

# Multi Year Business Plan 2024-2026

summary

## Introduction

In 2023, Tearfund Netherlands celebrated its 50th anniversary. Like many other International Non-Government Organisations (INGOs), we were founded in the post-world war era when famines, wars, and other international disasters were first televised, prompting an outpouring of compassion. Much good has been done by Tearfund and others over this time, leading to improved global indicators of human wellbeing in a range of areas. But from a global perspective, the number of people experiencing extreme poverty remains stubbornly high and the number of displaced persons has reached an all time high in 2023 – due to a combination of new and protracted conflicts, climate change and natural disasters.

What can be done to address this challenge? How can we drive change? The underlying causes of this predicament are diverse and vary from country to country, including colonial legacies, poor governance, violence, economic inequalities, and climate change. Faced with these complexities, it may seem tempting to resign ourselves to limited change and continue with current approaches.

However, two reasons offer hope for significant positive transformation, forming the basis for Tearfund's strategy in the years ahead: the role of the Church and the emphasis on local engagement.

**The Church**, in its various local and global expressions, is called to facilitate positive societal transformation through holistic ministry that restores broken relationships with self, others, God and creation. This comprehensive approach is termed Integral Mission and when embraced, it truly embodies the "good news to the poor" (Luke 4:16-21). Tearfund's Church & Community Transformation (CCT) work, conducted in partnership with local churches, has consistently demonstrated this impact over many years.

**Localisation.** The concept of localisation is gaining traction within our sector, highlighting equitable partnerships, to balance power, resources, and ownership. This requires an emphasis on complementarity, mutual respect, sharing of risks and benefits, and brokering collaborations between diverse actors and networks at community, local and national levels, with clear matching roles for organizations as Tearfund. It is imperative to transform our approach. This involves shifting and sharing power, resources, risks, and responsibility to local communities and organizations, derived from value of equitable partnerships. This empowers them to implement effective solutions (e.g. optimizing local knowledge, context awareness and links to community members and grassroots actors) and enhance their own capacity and self-sufficiency. While this idea is widely discussed, progress within the sector has been sluggish.

In response, our 2024-2026 strategy will drive us to become a champion of localisation. Our focus will be on reshaping our working style to prioritize local leadership within our international portfolio. Concrete measurables like percentages of program expenditure with local partners or grants allocated for local capacity-strengthening. We aim to foster more meaningful and sustainable impact, ensuring that our actions align with the principles of empowerment, equity and self-determination for the communities we serve.

The road ahead is full of excitement! As we envision and equip local churches for Integral Mission, the potential for transforming communities and society becomes immense, surpassing what any INGO or local NGOs can achieve. By God's grace, our strategic focus on the church, localisation and fundraising will lead to the upliftment of many more people and communities, helping them break free from poverty.

## Strategic Directions for 2024 - 2026

### **1. Focus our long-term community development work on significantly scaling up Church&Community Transformation (CCT), to mobilise churches for effective Integral Mission (IM)**

CCT is a journey that empowers the local church to engage her immediate community to come together to identify and discuss issues affecting their living circumstances and thereafter to address these matters with local resources available.

We intend to significantly increase scalable approaches to IM, e.g. by influencing church movements, networks, and denominations to adopt CCT. We will put CCT at the heart of our long-term programming, with other Corporate Themes (see below) effectively building upon, working towards or being integrated in CCT approaches.

### **2. Become a champion in localisation:**

We define localization as a process towards local and national actors having a stronger role and more leadership in humanitarian assistance and long term community development. The expansion of equitable partnerships between local, national and international actors is a key value to this process to equalize in the international cooperation system. We understand partnership, as principled, diverse and effective collaborative relations between two or more actors, aimed at addressing key humanitarian and development challenges.

We develop and implement a comprehensive Localisation Strategy and Roadmap that transforms the way we work to share and shift decision making, participation, resources, risks, and responsibility to local and national organisations and local communities, in our humanitarian responses and community development.

### **3. Build a best-practice fundraising function to inspire new audiences, attract new regular supporters and increase our total unrestricted income:**

In the Netherlands we aim for Dutch audiences to see that their lives are connected to those living in poverty abroad, *change their thinking* about poverty (it is deeply caused by injustices, not inevitable, only financial or God given) and to embrace their responsibility to *act* and restore justice for people living in poverty (by praying, giving, advocating and making lifestyle changes). Fundraising is therefore not transactional in Tearfund but based on inviting audiences into real restored connections with people affected by poverty and to partner with us in our mission to do justice.

### **4. Respond to, and prepare for major disasters and humanitarian crises around the world, where the Tearfund Family or Integral Alliance can add value:**

Humanitarian Response entails emergency response to save and preserve life during emergencies in acute and chronic crises, short-term rehabilitation and reconstruction, programmes to cope with the consequences of population movements like refugees, displaced people and returnees, caused by natural and man-made disasters, and disaster preparedness and disaster risk reduction.

