Global strategy
2015–2020
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Introduction

Diakonia works for a just, equal and sustainable world free from poverty, oppression, inequality and violence. At the center of this work is the Strategy for Change and Rights Based Approach, which embodies Diakonia’s view of how change happens. The results achieved by Diakonia and its partners over the years strengthen the conviction that there is no stronger driver for change than when people know their rights and organize themselves together in order to claim those rights. This belief inspires Diakonia to contribute towards challenging unfair structures that prevent people from living their lives in dignity. Through the empowerment of people living in poverty and marginalization to qualitatively participate in democratic processes as actors in their own right and by challenging duty bearers, real and sustainable changes can be made. Power analysis from an intersectional approach and a focus on gender equality are crucial for obtaining sustainable results. Women and girls are specifically prioritized in all of Diakonia’s work.

Building on the achievements of the previous period, work will be implemented in the current geographic areas and structure, which encompass Head Office, four Regional Offices (RO), 24 Country Offices (CO) and operations in more than 30 countries.

This global strategy is a steering document to guide the work of Diakonia in 2015-2020. It outlines the framework within which Diakonia’s work will be organized and defines the global objectives to be pursued during the period. It will rally all regions and countries around the vision, mission and overall goal, and guide Diakonia in making choices for how to allocate the resources of the organization in the best possible way.

“There is no stronger driver for change than when people know their rights and organize themselves together in order to claim those rights.”
Diakonia’s vision is a just, equal and sustainable world.

Diakonia’s mission and overall goal is to change unfair political, economic, social and cultural structures that generate poverty, inequality, oppression and violence. Diakonia works with the most vulnerable people, local partners and other strategic actors for the fulfillment of the right of all people to live a life in dignity - irrespective of age, class, disability, ethnicity, gender, nationality, political conviction, religion, or sexual orientation and identity.

Diakonia is a Swedish faith-based development organization, rooted in the two Christian denominations the Swedish Alliance Mission and The Uniting Church in Sweden. Diakonia’s vision, mission and goal are based on theological reflection and the universality of human rights.
How Diakonia views the world – global trends

The times we live in are characterized by rapid positive and negative changes at all levels. There have been advances in human development as well as inspiring examples of action by citizens across the globe for fairer, more sustainable development. At the same time there are many challenges, including the persistence of poverty, growing inequality, violence, oppression and disasters in the wake of climate change and other crises. Those who are most affected by these challenges are the most vulnerable, including women and girls.

A number of global trends have been identified that have a bearing on the overall goal and mission of Diakonia. These trends, which are elaborated on below, have been organized as a tree with the main trend as the trunk, while the main driver is the root. The branches represent trend categories.
Economic and technological globalization – the trunk

Globalization is the main global trend and has the biggest impact. Current globalization has inherent power structures that build on a colonial history. Countries are becoming more interdependent, international trade is increasing; multinational companies are growing both in size and reach, and there is a homogenization of product supply. Possibilities and technology for transportation and communication for people, goods and information are evolving. Flights are becoming cheaper and mobile phone penetration is reaching high numbers.

Economic growth paradigm – the root

The economic growth paradigm is identified as the main driver of the other trends. The use of Gross Domestic Product (GDP) as the main measure of development, heavy dependence on consumption to maintain economic growth and disregard for other values such as human rights and social needs give a distorted picture of reality. While many developing countries seem to report growing GDP, there is no correlation for people report growing GDP, there is no correlation for people.

There are local and global problems associated with natural resources. These include human rights abuses and pollution, as well as the global challenges of climate change and the depletion of non-renewable resources. On the one hand there is competition for natural resources between countries, with the risk of armed conflict, and on the other between companies and local populations. There is also competition between “use” and “conservation”.

It is a fact that more resources flow out of developing countries than into them, thus contributing to poverty and inequality.

Social struggles and social transformation

The past decade has witnessed inspiring examples of citizens, including young people and marginalized groups, taking action to demand democratic development and breeds change and the depletion of non-renewable resources. At global level, the increasing due to factors such as climate change, epidemics and global pandemics, violent conflicts and competition for scarce resources.

Multinational corporations and other powerful economic interests contribute to weakening the ability of governments to act effectively.

