

DANMISSION

PROGRAMME STRATEGY

2026-2030

1. Creating Societal Change

Guided by a Christian faith-based commitment to the dignity of all people and the interconnectedness of all creation, Danmission works towards the vision of “**a peaceful, just, and sustainable world where people can freely practice their faith and beliefs**”. The organisation strives towards this vision by working towards two overall global impact goals, defining change within Peace and Democracy and Nature and Climate:



Peace and Democracy: Communities and groups affected by conflict and discrimination address harmful divisions. The groups most affected by conflict and discrimination, especially women, youth, and religious minorities, are protected, build their resilience, and participate in just, inclusive, and democratic decision-making.



Nature and Climate: Harm to local ecosystems vital for local communities and Indigenous Peoples is prevented or mitigated. Those most affected recover, build resilience, and participate in governance of natural resources that reflects their priorities, ensures sustainability, and address resource related conflicts.

These are unfolded and illustrated in Danmission's Theory of Change¹ and in the global Result Framework².

In this strategic period, Danmission is operationalising an integrated Theory of Change and Results Framework that aligns all global programmes, impact areas, and donor expectations within a single strategic framework. Within the strategic period, Danmission will, therefore, have an increased focus on securing a meaningful and sustainable implementation. This will firstly be done through the rollout and implementation of new Country Programmes from 2026 in seven programme countries: Tanzania, Kenya, Lebanon, Egypt, Syria, Myanmar, and Cambodia. 2026 marks the coordinated launch of country programmes across all programme countries, integrating new and continuing projects into a cohesive implementation phase. The implementation of the country programmes will be subject to a mid-term evaluation in 2028 and to an end evaluation in 2030 to ensure learnings are incorporated and adaptations made where needed.

¹ See Danmission Theory of Change

² See Danmission Global Results Framework

Within the logic of the Theory of Change, two elements are introduced to Danmission's approach. First, the organisation is strategically collaborating with coalitions at the country programme level. In previous programmes, coalitions (often referred to as networks or alliances) have mainly been designed on project level. The initial years of the strategic period will focus on adaptive implementation, allowing for structured learning and refinement of the coalition model at country level. Within the coalitions, Christian and other religious change agents hold a significant role in ensuring consensus within the coalition and anchoring change.

Secondly, Danmission's programmes work to affect systemic change. While Danmission's previous programmes have focused primarily on the community and sub-national levels, this strategic period expands the organisation's ambition to also influence systemic change at the national level. Within this strategic period, it will therefore be essential for Danmission, in cooperation with partners, to strengthen its capacity to support change agents in making interventions targeting this level. As organisational learning deepens during this strategic period, Danmission will progressively scale its capacity to support partners in addressing systemic barriers and opportunities for change.

In addition to engagements within programme countries, Danmission also engages in three-party agreements driven by groups of Danish volunteers in partnerships with local partners in Madagascar, Bangladesh, Pakistan, and India (referred to in this strategy as 'network groups').

- ➔ By the end of this strategic period, Danmission has strengthened the linkage between the theoretical change logic and the reality of contexts. This is important to ensure the ToC's relevance and effectiveness over time.
- ➔ By the end of this strategic period, Danmission's country programmes are anchored in diverse coalitions with the capacities and skills to engage in interventions targeting both the community and the systemic levels.

Programmatic Principles

All Danmission's programmes are guided by six central programmatic principles: Local leadership, Nexus, Do no Harm, Human Rights-Based Approach, Gender Equality, and Greening. These principles are unfolded in Danmission's Theory of Change, Local Leadership Strategy, Safeguarding Policy, Policy for Human Rights and Gender Equality, and Greening Guidelines. They are all mainstreamed throughout programmes and guide efforts to foster sustainable development, empower local communities, and uphold high safety and human rights standards. Despite all these principles being equally important, some will be given more focus during this programmatic period. This is to ensure the needed development and learning but also recognising that organisational resources require prioritisation.

- ➔ By the end of this strategic period, Danmission has supported partners as independent organisations, and has strong partner inclusion in decision-making processes related to partnerships and projects.

- ➔ By the end of the strategic period, Danmission and partners have ensured effective operational procedures for handling complaints, particularly related to safeguarding, sexual harassment, exploitation, and abuse (PSHEA), as well as any other concerns that may arise within their projects.
- ➔ By the end of the strategic period, Danmission has mainstreamed the Greening Guidelines at both programme and project levels.

2. Pursuing Change Together

Partnerships and Fellowships

Danmission Partnership Policy sets the overall framework for how Danmission engages with partners. It includes the theological foundation for the partnership approach, Danmission's added value in partnerships, types and categories of partners, and formalities regarding partnership agreements, due diligence, as well as processes in relation to new partnerships and partnership exits.

