TOGETHER AGAINST POVERTY
ActionAid Denmark’s Strategy 2012-2017

Approved by the AADK Council 2 June 2012
Revised and approved by the AADK Council 31 May 2015
1. Introduction

This is a revised version of the original strategy document approved in 2012. The revised version is the result of an external review of AADK’s work carried out by DANIDA in 2014 and an internal review of our strategy carried out at the beginning of 2015, in which we looked carefully at our original objectives and evaluated new challenges and opportunities. We have, among other things, given a more detailed description of the expected outcome of our work, moderated our financial goals as far as fundraising is concerned, defined the objectives for our work in the Arab region more clearly and clarified how our focus on young people as change agents plays a significant role in our theory of change. Last but not least, we have added a section on how we plan to apply a Human Rights Based Approach to our work with marginalised young people in Denmark.

Building on the experience of more than 70 years of international work, ActionAid Denmark (AADK) now faces a new era. In the remaining part of the strategy period of 2012-2017, AADK will attain its full potential as a member of a global alliance. This is well in line with the work we have done since 1944 to promote intercultural understanding and solidarity at a global level. Through this work, we have developed unique competencies within areas such as partnership, people’s participation, and capacity development of civil society organisations.

The competencies and values of AADK will provide the basis for our future efforts within the framework of the ActionAid International Strategy 2012-2017, ‘People’s Action To End Poverty’. By focusing on our key expertise areas and by engaging with other parts of ActionAid International, our work will have greater impact on more people’s lives than ever before in the history of AADK. This strategy document describes our unique contributions.

Our overall objectives fall into two parts: The strategic and the organisational objectives. The strategic objectives are about the changes we intend to achieve – internationally as well as in Denmark. The organisational objectives are about how AADK should develop as an organisation in order to be strong enough to achieve the aforementioned strategic objectives. They also describe how AADK will develop as a political and popular organisation during the strategy period. The objectives are ambitious, but imperative. We are confident that our work will contribute significantly to a more just and sustainable world.

2. Challenges and opportunities

In a rapidly changing world, new opportunities are emerging. Increased globalisation has to some extent altered the traditional way of conceiving North/South relations. We are all part of the same world, and the challenges are as global as ever. There is still a huge gap between the living standards and consumption patterns in rich and poor countries, but a number of middle-income countries – with China, India, and Brazil in the forefront – have lifted millions of people out of poverty and built up a fast growing middle class. Due to their vast populations and rapidly increasing economies,

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1 A new AADK strategy will be developed in the first half of 2018. As such, the new strategy will take effect from August 1st, 2018. The current objectives, set out in this strategy, will run until 2017.
they play a more important international role today than previously, presenting them with both opportunities and challenges.

In spite of economic growth in many countries and significant progress in the fight against poverty, inequality is still increasing in many countries. Today, most poor people live in what the World Bank classifies as middle-income countries, but it is expected that in a few decades, the majority of the world’s poor will live in sub-Saharan Africa, that is to say in those countries today classified as low-income countries, whilst extreme poverty is expected to be more or less eradicated in the rest of the world. It is gradually coming to be accepted that poverty can only be reduced if we confront and take action on distribution, and realise that economic growth does not automatically lead to a reduction in poverty. At the same time climate change, economic growth, changing patterns of consumption and population growth are putting significant pressure on the world’s resources and many areas are affected by crises and conflicts. The world is experiencing the largest flow of refugees and internally displaced people since World War 2.

In large parts of the world, room to manoeuvre in the political arena is under great pressure and in the Middle East and North Africa, the Arab Spring has now turned to Autumn. In many places, the lack of hope, influence and belief in the future has caused people to seek radical answers - for example in the form of religious extremism or violence, and we are experiencing a growing polarisation. Children and young people constitute an ever-increasing percentage of the world’s population, and the demand for education and employment is enormous. In some places, the balance of power between the sexes has shifted, but poverty, inequality and exclusion from participation in the democratic process still hit women and girls hardest.

The paradigm of economic growth that ignores social and environmental needs is increasingly being challenged and new and more globally responsible solutions are being sought. Measures have been taken to encourage redistribution, including initiatives to promote financing of development through national and global taxation. In recent years, people have taken to the streets in the Middle East, the Balkans, Africa and many parts of the United States and Europe. All over the world, people are protesting vehemently against long-standing dictatorial regimes, a greedy finance sector, corruption, and violations of human rights. Young people especially have taken the lead in demonstrating that they are ready and willing to pave the way for political reforms. There seems to be a growing social indignation among young people and a gradual shift of consciousness leading to increasing action and solidarity across borders. Hence, the crises of today hold a great potential for change, and AADK should contribute to ensuring that this change moves in the direction of increased equality and sustainability.

These global challenges have moved higher up the global agenda, as demonstrated by the plans for the new UN Sustainable Development Goals, which are to replace the Millennium Development Goals as from 2016. The Sustainable Development Goals are more ambitious and more comprehensive than the Millennium Development Goals. They are, if not legally, then at least morally binding for all countries over the next years and focus not just on poverty and social issues, but also on inequality, democratic rights and environmental sustainability. They set the scene for a more comprehensive
and ambitious global development agenda that provides a legitimate framework for social, political and environmental change.

In Denmark too, we are seeing tendencies both towards polarisation and towards increased global responsibility. Young people in particular seem to be increasingly aware of our role in the world and the global consequences of our own patterns of production and consumption. At the same time, we are seeing a decrease in the will to act collectively and waning support for Denmark’s global involvement through cooperation on development issues.

As an affiliate of ActionAid International, AADK has a strong platform to face the global challenges and utilise the opportunities that will arise in the coming years. We are moving away from a traditional development assistance approach, where ‘we’ are helping ‘them’. We cooperate to a greater extent across borders, in networks, and in alliances. Denmark is also an important arena, from where we can support global dynamic processes by bringing up issues that have an impact on global poverty. It is a joint struggle against poverty and inequality and in favour of democracy and active citizenship. There is a need to take action – together. AADK is part of an international civil society movement, and that is the context of this strategy.

3. Vision & mission

AADK’s vision is a sustainable world without poverty and injustice in which every person enjoys their right to a life of dignity.

AADK’s mission is to work with poor and excluded people to eradicate poverty and injustice. We create democratic and sustainable development alternatives in partnership with organisations and movements in other parts of the world. We offer an opportunity for action to everybody who is ready to share the responsibility for global sustainable development.

