



Together In Compassion

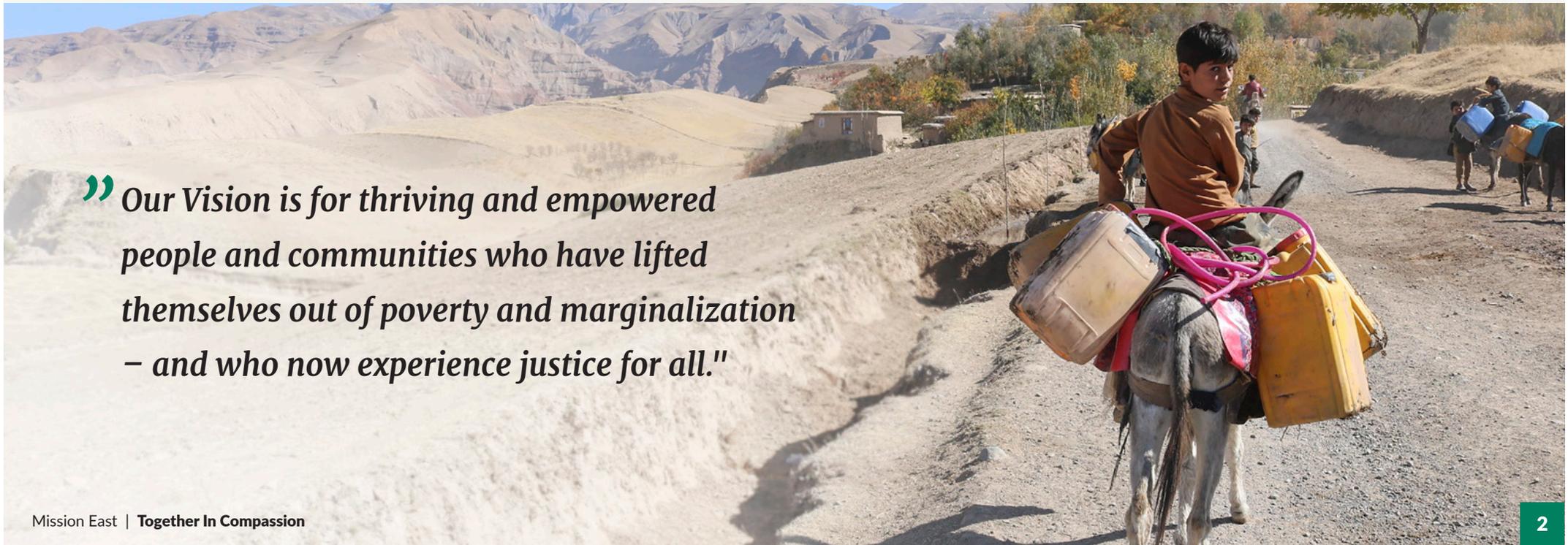
Mission East Strategy
2022 – 2030



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” Our Vision is for thriving and empowered people and communities who have lifted themselves out of poverty and marginalization – and who now experience justice for all.”



Message from the Chair of the Board and the Managing Director



For more than 30 years, Mission East has worked alongside the most vulnerable people in the hardest to reach areas to help them overcome emergencies and rebuild lost livelihoods. During this time, the world has changed and we now see increasing numbers of conflicts and displacements as well as the consequence of the climate crisis and COVID-19. Mission East will continue to adapt to these changes in order to stay relevant and remain one of the best organisations to deliver support to the most vulnerable in remote areas. We have always worked in partnership with local stakeholders and the people we serve – this is a core defining aspect of who we are! This kind of partnership with local communities and partners stems from our belief that responses and development must be

people-centered and locally-owned by empowered people and vibrant communities to bring about lasting change for a more just and peaceful world. This vision grows out of our previous strategy and work – and as such it builds on our strengths and learnings of the past in order to move ahead and create more successes and more positive impact than ever. But this new strategy and its goals and aspirations does not only draw on our experiences and learnings – it is also grounded in consultations, surveys, and input from our staff, partners, and the communities we assist. This has encouraged bold steps in new directions, such as increased emphasis on localisation and greening of interventions. Likewise, it has led us to sharpen our strategic clarity by focussing strategic goals towards the

contexts in which we engage: emergency humanitarian response, fragile communities impacted by social injustice – and contexts impacted by climate change. We are continuously inspired by the Gospels – and our Christian-based values amplify the impact of our work. **Values in action is the Mission East trademark and we want to be guided by the light of these values, and so lighting our work as we put those values into action.** Now in response to the level of the humanitarian needs, ongoing development challenges and the climate & environmental crisis, we are pleased to present a strategy we believe embodies that we are Together in Compassion – compassion for people and all creation!

Betina Gollander-Jensen

Managing Director of Mission East

Torben Andersen

Chairman of the Mission East Board

The Challenges We Face



The times we are now living in have an unprecedented complexity and uncertainty. Overall, the volume of humanitarian crises and needs are rising, while resources available to respond are increasingly squeezed. In addition, we face the following challenges in achieving our Mission.

● **Climate crisis**

The effects of a changed climate are fast being recognised as humanity's greatest challenge and already make communities poorer, increase vulnerabilities, destroy biodiversity and ruin livelihoods. Previously people have mainly moved from their homes due to conflict and wars, but in the coming years we must

expect that the mobility pattern will change as a result of increasing climate change drivers. The scale of future climate-induced migration will be dependent on how well we with our communities and partners build resilience to prevent and mitigate future impacts of climate change.

● **Increased Inequality**

Local communities and actors are often not represented, involved, or trusted to take full ownership of their own development. At the same time, we see growing inequality, where poor communities and households lack dignified livelihoods and economic opportunities resulting in violations of their rights and hindering

development. Localisation is the basis of achieving sustainable change and development. With its localisation approach, Mission East will need to proactively address power imbalance and return local partners and civil society (communities, organisations, authorities) to the centre of humanitarian and development systems through increasingly equitable partnerships, which go beyond joint programming and instead aim for increasingly locally owned and led processes.

● **Competitive fundraising & public engagement fatigue**

Globally, institutional donors have dwindling aid budgets to support the growing needs and challenges

of the world. An array of social media platforms continue to open up new channels for fundraising as well as providing opportunities for new ways of working to support those in need. These added pressures are felt not only by Mission East, but also our partners and beneficiaries. Meanwhile, we live in a time of information overload, which makes it harder to reach the public with information and raise awareness of the communities we help. More creative and focussed fundraising and public engagement activities that reach their target, deliver return on investment and raise awareness are necessary for Mission East.

● COVID-19

The COVID-19 pandemic will continue to bear human costs in the decade to come, with the loss of livelihoods and economic disruption threatening to reverse decades of poverty reduction and development. Poor communities, reliant on informal work and without adequate access to water, sanitation, and health services have been hardest hit and will take longest to recover. As a result, where we had previously anticipated being able to phase out activities in some areas, Mission East is committed to continue delivering both COVID-19 support and development interventions.

● Emerging technologies

New technologies have the potential to improve our efficiency and impact for the benefit of those we serve. Mission East is committed to becoming a more data-driven organisation, which uses emerging and innovative technologies to improve the impact of our work, our decision-making, resource management, and operations.

● Safeguarding & Accountability

In a complex and ever-changing world with conflicts and fragilities, the rights of those we serve are often violated with impunity, adding inequality, stigma and trauma. Accountable both within our sector and to those we serve, Mission East therefore seeks to uphold the highest standards regarding safeguarding and accountability. As has already been our practice, we will need to continuously strengthen our policies and practices and mitigate risks, to ensure that our activities do not harm - but rather actively protect - children and vulnerable adults. High-quality monitoring and evaluations contribute to our programme excellence and, as a learning organisation, we will go on documenting and sharing both successes and failures in pursuit of continuous improvement.