The global development cooperation landscape

The global development cooperation landscape is changing. “Emerging donors” outside the OECD Development Assistance Committee (DAC) are playing a greater role in development cooperation, giving rise to arrangements such as the South-South Cooperation. The private sector, too, is increasingly becoming a key actor in development. All forms of development cooperation need to ensure sustainability, along with environmental and social protection. However, there is a risk that previous commitments made in the area of aid and development effectiveness may not be fulfilled as the political interest in, and mechanisms for, follow-up have weakened considerably. The lack of commitment and leadership is also visible in global climate change negotiations. Looking ahead, there may also be further challenges in getting actors to agree on new and much needed joint global action, including the post-2015 agenda and securing financing for development priorities.
MARCELINA MELCHIOR ESCOBAR IS STRUGGLING AGAINST PATRIARCHAL STRUCTURES IN GUATEMALA. HERE WITH HER DAUGHTERS RUTH AND SARA AND HER GRANDDAUGHTER WENDY. PHOTO: MARKUS MARCETIC

“Feminization of poverty remains a challenge and women’s economic rights continue to be undermined”
Diakonia’s intervention areas – problem analysis and global objectives

Diakonia exists to make changes to unfair structures that generate poverty, inequality, oppression and violence. These structures are mainly seen at the social, cultural, economic and political levels. The global objectives for this strategy period are organized on this basis around six intervention areas. These are further analyzed and on basis of the contexts in the respective regions and countries, strategic choices are made regarding where and how to intervene more specifically. Diakonia believes that a vibrant and strong civil society is a driver for change. In view of this Diakonia will continue to strengthen the capacity of its partners. This work takes place in areas jointly identified and agreed on, a process which, although supported by Diakonia, is owned by the partners. Gender equality, conflict sensitivity and the environment are the mainstreaming areas that will cut across and permeate all work.
The fulfilment of human rights is a pillar of a democratic society and a requirement if people are to live in dignified circumstances. In the current multipolar world, countries are negotiating in the global arena on basis of their own interests, which tends to affect human rights negatively. It seems easier for governments to sign resolutions or laws than to implement or comply with their commitments.

The current trend of shrinking space for Civil Society Organizations (CSOs) is intimately linked to and affects the work of Human Rights Defenders (HRDs). Despite this, HRDs are working on a daily basis to influence the situation in a wide range of contexts. This includes work in countries where ethnic groups are unable to claim their rights because they have no citizenship, the concept of human rights is very sensitive, or there is criminalization and harassment of HRD movements. At the global level an alliance of fundamentalist and political forces is suppressing human rights, including the rights of women, girls and Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people. Sexual and reproductive rights in particular are the target of this suppression. Racist, xenophobic and/or religious influence fuels intolerance and violence. Indigenous peoples, ethnic groups and peasants risk losing their land and territories due to megaprojects that are carried out without any consultation with these groups or their participation. Young people constitute a large proportion of the population in many countries, but their rights and demands remain unattended to in many cases. Disabled people are an integral part of human diversity but unfortunately, they continue to be marginalized. Those denouncing corruption and impunity or demanding accountability and transparency from governments are treated as enemies.

This creates the need for an inclusive, diverse and strong civil society counterforce in order to achieve the fulfilment of human rights and the rule of law.
None of the countries in which Diakonia works is classified as a full democracy by the Economist Democracy Index. Since 2006 there has been democratic stagnation at global level. From 2008 the economic crisis has accentuated some existing negative trends in political development in Europe and the US, while democratic backlashes are present in e.g. Honduras, Thailand and Egypt. Women’s participation is generally dismal. By 2011 the global average for women in parliaments was 19.3 percent. Global governance institutions have failed to offer people-centered responses to contemporary economic, social, political and environmental crises internationally.

A vibrant and pluralistic civil society is a requisite for a full democracy. However, for several years a global trend of great concern has been shrinking space for civil society work. Governments that feel threatened by citizens’ growing levels of empowerment, social protests and/or demands for reforms and policies that improve their living conditions, are increasingly attempting to silence people and hinder them in their efforts. There are several initiatives promoting an enabling environment for civil society. These include the CIVICUS set of indicators, the United Nations’ Special Rapporteur on the rights to freedom of peaceful assembly and of association and the European Union’s ambitious action plan for democracy and human rights.