4. Who we are

"The overall purpose of Mellemfolkeligt Samvirke\textsuperscript{2} is to promote intercultural understanding and solidarity in order to contribute to sustainable global development and a just distribution of the world’s resources through cooperation across national and cultural borders" (from the Statutes, §1).

AADK is a popular Danish organisation dating back to 1944. We have an active membership base and a central position in Danish civil society. We are affiliated with the international federation ActionAid that works in more than 40 countries. Our global network is a cornerstone in the struggle against poverty, in collaboration with several thousand partner organisations and millions of poor and marginalised women, men, young people, and children.

We have chosen to become affiliated to ActionAid International, because we share the same values and vision of eradicating poverty. ActionAid’s size and the opportunity for close international cooperation means that our concrete work to fight poverty can reach more people, and that our joint campaigns can have much greater potential impact.

\textsuperscript{2} The Danish name for ActionAid Denmark
has been pivotal for AADK to be able to shift power and influence away from Denmark and towards the poor countries, and ActionAid is also in line with this principle, each country has its own independent organisation. As such, ActionAid International is different from other large, international NGO’s, which are still controlled by the richer countries in the North.

In AADK, we believe in the equality of human beings regardless of ethnicity, gender, religion, nationality and sexual orientation. We see diversity as a strength and a resource in a globalised world. We believe that every person has the right to fight against injustice and to promote social and economic equality and to lead a dignified life.

We maintain a high degree of credibility, seriousness and professionalism in our work. As an organisation, AADK is popular, challenging, and known for conspicuous and effective campaigns and demonstrations. We are dynamic and driven by indignation and solidarity with people living in poverty, and we are fuelled by the urge for global justice.

We target everybody who accepts joint responsibility for a just and sustainable global development – regardless of age, social status and political conviction: people who believe that political change and individual action together with others are preconditions for fighting global inequality; people who pursue new knowledge and solidarity as well as challenges and changes.

5. **Our theory of change**

In AADK, we believe in the ability of people to create change together. We believe that poverty is a human rights violation arising from unequal power relations. Structural inequality in inter-personal, national and international relations keep millions of people in unnecessary poverty. Therefore, fundamental changes are imperative to eradicate poverty once and for all.

AADK believes that change takes place when people unite to challenge existing power structures and demand their rights. Knowledge, solidarity across borders, and a strong common understanding of democracy are crucial factors for change.

We have seen how institutions such as international political and financial bodies, the state and the local authorities, market forces, the local community and the family often perpetuate inequality and injustice – through exclusion, authoritarianism, exploitation, racism, gender discrimination and other forms of repression. Moreover, we have seen how patterns of production and consumption undermine the possibility of sustainable development that will also benefit poor segments of the population.

However, structures can be altered. That is why ActionAid strives to offer people living in poverty and exclusion the opportunity to organise and demand democratic, sustainable and Human Rights Based alternatives encompassing a just distribution of resources. We work to create solidarity and alliances between groups that want change and we work to increase the capacity of civil society to conduct campaigns that will lead to change.

We believe that young people and social movements led by young people have a special opportunity to develop the power for change that is necessary to bring about
structural and political change. We believe that through cooperation with other progressive environments and civil society players, these groups and movements can be strengthened politically.

We therefore work on educating young change agents by creating networks for the exchange of experiences and communities for action. We work on developing effective, creative and activist campaigns and we support efforts to create sustainable, democratic alternatives.

6. How we work

We have a political and Human Rights Based approach to fighting poverty based on our theory of change. We believe that poverty is highly unjust and a violation of human rights. People who live in poverty should be able to hold authorities and those in positions of power with the help of legislation, policies and mechanisms which reflect the content, principles and values enshrined in international conventions on human rights. Our approach to human rights is based on national policies and local power structures and is entrenched in the language and experiences of the poor. The focus of our support for the poor in their struggle is both on the ability to create change at local level by confronting the powers that be and on the broader, structural causes of poverty. Our approach to fighting poverty has three dimensions: empowerment, solidarity, and policy/campaign work.

We see empowerment as a way of supporting people living in poverty to organise and hence gain the strength and capacity to hold the relevant authorities and those in positions of power accountable. This is achieved by conscientisation and training aimed at strengthening the capacity of poor and marginalised people to analyse and address unjust power structures and giving them the chance to organise and the room to work together to use their knowledge and demand their rights. Empowerment processes are crucial for effective mobilisation and the strengthening of social movements that can represent people living in poverty.

We create solidarity with people living in poverty throughout the world by connecting people across national and social borders. Intercultural cooperation - and interaction - leads to understanding and a sense of community that commits people to taking responsibility and mobilises them into action. When people with different backgrounds and diverse organisational experiences cooperate, a personal and practical exchange of ideas takes place and interaction occurs. The personal encounter can prompt understanding, solidarity and a sense of global citizenship that can lead to change. Bringing people together is crucial to building up a critical mass who will work to change attitudes, practices and policies. AADK creates a framework for people to meet across cultures and to learn from one another and build cross-border coalitions and cooperations.

The third dimension in our Human Rights Based approach is extensive policy and campaign work that supports all other activities. This work is aimed at addressing the structures that keep people in poverty, e.g. unjust trade or taxation policies. An important element of this is the development and implementation of alternative, long-term solutions. The struggle against poverty and injustice has greater impact if it challenges and confronts existing conditions while at the same time offering credible
solutions. We will work proactively with progressive partners and allies to find, investigate, share and launch alternative solutions that will lead to sustainable results.

We will engage proactively with progressive partners and allies to uncover, explore, document, share and launch alternatives in order to achieve sustainable results.

We wish to put pressure on decision-makers by presenting substantiated arguments and credible and Human Rights Based alternatives. Through efficient communication and campaign work, we seek to influence attitudes among decision-makers and the population in general.

We focus on democracy both as a basic human right and as a means to eradicate poverty. For AADK, democracy is about ensuring that all people – women and men alike – have maximum influence on their own lives. It is also a question of having legislation and institutions that ensure that all interests can be heard and handled fairly when finding solutions to personal and societal problems. Democracy is not only about governance and formal structures; it is a basic principle underlying all inter-personal relations from family to national level and is based on fundamental values such as freedom, equality, and respect for human rights.