*“Compassion
is at the root of
our motivation.”*

Vision & Mission



● Mission East Vision

Inspiration: Mission East is inspired by Christian values, humanitarian principles and human rights, which we express throughout our work.

Our **Vision** is for:

Thriving and empowered people and communities who have lifted themselves out of poverty and marginalization – and who now experience justice for all.

● Our Mission:

We apply our values to our work: working with communities and partners to provide humanitarian response and development aid to vulnerable people and fragile communities affected by crisis so that they can thrive.

Our Values

Mission East is an organisation with Christian roots, and our values are the heartbeat of our organisation. Throughout our work we live out our values in action.

Compassion

Our compassion is at the root of our motivation for our work, it means we have love for all humans and all of creation. We are moved and saddened by the injustice in the world, which prevents people from reaching their full potential and harms our natural world. We live in a world with constant disruptions, chaos and insecurities. But our compassion makes us strong and encourages us to go the extra mile when the work is not easy. We don't aim for quick fixes, but work hard to reach those in need and find long-term solutions to achieve resilience and dignity for all.

Honesty & Integrity

We refuse to accept injustice and suffering. This compels us to act and speak the truth, and to stand alongside, listen and give voice to those we help. Even during hardships and failures, we will have courage to speak and act with honesty and integrity. We 'tell it as it is' even when this is uncomfortable and we are accountable for our actions, which is essential for building trust with communities and donors alike. Acting with integrity also means we do our job in the best possible way, using recognised quality standards, and we don't promise what we can't deliver.

Respect for all people

Respect for all people often leads us to work in remote or difficult areas, and means our assistance is given without discrimination. Recognising our dependence

on a healthy environment, we believe that respect for all people also encompasses care for creation. We therefore take actions through our work to protect, sustain and restore creation. We understand the value of community and know that we are stronger when we work in solidarity and combine meeting human needs with safeguarding our earthly home.

Valuing the individual

We believe in the dignity and worth of each human being. We celebrate diversity. We work for each person, regardless of a their gender, disability, age, race, nationality, sexual orientation, political or religious belief. We aspire for everyone to live out their full potential and to use their own capacities to improve their own lives and communities. We use inclusive approaches to listen hard, and to try to ensure no one is left behind.

Aspirations – the Changes We Want to See

We know that we alone cannot solve the global problems of poverty and crises, but we do believe that through genuine partnerships and by leveraging our organisational strengths, we can address structural inequalities and conflicts towards a more just and peaceful world where there is healing for both people and the planet.

Our 2030 Aspirations:

- Our programmes will **reach more than 600,000 crisis-affected and vulnerable people** each year by 2030, by expanding into **new geographies and new partnerships** where we will create solid operational foundations to support twice as many people than we do in 2021.
- Communities we assist will have adapted to face up to the challenge of the climate crisis and will be

working to protect the environment in which they live.

- **25 percent of our programme funds** will go to local actors, by adding more focus to **localisation** and power shift so that capacity can be strengthened and the voices of local stakeholders, be they local organisations, authorities or communities, can be heard.
- Our **public engagement and advocacy** will have increased in scale and quality and we will have developed a deeper connection to the Danish public by rooting our communication in our values and evidence-based experiences so that, in greater solidarity, they are helped to take active part in change and are aware of the challenges faced by crisis-affected populations.

- Towards 2030, we will have **increased our annual income level to DKK 150 million** and developed a new basis from which to move forwards via private and institutional fundraising and with new partnerships (e.g. private sector partners), donors and supporters, giving us flexibility and empowerment in our programming decisions while at the same time allowing us to invest in our organization and future resilience.
- We will have improved **operational effectiveness** by investing in our culture, organisation and new technologies, so that we are able to work smoothly across geographies and structures, and to maximise our organizational impact.

Mission East 2022-2030 Strategic Goals

OUR 2030 GOALS

Our 2030 strategic goals reflect the change we want to see in the world. We want to facilitate positive transformational change with strategic priorities which mirror the needs, the voices, and the capabilities of the people we serve. We build on our current strengths while striving to grow and develop our organisation, its role and influence, and its partnerships.

Across all our strategic goals we will **prioritize the most vulnerable and marginalised people in the hardest-to-reach-areas**. In doing so, we will challenge injustice and

combat inequality together with the affected people themselves as well as our global and local partners. Preventing and mitigating harm to our natural world by taking care of God's creation is an integral part of our work.

We remain committed to deliver progress towards the realisation of *the Sustainable Development Goals (SDGs)* as a common global framework. Acknowledging the interdependence of the SDGs, we will towards 2030 especially focus on:



Pathways to - Together in Compassion



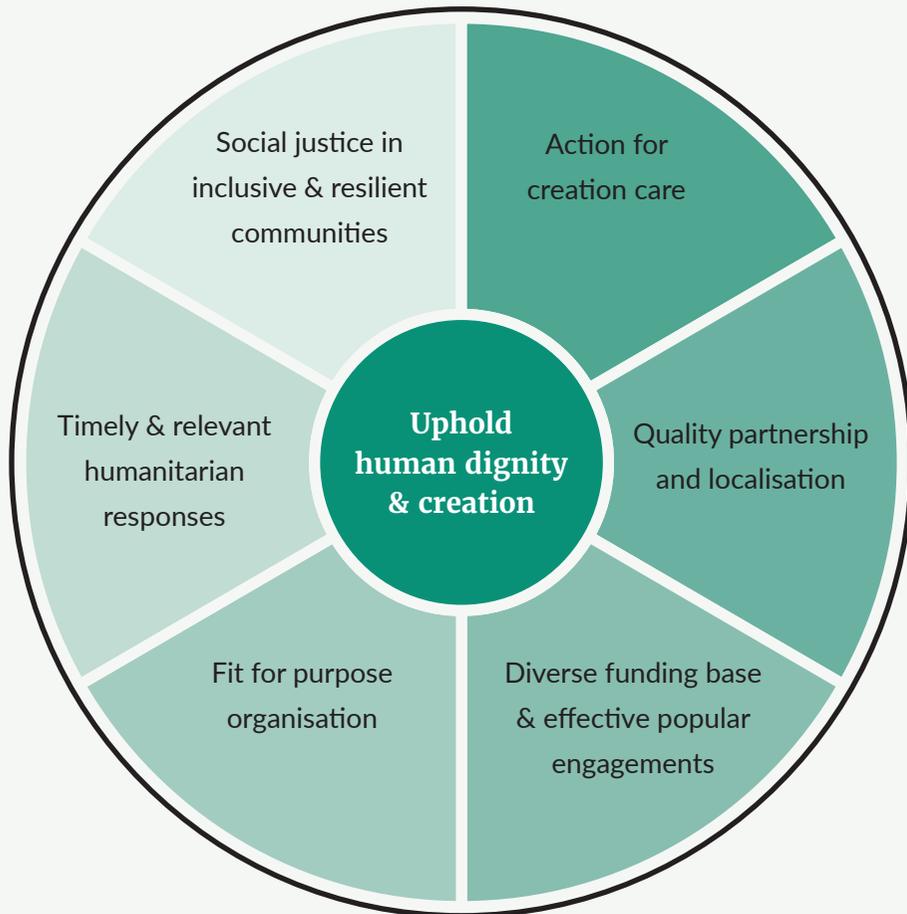
Areas of expertise

- Humanitarian emergency response
- Water, sanitation, hygiene • Food & livelihood security
- Protection • Climate & environment crisis action



Our 2030 Goals

The change we want to see in the world!



Strategic Goal 1 – Conflict- and disaster-affected communities receive timely and relevant humanitarian responses.

