

# **Global Strategy Mission Alliance 2020–2024**

**On earth as in heaven**

# Content

<b>1. Who we are</b> .....	<b>3</b>
<b>2. How we will achieve our mission in the strategy period</b> .....	<b>4</b>
<b>2.1. Community development</b> .....	<b>4</b>
<b>FIVE-YEAR GOALS FOR OUR COMMUNITY DEVELOPMENT PROJECTS:</b> .....	<b>5</b>
<b>2.2. Work and income</b> .....	<b>6</b>
2.2.1. Microfinance .....	6
<b>FIVE-YEAR GOALS FOR OUR MICROFINANCE WORK:</b> .....	<b>6</b>
2.2.2. Business for Development (BfD) .....	7
<b>FIVE-YEAR GOALS FOR BUSINESS FOR DEVELOPMENT (BFD)</b> .....	<b>8</b>
2.2.3. Community development for work and income .....	8
<b>2.3. Mobilizing for justice</b> .....	<b>8</b>
<b>FIVE-YEAR GOALS FOR OUR WORK ON MOBILIZATION FOR JUSTICE</b> .....	<b>8</b>
<b>3. Means to achieve the strategy</b> .....	<b>9</b>
<b>3.1. Building the alliance</b> .....	<b>9</b>
3.1.1. Building the alliance in Norway .....	9
<b>FIVE-YEAR GOALS FOR OUR WORK ON BUILDING THE ALLIANCE IN NORWAY</b> .....	<b>9</b>
3.1.2. Building the alliance in the program countries .....	9
<b>FIVE-YEAR GOALS FOR BUILDING THE ALLIANCE IN OUR PROGRAM COUNTRIES</b> .....	<b>9</b>
3.1.3. Building the alliance with churches in cooperating countries .....	10
3.1.4. Building the alliance internationally .....	10
<b>3.2. Communicating for involvement</b> .....	<b>10</b>
<b>FIVE-YEAR GOALS FOR OUR COMMUNICATION WORK</b> .....	<b>10</b>
<b>3.3 Raising funds to finance the strategy</b> .....	<b>11</b>
3.3.1 Individual donors .....	11
3.3.2 Strategic allies .....	11
3.3.3 Testamentary gifts .....	12
3.3.4. Institutional donors .....	12
3.3.5. Income from impact investment fund and Business for Development .....	12
<b>3.4. Building organizational competence and maximizing our efficiency</b> .....	<b>12</b>
<b>FIVE-YEAR PRIORITIES IN OUR RESOURCE MANAGEMENT:</b> .....	<b>12</b>
<b>4. Geographical priorities</b> .....	<b>14</b>
<b>4.1. Community Development</b> .....	<b>14</b>
<b>4.2. AMAS</b> .....	<b>14</b>
<b>4.3. Business for Development</b> .....	<b>14</b>

# 1. 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.

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. Our strategy is to build a strong alliance against injustice.

Vision:

**On earth as in heaven**

Mission:

**Fostering dignity in an unjust world**

Overall goals:

**Fight poverty Promote justice Share faith**

Core Values:

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

**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.

## 2. 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.

**Mission Alliances' three strategic assignments are:**



**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. We aim to include vulnerable groups and employ value-based leadership in all our work.

### 2.1. Community development

Mission Alliance will build resilient and inclusive communities with the capacity to claim their rights, build effective and accountable organizations and sustain their own future. This goal is closely linked to SDG 16.

#### How to

Mission Alliance uses an integrated and holistic community development approach to reach the overall goal stated above. We define community development as an approach based on empowerment, the recognition of human rights, inclusion, social justice, self-determination and collective action. Community development regards community members as experts in their own lives and communities, and values community culture, worldview, assets, knowledge and wisdom. As a Christian and diaconal organization, we believe it is important not only to anchor community development in development theory and practice, but also in Christian principles such as justice, human dignity and creation care. This leads us to focus on rights, participation, gender equality, disability inclusion and climate justice in the projects we support and to target poor and marginalized communities and vulnerable groups in society such as children, women, ethnic minorities and people with disabilities.

Mission Alliance works through partners, particularly local non-governmental organizations (NGOs) with similar values and strategies as Mission Alliance, and we regard churches as our natural allies.