Danmission is part of the global Church and shares a fellowship with a wide range of faith actors as well as civil society actors. Therefore, Danmission finds partners within these three spheres: The church, civil society, and faith actors. The organisation works with partners with whom it has common goals and values, and seeks to build country programmes with different types of partners who have different competencies and who complement one another. Many of the partners work at the community level, but partnerships are also made with partners who work at regional, national, or international levels.

Danmission shares a Christian faith with churches and Christian faith-based organisations, networks, and alliances. This gives the organisation the ability to work together with a common language, collective memory, and joint understanding.

Danmission and partner churches have a holistic approach to theology; words and deeds are interlinked to social change-making, as well as to faith and congregational life that deepens the shared sense of community and offers a context to reflect on and nourish spiritual lives. To strengthen this, Danmission and its partner churches must be inclusive in their faith and foster a sense of belonging to the same global fellowship of churches. This involves promoting a welcoming and global church that includes all groups in society, including women and youth who, in some contexts, experience exclusion. For Danmission and its partner churches, theology is, first and foremost, contextual – seeing Christian faith as relevant to people's spiritual lives and as a change maker for social action. It is, therefore, important and has an intrinsic value for Danmission to engage and support partner churches in fulfilling their purpose, role and responsibilities as churches. This can take the form of capacity-strengthening initiatives, exchanges between churches, support of theological institutions and academic research, or similar. Not only do these initiatives have an intrinsic value for Danmission and

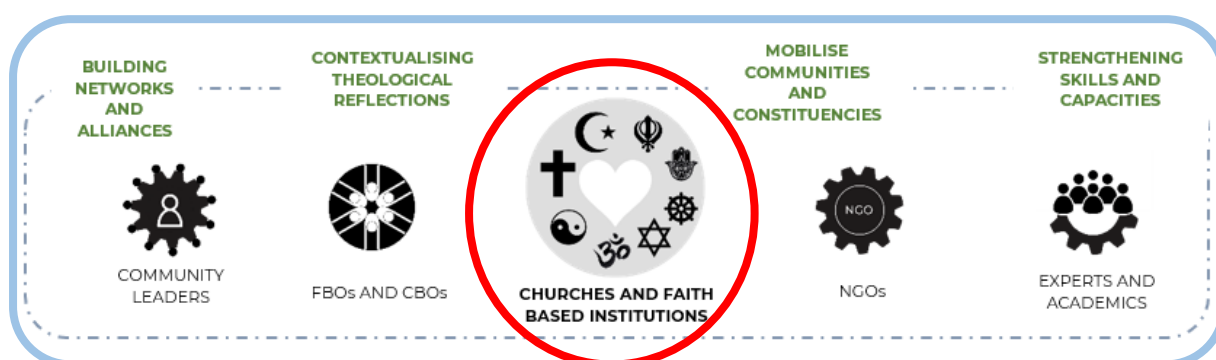
partner churches, but they also contribute to a more united global fellowship of churches. The priority of this focus is illustrated in red in the figure below.

Parallel to the engagement in supporting partner churches, as described above, Danmission sees churches and faith-based actors, Christian and non-Christian, as essential for creating lasting societal change and as vital members of civil society.

They play a unique role in enhancing spiritual well-being and hope, connecting belief with action towards societal change, and reaching groups who are most affected and in need. This is essential in creating sustainable and locally anchored change for communities.

Furthermore, their position as faith leaders and in many contexts societal authorities gives them a key role in promoting peacebuilding and conflict resolution initiatives among conflicting parties, increasing cooperation across borders (geographical, ethnic, religious), and promoting cultural understandings of ‘the other’. All efforts which can strengthen diplomatic ties across divides, and which are central elements in well-functioning civic diplomacy.

Figure 1: Strengthening Partners as Independent Organisations and as Part of Civil Society



Danmission supports churches as inclusive and democratic spaces, building on theology, which is contextually relevant to their local communities, and supports churches and other faith-based partners as central members of strong and inclusive civil societies. This engagement is illustrated in blue in the figure above. It has the purpose of strengthening partners' role within the coalitions identified and in being central members of the civil society in which they exist.

To complement and strengthen programme delivery, Danmission can partner for shorter or longer periods with actors offering specialised technical or innovation-related expertise. These partners, while not core partners, are considered important because they can support, strengthen, and reinforce programme work through their special technical capacity, advocacy potential, IT or tech/innovation, to mention some.

- ➔ By the end of this strategic period, Danmission has strengthened current and new partners to be strong, independent churches, organisations, and networks, ensuring sustainable impact and fostering collaborative ownership within projects and coalitions, where relevant.

- ➔ By the end of this strategic period, Danmission's partner churches and Christian partners have enhanced their contextual theological understanding and competencies.
- ➔ By the end of this strategic period, Danmission has supported inspiration and mutual learning between Danish and global partner churches and church-based organisations.