People affected by conflict and disasters, especially the extremely vulnerable, are supported to survive and enabled to build back stronger for the benefit of their families and communities.



Strategic Goal 2 – Marginalised and vulnerable populations lead healthy, dignified lives, and experience social justice in inclusive and resilient communities.

People affected by conflict, fragility and poverty, especially women, youth and people with disabilities, achieve social justice to lead their own development and have food security, access to clean water and sustainable livelihoods. They live and participate in safe, just communities where they have a voice, are active agents of change, and have a role to play in society.



Strategic Goal 3 – At-risk communities take effective action to adapt to changing climate, and engage in restorative environmental practice to protect themselves and creation.

Fragile communities, including those exposed to recurrent natural disasters and climate change impacts, are resilient and apply innovative strategies for the protection and restoration of the environmental commons.



Strategic Goal 4 – Mission East invests in quality partnerships and capacitates local leadership.

Mission East is committed to learning and invests in local and global partnerships to build capacity and create efficient and accountable local structures and organisations for the benefit of the people we serve.



Strategic Goal 5 – Mission East has a diverse funding base and effective popular engagement.

Mission East expands and diversifies its funding streams to achieve a growing level of income, which contributes to our programming, organisational stability and further investments in innovative impact interventions for the benefit for those we serve. We retain long-term support while engaging new groups of the Danish society, building awareness and mobilising engagement towards humanitarian and development issues. We attract institutional and corporate donors from new geographies and sectors and forge innovative funding partnerships.



Strategic Goal 6 – Mission East is a vibrant and fit-for-purpose organisation

Mission East is a vibrant, agile, efficient and impact-focused organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.



Strategic Goal 1 – Conflict- and disaster-affected communities receive timely and relevant humanitarian responses

People affected by conflict and disasters, especially the extremely vulnerable, are supported to survive and enabled to build back stronger for the benefit of their families and communities.

Our Global Change Case

Conflict, violence and disasters have forced 84.2 million people from their homes. It is estimated that by 2030, up to 2/3 of the world's extreme poor could live in countries characterized by fragility, conflict, and violence, where conflicts are the main driver of growing humanitarian needs. At the same time, fragile contexts are becoming more complex. The number of recurring natural disasters and climate change consequences, and their increasing frequency, amplify the number of people affected by humanitarian crises and drives further displacement. Preparing for emergencies, manmade or natural disasters, saves lives and reduces forced migration but also reduces the costs of the emergencies when they eventually hit. There is a need to improve the capacity of communities and local actors to be qualified first responders and response managers.

Our Commitment

Responding to the humanitarian needs of the most vulnerable and marginalised people in hard-to-reach areas goes to the root of Mission East's existence and the heart of our values of compassion and respect for all people. We are committed to the *Agenda for Humanity*, especially on leaving no one behind and new ways of working, including transcending the humanitarian-development divide and investing in local capacities. Together with local actors and partners, Mission East seeks durable solutions from the outset of emergencies and through protracted crises, empowering local leadership in response, recovery and development. Tailoring our responses to specific needs and contexts, we help people to survive with timely and dignified aid, to recover and rebuild their livelihoods and homes and to prepare for future risks. Our protection activities help the vulnerable to stay safe in their homes and within their communities. Mission East pioneers innovative approaches to improve our impact. We will continue to pursue innovation and scale-up relevant technologies, including *FemTech* to support crisis-affected women who bear a disproportionate burden of multiple fragility drivers.

We will also expand anticipatory actions to forecast and prevent or mitigate humanitarian emergencies.

What will success look like?

- delivery of timely emergency assistance, in partnership with local actors, enabled by adequate resourcing (including via a Disasters Fund) and context-specific humanitarian response plans.
- staff and partners with well-established emergency humanitarian response capacity, interventions which are well-coordinated with other agencies and government plans, and continue to comply with *the Core Humanitarian Standard (CHS)*.
- humanitarian assistance which reaches most vulnerable groups and communities in hard-to-reach areas and who as a result do not have to resort to negative coping mechanisms.
- Mission East is a recognised humanitarian partner for major donors, and who is sought after for humanitarian collaboration by local actors as well as international consortia and networks.

Strategic Goal 2 – Marginalised and vulnerable populations lead healthy, dignified lives and experience social justice in inclusive and resilient communities

People affected by conflict, fragility and poverty, especially women, youth and people with disabilities, achieve social justice to lead their own development and have food security, access to clean water and sustainable livelihoods. They live and participate in safe, just communities where they have a voice, are active agents of change, and have a role to play in society.

Our Global Change Case

For the first time in decades, global poverty rates are rising with up to 150 million people living in extreme poverty by the end of 2021, making it even harder to realise the 2030 Sustainable Development Goals (SDGs). This is mainly due to conflict, COVID-19, and climate change.

The number of humanitarian crises and conflicts is increasing. International humanitarian law and human rights are being violated. In these ever more complex crises, Mission East must provide protection to fragile communities and most at-risk groups. Our values and nexus approach are central to the way we do things.

The human cost of the COVID-19 pandemic and associated loss of livelihoods and economic disruption will continue through the decade with poor communities hardest hit. We will continue our support in countries where previously we had seen development progress as grounds for potential phase out.

The climate crisis presents an additional threat to already disadvantaged populations. The SDG 2 goal of zero hunger by 2030 is unlikely to be reached, and a third of humanity still lack safe drinking water. Lives continue to be lost from preventable disease and blighted by insufficient social and economic opportunity. A rights-based perspective is required to redress pervasive poverty drivers. Agriculture and livelihoods sectors provide relevant entry points for assistance, which simultaneously supports climate resilience. Communities are more resilient when all people - women, men, boys and girls people living with disability, ethnic and other minority groups, people living in long term displacement - can be part of decisions concerning their lives and foster social cohesion. But in many

places the civic space for participation is shrinking and freedoms and rights are being restricted.

Our Commitment

Mission East believes every person is entitled to reach their full potential through enjoyment of human rights without discrimination on the basis of age, gender, nationality, race or religion. We treasure human diversity, including minorities and indigenous people – and are committed to ensuring their identities are respected and that they can fully participate in society.

Mission East supports the UN Secretary General's *A Call for Action* (2020), with particular focus on (1) rights at the core of sustainable development; (2) rights in times of crisis; (3) gender equality and equal rights for women; (4) public participation and civic space; (5) rights of future generations, especially climate justice.

Mission East will take a multifaceted rights-based approach and bring all our expertise into play – at a local and global level – to address the broad structural and social issues related to social injustice. Our actions

are rooted in listening to the views of poor, marginalised and crisis-affected people.

What will success look like?

- Communities and partners lead the design of intersectional programmes which address the root causes of poverty, vulnerability and injustice. Rights-based approaches address power imbalances from grassroots level upwards, as well as within the aid sector as a whole.
- Women, children and youth, people with disabilities and other traditionally excluded groups have increased influence over their own lives, improved socio-economic status and lead action for community resilience.
- Mission East and partners are recognised for achieving impact in nexus contexts, using flexible approaches relevant to fragile and conflict-affected contexts. Our traditional rural interventions portfolio is complemented by successful interventions in urban contexts where we add value, particularly in post-conflict and displacement situations.



Strategic Goal 3 – At-risk communities take effective action to adapt to changing climate, and engage in restorative environmental practice to protect themselves and creation

Fragile communities, including those exposed to recurrent natural disasters and climate change impacts, are resilient and apply innovative strategies for the protection and restoration of the environmental commons.

