



# Reach far, be near

Woord en Daad strategy 2021-2025

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<b>3.</b>	<b>Thematic Engagement</b>	<b>6</b>		<b>Foreword Rina Molenaar</b>	
	Education program	7		CEO Woord en Daad	
	Employment and Training program	7		<i>'We want to reach far and be near. We want to see change in systems and change in the lives of individuals. Woord en Daad is not shy to share our big ambitions or to make you part of our big dreams. Neither are we shy to share on how we think we can improve.'</i>	
	Inclusive Agribusiness program	7		With these words our journey towards a strategy for 2021-2025 started at our policy conference in November 2019. Together with the critical questions and analyses of experts, the years of experience of our dedicated worldwide partners and the sharp eye of our employees we explored and made plans, and now proudly present our policy plan for 2021-2025. But the journey doesn't end here. Our sailing trip has just begun. Please journey along with us, while we navigate towards impact using a biblical compass.	
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# Introduction

## What to expect from us

### What do we respond to?

The scope of our international work field is full of trends that increase pressure on the livelihoods of our target groups in the global South. In 2020 the COVID-19 pandemic swept over the world and as many expect, a phase of slowing economic growth and recession is ahead of us. The global population is growing from 7.7 to 8.8 billion people in 2030, mostly concentrated in Sub-Saharan Africa, which also brings an expected steep rise in youth unemployment and welfare pressure. Intensified pressure on scarce natural resources leads to more migration and exclusion. Political tension and terrorism are on the rise in countries where we are working. There is a trend of shrinking civic space. Public support in the North for our work is under pressure.

There are positives too: mass adoption of new technologies will continue, information and innovations are distributed faster than ever. Tax income is growing and feeding into national budgets in many developing countries, along with increasing flows of remittances sent home by economic migrants. Faith-based and local NGOs will become more influential, particularly in bringing cohesion in fragmented social environments. We experience an openness among our supporters to look for a sustainable lifestyle.

### We are driven by Hope

As Woord en Daad we are hopeful, and not primarily because we see a number of opportunities among the worrying trends. Our deep personal and organizational motivation of hope is fed by the Biblical vision of Gods coming Kingdom amidst the many still visible signs of brokenness. As we move into a period of fresh organizational strategy the same mission keeps driving us: in a broken world full of poverty and injustice, Woord en Daad seeks to make the signs of God's coming Kingdom visible.

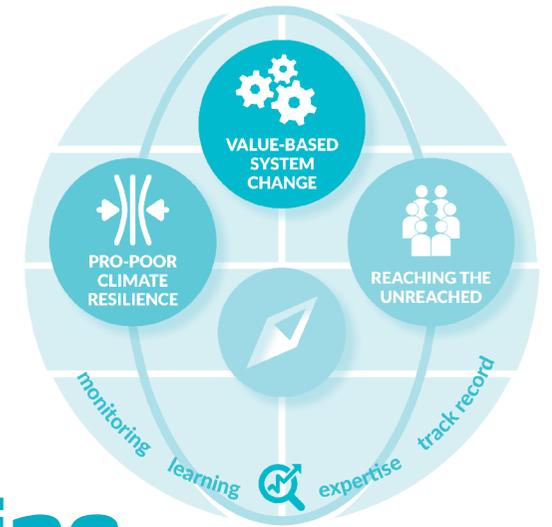
We connect people worldwide in their efforts to overcome poverty and to realize a dignified existence with impacts in the North and the South. We do so as a value-driven constituency organization: our supporters value a professional approach and their identity expressed throughout the programs we implement and lobby work we do. At the same time, we bring stories from our Southern target groups to our supporters and facilitate dialogues on connecting their identity to fair lifestyle choices that leave hope for everyone.

### What characterises us?

A 2019 external program evaluation concluded that Woord en Daad fills a clear niche of entrepreneurial programming and has successfully started a move towards interventions that influence an entire sector. As we build on this we can only do so through working with a rich and growing network of both Christian core partners and technical project partners.

Our identity is spread throughout our programs like yeast and dough, not separable. As we increasingly work in consortia with various partners, our collaboration broadens and diversifies. The opportunity we see is to share from our abundance: through dialogue and committed collaboration show partners what drives us and how we work.