## **FIVE-YEAR GOALS FOR OUR COMMUNITY DEVELOPMENT PROJECTS:**

- 1. Communities mobilize and organize pro-poor development initiatives in an accountable way.** When a community has the collective ability to organize and mobilize human and financial resources/non-financial resources, it stands much stronger in the fight against poverty, injustice and climate change. The community can identify their assets and their challenges themselves, and what they want for their own development. When the local organizations function well and represent the inhabitants' needs and aspirations in this way, they are an essential part of the grassroots democracy and are vital in ensuring that local development initiatives are sustained after support from Mission Alliance ends. This is why we regard the building and strengthening of communities' capacities to organize and mobilize as a cornerstone for community development.
- 2. Communities claim their rights and work in partnership with public and private sector institutions.** In many of Mission Alliances' cooperation countries basic rights are not being fulfilled. Mission Alliance does not participate in overtaking the duty bearer's role (often local governments) in fulfilling such rights but instead strengthens the local community's position to claim their rights and the duty bearer's capacity to deliver. In many societies there is also a lack of understanding and cooperation between communities and public and private sector institutions. Mission Alliance works to encourage and strengthen cooperation and partnership between communities and other relevant stakeholders.

It is part of Mission Alliance's Theory of Change that a community's increased capacity to organize and to claim their rights will lead to improved human development. Access to basic social services, good health and quality education (SDG 1, 3, 4) is central to human development. Mission Alliance will therefore monitor indicators related to these SDGs.
- 3. Communities are more resilient to climate change.** The negative effects of climate change are increasing and those most exposed to climate change are poor communities. Mission Alliance cooperates with some of the most affected and vulnerable countries in the world and it is our experience that in order to build sustainable communities, we must address and develop their resilience to climate change. Many communities are already reporting on the effect that climate change has had on their health and livelihood. Climate change is a crosscutting issue in all of Mission Alliances' supported projects, and together with the community, we want to strengthen their knowledge and awareness and their ability to adapt to, prepare, act and mitigate the negative effects of climate change. In our projects we will support climate smart agriculture, inclusive emergency plans and diversified income sources among other things.
- 4. Marginalized and vulnerable groups are protected, included, and empowered.** Mission Alliance, with its diaconal identity, will contribute to inclusion, protection and empowerment of marginalized and vulnerable groups in local communities. Inequality, discrimination and marginalization hurts the people involved (e.g. people with disabilities, children, minorities, women), hinders economic and social development, and is unjust. Mission Alliance works to reduce discrimination and improve the status of marginalized and vulnerable groups by having gender equality and disability inclusion as crosscutting issues, working with a rights-based approach, encouraging advocacy and strengthening partnerships between communities and public and private institutions. In our projects we will focus on removing barriers to inclusion and equality, increasing the number of women in leadership positions, working against violence and towards inclusive societies and safeguarding the rights of children and minorities.



## 2.2. Work and income

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

### 2.2.1. Microfinance

(managed by Alliance Microfinance AS)

#### How to

Alliance Microfinance AS (AMAS) is a limited liability company fully owned by Mission Alliance. Mission Alliance will continue to support the development of AMAS to become the leading, private impact investment company in Norway. This will be achieved through the establishment of a new investment vehicle where investors from the public and private sector will be invited, as well as through funds from divested legacy institutions in Mission Alliance.

AMAS will continue to manage existing legacy institutions according to best market standards and in line with Mission Alliance's diaconal identity.

#### The objectives of AMAS are to

- Provide capital in markets where limited access to credit hinders economic growth, creation of jobs and an increased standard of living
- Help institutions to professionalize their credit processes and to target the right segments
- Provide the institutions' customers with partnerships and knowledge alongside capital
- Create financial returns through the development and improvement of financial institutions, benefiting both customers and owners

AMAS will empower local business owners in developing countries by giving access to loans, savings, insurance and other financial services.