Our Global Change Case

The climate crisis is currently humanity's largest challenge and forecasts predict its impacts will make communities poorer, increase vulnerabilities, destroy biodiversity and ruin livelihoods. It will increasingly drive displacement with up to 216 million people expected to be forced into climate-induced migration by 2050. The scale of the crisis depends on our current actions to build resilience and mitigate climate change. All actors in the global community, including states, civil society, private companies and individuals, need to make extraordinary and urgent efforts in order to remain within the goals of the *Paris Agreement*. The interlinkages between environmental integrity, the climate crisis and human health and wellbeing

are increasingly understood. Communities need to be empowered to participate in restoring the environmental commons and in making choices which will safeguard healthy living opportunities for their children. Decisions taken today on transition pathways to greener futures will impact future generations and development outcomes. Mission East and its partners have a key role in promoting inclusive social and economic transitions, which link human and environmental wellbeing and ensure no one is left behind. Mission East has a track record in *Disaster Risk Reduction* which has supported communities in disaster-prone contexts, assess risks and take adaptive and preventive measures to protect lives and livelihoods. This now evolves to encompass not only climate-induced disaster but environmental safeguarding.

Our Commitment

Mission East believes there is an opportunity during this decade to address food security needs, and support sustainable production and livelihoods, while improving

environmental conditions: linking ending poverty (SDG 1), reducing hunger (SDG 2), and climate action (SDG 13).

Climate and environment-renewal focussed actions will be undertaken to support resilience of most at-risk communities. Local-led design will prevent loss of crops, livelihoods and lives due to the effects of the climate and environmental crisis, and enable rights-holders to influence duty bearers to make informed and effective policy-decisions related to climate mitigation, adaptation, disaster risk reduction and environmental concerns.

Climate change adaptation and environment conservation/restoration will also be mainstreamed into our work as a cross-cutting element. More poor and vulnerable people develop skillsets to strengthen sustainable productivity and green business practices for a healthier life for themselves and their communities. Natural resource management and water-related programming will incorporate climate forecasting and emphasis on adaptation and environment protection.

Improved risk mapping in our areas of intervention will support strategy and programming e.g. by identifying potential in-migration hotspots, anticipating water scarcity and land issues etc.

● **What will success look like?**

- Communities are able to use an improved understanding of climate and environmental issues to adapt their livelihoods, influence local decision-makers and take proactive measures to protect and restore their environment, in coordination with local and national policies.
- Mission East and partners systematically apply climate- and environment-protective approaches in programmes on a cross-cutting basis and engage in specific adaptation /restoration activities, supported by up-to-date policies, tools, risk-mapping and expertise.
- Mission East invests in decarbonisation of its operations and applies high environmental standards across its offices, procurement and project sites.



Strategic Goal 4 – Mission East invests in quality partnerships and capacitates local leadership

Mission East is committed to learning and invests in local and global partnerships to build capacity and create efficient and accountable local structures and organisations for the benefit of the people we serve.

Our Global Change Case

Partnerships and supporting local leadership are key to getting relevant and effective aid to the people who need it, and to enabling sustainable grassroots change. The localisation of aid agenda is recognised as essential, while standards of accountability from major funders remain high in the interest of transparency and due diligence. We value our partnerships with local and national actors, both faith-based and secular. Civil society space is fragile and threatened in many of the countries we work in. We have a good track record in tailor-made partnership approaches with both long-term and short-term partners, which both enhance the achievement of our mission and contribute to safeguarding/developing local civil society. Building on strong interventions in the countries where we work, we are also members of dynamic international networks resulting in productive global partnerships, e.g. within the *Integral Alliance*.

Mission East is certified against the *Core Humanitarian Standard (CHS)*, and is recognised as an effective and values-based actor by the communities we serve. Mission East proactively extends this experience and expertise to its partners, both local and international.

Our Commitment

We are committed to the Grand Bargain work stream 2 on localisation and signatories to the *Charter4Change (C4C)*. We will strive to fulfil the C4C commitments on localisation before 2026. We will strengthen our partnerships, including with local organisations, local duty bearers, academia, and private sector who align to our values and mission. We will continue to expand organisational development opportunities for partners to support their increased technical capacity and accountability, their success in securing own funds, and their influence in relevant national and international fora. We strive for mutually beneficial values-based partnerships which support dynamic and representative civil society development while recognising the power imbalances inherent in transferring funds.

We commit ourselves to take human rights-sensitive, non-discriminatory approaches to data collection, monitoring, and reporting.

What will success look like?

- Mission East's partner portfolio includes both successful long-term partnerships and new partners (public, private, academia) engaged for clearly agreed collaborations. We are a trusted and sought-after partner for local actors in recognition of our values and partnership approach, and a partner of choice in consortia for international actors. Partnerships are driven by the needs of the communities we serve.
- Our partners have expanded their influence, capacity and resource base as a result of organisational development measures.
- As well as programme delivery, Mission East and partners engage in shared learning, innovation, and joint advocacy. Mission East has improved capacity for advocacy and policy engagement to raise voices of partners and communities to global audiences.

Strategic Goal 5 – Mission East has a diverse funding base and effective popular engagement

Mission East expands and diversifies its funding streams to achieve a growing level of income, which contributes to our programming, organisational stability and further investments in innovative impact interventions for the benefit for those we serve. We retain long-term support while engaging new groups of the Danish society, building awareness and mobilising engagement towards humanitarian and development issues. We attract institutional and corporate donors from new geographies and sectors and forge innovative funding partnerships.

Our Global Change Case

Global challenges and complexities call us to evolve and adapt to ensure that the unique Mission East way of working continues to be relevant in the years to come and that we are able to secure funding to support our work. Classic philanthropic drivers continue to change, alongside changing attitudes to aid and widespread financial uncertainties. While traditional institutional funding and private giving continue to provide a solid resource base for realising our Mission East vision, we also see opportunity to develop

new models of engagement, and to more actively link those who fund our work to beneficiaries and communities. We recognise new financing mechanisms such as social impact bonds, impact investing, private-sector partnerships and consortiums continue to attract attention and interest. Working with our sister organisation, Mission East Deutschland as well as with other partners and actors, opens access to a broader range of funding streams and there is potential for further optimising our partnership model both in Denmark, our countries of operation and globally. Fundraising and communication channels are changing fast and give timely and efficient access to new groups of supporters as well as broadening the options available for engagement. At the same time, Mission East is fortunate to have a generous and loyal group of long-term supporters among Danish churches and others, and we will continue to provide a range of opportunities for supporters to engage with and contribute to our work.

Our Commitment

We will explore the use of new technologies and

community based approaches in our public engagement, with the aim of attracting new donors, private sector partners and other collaborators to significantly increase and diversify our resource base for the future work of Mission East.

Mission East sees the engagement of the public, including our supporters as vital to increase awareness of and compassion towards the lives of those we help. More interactive approaches, with more and new groups of society, including via social media and digital platforms, will generate solidarity across cultural and geographic distances.

As well as fundraising, we commit to inform and shape the wider debate by providing the interested public with relevant and timely communication about our global work and by engaging in networks, speaking engagements, and other outreach opportunities. Mission East will maintain its existing valued relationships as a quality partner to major government funders, while actively building new relationships to expand its public and corporate funds portfolio.

● **What will success look like?**

- Quality partnerships with traditional donors are complemented by strong partnerships with private-sector partners, foundations, consortia, networks and regional/country-based funds. This results in an increased and more diverse resource base as well as improved public engagement and programme impact opportunities. Internal specialist skills continue to expand funding streams and leverage data and technology for effectiveness.
- Mission East has a significantly increased individual supporter base in Denmark and beyond, and uses trusted mechanisms for interaction between supporters and communities where we work in the global south. Evidence-based communications share programme impact with a variety of stakeholders to drive further support.
- Mission East's funding portfolio supports flexibility of interventions, long-term planning, and rapid emergency response.



Strategic Goal 6 – Mission East is a vibrant and fit-for-purpose organisation

Mission East is a vibrant, agile, efficient and impact-focussed organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.