The promotion of a democratic culture is fundamental in building democracies. The most important space in which to develop this culture is the local level, while linking to the national and international levels. Such a culture promotes the equal participation of all societal groups, transparency and accountability by the authorities and corruption prevention. It necessitates affirmative action in order to promote women’s empowerment and political participation. Fostering a democratic culture recognizes the presence of power relationships, discrimination and, in some places, organized crime.

Information and Communications Technologies (ICT) are becoming important tools for people’s access to information and new ways of participation but they are also a possible tool for government surveillance. The World Press Freedom Index shows that where e.g. pluralism, independence, quality of legislation and the overall climate for freedom of information are concerned, the situation is worsening on all continents with the exception of Asia, where the situation has remained unchanged.

**Intervention Area 2  Democracy**

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The work to achieve gender equality challenges dominant patriarchal structures and unequal power relationships between women and men. Work on gender equality also needs to take into consideration power relationships between and within groups defined by age, class, disability, ethnicity, gender, nationality, political conviction, religion, or sexual orientation and identity.

During recent decades improvements have been made regarding women's health, education and economic status. At the same time there is a backlash internationally, led by conservative and political forces. They question many of the gains made, especially in terms of sexual and reproductive health and rights and the rights of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people. In all societies the rights of LGTBI people are violated both by the state and society at large. This is reinforced by the fact that a negative and intolerant attitude towards homophobia can be found in all major religions.

Gender-based violence is a violation of human rights that reflects and reinforces inequality between women and men. To decrease the root causes of gender-based violence, the structural nature of the violence needs to be addressed.

People have the right to make decisions about their health, body, sexuality and reproduction without fear, coercion or discrimination. The lack of control over the body and sexuality has major impact on the fulfillment of human rights, especially for women, girls and LGBTI people who, in general, have less power over their bodies than heterosexual men. The repression of sexual and reproductive rights is multifaceted. To assure the fulfillment of sexual and reproductive rights, special focus is needed on the right to information and sex education, access to related health services and contraceptives, the legal right to abortion and the right to decide over one's sexuality.

Gender equality is still widely regarded as “women’s issues” but cannot be achieved without the active involvement of men and boys. To achieve increased gender equality, traditional norms of masculinity and male gender stereotypes must be challenged. At the same time, men’s involvement must always be framed within a clear feminist agenda.

### Objective 3.1 Combating gender based violence (GBV)

**PRIORITIES**

- Promote awareness among rights holders and duty bearers of the root causes and consequences of GBV.
- Influence discriminatory cultural and traditional attitudes and harmful practices towards women and girls in society.
- Support the documentation, reporting and prosecution of abuses stemming from GBV.
- Strengthen networks, forums and groups that address GBV.
- Strengthen advocacy for improved legal frameworks to combat GBV.

### Objective 3.2 Sexual and Reproductive Health and Rights (SRHR)

**PRIORITIES**

- Create awareness among rights holders and duty bearers of existing rights and obligations according to international human rights law.
- Strengthen organizations that promote the integration of LGBTI1 and HIV and Aids in their SRHR work.
- Support rights holders’ access to sexual and reproductive health services and education.
- Influence cultural and traditional values that hinder rights holders’ access to SRHR.
- Advocate and support legislative reform and enforcement of laws for the promotion and the protection of women's rights to reproductive health.

### Objective 3.3 Men and boys for gender equality

**PRIORITIES**

- Create awareness among men and boys on masculinities and gender stereotypes.
- Create gender champions comprising male policy makers, male community members and religious leaders.
- Support pro-feminist men’s groups and networks.
- Promote the involvement of men in combating violence against women.

### Objective 3.4 LGBTI people's rights

**PRIORITIES**

- Support documentation and reporting of cases of discrimination, abuses and violence against LGBTI people.
- Promote sensitivity and respect for LGBTI people’s rights.
- Strengthen organizations and groups that address LGBTI people’s rights.
- Advocate improved legal frameworks to strengthen the rights of LGBTI people.
Intervention area 4
Social and economic justice

The work on social and economic justice includes all efforts to sustainably improve the economic conditions of rights holders by changing unfair social, political, cultural and economic structures. It is essential to engage with people, decision makers and companies in order to narrow the economic gap between women and men, and rich and poor, both between and within countries.