### FIVE-YEAR GOALS FOR OUR MICROFINANCE WORK:

1. Improve the livelihoods of clients
2. Stimulate employment by empowering local businesses
3. Help local businesses, farmers, entrepreneurs, micro enterprises, etc. grow to become sustainable and profitable

#### Our strategic pillars are:

- Management of legacy institutions: Manage ownership in existing banks and microfinance institutions within Mission Alliance
- Strategic partnerships: Find and develop relations with relevant partners (MVI/MFIs) to improve our microfinance institutions and bank services.
- Establish a new investment vehicle: Raise funds for new investments to increase our footprint/scale (new countries and markets) and to generate income for management companies.

## 2.2.2. Business for Development (BfD)

Business for Development will create dignified jobs and have a sustainable impact in peoples' lives through holistic engagement in enterprises and their value chains.

Enterprise owners and related stakeholders will be empowered to create dignified jobs. Thereby increase the opportunities and improve the standard of living of employees and their families through access to market and economic growth. The enterprises involved will be scalable and market-driven, creating financial value for their investors through profitable expansion.

BfD differs from AMAS (microfinance) in that it will facilitate impact investments in industrial- and service enterprises (non-financial businesses), actively involving the investee in realizing synergies, promoting fair pricing and creating justice in the investee's value chain(s).

An impact measurement and monitoring system will be developed for all investees through which benchmarking data will be collected to prove, correct and improve performance over time.

We will promote human equality and Christian values through active involvement in the enterprises and create space and opportunities for holistic mentoring of employees and other stakeholders.

BfD will be organized as a separate unit in Mission Alliance, consisting of four main strategic objectives and related processes:

- **To engage in relevant enterprises**, local BfD representatives will identify, mature and present business cases and facilitate financial investments and exits when due.
- **To meet financial needs in the enterprises**, Norwegian and regional financial investors will be invited through the appropriate legal structures to invest in suitable business cases in selected places. The legal structures must facilitate risk diversification and return on financial investments to the expectations agreed.
- **To meet human capacity needs in enterprises**, Mission Alliance will facilitate access to an eco-system ('Mission Alliance Academy') to provide entrepreneurs and their businesses with a variety of competency development programs. The 'Mission Alliance Academy' is aimed to become:
  - A formally registered, self-sustaining business, creating tangible financial profit over time
  - A pipeline for potential business cases subject to investment
  - A recognized vehicle for provision of programs within leadership, various business topics, entrepreneurship, innovation, organizational development, coaching, mentoring etc. through the local eco-system on the ground
  - A promotion and visibility vehicle for the Mission Alliance BfD work
  - A replicable business model for geographical expansion
- **To actively steward the enterprises**, BfD representatives will co-govern the investee through local presence and formal interrelations with the business stakeholders and in close cooperation with the BfD-team in Norway.

## FIVE-YEAR GOALS FOR BUSINESS FOR DEVELOPMENT (BFD)

1. **Establish sustainable legal structure(s)** that facilitate financial investments and returns by Norwegian and international investors in selected business cases in the development world
2. **Establish funding mechanisms** that sustainably carry the administrative cost of resources allocated to the BfD arm within Mission Alliance
3. **Recruit and invest in a portfolio** of committed and successful enterprises in Cambodia and two other countries.
4. **Build an eco-system of partners** and resources capable of providing requested support to relevant local enterprises
5. **Establish a financially sustainable 'Mission Alliance Academy'** providing relevant competence development and training through on-the-ground programs and digitized competency programs to support, nurture and facilitate stewardship of businesses in the development countries where BfD is operating.

### 2.2.3. Community development for work and income

(managed by the International Department in Mission Alliance)

Mission Alliance also contributes to the goals set in the strategic assignment of work and Income through our community development projects. Stable employment, income and access to capital are essential in fighting poverty.

Mission Alliances' cooperation countries have a large informal sector, high unemployment and underemployment rates, young populations and low access to capital for local villagers. Therefore, Mission Alliance will focus on building capacities to facilitate access to employment for youth and women in particular, strengthen farmer and community organizations, e.g. their production and access to markets, provide technical and entrepreneurial training and facilitate access to capital



## 2.3. Mobilizing for justice

Allies in Norway will have a solid and applicable knowledge of injustice in the world and become change agents fighting poverty and promoting justice locally and internationally.

In all our efforts to create awareness of global injustice and poverty, we will inspire action and focus on how our allies in Norway can make a change. We believe in the power of prayer and we encourage individuals and groups to pray for our work.