The Global Change Case

For all organisations, change is the new constant and the nature of our work amplifies this still further: in all aspects of our world - geographical, socio-political, environmental and technological - we see both an acceleration of the pace of change as well as an increase in uncertainty. These factors impact where and how we work as an organisation, those who work with us, their expectations, and ultimately our ability to respond. Mission East must remain alert and prepared so that we can both mitigate the impact of change and uncertainty but also embrace opportunities as they arise.

An organisation is more than just the sum of its parts; the development of a flourishing internal culture which expresses, underpins and builds on our organisational values is a means of reinforcing our organisational DNA as well as contributing to our external identity and presence. We recognise that to thrive, all aspects of the

way we work should align to our culture and values, and the wellbeing and motivation of our staff must be prioritised.

Our sector demands accountability and transparency, innovation and continuous improvement and these expectations are upheld in the standards, codes, charters and commitments to which we subscribe.

The way we treat and interact with staff, partners and other actors impacts on the quality of our work, and the achievement of our mission.

Our Commitment

We will reinforce a dynamic, yet stable organisation, with clear accountability and robust governance and leadership structures. We will seek to ensure agility, with decisions made close to affected people in a way that enables rapid response in changing situations.

We will invest in further developing our governance structures, and leadership competencies at all levels, with individual roles aligned with our strategy and purpose.

Our approach to management, our policies and procedures will resonate our organisational values and culture. We will promote a commitment to equality of opportunity and actively seek a diversified staff which embodies our values.

We will hire and develop highly talented and motivated staff and we will encourage all to continue to learn, develop, innovate and improve with staff equipped and supported to carry out their roles, by systems which magnify our impact.

What will success look like?

- Mission East has a diverse workforce where all staff are supported to learn and progress based on individual merit. Clear feedback and management channels will enable all staff voices to be heard, valued and so contribute to organisational development.
- We are grounded in Christian-based values, our ways of working, policies and systems are respected and valued by all who come into contact with the organisation, and contribute to our organisational impact.
- Mission East is recognised by external actors for its accountability, expertise and effectiveness. An equitable leadership approach is recognised across our organisation and clear responsibilities enable decision-making close to the ground.

How We Reach Our Goals



Mission East has 30 years of experience working across the humanitarian-development spectrum. In our strategy for the decade to come, we seek to leverage both current and new competencies to catalyse transformational change for the communities we support and further develop our organisation. Long-committed to partnership approaches, the strategy takes our focus

on localisation to a new level, as well as increasing our engagement with climate and environment issues. Innovative approaches are essential to responding to the level of change and challenge we face. A heightened emphasis on protection also reflects the level of vulnerability and risk faced by the individuals and communities we engage with.

Beyond our international programming, the ongoing growth of Mission East as a fit-for-purpose organisation continues through development and application of core policies and management systems to ensure financial and human resource capacity to underpin our increasing impact.

Strategic Enablers

Our six **Strategic Enablers** embody the Mission East approach to meeting the challenges faced by some of the most vulnerable people and communities of today's world and pursuing highest standards of work.

Localisation

- Mission East deeply values our partnerships with local groups, organisations, structures and communities. We invest in and accompany local actors to enable them to use their own powers, voices and structures to achieve their own justice and well-being. In our work we amplify local calls for help and fulfilment of rights. Mission East subscribes to the Localisation Agenda and holds itself to high standards of partnership and local actor collaboration across our humanitarian, nexus and development programming.
- Throughout our work we recognise that meeting needs, promoting rights and reducing risks and vulnerabilities require a large range of stakeholders and approaches, from local partners to private sector, academia and international donors. Mission East strives to use and develop local capabilities, enable local-led decision-making, avoid aid dependency, and to support community empowerment.

- In our engagement with a diversity of partners, including civil society, duty bearers, informal community groups and other local actors, we support tailor-made organisational development. While recognising the inherent power imbalance implied by acting as a channel of funds and other support, we develop relationships of trust and mutual learning and accountability. We aim to be a partner of choice for local actors who take increasing responsibility for their community's further development.
- While some local partnerships are necessarily short-term, Mission East also enters into long-term strategic commitments with key partners in pursuit of common goals. This is a powerful support to fostering credible local civil society and ensuring robust channels for community engagement. Particular attention is paid to supporting partner positioning and linkages with wider networks. All partnerships are underpinned by clear agreements established on the basis of capacity assessments.
- Our approach and commitments to localisation is further detailed in an approach paper including our commitments towards the principles of the Charter for Change (C4C).

Nexus approach

- Mission East has a unique experience of long-term engagement in fragile situations, leading to a well-developed approach to operating in nexus contexts. We align to the OECD DAC Recommendation on the Humanitarian-Development-Peace Nexus, contributing to a joined-up approach which keeps crisis-affected people at the centre. We apply a flexible but forward-looking approach to interventions in emergencies and long-term crises, based on detailed context analyses. Clear application of humanitarian principles, conflict-sensitive ways of work and security measures enable us to achieve impact in conflict and post-conflict zones.
- Careful and detailed coordination, collaboration with a wide range of stakeholders and actors, and attention to overall coherence and complementarity of programming require the investment of time, human resources and diplomacy, but are essential to the nexus approach. Joint analysis and programming and working in integrated ways which address the intersectionality of needs are prioritised. The views of local communities and actors, combined with a do-no-harm-approach, and inclusive

methodology are used to drive programme design. Risk-informed planning is used to support both our ability to operate in difficult environments and the incorporation of disaster risk reduction measures into our interventions.

- Working in fragile situations, with complex power dynamics, our programming considers and addresses the root cause and drivers of conflict. This approach promotes social cohesion, strengthens local capacities, is sensitive to conflict and seeks to redress inequalities in order to secure sustainable outcomes.

Inclusion and right-based approaches

- Mission East has a long-held commitment to empowerment of the most vulnerable and traditionally marginalised, which has led to the development of successful tools and approaches to inclusion, in particular via rights-based approaches with a leaving-no-one behind focus. Beyond a 'gender' or 'disability' focus, we engage communities to identify which groups are excluded (women, children, youth, people with disabilities, Dalits, the extreme poor, the elderly, single-female-headed households etc.) and address corresponding barriers to inclusion.

- We work for the development of representative and diverse civil society and leadership which drives sustainable change in favour of traditionally marginalised groups and recognises that improved inclusion leads to more resilient communities.
- We support participation and social and economic empowerment through rights-based advocacy and specific capacity building measures. Rights awareness education and reference to core Conventions and Human Rights frameworks are used as key tools to strengthen the ability of rights holders to hold duty bearers to account. This includes the extension of human rights-based approaches to emergencies, in recognition of the right of crisis-affected people to protection and assistance.

Community engagement

- Mission East's approach to community development is rooted in our mission to support communities' capacities to organise and assist themselves and our commitment to most vulnerable groups and populations. Our community engagement approach draws strongly on our commitment to localisation and use of inclusive approaches.



- We recognise community capacities to define their own future, drawing upon existing assets, capabilities and their human and social capital. Together with local partners, we seek to be enablers, and use tried and tested tools for inclusive community engagement in keeping with good practice standards and adapted to culture and context. We promote means for individuals to contribute to community development (self-help groups, community groups, community infrastructure etc.) and support participatory management of community assets and environmental commons.
- We commit to transparency and accountability towards the communities we engage with and expect the same of our partners. As well as transferring resources and supporting skills development within communities, we also seek to listen and learn as a fundamental element of community engagement.