Almost half of the world’s wealth is owned by the richest 1% of the population. The poorest half is as wealthy as the richest 85 people. 1.2 billion people, mostly women and young people, have to survive on less than 1.25 dollars per day. Lack of assets, resources and skills hinders people from making their voices heard and engaging with decision makers. Adequate policies and laws and their implementation are essential to improving this situation. Unfortunately, economic policies are often aligned with the interests of those in power and private corporations.

People in poverty subsist precariously with scarce and unreliable income, mostly in agriculture and in the informal sector. Without the power to bargain and in the absence of effective labour laws, they are forced into less profitable jobs, which are undertaken under the absence of effective labour laws. Without the power to bargain and in the absence of effective labour laws, they are forced into less profitable jobs, which are undertaken under the absence of effective labour laws. Without the power to bargain and in the absence of effective labour laws, they are forced into less profitable jobs, which are undertaken under the absence of effective labour laws. Without the power to bargain and in the absence of effective labour laws, they are forced into less profitable jobs, which are undertaken under the absence of effective labour laws.

The engagement of private companies is crucial. They provide 90% of formal jobs in developing countries. However, the corporate environment is characterized by competition, with businesses being driven by profit. Consequently many operate in total disregard of human rights and the environment. There is no adequate policy framework for ensuring a positive contribution to development.

Women are double burdened, working both at home, without remuneration, and often outside home, with poorer conditions than men. The inequalities between men and women regarding income, working conditions, health, mobility, access to assets and resources affect women’s lives and livelihoods and are hindrances to a life in dignity. It is therefore no wonder that women form the bulk of the vulnerable. Although policies are often in place, the political will to implement them is weak. This situation is further reinforced by culture and religion.

The use of natural resources and energy in unsustainable ways causes climate change and the destruction of ecosystems, which are factors that jeopardize lives and livelihoods. The effects of climate change are already being felt and are expected to worsen. This hinders efforts toward poverty reduction and even reverses gains that may have been made. Poor people have contributed least to the problem but they suffer the most from the impact of climate change.

Objective 4.1
Fair distribution of wealth and access to natural resources

PRIORITIES
• Advocate the development and implementation of policies and laws that contribute to equality and fair access to land and natural resources.
• Influence global and international political processes for social and economic justice.
• Contribute to the development effectiveness of financial flows to developing countries and stop illicit outflows to ensure domestic resource mobilization.
• Maximize the private sector contribution to fair and sustainable development, mitigating its negative impact.

Objective 4.2
Decent work and fair income

PRIORITIES
• Advocate policies and laws and their implementation that contribute to creating decent work and business opportunities for men and women.
• Influence the private sector to make a positive impact on decent work and business opportunities for men and women.
• Strengthen income generation and mitigate financial risks by strengthening entrepreneurs.
• Integrate the use of Information and Communications Technologies and innovative practices for social and economic justice.

Objective 4.3
Economic empowerment of women

PRIORITIES
• Support the development and implementation of public economic policies and programmes that empower women.
• Improve livelihoods and income generation for women by supporting enterprises.
• Contribute to the creation of decent work for women.
• Strengthen women and women’s organizations to combat social and economic inequalities in the private and the public sphere.
• Improve women’s resilience to the effects of climate change and other risks to their livelihoods.

Objective 4.4
Sustainable development and climate justice

PRIORITIES
• Advocate for countries to take responsibility to combat climate change.
• Increase understanding of the effects of climate change and environmental risks, and strengthen the capacity of the people affected to adapt to these adverse effects.
• Strengthen conditions for making low-carbon development possible, including finance, technology and knowledge.
• Work for a sustainable and fair use of natural resources.
Intervention area 5
Conflict and justice

The thematic area of conflict and justice (CAJ) focuses on armed conflict, but is not necessarily limited to the violent stages of armed conflict. Conflict and justice is also relevant in areas where there is a risk of armed conflict and in post-war settings.

There are international laws to protect people during armed conflict. International Humanitarian Law (IHL) applies at all times: in peacetime as well as during armed conflict. In times of armed conflict, International Humanitarian Law (IHL) also comes into play. A crucial aspect of protection during armed conflict is to strengthen adherence to and respect for these laws – before, during and after armed conflict.