## FIVE-YEAR GOALS FOR OUR WORK ON MOBILIZATION FOR JUSTICE

1. Mission Alliances' allies are aware of the impact of their actions and **committed to changing their lifestyle.**
2. **Become a leading voice** and reference in the public conversation in Norway within our areas of expertise.
3. Develop a broad **ecumenical movement** for justice that mobilizes individuals and groups who pursue political influence.
4. **Establish a Mission Alliance think tank** or collaborate with an existing think tank, to contribute to the development of ideas and actions that promote global justice.
5. **Be better able to see opportunities and trends in our society** - and discover how our lives in Norway are connected to the lives of our target groups.
6. Take responsibility and provide ideas for **climate-friendly and sustainable consumption.**
7. **Encourage individuals to pray** for Mission Alliance and its allies, and actively support those who pray with regular updates on prayer requests.



# 3. Means to achieve the strategy

## 3.1. Building the alliance

### 3.1.1. 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.

Mission Alliance will challenge more individuals to become our allies by inviting people to pray, donate, become sponsors or sign up as regular donors.

Organizations, churches, schools, groups, impact investors, and mid- and major donors will be encouraged to become strategic allies with Mission Alliance, our work, programs and projects. Mission Alliance will maintain an executing role in the collaboration, providing a sustainable way to shape and accelerate interest and activity in Norway on behalf of vulnerable, poor and marginalized people in our project countries.

#### FIVE-YEAR GOALS FOR OUR WORK ON BUILDING THE ALLIANCE IN NORWAY

1. Become the **most relevant partner for diaconal mission** for churches, organizations, impact investors and other institutions.
2. Become the preferred choice among **Norwegian Christian loyal donors of diaconal mission activities**.
3. Develop cooperation with more churches in Norway, especially the Church of Norway, and contribute to a stronger missional identity and **deeper involvement in global mission work**.
4. **Expand our cooperation with schools**, preferably with schools that have international development as part of their curriculum.
5. Develop strategic partnerships for **improvement of microfinance institutions**
6. Develop strategic partnerships within the **MIV (microfinance funding) market**
7. **Build a network of financial impact investors** to invest in the BfD program and partake in holistic value chain development.
8. **Continue to be the preferred choice** among loyal donors of Christian child sponsorship programs.

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

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

#### FIVE-YEAR GOALS FOR BUILDING THE ALLIANCE IN OUR PROGRAM COUNTRIES

1. Actively seeking cooperation with NGOs working in the same geographical area as Mission Alliance partners.
2. Seeking collaboration with the designated duty bearers together with our partners to guarantee project sustainability. In many cases these are the local, provincial and national government.
3. Initiating regular meetings between Mission Alliance partners to share, learn and support one another.
4. Strengthening advocacy work, efficient use of resources and work for a wider impact of interventions through new cooperation models.

5. Cooperating with other Integral and EU Cord members; Mission Alliance will actively seek possibilities of co-financing partners and projects, share information regarding partners and look for opportunities to build staff competency on a country level.
6. Cooperating and maintaining close business relations with local and regional networks and businesses providing competency development, innovation, coaching and mentoring to support and develop investment cases within Business for Development.
7. Building cooperation between AMAS, Business for development and Community Development; sharing human resources at the Country Office; working together for synergies where possible.

### 3.1.3. 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.

### 3.1.4. 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.

## 3.2. 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.

## FIVE-YEAR GOALS FOR OUR COMMUNICATION WORK

1. **From analog to digital communication:** Through digital channels, we will reach more potential allies and increasingly maintain the relationship with our allies.
2. **A consistent and clear graphic profile:** Our graphic profile will characterize all visual communication surfaces, channels, concepts and campaigns where Mission Alliance is the sender and clarify Mission Alliance as a brand.
3. **Concentration on the brand "Misjonsalliansen" (Mission Alliance) as our foremost brand.** Various other sub brands and concepts should be withdrawn or discontinued.
4. **Use knowledge and communication in working with the future donor concept:** We will use up-to-date and available knowledge about effective fundraising, have a knowledge-based approach in meeting both potential and established allies, and prioritize resources for research and testing before launching new solutions full scale.
5. **Effective campaigns with strong messages for fundraising and donations:** We will launch a series of campaigns with strong messages for fundraising. The campaigns will make it easy to become allies, with the option of giving spontaneous gifts or signing up as a sponsor or a regular donor. These effective fundraising campaigns will primarily provide more donations and allies, but will also help to actualize Mission Alliance, by building visibility and pride among established allies.
6. **Active and visible through editorial media:** We will engage in relevant social debates in Norway to mobilize as much effort as possible.