In all programs we will work with ethical practices, derived from our core values and translated to the thematic programs and countries where work is implemented. The value dialogue we herewith bring will characterise our collaboration with core- and project partners and define what we see as result. Meanwhile we continue to invest in a developing core partner network sharing our Christian motivation of hope. How the dough and the yeast will interact on the many levels where we do our work, will be an ongoing theme we will have a dialogue on with our constituency.



## Guiding policy themes

Our strategic positioning is specifically informed by three trends. Global reports observe deeper growing poverty and inequality, and on a smaller scope we equally conclude that we are not easily reaching the poorest that we intend to reach with our work. A second observation is that stress on planetary boundaries is growing, with adverse effects on the poor. We hear from our targeted groups that climate change effects are dramatic for their communities and reinforce complex webs of causes that keep them in poverty – or push them back. Thirdly, this growing complexity and the persisting inequality issues ask for different approaches that take on more structural and systemic changes. We take on this trend to explore working in different roles and partnerships to achieve more scale and impact. Towards 2025 strategic choices for our work will thus be guided by the following three policy themes.

## 1. Reaching the unreached



A guiding insight that will help us is to not treat 'unreached' as a homogeneous group. The unreached target group is diverse though often characterised by a combination of material, relational and cognitive poverty, which places people in a very vulnerable position. Categories of unreached are geographically isolated people ('white spots'), people excluded from services through gender-related and culturally embedded norms, including people with disabilities and exploited children. To make this policy theme practical, we will invest in a standard exclusion analysis to identify the unreached groups, context- and program-specific. This will inform targeting strategies to make these people groups visible and enable to work on inclusion and monitoring the success of such strategies. **We aim to contribute substantially to the reduction of exclusion** through an integrated focus on gender and disability in our work, a bias for new programming in white spots, a focus on exploited children (Education program) and collaboration with national and international expert organizations and local churches and community organizations to find entry to unreached communities and individuals.

## 2. Pro-poor climate resilience



We acknowledge that the world's poor are most severely impacted by the effects of observed climate change. This policy theme, therefore, is closely related to reaching the unreached. People living in vulnerable contexts face even more hardship resulting from extreme weather, freshwater shortages and related issues like growing conflicts over natural resources and irregular migration. In the context of increasing pressure on their livelihoods, **we aim to strengthen our target groups' abilities to cope with changing conditions, and where possible benefit from climate change.** To do this effectively we will develop tools to assess more precisely how climate change effects people's daily lives. This will be a basis for developing relevant climate-resilience programs and searching new partners and donors. Our ambition to build climate resilience in poor communities will be supported by influencing policies of Dutch and EU institutions which have a direct effect on the resilience of our target groups, engaging in dialogue and awareness raising activities with our supporters base, and a sustainable corporate way of working (our CSR and ICSR policies).

## 3. Value-based systemic change



We respond to the increased complexity of poverty causes by positioning into new roles and focussing interventions on sector level. **With systemic change we aim to influence root causes of poverty and social-economic inequality.** The scope of our programs will more than before include multiple levels of an area in which we work: national-level government policies, sector-level services, community-level attitudes, and personal-level skills, knowledge and a new way of thinking. We will commit to longer-term partnerships in selected target areas and work with a broader range of stakeholders. In our partnerships we will seek to provide or influence strategic leadership in the implicated sector and bring in innovative capacity. A new emphasis for our lobby experts working in Brussels and The Hague will be to seek more collaboration and engagement with lobby activities of our Southern partners to support systemic changes, especially in the area of our policy themes. Important for us will be to seek or negotiate for collaboration based on ethical practices that translate our core values. To realise this, we will pro-actively engage in value dialogue. To gain better view on stakeholders

and political dynamics in the context, we will introduce (and use existing) tools for system mapping and monitoring. Within our partnerships, we aim to contribute to better decision-making in the sector based on reliable data and analysis, with a focus on inclusion. This allows for continuous adjustment of strategies in response to trends and opportunities.

## Strategic monitoring & learning

The focal policy themes are guiding for our portfolio development in an integrated way, and thus define the shared impact areas in our thematic programs. This allows for cross-organizational and cross-partnership growth in expertise and learning on new concepts, approaches and tools. For each policy theme we monitor a central indicator. These inform our strategic learning agenda as well as quantify our progress and underpin our track record. Each policy theme will have a learning lead, a new focal role to bring together and share new insights, trends and lessons learned on the specific theme. We seek collaboration with qualified experts and organizations on each of the policy themes to invite ongoing expert input on our strategic choices.