There are also other ways of strengthening protection during armed conflict. International Humanitarian Law (IHRL) applies at all times: in peacetime as well as during armed conflict. In times of armed conflict, International Humanitarian Law (IHL) also comes into play. A crucial aspect of protection during armed conflict is to strengthen adherence to and respect for these laws – before, during and after armed conflict.

Many global trends such as the struggle regarding democracy and democratization processes, competition for natural resources, mobilization along religious or ethnic lines, and competing nationalisms have the potential to fuel armed conflicts. However, no conflict is inevitably destined to become an armed conflict. Peace-building is about solving and managing conflicts peacefully so as to prevent a conflict from escalating into violence, bringing ongoing armed conflicts to an end and strengthening the prospects for sustainable peace in post-war situations. It is also about building societies with the capacity to solve conflicts peacefully and constructively, without violence. How this can be achieved is a question that needs to be answered in context; the strategies of civil society in peace-building need to be developed based on a conflict analysis. In all contexts, it is important to ensure that women play a greater part in all decision-making regarding violence prevention and conflict resolution, and to challenge gender stereotypes about violence and armed conflict.

Diaconia encourages all actors to take responsibility for their impact on conflict, to respect International Humanitarian Law and be coherent in their support for peace.

Objective 5.1
Protection in armed conflict

PRIORITIES:
• Mobilize to hold duty-bearers accountable for their conduct in armed conflict.
• Provide impartial monitoring and reports on violations of human rights and International Humanitarian Law during armed conflict.
• Provide objective and strategic information and analysis on human rights and International Humanitarian Law during armed conflict, and develop tools for relevant stakeholders.
• Advocate for states to respect, protect and fulfill rights according to International Humanitarian Law, including what are known as “third states” (states not involved in a conflict).
• Strengthen women’s and men’s own strategies for protection during armed conflict.

Objective 5.2
Peace building

PRIORITIES:
• Identify and address the structural root causes of armed conflict in any given context.
• Strengthen institutions, mechanisms and processes that address the specific grievances or injustices that fuel conflict.
• Mobilize the community and civil society to achieve peace and counteract incitement to violence and armed conflict.
• Support participation by community and civil society in peace processes, or in developing independent initiatives to address underlying causes of armed conflict.
• Contribute to accountability and transitional justice processes, including truth and reconciliation initiatives.

Objective 5.3
Women, peace and security

PRIORITIES:
• Prevent and protect from gender-based violence in armed conflicts and post-war situations.
• Mobilize to hold duty-bearers accountable for their conduct in armed conflict.
• Identify and address the structural root causes of armed conflict in any given context.
• Strengthen institutions, mechanisms and processes that address the specific grievances or injustices that fuel conflict.
• Mobilize the community and civil society to achieve peace and counteract incitement to violence and armed conflict.
• Support participation by community and civil society in peace processes, or in developing independent initiatives to address underlying causes of armed conflict.
• Contribute to accountability and transitional justice processes, including truth and reconciliation initiatives.

Objective 5.4
Policy coherence for peace

PRIORITIES:
• Advocate more resources for international cooperation aimed at strengthening the prospects for peace while challenging the use of state resources in a way that destabilizes and fuels armed conflict.
• Advocate against arms trade which has a destabilizing effect and fuels conflict.
• Advocate policy coherence where peace and conflict sensitivity in the development sector is concerned.
• Promote conflict sensitivity in the private sector and holding the private sector accountable for their impact on conflict and International Humanitarian Law.
• Promote consumer awareness of the impact of the private sector on conflict.
Intervention area 6
Emergency response and disaster resilience

Humanitarian crises affect people differently depending on their roles, responsibilities, capacity, access to resources and special needs. This is closely linked to gender, age, ethnicity, health status, etc. Its impact is felt most by the poor people, with the mortality rate being generally higher for women of all ages than for men. Women and children often have to carry the burden of caring for the sick and injured, and have to cope with limited resources. They experience an increase in gender based violence, exploitation and abuse.

Whenever humanitarian emergencies occur, the priority for those affected is safety and survival. In order to facilitate recovery as quickly as possible and ensure that development progress is not reversed, there is a clear need to identify ways in which relief, rehabilitation and development can be integrated.