The gender aspect is pivotal to all of our work. Ensuring women’s rights and their access to democratic influence is a crucial dimension in our Human Rights Based approach. Fighting poverty does not make sense if it does not give women and girls the same opportunities and rights as men and boys – also in practice. Achieving this requires specific analyses of the access to power, influence, and resources of women and men respectively and the power relations between them. Strategies to explicitly address gender inequalities are essential in all our work.

Young people are central to our approach. We believe that young people can be important change agents who are powerful both because of their sheer numbers in the population, especially in low-income countries, and because of their will and ability to confront those in power, to challenge inequality and to act in solidarity with other young people all over the world. Working in close co-operation with young people is a source to finding alternative ways of fighting the local and global struggle against poverty and inequality.

Partnership and alliances continue to be important to the identity and approach of AADK. Our partnership with ActionAid International makes us part of a global network of ActionAid members and partners ranging from informal community based organisations to strategic alliances with civil society organisations and movements at national and international level. Within the Federation, AADK has been given responsibility for key areas within our strategy such as governance, capacity development and mobilisation of young people. Through our leadership in these areas AADK plays an important role in facilitating strategic leadership in the Federation, coordinating top priorities, developing new knowledge which can be used across the Federation and supporting the capacity of the Federation within programmes and campaigns. By participating and cooperating across the Federation and with its partners and strategic allies, we can reach much further than we would through bilateral partnerships.

In cooperation with AAI, we build long-term partnerships with community-based organisations and social movements. We support their capacity development, for
example through our training programmes. We engage in alliances with many different actors, including NGOs, networks, think-tanks, unions, and progressive companies. We also seek to hold those with power accountable through critical engagement – e.g. with government or the private sector. We engage constructively where possible, but are willing to challenge where necessary.

7. Where we work

Traditionally AADK has been working in a limited number of specific programme countries. We will continue to prioritise our work in the poorest countries, primarily in Africa, but we will extend our geographical focus to comprise all countries where ActionAid International is present, addressing among other issues democracy and distribution policies in middle income countries with widespread poverty. Our choice of programme partners will be based on an assessment of the needs and opportunities in the specific situation, including an assessment of cost-effectiveness.

8. Who we work with

AADK cooperates with a number of different actors both in Denmark and internationally. First and foremost, we work hand in hand with ActionAid in all the countries in which we are engaged. ActionAid partners are community-based organisations and social movements who receive support for their work with governance and accountability.

The target groups in our programme work are primarily women and young people. We believe that altering unequal power relations between men and women is a precondition for democratic development and for fighting poverty and injustice. As women often have less power than men, poor women often have less access to land, education, transport, cash, decision-making, control over their bodies, etc. The specific work to address gender inequalities sometimes includes men, but the primary focus will be to empower and mobilise women.

In many countries, young people constitute a large segment of the population, but are still excluded from decision-making processes. Young people possess an enormous potential as change agents as they are very committed to influencing the future and less bound by convention. Hence, they are crucial actors in fighting poverty, promoting democracy and ensuring sustainable development.

9. Strategic objectives

9.1. Our international work

Strategic objective 1: AADK will make a significant contribution to ensuring concrete improvements by 2017 in the quality, equity and gender responsiveness in public services for five million people living in poverty by consistently holding governments and corporations to account.

AADK has been made officially responsible - for the rest of the strategy period - for coordinating, supporting and developing the work of the ActionAid Federation within this strategic area. AADK will thus play a leading role in ensuring that the approximately 300 Local Rights Programmes implemented in 3,000 communities systematically and efficiently work to organise and strengthen civil society
organisations and their capacity to influence decision-making and hold local government accountable for ensuring access to and quality of public administration and in public services such as education and health. AADK will further ensure that ActionAid in the individual countries works systematically towards mobilising partners and other actors to promote the issue of poverty in national policies and reforms.

In the period up to 2017, we will focus specifically on three objectives:

- That all Local Rights Programmes within this strategic area apply a Human Rights Based approach and all ActionAid partners have the necessary knowledge and capacity to effectively mobilise poor people to demand an equal right to public services.

- That ActionAid supported programmes play an increasingly active role in national campaign work that aims particularly at ensuring public services directed towards poverty alleviation and gender equality, promoting mechanisms to protect vulnerable groups in society and critically challenging the commercialisation and privatisation of public services.

- That Action Aid develops methodologies to support organising and mobilising under restrictive political conditions and that ActionAid programmes and partners are increasingly politically active in opposing reforms that reduce the potential for people living in poverty and their organisations go be politically involved.

To achieve these objectives we will take the following concrete measures:

- We will support coordination and development of work on governance in ActionAid by taking the lead in AAI’s international work on exchange of experience and strategy development.

- We will establish and support a digital knowledge centre for learning, development and dialogue among ActionAid and its partners.

- We will produce analyses and handbooks to support the capacity of country offices to participate in national campaigns within the focus areas.

- We will develop and document methodologies to support organising and mobilising under restrictive political conditions and support the development of national political work that enhances opportunities for public participation.

- We will finance support for local programmes of ActionAid partners in specific countries.

- We will support capacity development of civil society organisations and social movements through the placement of more than 500 Inspirators and 100 Advisors within the focus areas.

- We will train more than 10,000 frontline staff and volunteers in civil society organisations within the focus areas.
Strategic objective 2: AADK will make a significant contribution to ensuring that by 2017 popular movements have won significant victories in achieving fair redistribution of resources to finance policies to reduce poverty.

The work of AADK within this strategic area focuses on taxation and is divided into two parts. On the one hand, we will work to ensure that national tax systems contribute to a positive redistribution of financial resources. On the other hand, our aim is to ensure that the profits of multinational corporations are taxable in the countries where they are generated. AADK will play a leading role in ActionAid's international tax justice campaign at the local, national, and international level. We will contribute with action research, development of ideas and exchange of experiences, and we will produce policy papers and campaign material. We will also work for an increased focus on national tax systems in ActionAid's programme work and through our responsibility for ActionAid's work on governance, we will ensure strong coordination between programme and campaign work.

In the period up to 2017, we will focus especially on the following objectives:

- That an increasing number of ActionAid countries participate in the international tax justice campaign and that they are equipped with the necessary capacity to participate in the campaign at both local and national levels.