## 3.3 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. However, a focus on low administrative costs should not prevent us from being innovative, progressive 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%, measured in accordance with the rules and regulations set forth by The Norwegian Control Committee for Fundraising (Innsamlingskontrollen).

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 funding should preferably constitute no more than 50% of our total income. Realizing the need for an increased percentage of non-earmarked 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 the following sources:

### 3.3.1 Individual donors

#### Individual contributions

Mission Alliance wants to increase the likelihood of receiving individual contributions. Making single donations to Mission Alliance should be simple. Individual contributions will be an important tool for securing increased revenue, and are essential for establishing contact with new allies. To achieve growth, Mission Alliance will launch a series of bold campaigns to get people to give their first gift.

#### Child sponsorship program

Child sponsorship is the backbone of income from individual donors. However, the product has lost a significant number of donors in the last few years. We want to maintain today's income level by stabilizing this decrease, and gradually complement the program with new and innovative programs. The product in itself will be simplified, improved and modernized during the strategy period.

#### Loyal donors

We will develop a new regular donor product of unrestricted funds. The product will be based on a digital donor journey and will offer the choice of information about community development, work and income or both. Other regular donor products will be discontinued and integrated into this product. The product should have a profile that makes it natural for experienced donors to change from child sponsorship to regular donors after a few years, but it should also appeal to brand new regular donors.

### 3.3.2 Strategic allies

Strategic allies are defined as individuals, or groups of individuals, who wish to be allied with the Mission Alliance by donating a large sum on a one-off basis or by donating regularly for a

fixed period. Mid- or major individual donors, churches, associations, businesses or other development actors are examples of strategic allies. Strategic allies will be offered an individual follow-up plan and their own contact person at Mission Alliance. Depending on the agreement and follow-up plan, strategic allies will be offered pre-defined concepts, written reporting, follow-up meetings, films, events and project visits.

### 3.3.3. Testamentary gifts

Even though there's currently no program dedicated to testamentary gifts, Mission Alliance is given a significant number of these each year. We will implement a program to increase donations from testamentary gifts in the coming years.

### 3.3.4. Institutional donors

Mission Alliance receives funding from Digni. Digni has a 5-year framework agreement (until April 2023) with Norad's Civil Society Department. Mission Alliance will continue to apply for funding from Digni. Business for Development and AMAS will apply for funding from Norad and Norfund. Mission Alliance will explore the possibility of applying for funding from other institutions during the strategy period.

### 3.3.5. Income from impact investment fund and Business for Development

We aim to establish a dividend and fee mechanism that will cover an increasingly larger part of the operational costs related to microfinance and Business for Development.

## 3.4. 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 General Secretary is responsible for leading and developing Mission Alliance's efforts and resource management in accordance with the strategy, and abiding with the by-laws, regulations and principles approved by the board of directors and advisory council.

### FIVE-YEAR PRIORITIES IN OUR RESOURCE MANAGEMENT:

- 1. Competence:** Mission Alliance will attract, and promote the development of, motivated and dedicated employees with relevant competence and a cooperative spirit. We will empower all staff to contribute in executing our strategy. We prioritize building competence related to our core focus areas, while working together with other actors for the fulfillment of more general tasks. We will use the "Value Based Leadership" model as a platform for leadership development, and continuously develop the professional skills of our employees. We will strengthen our diaconal understanding and practices in regard to community development, microfinance, Business for Development and fundraising.
- 2. Capacity:** Mission Alliance will continue our model of a lean organizational structure in Norway with key personnel based in the countries where we are working, and close collaboration across different locations. The country offices will be staffed with key personnel working with community development projects, communication to Norway, microfinance, and Business for Development where applicable. We plan to grow our scope of work, in terms of growth within our

existing project countries, the introduction of new project countries, and the introduction of new thematic areas. We aim to have sufficient staff for the new ambitions in this strategy.