Violent conflicts, political turmoil and natural disasters create humanitarian crises, which threaten millions of lives each year. Globally, the number of people in need of humanitarian assistance is increasing, and this assistance must adapt to complex contexts and changing realities. So called complex emergencies combine violent conflict with large-scale displacement of people, food shortages and fragile economic, political and social institutions.

Weather related disasters, including unpredictable rainfall, flooding and more frequent droughts are expected to increase as an effect of climate change. Other global challenges such as increasing food prices, migration flows and urbanization are also contributing to the complexity and changing nature of humanitarian crises. It is important to uphold and protect internationally set standards and principles in order to meet the needs of the most vulnerable people in humanitarian crises, assuring the right to a life in dignity. There are however many states and other duty bearers in humanitarian crises that fail to uphold humanitarian principles and protect the rights of the people affected.

Objective 6.1
Preparedness, relief and recovery

PRIORITY
- Strengthen preparedness and capacity among civil society actors and others to respond in a timely, effective and accountable manner.
- Meet the needs of the most vulnerable people in the emergency response, guided by international humanitarian principles and standards.
- Enhance coordination of humanitarian assistance when carrying out the response.
- Support women’s capacities and skills for active participation.
- Support early recovery, create more resilient communities and facilitate the move from humanitarian relief to long-term development.
- Promote and uphold International Humanitarian Law/International Human Rights Law in humanitarian crises.

Objective 6.2
Disaster risk management

PRIORITY
- Enhance disaster risk management capacity among relevant actors at local and national levels.
- Create awareness of the relationship between climate change and humanitarian crises.
- Meet the needs of the most vulnerable people in the emergency response, guided by international humanitarian principles and standards.
- Enhance coordination of humanitarian assistance when carrying out the response.
- Support women’s capacities and skills for active participation.
- Support early recovery, create more resilient communities and facilitate the move from humanitarian relief to long-term development.
- Promote and uphold International Humanitarian Law/International Human Rights Law in humanitarian crises.
“More than one billion people still live on less than USD 1.25 a day”
How Diakonia works

5.1 Guiding principles

Diakonia believes that empowering rights holders and challenging duty bearers contributes to changing the structures that create and/or uphold poverty, inequality, violence and injustice, and helps realise the vision of all people living in dignified circumstances. This is rooted in Diakonia’s identity and many years of accumulated experience and forms the basis for the two guiding principles that are at the heart of, and permeate, the entire organization.

a) The Strategy for Change (SfC) and the Rights Based Approach (RBA)

- Diakonia’s mission and goal will be achieved through the fundamental humanitarian principles of humanity, impartiality, neutrality and independence.
- Diakonia’s humanitarian work is primarily guided by the universal rights, dignity and qualitative participation.
- Diakonia raises awareness and mobilizes its support base through popular education, engagement and campaigns, to development and justice. This builds support for the work of Diakonia and its partners according to the Strategy for Change. Awareness-raising and increased knowledge followed by mobilization leads to demands being made of decision makers in Sweden and the EU for changed policies. All popular education and campaigns are linked to Diakonia’s thematic areas and the work and voices of partners.
- Diakonia’s thematic areas and the work and voices of partners contribute to flexible, quick and effective humanitarian work; carried out with the affected rights holders and other actors at local, national and international level. This also allows for an integrated approach in which disaster risk reduction, relief and recovery are linked to long-term development. An important strategy for humanitarian response is to coordinate and collaborate with other actors such as ACT Alliance to enhance effectiveness.
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5.4 Diakonias roles and added value

Added value makes it worthwhile for other actors to work with Diakonia. This added value is reflected in the different roles that Diakonia assumes. The roles and corresponding added value are as follows:

<table>
<thead>
<tr>
<th>Role</th>
<th>Diakonia’s added value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Accompanying partner</td>
<td>Diakonia has local presence, is a proactive dialogue partner and engages with the implementing partners. The position of Diakonia is used responsibly to create horizontal relationships that provide a conducive environment for partners to deliver results.</td>
</tr>
<tr>
<td>2 Resource mobilizer and donor coordinator</td>
<td>Diakonia effectively mobilizes resources to finance its own operations and the achievement of results. It also supports partners to do so. Diakonia is as well an effective and efficient grants manager.</td>
</tr>
<tr>
<td>3 Donor coordinator</td>
<td>Diakonia supports donor harmonization in order to reduce the time partners spend reporting to their donors. This will effectively create more time for programme activities. Diakonia strives to align with partners’ systems where they exist and are functional.</td>
</tr>
<tr>
<td>4 Conveyor of synergies</td>
<td>The programmes bring different partners together. Diakonia facilitates synergies between these partners geared towards developing innovative working methods, thematic development, research, exchanges and discussion on best/worst practices.</td>
</tr>
<tr>
<td>5 Capacity builder</td>
<td>Capacity building is prioritized in all programmes; it is adapted to partners’ real needs, identified through a participatory process, and is owned by the partners.</td>
</tr>
<tr>
<td>6 Doing advocacy and mobilizing</td>
<td>Diakonia carries out advocacy in Sweden, Europe and globally, thus enabling partners and rights holders to make their voices heard in forums they might not have had access to before. Diakonia complements the work of rights holders and partner organizations in the regions by raising awareness, encouraging mobilization and influencing policy decisions in Sweden, EU and at the global level.</td>
</tr>
</tbody>
</table>

5.5 Programme management

5.5.1 Results Based Management

All programmes will be managed using the Results Based Management (RBM) approach. This will ensure that (i) resources are used in order to achieve defined results, (ii) lessons learned are identified and integrated in the work, (iii) there is the flexibility to make changes, (iv) there is clearly defined accountability for results and (v) there is a conscious effort to continuously improve performance. Monitoring and reflection in the programmes will inform management decisions and contribute to improving the development practice. Identified risks will be mitigated and monitored during the programme period to ensure that planned objectives are achieved.

5.5.2 Communication

Communication will become more important in this strategy period. A thorough analysis and awareness-raising efforts will be carried out to establish how communication skills and ICT can be used to strengthen advocacy, accountability, visibility and resource mobilization.

5.5.3 Quality assurance

Permeating all the processes will be quality assurance, which will be carried out at all levels of Diakonia (CO, RO and HO) to ensure, respectively: (i) effectiveness and efficiency of operations, (ii) reliability of reporting and (iii) compliance with applicable laws and regulations.

5.5.4 Resource mobilization

Diakonia will mobilize finances from different types of donors to support work in the respective programmes and projects. When the funding is achieved, grants will be managed transparently, accountable and effectively, through implementation of control systems and support to the implementing partners. Diakonia will also support partners in doing their own resource mobilization and expanding their funding bases.

5.6 Who Diakonia works with

Diakonia foresees changes in the global context and the aid and development agenda in the coming period that will pose new and crucial challenges, both at strategy and resource levels. In response to this Diakonia will, in addition to the existing partnerships and relationships, include new strategic actors that can contribute to change by working with different approaches. Diakonia will also network and pool resources, both human and financial, with likeminded strategic actors as a strategy to strengthen its resource base. The following have been identified by Diakonia as the main actors.

<table>
<thead>
<tr>
<th>Actors</th>
<th>Definition</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Rights holders</td>
<td>All people are rights holders but in this context it refers to “people who have been denied their human rights”.</td>
<td>Their human rights are denied/violated. They are seen as the main driver for change process.</td>
</tr>
<tr>
<td>2 Civil Society Organizations (CSOs)</td>
<td>A wide group of non-state actors working for sustainable change at local, national, regional and international levels</td>
<td>They are drivers of change processes working together with the rights holders.</td>
</tr>
<tr>
<td>3 Founding churches</td>
<td>The owners of Diakonia. They include local church congregations in Sweden, their global networks and the ecumenical bodies they belong to.</td>
<td>The founding churches give Diakonia a mandate and legitimacy. They participate in theological reflections, dialogue and common advocacy.</td>
</tr>
<tr>
<td>4 Support groups in Sweden</td>
<td>Includes volunteers, activists, youth groups and individual donors in Sweden.</td>
<td>They are the change drivers, and provide the support base and legitimacy to do advocacy work in Sweden.</td>
</tr>
<tr>
<td>5 Networks and alliances</td>
<td>Platforms for development and humanitarian actors in Sweden, regions and countries.</td>
<td>Provide space for coordination, sharing experiences and knowledge, and advocacy activities.</td>
</tr>
<tr>
<td>6 Duty bearers</td>
<td>People and institutions in privileged positions and with power.</td>
<td>Their positions and power are instrumental for creating a just, equal and sustainable world.</td>
</tr>
<tr>
<td>7 Private sector</td>
<td>Large corporations, medium, small, micro and individual enterprises.</td>
<td>They have potential to contribute positively or negatively to sustainable development and the respect for human rights.</td>
</tr>
<tr>
<td>8 Donors</td>
<td>Institutions, private companies and individuals that provide grants for development interventions.</td>
<td>Provide funding, and partner with Diakonia in development and humanitarian work.</td>
</tr>
</tbody>
</table>
FOR SEVERAL YEARS TEP VANNY AND THE OTHER “WOMEN BY THE LAKE” IN THE CAPITAL OF CAMBODIA HAVE BEEN FIGHTING FOR THEIR LAND RIGHTS. PHOTO: STEPHEN WELCH
Diakonia’s organizational development