- That ActionAid has built up the necessary knowledge to analyse national tax systems and that more countries have the capacity to become actively involved in programme and policy work in order to ensure that national tax systems lead to a positive redistribution of resources in favour of people living in poverty.

- That ActionAid has the capacity to analyse and critically pursue the extent to which increased public resources are used to finance the improvement of public services for people living in poverty and that it works towards this end in a coordinated fashion.

To achieve these objectives we will take the following measures:

- We will draw up and contribute to political analyses and guidelines for policy and campaign workers in the international tax power campaign.

- We will support local and national campaigns, as well as the international ActionAid tax power campaign with financial and human resources.

- We will produce analyses and handbooks to support the implementation of national strategies and programme development for work on national tax reforms.

- We will develop ActionAid’s methodologies to carry out critical analyses of public budgets as a way of ensuring coordination between our work on tax and improving public services to people living in poverty.
• We will train more than 1,000 programme, policy and campaign staff in local and national civil society organisations to work with tax and public budget issues

• We will place 150 Inspirators and 52 Advisors with partner organisations and in alliances that work with tax reforms that will ensure redistribution.

Strategic objective 3: AADK will make a significant contribution to ensuring that ActionAid’s work with women and men affected by disasters or living in fragile situations builds the capacity of these people to hold humanitarian organisations and governments accountable.

By 2017, ActionAid will have supported more than five million women and men affected by disaster and have built resilience towards natural disaster in more than 5,000 communities. AADK will contribute to this by developing and adapting our methodologies within governance and accountability to make them relevant and beneficial in humanitarian efforts and fragile situation.

In the period up to 2017, we will focus especially on ensuring that ActionAid’s work in disaster areas has the capacity to integrate a Human Rights Based approach that focusses on the ability of those affected by disaster to participate in the planning and prioritising of relief work and hold the organisations and institutions providing relief work accountable.

• We will produce handbooks, develop training programmes and facilitate exchange of experiences on a Human Rights Based approach to relief work
• We will train frontline staff and attempt to promote a democratic and transparent approach to relief work within ActionAid and among ActionAid partners and other actors in the humanitarian arena.
• We will support the work of local organisations that want to employ and further develop the Human Rights Based approach to disaster relief with 40 Inspirators and 8 Advisors.

Strategic objective 4: AADK will contribute to ActionAid’s efforts to mobilise five million young change agents in the struggle against poverty and to build the capacity of youth organisations and young change agents to work for democratic and sustainable ways of development.

AADK will contribute to the efforts of ActionAid to organise young change agents - both young people living in poverty and those who wish to democratise their society and create more just and sustainable development through campaigns. Our theory of change is based on the idea that by working together, people can challenge the structures that keep them and their fellow human beings in poverty and inequality and that with their will for change, young people have a special role to play in creating and fighting for democratic and sustainable ways of development. This strategic area focusses especially on how we engage young people in the changes that ActionAid is working for.
AADK will play a leading role within the Federation to ensure that the mobilisation of young change agents is a cross-cutting element of our work for change. We will create platforms where young people can operate in accordance with our objectives and we will develop methodologies for mobilising and organising young people in organisations and movements.

In the period up to 2017, we will focus especially on the following:

- Ensuring that the understanding of the role of young people as change agents is strengthened and developed in ActionAid and that work with young people as change agents is done in a more coordinated and strategic fashion throughout the Federation, both nationally and internationally.

- Training, capacity building and creation of networks among young change agents throughout the world, thus strengthening their ability (both individual and collective) to become involved in the work for democratic and sustainable alternatives in accordance with ActionAid’s overall objectives and values.

- Creating physical and digital space to support and maintain the mobilisation of young people and create the necessary framework and structures to enable young change agents to become a strategic resource alongside ActionAid’s other strategic priorities and activities.

- Contributing to the development of Activista as a common brand for all activist work that ActionAid supports around the globe.

To achieve these objectives we will take the following measures:

- We will contribute to the development of structures and knowledge within ActionAid that ensure focus and coordination in the work with young people as change agents within the Federation.

- We will develop and maintain at least 14 Global Platforms (both within ActionAid countries and outside of these where particularly relevant) as an integrated part of ActionAid’s work in educating and mobilising young change agents.

- We will create digital solutions to support global communities, retain young people that have been mobilised and strengthen opportunities for young people to become involved in the campaigns of ActionAid or other youth campaigns.

- We will develop knowledge and methodologies about young people as change agents and we will train 35,000 young people to become national and global.
change agents, who will indirectly reach 150,000 young people.

- We will support approximately 50 different youth organisations by financing their campaign activities and organisational development and through the capacity development and placement of 100 Inspirators and 50 Advisors.

**Strategic objective 5: A strong, well-structured and financially sustainable AAI Arab Regional Initiative.**

AADK has been present in the Arab region since 2006, focusing on strengthening the capacity of young activists and civil society organisations with the aim of holding the authorities to account with respect to youth-related issues and obtaining access, equal opportunities and gender responsiveness in the delivery of public services. Another point of focus has been to strengthen cross-cultural cooperation, dialogue, solidarity and exchange of experiences between young people in Denmark and in the Arab region.

In June 2012, AAI’s General Assembly approved the establishment of a regional initiative for the Arab region (*Arab Regional Initiative - ARI*) and a country programme in Palestine. In September 2013, a five year strategy was approved by the board of AAI. For the first two years, AADK has had responsibility for ARI, but it is envisaged that ARI will become an independent member of the ActionAid Federation in the course of the strategy period.

For the rest of the strategy period, AADK will work towards ensuring that ARI has the necessary capacity and financing and adequate administrative systems and networks to deliver on its commitments for the five year strategy for the region. AADK will, as far as possible, support ActionAid Palestine with capacity building, Inspirators and Advisors, financing and networks in order to live up to the objectives of “Together against Poverty”, not least those objectives which concern advocacy in Europe.

- In partnership with AAI and ARI, we will develop a strategic vision for ARI’s structure after the present strategy period has elapsed.

- We will develop ARI as a unique youth-driven initiative that can inspire the ActionAid Federation with regard to how to work with youth leadership in the future.

- We will build the leadership skills and capacity of 7000 young women and men, mobilise and organise 3000 young women and men, support 1500 young women and men in their participation in political processes and support 60 youth organisations and movements.