- 3. Collaboration:** We will evaluate the methods and procedures currently used in the cooperating countries and at our headquarters in Oslo; we will optimize these structures to better utilize the organization's resources and competence. Standardized processes will contribute to shared competence across all country offices and between the headquarters and country offices. In order for country offices to inspire and learn from one another, we will develop a plan for study tours, peer reviews and peer evaluations between country offices in the coming strategy period.

Mission Alliance will strengthen collaboration between different departments in the organization. In particular, we will strengthen our ability to collaborate in gathering information on existing and potential allies in Norway. Furthermore, we will ensure that the quality of communication between the international department with the country offices, and the information department and the marketing department, is improved and streamlined.

During this period, we plan to co-locate the Oslo staff with other organizations. This represents an opportunity to be in an environment of other likeminded and competent development actors and to benefit from cooperation with each other. Mission Alliance will explore, develop and implement a regional cooperation model in Latin America in order to use resources efficiently, share knowledge and improve the quality of work.

Mission Alliance will be organized as a group with subsidiaries. To ensure good governance and mainstreaming across the group, we will establish a group management team with the collective responsibility of safeguarding the groups' interests and ensuring that the General Secretary has the best possible basis for making decisions and presenting cases to the board.

- 4. Learning:** We will continuously work to improve our organization and programs, implementing new solutions based on our and other organization's experience, and performing evaluations of our work. We will develop systems for sharing and learning between staff in all the countries where we work.

Mission Alliance will facilitate the movement of local, country office staff from one country office to another on either a short or long-term basis, depending on the need. Local staff have a continuity and professional knowledge that other country offices might need. Giving the organization a more flexible human resource pool will:

- Facilitate organizational learning and culture
- Be an efficient use of resources
- Offer interesting learning opportunities
- Give continuity to the country office and assistance when workloads are heavy

Mission Alliance will continue to arrange leadership conferences for country directors and country office staff and partners. These gatherings contribute to learning and sharing, and Mission Alliance would like to increase their strategic importance within the organization.

- 5. Flexibility:** Mission Alliance strives to be a flexible and agile organization with the ability to adapt to a world that is rapidly changing. We will be technology-oriented, utilizing innovative technology to ensure quality and efficiency in all our projects, implementing digital project management solutions, and contributing to effective communication with all of our allies.

- 6. Preventing corruption:** Many of our partners are located in countries with widespread corruption. We will work continually to strengthen our anti-corruption practices.

# 4. Geographical priorities

## 4.1. 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. We are therefore planning for growth within our community development projects.

Mission Alliance will continue to establish country offices, work through local partners, send missionaries and recruit local staff to the country offices.

For starting up in new countries and for continuing in existing countries, Mission Alliance has a set of assessment criteria. Before each new strategy period, we will assess our current cooperation countries and their development and achievement. From the outset of such an assessment we are not looking to phase out current cooperation countries, however priority will be given to the poorest countries in our portfolio while simultaneously seeking stable development and/or a decrease in funding to the less poor countries. The majority of Mission Alliance cooperating countries are categorized as mid-level human development ranking, low middle-income countries. According to the World Bank, middle income countries are home to 62% of the world's poor. Mission Alliance's strategy in middle income countries is to gear funding towards areas with high incidents of poverty and towards vulnerable and marginalized groups.

## 4.2. 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- with a focus on, but not limited to, Sub-Saharan Africa. Country selection will not be limited to countries where Mission Alliance has a presence or plans to engage in community development projects. However, in countries where both Mission Alliance and AMAS operate in, we will strive to identify opportunities for cooperation.

## 4.3. 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. Countries considered for BfD expansion should be evaluated based on factors like their status as an emerging market, need for and adoptability of job creation, acceptable business risk, solutions for international money transfers, partner cooperation opportunities, and high probability for a successful replication of the Cambodian business models adjusted for national context. Expansion is considered preferable to countries where Mission Alliance is already present with community development projects or plans to establish such projects. However, this is not a definite requirement if other criteria supersede it in creating the desired impact.

**On earth as in heaven**

**Global Strategy  
Mission Alliance  
2020–2024**

**On earth as in heaven**