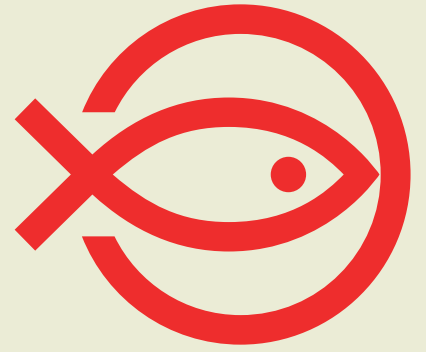




PARTNERSHIPS FOR HOPE AND ACTION

– toward a safe, sustainable, and just world

GLOBAL STRATEGY
2027 - 2031

OCTOBER 2026

Abbreviations	3
01: DanChurchAid's Vision	4
02: The World DCA Engages In	5
03: Values and Fundamental Principles	8
Values	8
Fundamental Principles	8
03.1: Human Rights-Based – For Just Change	8
03.2: Faith-Based – For Rooted Change	9
03.3: Partnerships and Local Leadership – For Systemic Change	10
03.4: Multi-mandated – For Lasting Change	10
04: Cross-cutting Commitments	12
04.1: Gender Equality	12
04.2: Climate and Environmental Sustainability	13
04.3: Engagement of Young People	13
05: Global Goals	16
05.1: Save Lives	16
05.2: Build Resilient Communities	19
05.3: Fight for Human Rights and Equality	22
05.4: Create Engagement in Denmark	24
06: Fit for the Future	28
06.1: Organisation and Structure	28
06.2: People and Culture	29
06.3: Risk and Quality Management	29
06.4: Adaptive Capability	29
07: Financial Sustainability	32
07.1: Donor Composition and Strategic Partnership	32
07.2: Fundraising and Engagement in Denmark	32
07.3: Financial Strategy and Principles for Healthy Growth	32
Theory of Change	33

Abbreviations

AI	Artificial Intelligence
ACT	Action by Churches Together
CSO	Civil Society Organisation
DCA	DanChurchAid
EU	European Union
LTC	Long-term Change
MHPSS	Mental Health and Psychosocial Support
MSMEs	Micro-, Small-, and Medium-sized Enterprises
NCA	Norwegian Church Aid
OECD	Organisation for Economic Cooperation and Development
PANEL	Participation, Accountability, Non-discrimination, Empowerment, and Linking to Human Rights Law
SOGIESC	Sexual Orientation, Gender Identity, Expression, and Sexual Characteristics
ToC	Theory of Change
UN	United Nations

01: DanChurchAid's Vision

DanChurchAid's (DCA's) vision is a safe, sustainable, and just world where every person is treated with dignity and has equal opportunities.



"Women cannot just sit and wait for someone to help – we have to take responsibility ourselves. It gives us both pride and strength to stand up for our children and families," says 40-year-old Julia Juan Samson, who is part of DCA's women's group in Juba, South Sudan. She has lost her husband and is the sole provider for her five children, but so far, she has managed to send all of them to school. / Photo: Jesper Houborg

02: The World DCA Engages In

DCA and our partners operate in unpredictable and often unsafe environments in a time where basic principles and global cooperation are under immense pressure. We are challenged to present new and innovative paths towards a safe, green, sustainable, and just future for all of us. Similarly, we are called to present meaningful avenues for people in Denmark and around the world to take hopeful joint action. This takes courage, creativity, and agility – and we are up for the task.

The geopolitical landscape is transforming

The geopolitical landscape we work in is transforming, marked by polarisation, new alliances, and new players. Big Tech is rivalling nation states in influence, shaping economies, public debate, and even political outcomes across borders. War and proxy warfare in Europe have elevated security to a top priority, while the United States' foreign policy brings new unpredictability into an already eroding rules-based international order. Proxy wars mark a growing number of the countries where DCA operates. Meanwhile, major emerging economies are becoming stronger players in both foreign policy and the global economy, leading to changes in global alliances and partnerships.

Over recent decades, millions of lives around the world have improved – a testament of how community mobilisation, innovation, and cooperation across borders drive positive changes for the many. Now, however, the multilateral and humanitarian systems, built to facilitate joint action on shared challenges and principles, face extreme pressures. The current system's shortcomings and power imbalances are exposed, and the need for honest and principled reform is evident. People all over the world are challenging colonial legacies and double standards, making it a requirement to present alternative paths to development. In Denmark, many people are seeking hope, opportunities for action, and cultural resilience in times that feel insecure and where support for principled global engagement and humanitarian and development budgets cannot be taken for granted.