- We will build the capacity of and organise 1000 young women and girls to challenge and reject gender-based violence, discrimination and injustice and support 500 women and women’s groups in their efforts to gain influence on decision-making processes.

- We will become involved in the region through learning together, providing a breeding ground for solidarity, strengthening alliances and participating in regional
and global advocacies and campaigns.

- We will strengthen cross-cultural cooperation, dialogue, solidarity and exchange of experiences between young people in Denmark and in the Arab region.

- Last, but not least, we will strengthen our policy and campaign work in Denmark in order to influence public opinion, knowledge and discussion about the rights of young people, women and other groups affected by conflict and emergency in the Arab region and attempt to influence Danish and European policy with regard to supporting the development of free, viable and democratic states in the Arab region, including Palestine.

**Strategic objective 6: AADK will support the capacity of ActionAid and ActionAid partners to apply a Human Rights Based approach to development.**

Work on governance as an independent focus area in ActionAid is described under other strategic objectives. However, an element that permeates all the work on governance is the cross-cutting, methodological, Human Rights Based approach. AADK will contribute to facilitating exchange of experiences and learning about Human Rights Based approaches across the Federation and with its partners and networks, ensuring that development of methodologies within governance is an integral part of the general development of methodologies and approaches in the programme work.

**In the period up to 2017, we will focus especially on the following:**

- Helping to ensure that ActionAid’s Human Rights Based approach is employed by front-line staff in AAI and ActionAid’s partner organisations.

- Ensuring that experience from Human Rights Based work from other objectives in ActionAid’s strategy is accumulated and that this in turn contributes to the strategic development of Action Aid’s work.

- Ensuring interaction and coordination in the development of methodologies in the Human Rights Based work within Action Aid’s various different strategic objectives.

**To achieve these objectives we will take the following measures:**

- We will support training of 10,000 frontline staff in civil society organisations in ActionAid’s Human Rights Based Approach. Additionally we will collect and distribute experiences from ActionAid and its partner organisations with a view to ensuring an effective, systematic approach to the building and strengthening of civil society organisations and to campaign and solidarity work.

- We will strengthen the capacity to develop and carry out Human Rights Based programmes and projects through the placement of 160 Inspirators and 50 Advisors.
We will ensure mutual incorporation and development of methodologies between governance approaches and empowerment work in local rights programmes.

9.2. Our work in Denmark

Strategic objective 7: AADK will have a significant impact on Danish and European policy within our campaign areas, and we will strengthen cooperation between the Danish government and international civil society in matters of common interest.

AADK will generally strive to influence Danish development policy and other relevant policy areas by engaging seriously on both sides of ongoing debates. Through alliances with other actors, we will strive to ensure that the Danish NGO Forum, Concord Denmark, and the 92 Group deliver professional and emphatic analyses and policy proposals and carry out efficient political lobby work vis-à-vis Danish civil service and political decision-makers; we will also strive to ensure that Denmark practices globally responsible decision-making. Through these cooperations AADK will furthermore encourage the Danish government to play a lead role in the EU in ensuring that the EU also follows policies that will promote the eradication of poverty, the reduction of inequality and globally sustainable development.

- We will continue to be a leading voice in the Danish debate on these issues.
- We will influence Danish and European decision-makers to advance the views and opinions of AADK and ActionAid International.


AADK will also, alone or in collaboration with other Danish organisations, initiate specific campaigns that address particular current issues such as the new UN Global Sustainable Development Goals, a globally responsible Denmark and Palestine. The campaign work in relation to Palestine is described in a separate strategy, whilst the campaign work vis-à-vis other Middle East states will be developed according to the political situation in the region and ActionAid’s political strategies.

In addition to the long-term political objectives, the campaigns of AADK always have short-term, specific goals aimed at changing attitudes and influencing decision-making. Campaigns must be based on thorough analyses and experience from our programme work and contain clear political alternatives (solutions).

Companies are important global actors that we also wish to influence in order to promote our mission. We take the view that it is vital for companies to shoulder greater global responsibility if the new Sustainable Development Goals are to be achieved and the fight against poverty to succeed. In our dialogue with companies, we take a Human Rights Based approach hoping to influence them to conduct their business in a more globally responsible way, for example by requiring them to pay tax locally in the countries in which they operate. We engage in direct dialogue with companies through meetings or more openly through communication and campaigns that are not aimed at fundraising.
Our campaign work will include compelling and well-documented lobbying vis-à-vis political decision-makers, press work that sets the agenda, and activist ‘eye catchers’ that challenge people in an creative and innovative way and bring matters to a head. Finally, our campaigns will entail a broad popular mobilisation and include a significant information element that appeals to a wider segment than our usual sympathisers.

**Strategic objective 8: AADK will ensure that Danes have an arena for action as global citizens and strengthen their engagement and involvement in campaigns aimed at fighting poverty and promoting sustainable alternatives.**

AADK reaches out to all Danes with information about important political issues and the opportunity to take part in our voluntary stays and campaigns, to become global citizens, voters and consumers and to support our work financially.

The development of our campaign work in Denmark will primarily be directed towards mobilising young people (16 to 30 years of age).

- Educational institutions throughout the country will be focal to our campaigns
- We will build up a core activist group (Activista) to be the driving force of our campaigns and mobilise a broad support group to embrace all volunteers

We provide a broad range of opportunities for anyone who wants to become an active global citizen. Global Contact offers internships and volunteer stays in other parts of the world, based on the belief that the most important incitement to empowerment and willingness to act arises through meeting peers and unifying other people’s struggles with your own. Through internships and volunteer stays, young (and older) people are educated and gain awareness about global issues, and they experience how global issues affect the communities they have become a part of. Training4Change provides training on the global context and gives the participants tools in organisation and mobilisation. Training4Change offers training to people who want to engage in the struggle against poverty and who are in favour of just and sustainable alternatives. The campaign work of AADK provides activists and other supporters throughout Denmark with the opportunity to take initiatives within our three main campaign areas and participate in specific activities aimed at creating tangible political changes.

We will work strategically to develop the links between Global Contact, training, and campaign work. The main objective is for people to become aware of their own role and its relevance in the struggle for social and political change.

In the period up to 2017, AADK will achieve significant political campaign objectives.