## Thematic Engagement

Woord en Daad will continue to work on four thematic areas: education, youth employment, inclusive agribusiness and sustainable water. For each of these themes a theory of change and related intervention concepts are the basis for co-creation with partners. With our intervention concepts we seek to bring innovation, reach many people and work on solutions that last in response to the dynamic causes of poverty. In all thematic areas we seek to integrate the focal policy themes, while pro-poor climate resilience is most directly translated to agribusiness and sustainable water programming.

*With our four programs we contribute primarily to the following SDGs*



*In our emergency response interventions we will develop expertise on resilience and disaster risk reduction. Where possible and relevant for the target area and risks for upcoming emergencies, connection will be made to one of our four thematic areas of programming.*

### Education program



The Education program seeks to contribute to the transformation of vulnerable children and youth into responsible citizens through systemic changes in their environment.

*The program contributes mainly to SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*

We will continue our sponsorship program and particularly sponsor more children in Sub-Saharan Africa. Our ambition is to better align the sponsorship strategy with the sector strategy of INCE, the International Network for Christian Education. With children and youth as ultimate target group, we will develop interventions for systemic changes in their environment, and thus our focus includes their families and communities, the schools and educational sector organizations and especially also governments, as key responsible system actors. Through our INCE partnerships we aim to influence policies, capacities of education partners and socio-cultural norms in education, and together develop market-driven responses for quality education. Within the systemic approach a new focus is on exploited children who fall outside the mainstream educational system. We will

develop interventions to address root causes of exploitation and harmful practices focussed on restoration of these children.

### Employment and Training program



The Employment and Training program seeks to contribute, in collaboration with relevant sector players, to full, productive and dignified (self-)employment for the youth workforce in low- and middle-income countries.

*The program contributes mainly to SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.*

Our target group are un- or underemployed young women and men (15-35) in low- and middle-income countries. Job Booster aims at connecting job seekers with employers and matching training but will put more emphasis on influencing the entire employment sector. In one way by working towards financially sustainable entities brokering employment and self-employment and additionally by working towards a sustainable cooperation of public and private employment organizations for a more inclusive labour market. To make our program more inclusive we will target at least equal numbers of young men and women, and specific interest groups will be engaged such as organizations representing disabled persons, or for minority groups to contribute to the dialogue towards an inclusive labour market. AgriJob Booster interventions in West Africa will have a

specific focus on climate resilient employment in the agricultural sector.

The direct focus on technical and vocational education and training (TVET) centres we have had for years will be shifted towards a broader view on decent employment and an inclusive labour market towards 2025. We will support TVET centres towards increased quality, financial sustainability, connection to Job Booster programs or other relevant networks and new initiatives in our Education program.

### Inclusive Agribusiness program



The Inclusive Agribusiness program seeks to contribute to farmers having a worthy place in an inclusive, competitive and environmentally aware value chain.

*The program contributes directly to SDG 1: No poverty; SDG 5: Gender equality; SDG 8: Decent work and economic growth, and SDG 12: Responsible consumption and production.*

The central concept we work along is an inclusive value chain. With flourishing farmers, households and communities as ultimate goal, interventions aim at inclusive and well-organized value chains, thriving farms, regenerative resource management and shared decision-making in farm management. While actors at chain level form the point of engagement, systemic changes are aimed through influencing government policies (local, national and international) and engaging with input suppliers, ser-

vice providers and (foreign) investors. Interventions will be developed around the Fair Factory model, with Woord en Daad developing social-economic programming and strategic partner Inlucvest investing in a factory.

### Sustainable Water program



The Sustainable Water program seeks to contribute to ensuring availability and sustainable management of water and sanitation for all.

*The program contributes directly to SDG 6: Ensure availability and sustainable management of water and sanitation for all.*

The direct target groups are households and farmer-entrepreneurs in underserved rural areas. Sub-themes in the portfolio development include Water, Sanitation and Hygiene (WASH), water for food and Integrated Water Resource Management (IWRM). The central concept across the sub-themes is a servicing approach: a model to improve the services on district level and up, aiming at policies and regulation, service providers and end-users. With ambitions to improve water-, sanitation- and IWRM-services for all, we will design explicit targeting strategies for unreached including working with churches and community organizations and more emphasis on advocacy for inclusive regulations. We will seek to become part of broad national coalitions for system change, with a new emphasis on IWRM and contributing to climate-resilience of stakeholders and target groups.