Innovation

- Mission East actively seeks innovative solutions in our efforts to alleviate human suffering and contribute to the realisation of the Sustainable Development Goals. In order to be successful in

addressing the challenges, we collaborate with a range of stakeholders with different competencies and perspectives to find new ways to maximise the effectiveness of our work. This includes engagement with the private sector and academia at different levels and building partnerships which are innovative in themselves, as well as supporting bottom-up innovation from communities, partners and staff.

- We innovate by careful and collaborative testing of new approaches, technologies, products and tools, while recognising the risk of failure. Innovation sometimes also involves renewed or new application of indigenous knowledge as opposed to inventing new ways. Successful innovation is scaled up and can be transferred to other contexts to improve overall impact, effectiveness and/or efficiency.
- Innovation is encouraged at all levels of the organisation through a culture which values creativity and solution-oriented thinking, supported by Mission East's approach paper on innovation. Particular focus is given to innovations which enhance women's wellbeing, and new ways to address climate and environment challenges.

Greening

- Present and future impacts of the climate and environmental crisis weigh heavily on communities and all areas of our work. The interconnectedness between climate adaptation, a restored environment (including biodiversity), healthy individuals and peaceful, resilient communities requires evidence-based and holistic approaches to 'greening'. Mission East applies a green *whole-of-organisation* approach, supported by our Environment Policy.
- The environmental impacts and sustainability aspects of our work are systematically assessed and planet-friendly measures are incorporated into programme design and implementation. Adaptation and mitigation of climate and environmental crisis are integrated into all sectors of programme expertise.
- At the same time, Mission East is committed to improved and forward-looking green approaches to the operation of its offices and organisational ways of work, supported by strengthened standards and guidance.

Title of the painting: Compassion. Painted by Suzan Saeed, who is a young artist from Sinjar, belonging to the Yazidi minority in Iraq. After ISIS attacked her city in Sinjar, she had to run away with her family, including four brothers, five sisters and her sister's family, and live on Sinjar mountain in very harsh conditions, where she still lives now. Due to her deep love of painting, the only thing she took with her while escaping to the mountain was her paper and brushes, and she sketched while living in a small cave. Today, she is helping other women work through their trauma through psycho-social support sessions organised by Mission East. As well as being happy to participate in change in her community, her work with Mission East has given her the opportunity to restart her studies and hope for a better future. The painting describes how Suzan imagines the many hands and groups of people, working with Mission East, who are extending their compassion and supporting the protection of women.



The Five Areas of Programme Expertise

Our international activities are focussed within five areas of **Programme Expertise**. These reflect both our successful track-record and our continuing learning and responsiveness. Expertise is ensured by qualified staff, well-structured tools, policies and systems (including robust monitoring, evaluation and learning), along with the engagement of external specialist support where needed. Mission East places great emphasis on quality and accountability, and our expertise is applied in accordance with recognised best practice standards as laid out in the *Mission East Quality Commitments Framework*.

1) Humanitarian Emergency Response

Mission East undertakes timely and relevant humanitarian emergency response in the context of both natural and man-made disasters. A signatory to the *ICRC Code of Conduct for Disaster Relief*, we act in accordance with the humanitarian principles of humanity, neutrality, impartiality and independence. Our headquarters, country teams and partners are experienced in humanitarian assessment, with a special emphasis on identifying and

assisting the most vulnerable in each crisis situation. We have a track-record of offering quality assistance in hard-to-reach areas via provision of material relief items, protection and cash-based assistance. We prioritise approaches which build local capacity and local leadership and strengthen accountability to crisis-affected populations. Specific internal processes and tools are designed to support rapid response and to favour situations where Mission East brings particular added value in terms of geography, sectors of need and /or potential resourcing. Existing collaborations, for example the Integral Alliance and EUCORD are key fora for engaging in joint responses at international and local levels. Mission East was among the first agencies to be certified compliant with the Core Humanitarian Standard on Quality and Accountability. Humanitarian Emergency Response is delivered both directly and in collaboration with carefully selected partners, with an emphasis on localisation, including capacity building of local actors for first response. The design of our humanitarian interventions also takes into account the nexus context of many of our countries of operation.

2) WASH (Water, Sanitation and Hygiene)

Preventable waterborne disease is one of the main

hazards for the vulnerable populations who are Mission East's main target group. Mission East works with communities and partners to achieve:

- safely accessible clean water for drinking and household use,
- accessible sanitation at household and community level,
- improved hygiene behaviours for prevention of disease transmission.

Our WASH activities conform to recognised quality standards and are carefully planned with communities and authorities. Skills transfer for maintenance, facilitation of user agreements where necessary and transfer of infrastructure to local ownership aim to ensure sustainable impact. Environmental impact assessments, selection of low-impact materials wherever possible and attention to resource maximisation (e.g. wastewater recycling) contribute to environmentally sensitive approaches.

The link between WASH and other programme elements and outcomes makes WASH programming highly relevant to household and community resilience. An inclusive approach to design and targeting is applied in both rural community contexts and urban interventions.

3) Food and Livelihood Security

Mission East uses context-specific and targeted approaches to address both long- and short-term food and livelihood security. A holistic approach to livelihoods as the means by which households ensure a decent standard of living for themselves encompasses food availability access and utilisation as well as income generation, and access to other relevant services. Community-led design of food and livelihoods programming recognises diverse capabilities and coping strategies, and builds on existing local assets, markets, value chains, and skills.

Rights-based inclusive approaches are applied to support access to food and livelihoods for groups who are often overlooked or deliberately excluded, and for whom poverty is historically perpetuated by barriers to social and economic opportunity. Particular attention is paid to recognising and maximising women's roles in household food and livelihood security and to sensitively overcoming constraints to their participation. Close attention is paid to the intersect between food and livelihood activities and other areas of programmes, including natural resource management and restoration, climate adaptation, disaster risk reduction, and WASH. Increased understanding and information on climate impacts and adaptation techniques is used to inform

programme design and support sustainability and community resilience.

4) Protection

Mission East interventions are designed, implemented and reviewed with regard to principles of safety, dignity, rights, inclusive participation, diversity, and understanding vulnerability in keeping with protection mainstreaming standards. This also includes communication and advocacy activities, where risks are analysed and mitigated to ensure no harm occurs as a result of Mission East's interventions.

In humanitarian and post-conflict contexts we place particular emphasis on protection of the most vulnerable members of the community and engage in programming to provide both awareness and support services. This is particularly relevant in displacement contexts, where trauma, absence of normal coping mechanisms and missing social and economic safety-nets often put individuals at heightened risk.

Mission East and partners provide protection services, with a high level of sensitivity, expertise and confidentiality, and liaising with other relevant actors, including referrals to other service providers. Services include psycho-social support, legal assistance and case management for tailored assistance to individuals and families.

Women, children, people with disabilities and those at risk of Sexual and Gender-Based Violence form core target groups, but planning, services and awareness raising also encompass protection needs of men and boys.

Community awareness raising, access to information and reporting channels are used for a wide impact and to secure a whole community approach to safeguarding, prevention of exploitation and abuse, and support. Along with other humanitarian actors, we work with communities, in particular in fragile contexts where cohesion has been undermined, to create an environment that is safe for everyone in the community.

5) Climate and Environment crisis action

Mission East has long subscribed to the 'do no harm' principle in its interventions, and has a solid track record in Disaster Risk Reduction programmes. Over recent years this has expanded to specifically target environmental challenges in multi-sector programmes, as part of achieving positive resilience outcomes. This area of programme expertise is now developed further to place more specific emphasis on climate and environment crisis action, while pursuing the same aim to enable safe and sustainable livelihoods and prevent disaster and displacement.

As well as intensifying the mainstreaming of climate adaptation, green approaches and environmental sensitivity into all areas of programme, Mission East will now also engage in focussed activities to respond to the unprecedented level of climate and environmental crisis, and the threat this already poses to the communities we work with.