Manoeuvring this complex landscape will be critical for DCA in the years to come. With partnerships, local leadership, and our faith- and value-based foundation, we are well positioned to build trust, bridges, and promote just solutions, locally and globally. Our deeply rooted popular and church-based constituency in Denmark, our leadership within the global ACT Alliance, and local partners in our country programmes make it possible for us to play a key role in connecting people across borders and differences, challenge polarisation, and create hope through global action in these unruly times.

Conflict and displacement are at record high, while civic space is closing

Geopolitical tensions, conflicts, and climate change drive up

instability. Recent years have seen record-high numbers of people displaced and killed in armed conflicts, leaving harmful remnants for decades. Lack of respect for, and enforcement of, international humanitarian law exacerbates human suffering and undermines principled humanitarian responses. DCA works in increasingly complex and insecure environments where access is becoming harder and humanitarians, particularly local first responders, are too often unprotected. Meanwhile, autocratic states – enabled by technology and artificial intelligence (AI) – tighten their grip on civil society. This restricts space and access for DCA and partners, also in stable contexts. Flexibility, innovation, and courage are needed across the board to reach people in need and support defenders at the forefront of global rights battles.

The climate and food crises drive needs to unlock green opportunities

The climate, food, and biodiversity crises are rapidly unfolding globally resulting in loss of livelihoods, displacement, and conflict. Low global ambitions hinder the green transition towards a more resilient future. Global instability and disruptions to energy and supply chains are driving up food prices and food insecurity. Meanwhile, young people struggle to find decent jobs and dignified opportunities, and societies risk losing out on immense potential.

Partnerships across sectors for a just, green transition – where women and young people drive solutions – is the way forward. DCA can connect the dots to promote systemic change, benefitting the people facing poverty and the planet. We can engage the public, consumers, and the private sector in Denmark to bridge local and global agendas for climate action, sustainable consumption, and fighting food waste.

Backsliding of human rights and democracy mobilises people

Democracy and human rights are being curtailed all over the world. Women's and minorities' rights are being rolled back in rapid and alarming ways. The consequences are obvious, but the pressure on fundamental values also mobilises people, particularly younger generations. This creates avenues for joint engagement of young people from Denmark and globally on human rights, justice, and social cohesion. New allies engage, including foundations, the private sector, and some technology players, as they are increasingly aware of the consequences of attacks on liberal freedoms and rule of law for the whole of our societies. Also here, the potential for powerful multistakeholder action is evident.

DCA works in a global system in transformation

DCA and the sectors we work in are challenged by recent years' funding cuts and a shift among many large donors towards prioritising defence and other national agendas over development cooperation. In the coming years, it will be key to strengthen

political and public awareness in Denmark and across Europe of how development and humanitarian assistance contribute positively – first to local, but also to global, stability and security. DCA will invest strategically in mobilising innovative, private financing for humanitarian, development, and climate action and in forming clever cross-sector alliances locally and globally. We will be agile and adjust to new roles for us, for our partners, as well as for communities. The ongoing reshaping of the humanitarian and development architecture creates an opportunity to bring local leadership to the forefront – an effort DCA will actively support and contribute to. In Denmark, we will nurture broad and deep public engagement to raise funds and, not least, to ensure credibility and impact.

In these unruly times, the role of DCA as a Danish civil society organisation (CSO) with an international mandate is changing. However, the bridge-building, cooperation, and innovation we can facilitate globally, in Europe, and in Denmark is more needed than ever. Despite of pressures, we – together with our constituency, partners, and the Action of Churches Together (ACT) Alliance – stand firm in our belief in global connectedness, shared principles, and a collective responsibility for a more just and peaceful world.

DCA works in Africa, the Middle East, Asia, and Europe. We will maintain a strategic geographical presence in these regions together with our partners and the ACT Alliance, which allows us to combine long-term engagement with the agility to respond to changing humanitarian, development, and political contexts.