- We will involve 300,000 people in our campaigns³
- We will ensure a significant growth in the number of members and regular contributors, aiming at more than 20,000
- We will place 6,000 volunteers through Global Contact

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³ Individuals who have participated in one of AADK’s campaign activities, meetings, demonstrations, petitions, among others. This is measured on an annual basis, and the same individuals might therefore be counted several times, if they have participated in various activities.
• We will organise 5,000 key volunteers.

During the final stage of the strategy period we will

• On the basis of the new UN Sustainable Development Goals and in cooperation with other organisations, develop political and campaign work in order to reach more people and exert more influence.
• Develop our mobilisation efforts on social media platforms in order to establish a strong connection between online campaigns and campaign work around the country.
• Work towards including new groups of people in Global Contact alongside our traditional target groups in order to involve more people in our work and create more global citizens.
• Be open to new political tendencies - which are in line with our goals and values - that we can support and embrace to our mutual benefit.

AADK will become involved in Human Rights Based work in Denmark and thus work with politically and socially marginalised young people both with ethnic minority and Danish majority backgrounds. We will inspire them to seek influence with and to demand to be heard by local and national decision makers.

AADK will furthermore invite young people to engage in global solidarity work either through volunteer stays in the Global South or participating in information and campaign work in Denmark. This initiative will depend on available financing, but AADK will, to a limited extent, use its own funds in areas where public financing is not forthcoming.

10. Organisational objectives

Organisational objective 1: AADK will develop a global training programme that contributes significantly to the capacity development of civil society organisations throughout the world.

AADK will build a global training programme and establish training platforms throughout the world in partnership with local partners. The AADK training programmes will serve as a capacity development methodology in AAI (staff and partners) to support the implementation of People’s Action To End Poverty. AADK will give financial support to the training programmes as part of an integrated approach to achieving our international strategic goals. In addition, Training4Change will offer training to many other target groups and hereby support and influence civil society beyond the reach of the direct AAI partners.

• We will strive to make our training centre TCDC in Arusha the primary training centre for governance trainings for ActionAid and ActionAid’s partners.
• We will establish more than 14 Global Platforms covering all continents
In total, more than 370,000 people will have received training via Training4Change during this strategy period.

AADK’s training programmes will have an action-learning approach, which connects theory and practice, and is based on the participants’ own experiences. We will continue to work systematically and professionally with training management to ensure a high quality of training within key areas such as AAI’s Human Rights Based Approach, governance, organisational development, leadership in civil society organisations, organisation & mobilisation, gender & development, and campaign work.

We will further develop our existing digital learning platforms while at the same time developing new digital learning approaches with a view to strengthening their effect and moving the learning environment out of the classroom in order to reach more people.

We will consolidate the existing Global Platforms and establish new ones as an entry point and modality for capacity building and mobilisation of young change agents. A new organisational structure will be developed in the strategy period. The structure, which, as far as possible, will be integrated in ActionAid, will embrace greater national ownership of the platforms and include strong branding, quality assurance and a financial model to promote the establishment of a global network and enable further expansion.

Organisational objective 2: AADK will develop the People4Change programme and integrate it as a unique contribution to the capacity development of ActionAid partner organisations.

Through People4Change, AADK will introduce and consolidate the intercultural cooperation between people as a capacity development methodology in ActionAid. Advisors and Inspirators will be used to support our strategic objectives by facilitating capacity development and promoting the exchange of experiences and cross-cultural cooperation.

We will cover the basic costs of the programme, and invest in People4Change so that it can play a role in ActionAid with special focus on the countries where we cooperate on our programmes.

Our financial support will focus on AADK’s international strategic goals. Advisors will thus be linked to the concrete key thematic areas of governance, tax and mobilisation of young change agents, thus ensuring that Advisors contribute to creating synergy and links between local, national and international work. We will strive to make our Inspirators focus on development, innovation and dissemination of Human Rights Based work. We will furthermore create mechanisms to ensure that experience from local and national work is collected and disseminated throughout the entire Federation.

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4 It is expected that approximately 70,000 people participate directly in training courses facilitated by Training4Change. In addition to this, approximately 300,000 will receive training otherwise designed by Training4Change.
Inspirators are volunteers who contribute to capacity development and exchange of experiences primarily in relation to the development of Human Rights Based programmes and methodologies and:

- Are recruited internationally (primarily in AAI programme countries) and placed cross-nationally
- Have unique knowledge from practical development work
- Have an ability to promote innovative thinking and critical reflection
- Have practical experience, but not necessarily a formal education
- Focus on specific capacity development activities of a partner organisation
- Are placed on a short-term basis: up to one year
- Are placed in all low income countries within the spectrum of all objectives in the AAI strategy
- Are subsidised for cost of travel, accommodation and insurance

Advisors are professionals who contribute to innovation, learning and capacity within our strategic focus areas. Advisors are linked to thematic initiatives and work groups and contribute to the synergy between international, national and local activities and:

- Are recruited internationally and placed cross-nationally
- Have a specialised professional background with relevant competencies, knowledge and experience in relation to the job in question
- Have an academic degree
- Focus on capacity development of country programmes and strategic partners
- Are posted for a 2-year period with the possibility of extension
- Are primarily placed in programme countries within the governance work of AAI (Objective 2 in ‘People’s Action To End Poverty’)
- Receive a salary in line with AAI’s salary scale

In cooperation with ActionAid, we will become better at mobilising and exploiting the large volunteer base in our Inspirator database and ensure that the Inspirator programme continues to have a preponderance of participants from the Global South. With a view to ensuring effective solutions that are driven by demand, AADK will develop systems and models for cost sharing and ensuring that People4Change placements are incorporated in national project proposals. Advisors and Inspirators will be financed from AADK’s thematic and geographic focus areas. However, People4Change will, along with ActionAid, look into the possibilities of financing of the programme from various other sources in order to be able to place Advisors and Inspirators in other areas targeted by ActionAid’s strategic goals.

In the strategy period AADK will

- Facilitate the placement of 1,000 Inspirators and 260 Advisors to be recruited internationally and placed in country offices in order to strengthen the strategic goals of Action Aid’s strategy and other goals of ‘People’s Action to End Poverty.’
- Ensure that more than 4,000 people have worked closely with Inspirators and/or Advisors and thus strengthened their professional competencies.

Organisational objective 3: AADK will strengthen our profile in the Danish public eye and work to become even more well known as a civil society organisation in Denmark.