Community-based preparedness and prevention activities are used to improve grassroots capacity to assess risk of disaster from climate and environmental factors, and to apply effective risk reduction (prevention and mitigation) measures, as well as to develop response capabilities.

Adaptation activities (frequently intersecting with food, livelihoods, WASH interventions) support community ability to survive and thrive in a changed climatic future. At the same time, restoration activities move Mission East and partners from the 'do no harm' principle into proactive interventions to renew a healthy, productive and biodiverse natural environment, in recognition of humanity's dependency on the same. As per other programme approaches, particular efforts are made to engage youth and women as change agents.



Classification of Country Contexts

	WORLD BANK FRAGILITY/ CONFLICT CLASSIFICATION ¹	UN LEAST DEVELOPED COUNTRY STATUS ²	HUMAN DEVELOPMENT INDEX 2020 (OUT OF 189)	GLOBAL CLIMATE RISK INDEX ³
 AFGHANISTAN	High intensity conflict	LDC	169	6th most affected country 2019
 ARMENIA	High intensity conflict (int'l)		81	
 IRAQ	Medium intensity conflict		123	
 LEBANON	High institutional and social fragility		92	
 MYANMAR	Medium intensity conflict	LDC	147	2nd highest longterm climate risk
 NEPAL		LDC	142	10th highest longterm climate risk
 NIGERIA	Medium intensity conflict		161	
 NORTH KOREA	No data available, political isolation			
 SYRIA	High intensity conflict		151	
 TAJIKISTAN			125	

¹ World Bank's annual List of Fragile and Conflict-affected Situations: FY 2022

² UN list of the 46 Least Developed Countries 2021

³ Global Climate Risk index 2021

Country Engagements

Through our **Country Engagements** we draw on the experiences of crisis-affected people to offer assistance in contexts which encompass emergency humanitarian response, fragile communities impacted by social injustice and situations marked by climate and environmental crisis. Increasingly these contexts overlap, requiring multi-sectoral and nexus approaches, and more intricate collaboration with a range of actors for wider impact.

Mission East brings its programme expertise to countries characterised by high levels of poverty, fragility, conflict and environmental challenges. While each context is carefully analysed, and interventions tailored to local needs and priorities, as a whole Mission East countries of intervention represent some of the world's most challenging and neglected crises.



 **AFGHANISTAN**

Mission East's long-running community-driven, multi-sectoral programme in Afghanistan remains relevant, timely and effective in addressing both the immediate and the longer-term risks, vulnerabilities and needs of people affected recurrently by conflict, drought, natural disaster, and the COVID-19 pandemic. Mission East continues to operate in hard-to-reach areas, engaging carefully with communities and power-holders, including the re-established Taliban authorities. Using well-tested *humanitarian-development-peace nexus approaches* emphasizing collaboration, coherence and working in conflict-sensitive ways, the programme works on the root causes of vulnerability including access to livelihood opportunities and markets, use and management of water, natural resource base management as well as providing emergency assistance in response to displacement and local disaster. The country operation works to build local community capacity to achieve collective outcomes to overcome development challenges and enable dignity and opportunity for most vulnerable groups (women, children, internally displaced people and returnees, people with disabilities). A partnership approach is applied, but the Civil Society Organisation environment is expected to remain limited.

 **ARMENIA**

Armenia was one of Mission East's first countries of operation in the early 1990s. In keeping with the successful support to local capacity development and the improved economic realities in the country, Mission East closed its own office and shifted to partner-led programming in 2019. The renewed Nagorno Karabakh conflict in late 2020 provoked displacement into Armenia and associated humanitarian needs, to which Mission East responded via new local collaborations. The conflict has heavily influenced social and economic reality, and further constrained civil society space. The core programme with partner *Bridge of Hope* focuses on the inclusion and the rights of people with disabilities with an emphasis on improved service provision and advocacy for informed policy across multiple sectors from community to national level.

 **IRAQ**

In Iraq, a country plagued by decades of insecurity, armed conflict, and a weakened economy, Mission East has developed an agile approach to programming that addresses the specific needs of multiple vulnerable populations: internally displaced people, families trapped in conflict zones, vulnerable host communities, and returnees in areas liberated from Islamic State and/

or related to the residual conflict between Kurdish and Government of Iraq forces. Mission East acts to address the root causes of vulnerability combining preparedness, emergency response, protection, livelihoods, and WASH. A range of partnerships, including with youth organisations, seeks to build local leadership and social coherence especially in areas of return. With the post-conflict economy impacted by oil price swings and the country exposed to a high-level of climate and environment-related challenge, transition to an equitable and sustainable society is expected to continue to require international support.

 **LEBANON**

Our programme in Lebanon focusses on those displaced as a result of the Syrian crisis, as well as the most vulnerable groups in Lebanese host communities. Lebanon continues not only to shoulder the burden of millions of refugees, but also experiences political turmoil and economic implosion, with extreme poverty increasing in both refugee and other communities. Mission East works with local partners in Lebanon to respond to urgent humanitarian needs through multi-purpose cash assistance and cash-for-work programming, as well as providing protection services including psychosocial support, case management and legal assistance. We

also improve health and long-term prospects through food and livelihood security programming, as well as water and sanitation activities. A particular emphasis is placed on climate-resilient agriculture, opportunities for women, and approaches which foster social cohesion between host and refugee communities.

MYANMAR

Mission East has run a partner-led programme in Myanmar since 2013, working in Chin state, one of the most remote and least developed areas of this extremely poor country. Agriculture remains the core of Myanmar's economy, but in Chin roads and services are weak, poverty levels high and most farmers are subsistence farmers. The country as a whole is extremely vulnerable to disasters, intensified by the climate crisis, and also hard-hit by COVID. The military coup in 2021 has seen civil society space drastically diminished, but Mission East and partners remain committed to supporting change for most vulnerable communities. Our programme will continue to introduce improved sustainable farming techniques in rural areas, to improved food security, nutrition and environmental management. At the same time we work to continue to support the strengthening of our local partners

to better advocate for their communities, within the sensitivities of a fragmented and conflict-affected situation.

NEPAL

Our country intervention in Nepal engages a range of partners in pursuit of improved resilience of communities in the remote mountainous Karnali region, where long-term poverty, underinvestment, poor communications and infrastructure, social inequalities, COVID and the climate crisis present severe challenges to improving lives. Rights-based approaches are used as a starting point to address high levels of social and economic discrimination (of women, girls, people with disabilities, Dalits and other groups) and to enable civil society partners to hold duty bearers accountable for inclusive development. Integrated programming in food and livelihoods security, climate and environment crisis action, and WASH draws in a wide range of local actors to develop new and effective approaches to enable communities to build resilience to climate crisis, and to act for their own social and economic development. Emphasis is placed on local government accountability, and regenerative approaches used to redress environmental damage.

NIGERIA

Mission East's engagement in Africa started in late 2021 in Nigeria. The longstanding conflict between the government forces and the jihadist insurgents of Boko Haram and other groups in the north-east of the country has recently intensified, resulting in largescale and repeated displacements. Mission East's new programme will work with both local and international partners in Borno State in a context of rising and under-served needs. We aim to help meet the most immediate needs for food, water and sanitation for people affected by the conflict.

NORTH KOREA (DPRK)

Mission East's long-term engagement in DRPK resulted in an expansion of programming in the area of food security and natural resource management in 2019, but has since 2020 been on hold in keeping with country operating restrictions related to COVID-19 measures. Mission East remains committed to re-establishing programming when feasible, particularly in the light of the high level of food needs among the general population. Sanctions regimes and limited access make DPRK a particularly challenging operating environment.