### **5. Develop and execute a focussed advocacy strategy in the Netherlands and our international programming:**

Advocacy is about influencing the decisions, policies and practices of powerful decision-makers and mobilising (faith-based) constituencies/ communities, to address the underlying causes of poverty, bring justice, and support good development in the context of the

Netherlands, in the context of our international projects and at international/global and coordination platforms

**6. Continue to strengthen our support processes:**

We aspire to update our financial policy and fundraising approaches to simplify income allocations, to maximise flexibility in use of funding to ensure quality programming. Our quality management system is important to us, as it allows us to keep improving the support we provide to local churches and partner organizations. We are Core Humanitarian Standards (CHS) certified, we have the ISO 9001 and Partos 9001 certification, we are an 'Erkend Goed Doel' by CBF, and have the EU Humanitarian Partnership. We are committed to these and other quality standards, such as the Red Cross Code of Conduct and Tearfund Family Reputational Standards. To be able to keep meeting these compliance requirements as well as our own and our partners' expectations, we need to continuously improve our quality system.

## Our Four Corporate Themes

Within our work in humanitarian relief, community development and influencing and advocacy we focus together with other members of the Tearfund Family worldwide on four corporate themes:

- **Church and Community Transformation (CCT)**
- **Environmental and Economic Sustainability (EES)**
- **Reconciled Peace-Filled Societies (RPS)**
- **Crisis to Resilience (C2R)**

**CCT:** Tearfund Netherlands encourages Churches and Christian organisations to work together with their environment for the development of the community. This approach is at the heart of how Tearfund Netherlands works. Through CCT we equip churches to assist local communities identify needs and mobilise resources to bring about transformation.

**EES:** Tearfund Netherlands' work seeks to build restorative economy which aims to meet three key tests:

1. Everyone can meet their basic needs
2. The world lives within environmental limits
3. Inequality in its current extremes is no longer accepted – including both income inequality and wealth inequality at national and international level.

**RPS:** We recognise that violent conflict is one of the major global challenges and drivers of poverty and injustice. Improving peace and security for all remains a major political and development goal. The vision of RPS is to enable those called to address the impact and the systemic causes of violence to bring sustainable peace for themselves, their neighbours, and the world. The following elements are incorporated in this priority: peacebuilding, gender & protection, trauma healing, youth engagement, leadership discourse.

**C2R:** Resilient, hope-filled communities equipped and empowered to prepare for and respond to the crises they face. Our approach is comprehensive, with a focus on saving lives, restoring human dignity and strengthening resilience to people affected by disasters. We support and accompany communities, local churches and partners to anticipate and prepare for crises as well as respond to them. We believe communities are best placed to identify their needs and capacities and determine the solutions. Our work therefore focuses on the drive for responses to be locally led and seeks to elevate the critical role and voice of faith actors in emergencies.

## Diversity, Equity & Inclusion

At Tearfund, we believe that every person is uniquely created in the image of God and that this gives everyone dignity. This thinking is fundamental to the ways in which we interact with each other and all those we serve – regardless of background, experience or beliefs. Broken relationships have led to marginalisation and exclusion, and this is not God's plan. Our DE&I policy confirms our commitment to valuing and respecting everyone because they are created in God's image. We intend to ensure that all staff understand their rights and responsibilities in relation to equality, diversity, inclusion and dignity at work. We are committed to the avoidance of unlawful discrimination and providing equal opportunities in all aspects of employment, including recruitment and selection, pay and conditions, training and development, career progression, conduct, capability and termination. The above equally stands for our partners and the communities we serve.

## Keeping Score on Implementation and Impact

In the coming years, we aim to further develop our Design, Monitoring Evaluation and Learning (DMEAL) system. This DMEAL system will serve different purposes. One purpose of this system is to help monitoring progress and effectiveness in achieving goals within our organization and country programs. This involves setting objectives and key indicators for the main program themes, including the corporate priorities. These indicators are used to track progress across areas, programs, and countries.

Next to tracking progress, we also use our DMEAL system to take a deeper dive into some of our programs. We do this through both internal and external evaluations, as well as focused learning that is in line with the strategic learning agenda. Moreover, the DMEAL system promotes accountability, legitimacy, and transparency, especially to the communities we serve, who are the primary drivers of change. We are CHS certified and aim to strengthen community participation, communication, feedback and accountability. Our accountability extends to donors, local authorities, and our supporters.

## Human Capital

Our employees are crucial to our organization. Therefore, we the core tasks of Human Resources management is to get and keep the right people in the right place: employees with the appropriate skillset, style and support who are effective and have confidence in their role and the organization. Tearfund has developed from a project based organization to an line organization with departments and an Executive Team with decision-making power. These changes need to be firmly embedded in the organisational culture to ensure lasting impact in the coming years. We recruit employees who fit our organizational structure and who can propagate Tearfund's mission and vision. Our recruitment and selection policies and tools will be made fitting to attract colleagues to join in Tearfund's ambition to 'Samen Recht Doen'.