# Leading Strategies

## How we work towards impact

### Implementing socio-economic programs in the global South

#### **Co-creation**

We will develop explicit program responses together with partners in a process of co-creation. In our role of facilitator, we will draw together focussed teams of thematic experts across organizations in North and South for context analysis to deeply understand the local context, innovation and creating intervention concepts. We will enrich these processes with learning and documented track record on effective strategies.

#### **Building partnerships**

In our strategic partnership developer role we will invest in a network of Christian core partners through organizational development and ongoing dialogue on strategic themes as we continue or develop long-term organizational relationships. In our strategic partnership builder role we engage with new partners that offer added value in the strategies for change. We seek to diversify this group to include more government partners, knowledge institutes and theme-related stakeholders. With a combination of both type of partners we seek to establish longer-term country-based partnerships with a joint vision on systemic changes.

#### **Adaptive programming**

We will contribute to managing the program implementation by keeping a strong knowledge-base on country-specific sectors, and take a pro-active role in data analysis and -sharing to support the partnerships we work in. Work on data will primarily be focussed on supporting better decision-making by partners in the context and adjusting the strategies we use to come to results. Within and across programs we have an explicit learning agenda, which we will use to guide our documentation of effective strategies and track record in system change with a focus on pro-poor climate resilience and reaching the unreached.

#### **Country selection**

The three focal policy themes influence the choice of countries where we will (start and continue to) work towards 2025. These choices are informed by indicators from research, including indications on poverty status (SDG 1), government effectiveness, threat of climate change effects and indications on civic space. Based on these criteria we foresee for the new policy period to phase-out work in six countries and continue in twelve current countries. Three countries in particular will be considered for new programming: Eritrea, Ghana and Togo.

## Policy influencing in The Hague and Brussels

In our *advocacy* role we speak up for those who cannot speak for themselves. Our lobby work in the North will focus on Dutch and EU-level policymaking and business practices that influence lives of the world's most vulnerable in the global South. We will maintain and develop our position in networks and partnerships to increase our influence. Our lobby targets will be politicians, civil servants and international businesses. To gain the mandate for our lobby work we will be sharp on using learning and best practices from our programs, and where possible make direct linkages with lobby projects in Brussels or The Hague.

Continued lobby focus will be on increased policy coherence, through the Building Change campaign, and International Responsible Business Conduct. New initiatives will explore working more effectively with expert organizations in the area of inclusion and climate mitigation and adaptation.

## Awareness raising in the North

In our catalyst role towards the Christian community we aim to touch hearts and raise compassion with the needs of the world's poor. Our shared values of justice and stewardship will be the basis for engagement. We communicate the complexity of our work and shed light on the effects of their lifestyle on lives far away. We aim to equip and mobilise supporters to make

different lifestyle choices and feel fully part of the work of Woord en Daad. Among the broader Woord en Daad community, we target specifically children, students and women. We will use different channels for our campaigns including written and social media, events and engagements with groups in schools.

Our campaigns will focus on effects of climate change on Southern nations, migration, circular economy and fair clothing. We will seek to partner with other organizations around these campaign themes. We choose to bring honest stories in a positive tone and will explicitly relate to the target groups in our programs: their stories must be told and function as starting point in every campaign. For the coming years we will invest in a methodology for measuring effects of our campaigns to help us learn and improve our work.

## Fund acquisition

We deliberately maintain and seek to develop close relationships with a diversified donor base. We feel blessed by a loyal and committed supporter base and nurture the ties with our supporters. We deploy, together with a diverse pool of volunteers and ambassadors, tailor-made strategies for fundraising among our supporter base focused on individual giving, child sponsorships, second-hand shops, corporate fundraising, foundation and church fundraising and fundraising in the USA. We also seek to grow the component of local fundraising in Southern countries where our partners implement