Faith and Dialogue are the Foundation

Danmission's organisational core and way of pursuing change are rooted in faith and dialogue: Christian faith as a source of hope, and dialogue as a way of being in the world and as a powerful source of transformation. Faith gives hope, which is essential in people's motivation to act, and dialogue builds bridges and creates space for peaceful coexistence across divides. These two elements comprise the foundation, which is unfolded further in the Theory of Change and in Danmission's Organisational Strategy (2025-2029).

With the implementation of the Organisational Strategy, Danmission has redefined faith and dialogue as foundational and cross-cutting elements, rather than treating them as standalone thematic areas. This shift places faith and dialogue at the heart of all engagements, both nationally and globally, and affirms their fundamental role in shaping Danmission's identity, added value, and approach to change.

Danmission's identity as a faith-based organisation is rooted in a Christian belief and complemented by a dialogical mindset and approach to the world and people. The organisation has a unique understanding and fellowship, not only with churches and Christian organisations but also with faith-based actors across faiths and beliefs, which is part of the organisation's added value.

The organisation's approach to creating change is centred around dialogue as a way of meeting others with respect and openness, to (re)build mutual understanding and collaboration, and address underlying causes of conflict and discrimination in societies.

Faith and dialogue are therefore inherent to the organisation's foundation and in line with its long history, experience, and understanding of itself. To enhance the organisation's impact, these two elements are strategically integrated and institutionalised across all engagements.

In addition to the strategic commitment defined within the Organisational Strategy, the following strategic commitments are set within the mandate of this Programme Strategy:

- ➔ By the end of this strategic period, faith and dialogue are integrated into Danmission's programmatic thinking, design, and implementation in all programmes.

Coalitions for Actions

Danmission's Theory of Change places coalitions as a central programmatic element to increase the likelihood of creating change within the defined impact goals and enhance the sustainability and long-term effects of the change created. The Theory of Change unfolds this in more detail.

This means that Danmission, together with partners, contribute to change by building and supporting coalitions that span across differences of faith and beliefs, gender, and other divides. Danmission believes that coalitions which represent the diversity of communities and include change agents across differences are essential in creating lasting results. Within this, Churches, Christian and Faith-based change agents are specifically important, and experience shows how supporting the cooperation across different Christian denominations and across different faith-based actors, as well as between faith-based actors and secular actors, increases the impact of engagements.

Within this ambition for diversity, having young people represented and participating on equal terms is a priority for Danmission. In many countries, young people between 18 and 35 make up the majority of the population, but despite their capacity to be agents of change, they are often not part of either formal or informal decision-making structures. For this reason, Danmission emphasises strengthening the participation and influence of young people, especially young women, within churches and organisations and within societal change processes.

In continuation hereof and based on the programmatic principle to increase gender equality, Danmission has a distinctive focus on ensuring equal representation and participation from all genders within defined coalitions.

- ➔ By the end of this strategic period, churches or faith-based actors are included as change agents in all coalitions across country programmes.
- ➔ By the end of this strategic period, all country programmes have been implemented through diverse coalitions with representation across faith, gender, and age, where relevant.

Danmission's Added Value

Danmission's added value lies in the organisation's long-term partnerships and commitment to partners, even when there are no active projects or funding. This is built on Danmission's history and belief in fellowships with partners.

In addition, the organisation plays a unique role due to the ability to bridge the value brought to communities by faith-based actors with development engagements, bringing a Christian and an inter-faith foundation to development work. The organisation's extensive network and long fellowships with Christian and faith-based organisations (FBOs) provide unique access to communities and enable it to address key societal norms and values.

Based on many years of experience with dialogical approaches and working through a dialogical mindset, Danmission is a frontrunner in inter- and intra-religious dialogue. The organisation is recognised for its extensive expertise in

strengthening faith-based actors' and organisations' engagements in reconciliation and peacebuilding through dialogue. This is highly related to the ability to build alliances and coalitions across differences, fostering cooperation and mutual understanding to tackle social, economic, and developmental challenges.

Lastly, the organisation's continued presence and extensive experience within fragile and conflict-affected contexts add significant value. Despite the contextual challenges, it is able to facilitate reconciliation and cooperation across divides. Danmission often has a presence in places where few or no other actors take on this role, especially through a close partnership with Churches and other religious institutions, reaching communities that would otherwise be left behind.

