operationalise SF's Strategic Plan, in collaboration with the Leadership Team, based on policies and principles, which are approved by SF's Board of Directors. SF's organisational structure can be illustrated in the following way:



^[1] European Christian Organisations in Relief and Development

SF believes all parts of our organisation will be strengthened through an emphasis on proper internal controls, focus, simplification and standardisation. We have implemented various measures that will strengthen the internal controls and standardised processes and concepts, which in turn will reduce waste and improve quality. In preparation of this five-year period, SF has enhanced our geographical and thematical focus and reinforced the focus on our core business, resulting in more efficient use of resources and focus on what we do best. We continue to strive for greater focus on capacity building at each level of the operational model - at the community/target group level, partner level, Regional Office level, and at the Kristiansand Office level, in order to strengthen impact at all levels in the fight against poverty.

SF World Map – Countries of Intervention