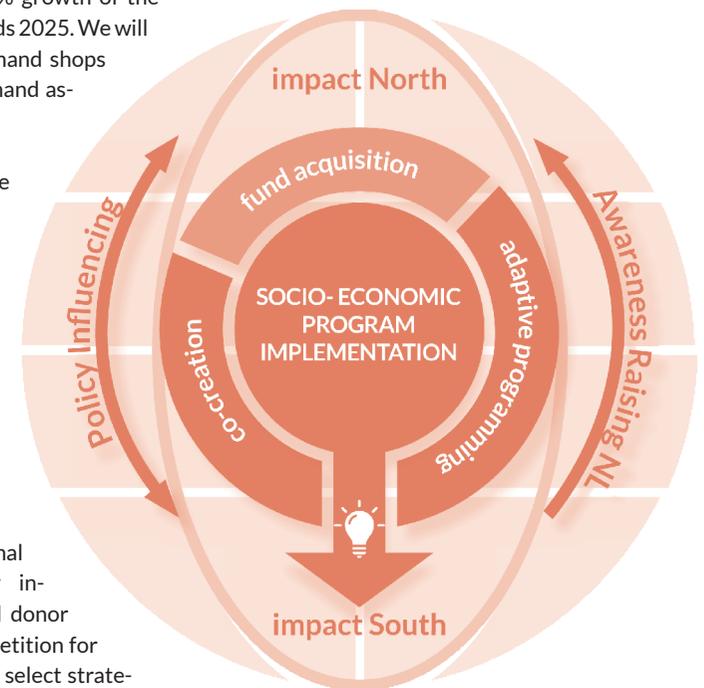
fundraising activities and we take a support role. With the diversity in donor profiles and the thematic program portfolios we aim to use the best of this opportunity to make matching combinations of donors and projects. We will do all fundraising work in dialogue with the thematic programs and look for opportunities to optimise blending and leverage of different funding flows.

Within the sponsorship programme as biggest funding flow, we will diversify sponsorship products to make better matches with target groups. We aim to realise a 7% growth of the sponsorship programme towards 2025. We will also invest in 20 new second-hand shops and online sale of the second-hand assortment.

While in our program focus, we commit to longer-term partnerships to work towards systemic changes, we aim to parallelly build 'communities' of committed donors who feel connected. Individuals, schools, churches and foundations or companies who are well-informed, connected with the projects and can play an ambassador role.

To be successful in institutional fundraising we will intently invest in building relation-based donor knowledge. As the global competition for funding is growing, we want to select strate-

gically on funding opportunities, and present strong partnerships and interventions. We aim to increasingly co-create programmes and system change initiatives together with donors. While institutional fundraising is an important strategy, we strive for a ceiling of 30% on government-sourced funding to spread risks, safeguard our identity and have freedom to make our own decisions.





# Responsive partnering with our supporter base

We want to optimally engage and serve our supporter base in the work we do. For our networks of committed volunteers, individual sponsors, companies, churches, second-hand shops and strategic partners we aim to be and remain the available and preferred community to practically give hands and feet to compassion and justice. To do so we will invest in responsive partnering: listening carefully to the drives and preferences of our supporters and partners, pro-actively collecting feedback and facilitating a desired level of engagement. The aim is to create impact through the various partnerships: impact in the South and in the North.

## Facilitating connectedness



The content of our work is central in the relation with our supporters. We aim to connect people to shared dreams of people far away and nearby. As direct as possible, in online and offline communities, we work for mutual understanding. Wishes and needs of stakeholders in North and South are valued and optimally combined to work together. As we move together towards achieving shared dreams, we explain the complexity of the work as well as tell the stories how lives and systems are changed.

## Creating experiences



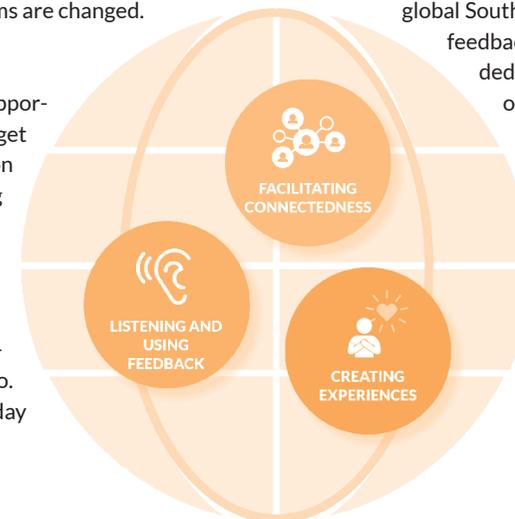
A direct meeting of supporters with partners and target groups creates impact on both sides. In the coming years we aim to organize online events that make first-hand connection with our work in the South very approachable. Offline events remain important to experience the 'project communities' supporters have connected to. We will organize a yearly all-supporters day

(Woord en Daad Werelddag), regular regional sponsor events, and a yearly business event to connect and inspire corporate supporters. The growing number of second-hand shops offer places for a Woord en Daad experience, local community building, as well as means to promote a circular economy.