Strategic highlights

DCA will:

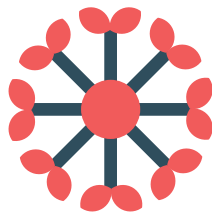
- Strengthen our efforts in Denmark and globally to defend and promote civic space, human rights, and international humanitarian law as a foundation for safe, free, and democratic societies.
- Innovate to secure humanitarian access where it is hardest – including through community-led responses – and integrate humanitarian mine action and livelihoods work even further.
- Bring private sector and civil society together to scale green solutions, strengthen livelihoods, and mobilise blended finance for humanitarian, development, and climate action – with local actors, young people, and women in the lead.
- Advance localisation and local leadership through equitable partnerships, power-sharing, and joint advocacy with partners and communities.
- Foster hope, meaning, and opportunities for action by bridging divides and connecting people in Denmark and around the world.
- Strengthen our organisational agility to stay ahead in an increasingly complex and fast-changing political and operational landscape.

DCA will continue working towards our global goals:



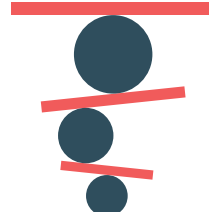
SAVING LIVES

Individuals and communities affected by disaster, conflict, and displacement are protected, safe, able to meet basic needs with dignity, and able to anticipate, respond to, and recover from shocks.



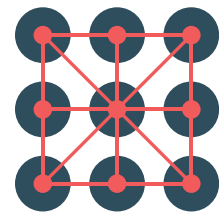
BUILDING RESILIENT COMMUNITIES

Individuals and communities are socially, economically, and environmentally resilient, drive locally led climate action, and benefit from sustainable food systems, investments, and job creation on the pathway to a just, green transition.



FIGHTING FOR HUMAN RIGHTS AND EQUALITY

Individuals, communities, and civil society claim and speak out for human rights and have the space and capacity to safely participate, organise, and promote democratic values, equality, and accountable governance at all levels.



CREATING ENGAGEMENT IN DENMARK

People and partners in Denmark engage and mobilise in hopeful and meaningful action, strengthening DCA's global efforts and connecting local commitments with global change.



For the people living in villages in Ukraine's Zaporizhzhia region, access to clean drinking water is often a challenge, as the local water systems has been severely damaged in the war. DCA supports the maintenance of 52 critical water points in villages close to the front line. "Having water to drink means everything to us," says one of the residents. / Photo: Rasmus Emil Gravesen

03: Values and Fundamental Principles

Values

With more than one hundred years of experience, DCA stands firm on our values and fundamental principles while seeking dialogue and solutions. In times when basic norms are under pressure, this is more important than ever.

DCA's mission is to empower the world's poorest and people in need in their struggle for a dignified life. We do this based on a Christian world view of respect for human rights and the equal worth of all human beings. As a Danish CSO, we have an important role to play as a convener and bridge-builder between local, global, and Danish efforts towards a more just and peaceful world. In a polarised geopolitical reality, our deep-rootedness in a large, popular, and church-based constituency in Denmark is an advantage. We stand with faith actors in fostering dialogue across differences and convene conversations on the importance of global cooperation and the essential role of civil society in promoting safe, free, and democratic societies.

DCA's mandate is to deliver humanitarian and development assistance in close cooperation with churches and secular partners. We engage with people's movements and political powers through advocacy at local, national, and global levels to influence decision makers to improve conditions for the world's poorest. We work to ensure equal rights and dignity for all human beings. We assist people regardless of religion and political conviction, ethnicity and socio-economic status, sexual orientation, gender identity and gender expression, age, and physical or mental functional impairment.

Fundamental Principles

DCA's Articles of Association outline four fundamental principles that guide all our work. We are human rights-based, faith-based, partner-based, and multi-mandated. These fundamental principles serve as a compass to navigate dilemmas and promote systemic change locally and globally.

03.1: Human Rights-Based – For Just Change

DCA works for a world where every individual's human rights, dignity, and equal worth are respected.

Amid crackdowns on human rights, backlash against diversity and gender equality, a rapidly shrinking civic and humanitarian space, and record levels of violent conflict, DCA stands firm in our belief that human rights are fundamental and non-negotiable. Protecting human rights, particularly for those facing marginalisation, and ensuring accountability for violations are essential both to preserving dignity and to countering local and global security threats and misinformation.

Our commitment to human rights is aligned with international

DCA's Values

In our work and daily actions, we are guided by four organisational values that influence priorities, decisions, and leadership at all levels of the organisation.