AADK’s communication must be open and inclusive and able to inspire, maintain and attract new supporters to the organisation. AADK will continue to be a decisive voice in the Danish development debate, ensuring popular support for strong Danish
involvement in the fight against global poverty and inequality and promoting sustainable development. An intensive, strategic communication effort is indispensable in order to significantly increase public knowledge about AADK. Our external communication will avail itself of one coherent strategic brand. At the same time, we will work with a segmented form of communication which addresses particular target groups and communicates the messages of AADK.

Our communication will underpin our campaign work, fundraising, and marketing of Global Contact, training courses, and so forth. We will aim for direct dialogue by using the social media and the many new platforms that are under constant development and enable completely new forms of dialogue, co-creation and involvement. We will meet our target groups at eye level, engaging in direct and challenging communication that incites dialogue, encourages joint solutions and calls for action. Our communication work should be anchored in the programme work of AADK and AAI and strive for high levels of credibility. Our media work will ensure extensive press coverage of our political viewpoints and contribute to the promotion of our brand.

Organisational objective 4: AADK will, with the support of volunteers and activists, develop efficient campaign work.

AADK will position ourselves through dialogue, lobbying and networking, activism and strategic media work in Denmark to ensure that we have a political impact. Our campaign work is dependent upon close cooperation with other parts of ActionAid and partners in different parts of the world. Internally in AADK, cooperation and coordination between staff in communication, training, knowledge, and political campaigns as well as our volunteer and activist groups is essential. We will develop an organisation and a culture that promotes and utilises synergy and coherence between different efforts, provides space for discussion and diversity, and also ensures clear campaign objectives.

AADK wants to be a volunteer organisation that many people in Denmark engage in. We will make space for differences of opinion and the exchange of creative ideas, as well as the motivation to change and to develop alternatives. Our work with volunteers reflects an understanding of their commitment and desire to make a difference. AADK will provide the physical and organisational framework that makes it easy to become a volunteer. The path to entrance into AADK’s volunteer environment often stems from our campaign work in educational institutions throughout Denmark, Global Contact, Global Platform, our training programmes, festivals, public meetings, demonstrations or the volunteer café. Volunteer groups receive support from the Secretariat, but it is important that experienced volunteers contribute to coordinating different groups and help new volunteers find their place within the organisation.

- AADK will develop a coherent strategic understanding and approach to the involvement of volunteers in our work in Denmark in order to ensure appreciation, embedding of the organisation and joint objectives.

Activista Denmark is the platform for all campaign volunteers in AADK and comprises the backbone of our volunteer network. Activista Denmark is part of the Activista International network.
Organisational objective 5: AADK will ensure a sustainable economy that makes it possible to act as an independent campaign organisation and significant international actor, both now and in the future.

It is the ambition of AADK to be an important and influential campaign organisation with a significant role to play on the international scene and the ability to act independently and in accordance with our political priorities now and in the future. A healthy economy that supports both independence and action is a basic prerequisite for achieving these goals.

Both now and in the future, we will be one of the prominent organisations with a framework agreement with Danida and we will also secure funding from various different public sources. At the same time, we will strive to spread our financial sources in order to ensure long-term financial sustainability, which will enable us to continue to pursue our political priorities.

AADK is thus undergoing a ‘financial revolution’ based on three elements, of which the last two are new and still being developed:

1) Public means for programme work, development of methodologies and capacity development
2) Co-financing of our core activities from donors, private funds, other NGO’s and users/clients. This includes contributions to campaign work, scholarships and course and travel expenses (Global Contact) among other things
3) Private unrestricted contributions to co-finance our core activities

In order to maintain and strengthen our position as an attractive partner, AADK needs to constantly be able to achieve and document visible results, develop our activities and adapt to new developments. Our international training programme (Training4Change) will gradually be developed through an increasing number of contributions from a broad spectrum of partners and users. Thus, more than 50% of the total budget of Training4Change will come from other sources than Danida funding and the total turnover in 2018 will be 40% greater than in 2012.

The People4Change programme will gradually change to be not only demand-driven as far as the programme is concerned, but also with regard to funding. We expect that the financing of Advisors will increasingly become a part of programmes and projects, whereas funding of Inspirators will be shared between AADK and the recipient country. There is also the option of utilising a scholarship system or sponsorships, for the Inspirator programme for example.

We will significantly increase our fundraising levels. In 2017, it is thus our aim to be able to raise 20 million Danish crowns in unrestricted funds from sponsors and donors in Denmark. The core of our increased fundraising will be regular givers, who will support our work on a monthly basis. In addition to the unrestricted funds from the regular givers, we will secure contributions from the EU, special foundations and legacies, and we will work with fundraising during campaigns and events.

We will ensure that our fundraising efforts are in line with our work in the Global South. We will inspire Danes to give financial support to our work without compromising our values. Danes should support our work based on communication showing them that people in the Global South have dignity and rights and the ability to act. Through on-
going communication, we wish to give a balanced picture of what working for social change means - and of the underlying causes of poverty, injustice and violation of rights. We will partake in open dialogue with our members and donors and be inspired by their stances and opinions about our work and methods of communication.

Organisational objective 6: AADK will develop our popular support and our membership democracy.

AADK will develop our popular support significantly. In addition to increasing the number of financial supporters and members (to more than 20,000), we will work on bringing the many volunteers, activists and campaigners closer to AADK as ‘core supporters’. We will develop ways of formalising the involvement of core supporters in AADK, and we will set specific targets for the growth in the popular support in Denmark.

We will further develop our dialogue with our members and supporters and find ways to make it easier and more attractive to become involved in the organisational life of AADK. Based on our values of equality and participation, we will strengthen and further develop the political democracy within the organisation during the strategy period. We will strive to find new ways of involving members and supporters in internal democratic processes. We will develop the cooperation with our institutional members so that their role in the organisation becomes clearer and strengthens our popular foundation.