## Soliciting feedback



We value and will pro-actively collect the ideas and feedback of our supporters and partners. Feedback is organized through advisory platforms for child sponsors, companies and a new broad platform for constituency voices, including a pool for youth. A continued on-line dialogue combined with face-to-face meetings will provide input on strategic choices. With strategic partners we maintain open lines of communication on the direct 'project community' and organizational developments. We will closely follow the pool of second-hand shops to hear how we can improve processes and use opportunities. With the variety of feedback channels, we will invest in a central approach to combine and interpret signals and trends across the diverse communities in our supporter base. Feedback from our core partners in the global South is collected every two years and feedback from target groups on the added value of our projects is collected once in five years or when projects are finished.



# Organization & Culture

## Human resources

The Woord en Daad organization continues to invest in a professional staff pool working on a basis of mutual trust, flexibility and loyalty. Our work is organized project-based, joining experts from North and South together in entrepreneurial teams focussed on result. Apart from our own staff we draw expertise from our flex-pool.

The new policy direction invites for new learning curves in terms of knowledge and skills. The Woord en Daad Academy as internal capacity building platform supports the staff pool in focussed learning on personal and strategic priorities. An important focus will be on how to integrate the strategic policy themes into programming, and how to adopt adaptive management practices in projects.

The strategic move to work in broader partnerships for systemic change asks for adjusted and new roles. Strategic partnership builders will scout for new potential partners. Project leaders and experts will collaborate with a more diverse range of stakeholders and engage in a strategic dialogue on higher institutional level. Finance in projects and the organization will broaden with a role on forecasting and business planning to support adaptive planning and navigation. Qualified local project coordinators, data analysts and monitoring & evaluation experts are increasingly needed. A new national or regional role of data analyst is explored to support local and theme-specific trend analysis to contribute to our in-depth understanding of the context and steer our interventions.

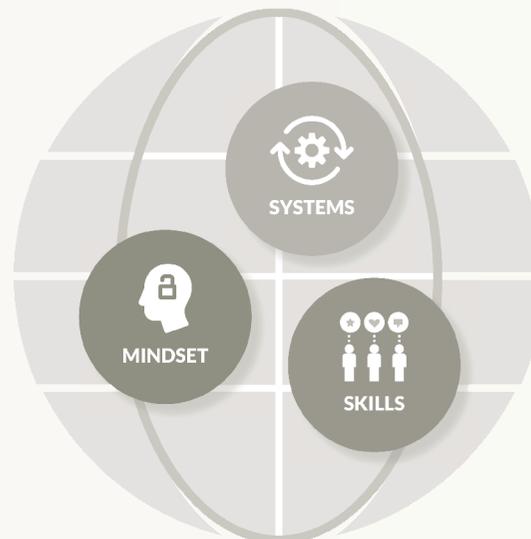
## Data-driven ICT

Supportive IT systems that are flexible and open are important for data exchange between varying stakeholders. It is key to collect, analyse and share data as steering information during implementation, rather than afterwards for reporting only. We will strategically invest in IT solutions to make use of expanded technical possibilities, especially where currently no fitting IT options are available. Together with the ProjectConnect Foundation we will de-

velop tailored solutions that can be broader exploited in the sector, aiming at return on investment. Principally we look for IT applications that can boost our impact in projects and improve engagement of our supporter base.

## International Corporate Social Responsibility (ICSR)

Our wish to motivate and support enterprises to run their business in a responsible manner is very naturally linked to our mission and vision. Businesses Woord en Daad cooperates with are working in fragile and poor countries, where there is a high risk of exploitation and human rights violations. To address this, we will apply our ICSR policy, guiding how we will motivate and support businesses we work with to do business in a sustainable manner. We require that private consortium partners work in line with international ICSR regulations from the UN and OECD, as required by Dutch government. If that is not yet the case, we will ask those businesses to do so. Local businesses we work with are supported to work more sustainably. Living wage and decent work are the two priority themes for which we use in-house monitoring tools.





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In a broken world full of poverty and injustice, Woord en Daad seeks to make the signs of God's coming Kingdom visible. The Christian perspectives of justice and compassion motivate us each day to contribute to a sustainable change that benefit all people.

### Photography

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