- **Compassionate.** We meet people with empathy, trust, and openness, and welcome differences. We are committed to helping others and 'walking the extra mile' with people in need. We encourage dialogue whenever possible and work hard to uphold the equal rights and dignity of all.
- **Proactive.** We create positive change by taking initiative and acting with courage and speed when needed. We create space for innovative mindsets and are constantly curious about new ways of working. We actively engage with others to explore opportunities and break new ground.
- **Responsible.** We are accountable, transparent, and strategic in our decisions. We lead with integrity and take responsibility for our actions. We consider the bigger picture and develop sustainable solutions that deliver lasting impact.
- **Respectful.** We act with respect, fairness, and inclusion in all our interactions. We listen to and respect the wishes, preferences, and perspectives of the people we work with. We learn with colleagues and partners to strengthen our organisation and our collective impact.

human rights law and international humanitarian law and upholds the principles of 'leaving no one behind' and 'do no harm'. DCA's human rights-based approach means that, in our humanitarian response, we are guided by the principles of humanity, neutrality, impartiality, and independence. In conflict and other crisis settings, we further strengthen the do-no-harm principles through approaches that are structured and context relevant, including protection mainstreaming and conflict sensitivity. Throughout our international work, DCA implements a human rights-based approach through participation, accountability, non-discrimination, empowerment, and linking to human rights law to ensure the needs, human rights, and dignity of groups most at risk of marginalisation and exclusion.

DCA promotes human rights in close collaboration with our partners and alliances in the countries where we work and in Denmark.

In our country programmes, we promote the protection of human rights through partnerships, operational responses to support civil society actors and human rights defenders, and advocacy towards

formal and informal duty bearers. We promote local leadership, locally rooted advocacy, and stakeholder engagement from the community to national and global levels – pushing for progressive changes in practice and legal frameworks.

In Denmark, we engage people, partners, and a variety of stakeholders in dialogue and action on the importance of human rights as a foundation for just, equitable, and peaceful societies. We speak out when human rights are violated and mobilise communities, duty bearers, and stakeholders globally and in Denmark to strengthen respect for international human rights law. In line with DCA's commitment to local leadership, we promote the voices of local partners and people affected by human rights violations, facilitating spaces for them to speak up, present solutions, and create awareness among the public and within the Danish political system.

In this strategy period, DCA will:

- **Promote inclusive, public and political dialogue in Denmark** on the protection of human rights and civic space as a foundation for safe, free, and democratic societies around the world.
- **Strengthen the human rights-based approach across all country programming** through the systematic application of principles of participation, accountability, non-discrimination, empowerment, and linking to human rights law (PANEL), as well as humanitarian and do-no-harm principles.

03.2: Faith-Based – For Rooted Change

With a foundation in Christian values, DCA believes that all human beings are equal and has the right to live a dignified life. As a faith-based organisation, DCA therefore works with people of all backgrounds for a world with peace and justice.

Faith-based communities and organisations form a vital part of a diverse civil society and can help build civic space and contribute to peaceful coexistence and social cohesion. In a global context of polarisation and misinformation, DCA will continue engaging with our deep-rooted church-based constituency and faith partners as important proponents of democratic values, human rights, gender equality, and local leadership, and in ensuring no one is left behind.

Faith-based leaders, communities, and organisations play essential roles across the humanitarian-development-peace nexus. In times where the presence of states and international institutions are being restricted, civil society – particularly faith actors – are often the last remaining actors with access and ability to support the people in need.

DCA considers religion and development to be closely interconnected and engages with faith and secular partners internationally as well as in Denmark. In countries where DCA works, most people have religious world views and beliefs. From this understanding, DCA recognises that changes in legal frameworks, policies, and behaviours must be rooted in peoples'

The ACT Alliance for Global Connectedness

DCA is an active member of the ACT Alliance and will continue to engage globally and in the country-based, national ACT Forums. The ACT Alliance is a unique global platform for organisations and churches with shared values, beliefs, and visions for promoting sustainable development and human rights. It facilitates collaboration at national and global levels to influence the global discourse on human rights, a rules-based world order, and dialogue to overcome polarisation. DCA's membership of the ACT Alliance adds value to local, national, and international partners by ensuring solid local-to-global advocacy loops and capacity sharing.

ACT has 152 faith-based members, of whom 75% are from the Global South. DCA hosts the ACT Advocacy Academy, which engages ACT members from around the world. DCA actively engages in the advocacy work of the Alliance and brings partner voices into relevant policy processes at the local, national, regional, European Union (EU) and United Nations (UN) levels, as well as in Denmark.

DCA is also engaged with other faith-based networks and alliances, with whom we share common goals. These include the World Council of Churches and the Lutheran World Federation, as part of the global ecumenical movement.