- ➔ By the end of this strategic period, Danmission has fully integrated Christian, other faiths, and inter-faith approaches, depending on relevance, across programming, ensuring cultural sensitivity and alignment with local beliefs, values, and faith practices. Where relevant and possible, trusted local faith leaders, Churches and religious institutions will lead change and promote ethically sound and contextually relevant solutions.
- ➔ By the end of this strategic period, Danmission staff at all offices have the needed capacity to integrate faith or faith expressions in all relevant engagements.
- ➔ By the end of this strategic period, Danmission's programmes and projects have integrated a dialogical approach and mindset, resulting in mutual understanding and cooperation among diverse groups.
- ➔ By the end of this strategic period, Danmission has a well-developed online dialogue tool box, as well as staff well-equipped to apply interfaith dialogue as an approach and mindset in all relevant engagements.
- ➔ By the end of this strategic period, Danmission cooperates with INGOs that share similar goals and values. This will expand the organisation's reach, increase resource mobilisation and maximise the effectiveness of programmes.
- ➔ By the end of this strategic period, Danmission has a strong strategic partnership with the Danish Ministry of Foreign Affairs (MFA) and takes a clear lead among the Strategic Partners within faith-based development and faith-based actors' engagement in civic diplomacy.
- ➔ By the end of this strategic period, Danmission contributed to the expansion and strengthening of the Danish Freedom of Religion or Belief network through an active engagement with the Danish MFA's Special Representative on Freedom of Religion and Belief.

3. THE ORGANISATION

Organisational Structure

Danmission is a democratically led organisation with a considerable membership base of more than 1,300 individuals in 2024. The organisation is divided into the ten dioceses of the Evangelical Lutheran Church in Denmark, and the 10 local branches elect local Diocese Boards. The Board of Representatives is the highest authority of Danmission and elects nine members of the national Executive Board, who then choose three members, making the total number of the Executive Board twelve.

The membership base of Danmission is complemented by more than several thousand volunteers, who support the vision and mission of Danmission by volunteering in the organisation's 67 second-hand shops, international network groups, and dialogue activities. To support the volunteer engagement and the implementation of Danmission's vision in the programme countries is a secretariate consisting of a Headquarter, based in Denmark, and three Regional Offices in Asia, East Africa, and North Africa and Middle East covering programmes in Cambodia and Myanmar, Tanzania and Kenya, and Lebanon, Syria, and Egypt.

MEAL System for Adaptation and Learning

An effective Monitoring, Evaluation, and Learning (MEL) system is crucial for Danmission to track progress, measure impact, and ensure accountability systematically. This enables continuous learning and informs decision-making to achieve the set goals and vision.

The organisation's Global Results Framework (GRF) specifies the goals laid out in the Theory of Change by defining how changes will be targeted and measured in quantitative and qualitative terms. Outcome indicators measure the behaviour of selected societal actors through rubrics-inspired scenarios divided into behavioural criteria deemed essential to achieving the planned outcome goals. This is further outlined in the Country Results Frameworks (CRF), which are based on the GRF. The CRFs provide baseline values, set targets for selected outcome goals, and identify relevant societal actors and their changes in behaviour that are relevant to the specific country programme. To support this, Danmission has a project monitoring guide and tools supporting regional offices to monitor project implementation for operational, management and accountability purposes. These include an Outcome Harvesting guide, tools and database providing uniform and effective guidelines for harvesting achieved outcomes and for analysing and storing these for purposes of accountability, monitoring, evaluation and learning.

Based on project monitoring and harvesting of outcomes, partners aggregate and summarise results into annual project results reports, including monitoring of risk assessments, to their respective Danmission Programme Manager. These reports support the Regional Offices' (RO) monitoring of progress towards the country programme's impact goals and form a basis for evaluations. Based on partner reports, ROs aggregate and summarise results into annual results reports to the HQ, which supports the monitoring of progress and learning towards Danmission's global Programme thematic goals.

- ➔ By the end of this strategic period, Danmission and its partners have refined and standardised the Outcome Harvesting across all projects and countries of operation, ensuring that it is applied consistently, while still being flexible enough to adapt to the specific context of each initiative.
- ➔ By the end of this strategic period, Danmission has optimised organisational learning through selected country programme reviews, thereby capturing insights, assessing program effectiveness, identifying lessons learned, and adjusting programmes for greater impact.

Financial management

Danmission's Programme finances are structured around the Programme Strategy, allocating budgets to projects tied to the two impact areas under each programme and to initiatives strengthening the capacities of partners and coalitions. On project level, Danmission allocates financial and human resources to projects within the two impact areas, based on the projects' Results Frameworks. Project budgets are based on the following types of costs: Transfer to Partners, Activity Costs, Time Registration, Programme Support Costs, and Administration Fee. In addition to the project costs, Danmission's Programmes are currently supported by resources dedicated to programme management and strategic development, running of regional offices, thematic development and HQ support costs. To finance its global programme, Danmission has a growth strategy and funding plans that set targets and action plans for increasing the revenue generated from its three primary income sources: Second-hand shops, private donors, and institutional donors.