

Overall goals



**Fight  
poverty**



**Promote  
justice**



**Share  
faith**

# Global strategy

## 2020–2024 (Short version)

**On earth as in heaven**

## Our global strategy describes who we are, how we work and what we aim to achieve. This short version will give you a brief summary of Mission Alliance and our priorities moving forward.

### Who we are

Mission Alliance is an interdenominational diaconal mission organization that consists of a broad alliance of individuals, groups, churches, external organizations and international partners.

The organization supports comprehensive and diverse work in Africa, Asia, and Latin America. Mission Alliance was established in 1901 and is now one of Norway's largest mission organizations regarding international reach and overseas activities.

### OUR STRATEGY IS TO BUILD A STRONG ALLIANCE AGAINST INJUSTICE.

Mission Alliance's identity and work is expressed through its name; Mission Alliance is a part of God's worldwide church and we have a special calling to diaconia. Diaconia is not primarily an activity or a project related to church or mission work, but a lifestyle Jesus has chosen for his followers. Diaconal service is an expression of gratitude for God's love to us. By practicing a diaconal lifestyle we build the kingdom of God in the present. We also believe that diaconal work gives hope and points ahead to when all suffering and injustice will end. Diaconia is a calling to serve the poor, the marginalized and the vulnerable in society, including children, people with disabilities, women and minorities.

### How we will achieve our mission in the strategy period

Mission Alliance is part of the global agenda to achieve the Sustainable Development goals (SDGs). We will use our resources and position to actively contribute to the ambitions set forth in the SDGs. All of Mission Alliance's work contributes to SDG 1, which is to end poverty in all its forms and to create a sustainable and inclusive society by 2030.

Our three strategic assignments:



#### Community development:

We will build resilient and inclusive communities with the capacity to claim their rights, build effective and accountable organizations and sustain their own future.



#### Work and income:

We will provide financial and value-creating resources for individuals, communities, banks and businesses to promote sustainable economic growth, full and productive employment, dignified work for all and a lasting social impact.



#### Mobilization for justice:

We will mobilize individuals, families, churches and other supporters to be change agents fighting poverty and promoting justice locally and internationally.

The strategic assignments use different approaches, but they all contribute to Mission Alliances' overall goals of fighting poverty, promoting justice and sharing faith.



Vision:

# On earth as in heaven



Mission:

## Fostering dignity in an unjust world

## Core values:

Our core values support our vision, shape our culture, reflect what we value and inspire us to action.



### Present

The concept of “present” means that we would like to be close to our target groups and allies. In practice this means that we want our work to be locally anchored. “Present” also reflect that we want to live closely with Jesus.



### Competent

By “competent” we mean that we will strive to stay professionally up to date, be creative and continuously develop our capacities. When working with the target groups and allies, we strive to be trustworthy, professional and willing to learn.



### Brave

By “brave” we mean that we will stand up for the poor and the marginalized and advocate for social justice. This means that we challenge power structures that oppress people. We want to be an organization that is willing to change and bravely dares to trust in God’s guidance.

**WE AIM TO INCLUDE VULNERABLE GROUPS AND EMPLOY VALUE-BASED LEADERSHIP IN ALL OUR WORK.**

## Means to achieve the strategy

### 1. Building the alliance in Norway



The strategic assignment of “Mobilizing for Justice” depends on our ability to build a strong alliance for justice in our own country. SDG 17

highlights the importance of collaboration to achieve the ambitions in the development agenda. Hence, Mission Alliance will challenge organizations, churches, schools, individuals, impact investors and various types of support groups to be allies of Mission Alliance and become advocates for the vulnerable, poor and marginalized people in our project countries.

### 3. Building the alliance with churches in cooperating countries



Mission Alliance is part of God’s Church and as such Christian churches are our natural allies. In our community development work, we engage

churches in community action to fight poverty, promote justice and share faith. We invite the churches to rediscover their diaconal calling, we promote unity and fellowship to all churches, and we strengthen the ability to dialogue and relate to others in civil society and the public sphere.

### 2. Building the alliance in the program countries



Mission Alliances country offices have a central role in building alliances in our program countries.

We share human resources across country offices and work together to find synergies where possible.

We also build strong and lasting relations with organizations and authorities in the areas where we work.

We employ new models for cooperation in order to strengthen our advocacy efforts, ensure efficient use of resources and increase our positive impact on local communities.

### 4. Building the alliance internationally



Mission Alliance will prioritize membership in international networks where we

can actively participate and follow up initiatives that are relevant for our strategic assignments and our internal learning.

## Communicating for involvement

The overall message of our communication strategy can be summarized as:

**Allied against injustice.**

We will renew the way we profile Mission Alliance and communicate our work.

Our message will be clearer, we will be more courageous in communicating the reality of poor and marginalized groups, and we will “shout louder” to attract attention about this reality. In all our communication we will encourage and direct people on how to get involved and become an ally of Mission Alliance, fighting poverty, promoting justice and sharing faith in our Creator who says that all people have equal worth.

## Raising funds to finance the strategy



In 2024 Mission Alliance aims to achieve an ambitious increase of 45 million NOK in yearly income compared to 2019. Mission Alliance will maintain and protect our independence, integrity and character in all fundraising efforts.

Mission Alliance will continue to be a cost-efficient organization with a focus on our international impact.

### BEING RESPONSIBLE STEWARDS WHEN IT COMES TO FINANCIAL SPENDING IS PART OF WHO WE ARE.

Being responsible stewards when it comes to financial spending is part of who we are. However, a focus on low administrative costs should not prevent us from being innovative, pro-

gressive and brave or from making the necessary investments for the development of the organization. By 2024 we aim to establish administration costs at 4% and fundraising percentage at 82%.



Mission Alliance wants to be a reliable and preferred organization for our public and private donors. In the coming strategy period Mission Alliance will work strategically to seek more funding from institutional and public sources. To ensure independence and the ability to act in accordance with our mandate and targets, we believe that the organization needs to have a sound balance between public and private funding, and that institutional and public fund-

ing should preferably constitute no more than 50% of our total income. Realizing the need for an increased percentage of **non-ear-marked funding** will therefore be prioritized throughout the entire strategy period.



In order to secure stable, diversified, and dependable funding for our work during the strategy period, Mission Alliance will be financed through a diverse set of donors.



## Building organizational competence and maximizing our efficiency

In order to fulfill our strategy and make solid, sustainable changes among our target group, we will increase our capacity and competence, and continually improve the way that we work.

The next few years will see a focus on building competence and capacity to create positive change, improve internal and external cooperation, ensure learning across the entire organization, improve our ability to adapt and our ability to fight corruption.

## Geographical priorities



### Community Development

Mission Alliance is set up in a way that facilitates the expansion of partners and projects. In the new strategy period, we are planning to start working in one or two new countries.



### AMAS

AMAS has over 20 years working experience with SME/microfinance in Latin America, Africa and Asia. In determining countries of interest for new investments and operations, AMAS has combined this experience with a desktop-analysis of each region according to a vast set of variables. Determining target countries is based on criteria that offers diversification of risk while targeting un-saturated markets, often in less-developed countries.



### Business for Development

Business for Development is a new initiative by Mission Alliance that was officially launched in 2020 but began on-the-ground activities in 2019 through a pilot project. BfD will launch its implementation in Cambodia. As soon as a proven track record is established in Cambodia, possible expansion to two other countries will be explored in the strategy period.