 **SYRIA**

Mission East has been engaged in responding to the decade-long Syrian crisis since 2019, undertaking relief and recovery activities to meet urgent humanitarian needs as well as resilience-building nexus measures to support sustainable livelihood recovery. With the collapsed economy compounded by the effects of conflict, our provision of cash-based assistance is an essential lifeline to prevent most disadvantaged households from using negative coping mechanisms. Working with local partners, the restoration of dignified and viable livelihoods is pursued in rural and urban contexts through business development assistance, restorative agriculture support and as well as cash-for-work. In response to high-levels of conflict-related trauma, gender-based violence, and child exploitation, protection activities are incorporated into programming. Youth are particularly recognised as agents of change, and emphasis placed strongly on women's participation.

 **TAJIKISTAN**

Mission East has long remained committed to supporting development in Tajikistan, in keeping with its challenges as a country of low international exposure, prevalent poverty, constrained civic space and high risk of natural hazards, including now climate change

impacts. Mission East continues long-running efforts to support local capacity to promote a human-rights based development approach in favour of the most marginalised, in particular people with disabilities and their families, and the rights of women and girls. Our solidarity and capacity support is vital for Tajik civil society partners seeking to effect grassroots change (changed attitudes, improved services) in a restrictive environment and with ongoing need for technical assistance and detailed accountability measures. Areas of support are organizational management, service delivery and advocacy for human rights. Mission East also responds to unmet needs and the high level of disaster risk in remote communities in southern parts of the country with a focus on Water and Sanitation and Disaster Risk Reduction. Provision of clean water and sanitation has direct impact on health and dignity of under-served locations, with resilience building equipping communities to manage the effects of environment and climate crises.



Global Results Framework



SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
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Strategic direction I - Timely and Relevant Humanitarian Emergency Response

<p>1. Humanitarian emergency response</p>	<p>People and communities affected by disasters and conflict are provided with essential support to survive the emergencies and meet critical needs</p>	<p># of people (households) that receive timely access to essential and life-saving assistance and services during and in the aftermath of emergency</p>	<ul style="list-style-type: none"> 1- No poverty 2 - zero hunger 5- gender equality 6 - clean water and sanitation 16 - peace justice and strong institutions
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SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
Strategic direction II - Social Justice in Inclusive and Resilient Communities			
2. Water, Sanitation and Hygiene	Communities and people have access to safe drinking water and sanitation in a safe environment and adopt improved and sustainable hygiene practices	# of people and households with access to safe drinking water and sustainable sanitation and demonstrating improved hygiene knowledge, attitude and practices	1- no poverty 5- gender equality 6 - clean water and sanitation 13 - climate action
3. Food and Livelihood Security	People and households have access to diverse and nutritious food, and sustainable and climate-friendly livelihood opportunities, resulting in better quality of life and improved food security	# of people and households demonstrating improved quality of life and improved nutrition and food security	1- no poverty 2 - zero hunger 5- gender equality 13 - climate action
4. Protection	People and households access timely, efficient and relevant social protection, social services, psycho-social support, safe spaces and learning opportunities, which improve autonomy, well-being, and access to essential services and documentation	# of people and households receiving access to relevant and timely protection assistance and psycho-social support, reporting improved well-being, and better access to essential services and documentation	1- no poverty 5- gender equality 16 - peace, justice, and strong institutions
Cross-cutting: Inclusion	People, especially women, children and youth, people with disabilities, and vulnerable and marginalized groups are supported and empowered to lead active roles in just and safe communities.	% of project participants from marginalized and vulnerable groups reporting better ability to defend their rights, demonstrating active participation and empowerment in communities	
Cross-cutting: Accountability	Mission East is accountable to people and communities, ensures participation of all groups in the projects, and welcomes feedback and complaints	% of beneficiaries reporting that humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner	
Cross-cutting: HDP Nexus	Mission East work contributes to greater resilience and social cohesion of communities	% of people in communities reporting improved resilience to crises and enhanced social cohesion	

SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
Strategic direction III – Action for creation care			
5. Climate and environment crisis action	Communities and people have better capacity to prepare for, adapt to, and mitigate the impacts of the climate & environment crises and disasters	# of people and households in communities reporting improved and sustained capacity for climate change adaptation and mitigation, and increased resilience to environmental disasters	5- gender equality 6 - clean water and sanitation 13 - climate action
Cross-cutting: Climate and environment (mainstreaming, awareness)	Mission East supports communities in addressing the climate crisis, strengthening adaptation and resilience to climate change, protecting and restoring nature, the environment and biodiversity	% of Mission East project work and offices that are applying environmental impact assessments	
Strategic direction IV – Quality Partnerships and – Localisation			
6. Capacity strengthening for local actors	Local actors have better capacity for principled humanitarian and development action, advocacy, defence of human rights, and representation of marginalized and vulnerable groups.	# of local representatives, government representatives and duty-bearers that have increased capacity for principled, inclusive and human-rights based humanitarian and development action	5 - gender equality 16 - peace, justice, and strong institutions 17 - partnership for the goals
Cross-cutting: Localization		% of project funds transferred to local partners	
Cross-cutting: Advocacy	Mission East is supporting local actors in achieving advocacy goals, including through advocacy in Denmark and international arena	Full or partial achievement of policy influence goals, inclusion, empowerment, or other advocacy objectives	

SECTOR	OUTCOME	OUTCOMES INDICATOR	SUSTAINABLE DEVELOPMENT GOALS
Strategic direction V – Diverse funding Base and Effective Popular Engagement			
Financial health and funding stability	Mission East is financially stable and receives secured regular funding derived from a healthy pipeline of sources which includes institutions, individuals, private sector and partners	% reserves target held as reserves. % Mission East income derived from known/confirmed/anticipated sources.	17 - partnership for the goals
Flexibility of funding	Internal funding is available to support projects and activities identified by Mission East in accordance with organisational strategy	% Mission East's income which is unrestricted funding	
Popular Engagement and Advocacy	Mission East has and can leverage an internationally diverse movement of engaged, informed and supportive individuals and institutions	# of Mission East members	
Strategic direction VI – A Fit for Purpose Organisation			
Cross cutting: Organisation	Mission East is a vibrant, agile, efficient and impact-focussed organisation, which attracts and retains engaged, talented and values-led individuals to work within robust governance frameworks, with effective systems and as part of a flourishing organisational culture.	% positive response to the statement: I am proud to work for Mission East % positive response to the statement: I would recommend Mission East as a great place to work	17 - partnership for the goals

Our Promise of Accountability

This agency strategy outlines Mission East's promise and commitments towards the people we support and those who support us. It reflects the strategic priorities defined by the Mission East Board of Directors and the Managing Director, with input from the Management Team, the Strategic Steering Group, Mission East staff, and partner and community perspectives.

A Mission East global budget reflecting the Strategic Goals will be presented on an annual basis to the Board for approval to ensure the ongoing resourcing and tracking of progress towards our Aspirations. Mission East leadership and Board of Directors will actively

review and steer the organisation towards achievement of our strategic goals using qualitative and quantitative indicators to measure impact of our interventions. Updates will be shared with our supporters and the public on our website, in our Annual Report and through other channels of outreach. Progress will also be shared and discussed with partners and collaborators. Throughout the organisation, the quality and accountability of our work will continue to be framed and informed by our commitment to a range of external and internal quality standards, as laid out in the *Mission East Quality Commitments Framework*.

Recognising that the strategy was developed during 2021 and that contexts and conditions are likely to change, yearly reviews by our Strategy Review Group will include consideration of risk factors which might harm our work or knock us off course. This will also ensure wide stakeholder input and will allow us to adjust and adapt so we maintain a course towards the people-centered transitional and sustainable changes we aim to bring about as expressed in our Goals and Aspirations.



MISSIONEAST



THE GLOBAL GOALS

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