- The Board will make a special effort to ensure that the organisation AADK itself and its relationship with its members are structured in a relevant and pertinent way in order to ensure influence and participation for all types of supporters. We will thus seek to involve more young people in organisational democracy and ensure breadth in the spectrum of those wishing to participate.
- We will keep experimenting with different forms of meetings and the options for becoming involved in meetings so that these constantly become increasingly open, democratic, inspiring and productive. We will strengthen the role of the AADK Council, so that the Council will become an even more competent decision-making body, which is well informed about global issues and strategic issues concerning AADK and ActionAid International.
- AADK will further develop communication about organisational democracy to make it is clearer to members what The Council and the Board actually do and how one can exert influence.
- When a new Council is elected, AADK will continuously provide knowledge about AADK and ActionAid International, in order to enhance the knowledge of Council members to the extent necessary for them to make strategic decisions.
- AADK’s Board will continuously pursue capacity development in order to build the knowledge levels of new Board members so they are able to play their designated strategic, political and financial leadership role.

Organisational objective 7: AADK will ensure an efficient and professional administration of the organisation's work with a globally responsible and green profile.
AADK will strive to be a good workplace, where staff thrive and are appreciated and where everybody understands their roles, is able to influence their specific work areas, and is highly committed to their work.

AADK will focus increasingly on becoming an organisation that has high productivity and is cost-conscious. We will strengthen our financial management systems and our business plans. AADK will also make a determined effort to improve our budgeting processes and our financial monitoring and transparency. We will intensify our efforts to improve our marketing and fundraising and we will improve our capacity to document the results of our work.

AADK will continue to try to reduce our ‘ecological footprint’. We will focus on reducing consumption in the way we run the organisation by incorporating resource-awareness in relevant processes and policies. In our purchasing policy we will we will increase our focus on environmental sustainability and aim to reduce our CO\textsubscript{2} emissions. To put an actual figure on it, this means a reduction of our CO\textsubscript{2} emissions by 30% during the strategy period.

**Organisational objective 8: AADK will contribute to ActionAid International becoming a strong, popularly rooted and efficient international federation.**

AADK will work intensively to enhance ActionAid International’s potential to become a strong democratic organisation. We will work loyally to support the achievement of the strategic and organisational objectives of ActionAid International and contribute to this with inspiration and resources. We will also hold other parts of the Federation accountable for achieving these objectives and comply with AAI’s values.

We will make an effort to ensure that the new identity of AADK, as an affiliate of ActionAid International, gradually becomes relevant and real to staff, volunteers, and members and is also noticeable in our branding within Denmark.

It is important to AADK that other ActionAid International affiliates are perceived as legitimate national civil society organisations, and we will contribute to this through our work. It is vital that ActionAid has a partnership approach and focuses on capacity development of civil society organisations and social movements.

AADK will contribute the further development of the AAI Federation. We will support international structures and processes and exercise a delegated responsibility in areas where we have comparative advantages and resources. At the same time, we will take our place at the forefront in developing new areas and trying out new methodologies.

We will inspire, challenge and contribute to capacity development within the Federation, especially with relation to ActionAid member countries in the Global South.

We will focus on finding new trends that need support and attention and ensure that initiatives that we have assumed leadership for are brought forward in the Federation at the right time and place. In this way, we would hope to maintain a proactive international role in AAI.

- AADK will contribute to inspiring and developing work with young people in AAI and ensure that they are included in our theory of change.
• AADK will develop cooperation with popular movements in AAI and contribute to strengthening this cooperation with methodology and resources.
• Internally in ActionAid, AADK will offer other affiliates support and advice in the development of their popular support and membership democracy, as well as in terms of building their leadership capacity with a view to supporting their legitimacy, credibility, and efficiency.
• AADK will contribute to developing the partnership approach in ActionAid’s work.
• On an on-going basis, AADK will contribute to changing and developing approaches to utilising child sponsorships in the international ActionAid system. AADK will insist that the child sponsorship concept be aligned with AADK/AAI’s theory of change and Human Rights Based Approach to development.
• AADK will support ActionAid International’s efforts to improve its systems to document results.
• On an on-going basis, AADK will seek to influence ActionAid International to include sustainability to a larger extent both at strategic and programme levels.

11. Conclusion

“By focussing on our efforts in those areas where we are strongest and by involving ourselves in other parts of ActionAid International, our work will have greater impact on and become more meaningful to many more people than ever before in the history of AADK”.

This is a revised version of AADK’s strategy “Together Against Poverty 2012-2017”, which was approved in 2012 and marked the beginning of a new era in the history of AADK. “Together Against Poverty” builds on the legacy of many years of intercultural cooperation and on well-tried activities that have been developed over recent years. To an even greater extent than the original strategy, the revised version contains a series of very specific promises regarding AADK’s commitments and the results we expect to see by 2017.

In the original version of the strategy, we committed ourselves to reviewing the results we had achieved and adjusting our strategic goals where necessary. This internal strategy review was conducted in the spring of 2015 in cooperation between the Council, the Board and the Secretariat. Furthermore, in 2014 Danida carried out an external review of AADK’s work. We have thus undergone a thorough examination both by ourselves and by external consultants, and we have taken stock of our original goals. At the same time, we have taken the opportunity to evaluate new challenges and opportunities that have arisen over the past years in order to adapt our strategy to the world in the year 2015 and the years to come.

The revised version contains no basic changes to our original objectives and ideas about how to create change in the world and how to fight poverty. The strategy is still ambitious, but not unrealistic. We have, as stated above, enlarged upon our expectations for the results of our work and we have clarified how our special focus on working with young people as change agents is part of our theory of change. We have defined the goals for our work in the Arab region more closely and we have moderated our financial goals for fundraising. Finally, we have added a section on how we plan to
take a Human Rights Based approach when working with marginalised young people in Denmark.

There are many quantitative objectives, which we will continue to measure on a regular basis. We will be accountable to these objectives, in terms of our members and supporters, our donors and our partners. We will fight to achieve them and we will be open about our successes and failures.

Our activities are only a part of the work that ActionAid will carry out. Our international strategy also contains many specific objectives and change promises. The results of our work will in many cases have to be assessed in terms of the results of ActionAid’s global work. Every country will annually monitor to which extent they have achieved the common objectives and AAI will thereafter compile this information in joint reports about the collective results we have achieved together with poor and marginalised people. These reports will reflect the long-term results of our work. In these reports we will present the results that we are accountable for and hope that we will continue to be proud of the contribution we have been able to make.

We are still committed, hopeful and optimistic. We intend to use all the resources and competencies we have at our disposal and all the opportunities we are granted to fulfil our vision of eradicating poverty and promoting equality in cooperation with poor and excluded people. To create democratic and sustainable development alternatives in partnership with organisations and movements in other parts of the world.