The strategy period 2015–2020 brings with it a number of challenges. Previous organizational development interventions have strengthened Diakonia and will be further implemented in the new strategy period. Diakonia will need to be adaptable, innovative and relevant while being able to demonstrate its added value. To achieve its planned global objectives, Diakonia will create an environment conducive to all staff participating effectively and feeling part of “people changing the world”, and build on the achievements made to date. The following organizational development objectives will be prioritized globally.

6.1 Organizational development objectives

Objective 1 Clear roles and responsibilities

The ongoing decentralization process has achieved significant milestones and the process will continue into the 2015–2020 period. This has made it necessary to continuously clarify roles and responsibilities at all levels of the organization. Diakonia will continue to clarify and define the division of responsibilities, tasks and interactions between and within the three levels of the organization: Head Office, Regional Offices and Country Offices (HO, RO, CO). This will require clear priorities regarding thematic, administrative, communicative, financial, human resources and methodological skills and expertise. Delegation of the human resource function from HO to RO and to COs will enable support closer to COs. All staff globally work for a common cause, which is embodied in Diakonia’s mission and overall goal. To sustain this, management and leadership skills will be strengthened at all levels, but with specific emphasis on the CO level. It will be necessary to create and strengthen a culture of internal communication to support the decentralized structure and strengthen cohesion in the organization. In order to improve the quality and impact of Diakonia’s advocacy work, a clear set of criteria and a structure for coordination will be developed.

Objective 2 Relevant and focused programmes

As an organization working for change, the ambition to ensure relevant and focused programmes will remain at the core during the period. During the previous strategy period, Diakonia focused on developing methods, guidelines and supporting tools. These will be implemented and anchored in the new strategy period, with any necessary adjustments being made. Learning will be a constant in the programmes to facilitate new knowledge, approaches and improvement of the development practice. Other areas of emphasis will be implementation of the Accountability Framework, strengthening mainstreaming and external communication. The IT-based integrated financial and programmes systems will enhance risk management, Planning, Monitoring and Evaluation (PME) practice, RBM and financial accountability in the programmes.
Objective 3
Financial sustainability

Diakonia has strengthened and developed systems, tools, structures and capacity for resource mobilization and grant management. It is necessary to continue these sustainability efforts geared towards a higher degree of diversification; increased development effectiveness; incorporation of innovation in the operations and exploiting synergies with new actors; and increased collection of funds from private and individual donors. To achieve this, Diakonia will need to embark on effective resource mobilization underpinned by alignment of objectives with partners, donors and allies; the capacity to integrate skills and knowledge within the organization; increased and improved communication and visibility; and good donor relations and effective fundraising.

Objective 4
Good partnerships and relationships

Diakonia’s guiding principles and the accountability framework provide the basis for all relationships. Since the work of changing unfair structures cannot be done in isolation, new and innovative approaches and alliances will be explored. Diakonia will establish and develop relationships with different actors and endeavours to increase the participation and influence of partners and rights holders in programme activities. The relationship and joint work with international non-governmental organizations will play an important role in the work of Diakonia. Dialogue and cooperation with new strategic actors, such as the private sector, will be initiated. To manage any possible challenges from these relationships, Diakonia will prepare relevant guidelines and frameworks. Networking will be strengthened, as well as the connection with the founding churches, their congregations, activists and young people in Sweden.