DCA's work with the ACT Alliance is an integrated part of our global strategy and cuts across the DCA's fundamental principles and global goals.

convictions, beliefs, and values if long-term transformational change is to be achieved.

As a faith-based organisation, DCA will strengthen our engagement with faith partners and allies as key drivers for change on transformative agendas such as social cohesion, gender justice, and climate change. Where religious actors hinder or obstruct the full realisation of human rights or reinforce harmful norms and practices, DCA will engage faith actors in constructive dialogue to drive sustained change.

In Denmark, DCA has a long history of engaging our church-based constituency and faith actors across age, geographical, and political divides.

DCA will use its unique position to promote people-to-people collaboration and mutual learning between faith actors and partners in Denmark and our country programmes to mobilise global action across political and social divides. We will continue to facilitate active dialogue with our church constituency about the role of faith in shaping and understanding DCA's identity and work, both in Denmark and globally.

In this strategy period, DCA will:

- **Strengthen and pursue value-driven engagements and partnerships with faith actors, the ACT Alliance, and World Council of Churches network** as agents of change that can promote local leadership and dialogue for peace and social cohesion.
- **Foster people-to-people engagement between faith actors and partners among our constituency in Denmark and our country programmes** to nurture hope and empower people to act for human rights, peace, and climate justice. Partnerships and Local

03.3: Partnerships and Local Leadership – For Systemic Change

Since its foundation, DCA has worked in partnership with CSOs, including faith-based organisations, as our core way of working.

DCA considers a strong, independent, and diverse civil society as a strategic end in its own right and a foundation for free and democratic societies. Civil society and other local actors play a vital role in reducing poverty and inequalities, addressing humanitarian needs and access, ensuring rights protection, and building democratic agency. In a context of shrinking civic space, reduced funding, and growing calls for long-overdue reform of the global humanitarian and development architecture, DCA will continue promoting power sharing and leadership of local actors across the humanitarian-development-peace nexus.

DCA works in partnership with diverse local, national, international, and Danish actors. We engage civil society, faith actors, social movements, youth-led organisations, the private sector, academia, donors, and our Danish secular and church-based constituency. DCA acts as a convener of stakeholders across sectors. Through this role, we ensure greater impact in the countries where we work and stronger engagement of the public in Denmark, while fostering collaboration across borders and sectors. We will continue to facilitate and invest in innovative partnerships that engage multiple stakeholders across sectors and allow us to scale solutions and catalyse finance.

DCA's approach to localisation and local leadership is based on power sharing, trust, and mutuality. Equitable partnerships based on shared values, accountability, respect, mutual capacity sharing, and learning drive sustainable change and just societies. Similarly, supporting partners and communities in responding to their own needs and reaching those in most vulnerable positions promotes the most effective, efficient, and sustainable responses and long-term development. At the same time, it addresses underlying causes of conflict, climate vulnerability, poverty, inequality, and injustice.

Leveraging our alliances as a pathway for global change is part of DCA's partnership approach. Through the ACT Alliance, local ACT Forums, as well as other coordination forums, we will support joint actions, from local to global levels, and facilitate the engagement of our partners and other local actors in international coordination and advocacy.

As a Danish CSO with an international mandate, DCA works with a wide spectrum of partners in Denmark such as folk high schools, boarding schools, churches, youth-focused organisations, and the private sector. DCA will broaden its partnership portfolio in Denmark, involving new partners and new segments of the public through meaningful actions and initiatives on issues relevant to the people and partners we work with in Denmark and globally.

In this strategy period, DCA will:

- **Promote equitable partnerships and power sharing** with a focus on strengthening mutual capacity sharing with civil society partners in DCA's country programmes and broadening DCA's engagement with partners and other actors in Denmark.
- **Strengthen partners and communities in leading locally led transformation**, whereby they increase their direct funding and drive joint governance models, decision-making, and advocacy in line with DCA's localisation and local leadership approach.

03.4: Multi-mandated – For Lasting Change

DCA's mandate is to engage in humanitarian and development work, including humanitarian mine action, and to influence decision makers through advocacy – locally, globally, and in Denmark – to improve conditions for the world's poorest populations.

In an operational and geopolitical reality of rapid changes and instability, DCA's foundation as a multi-mandated organisation allows us to adjust responses to the needs of communities as they evolve over time, break traditional silos, and engage a variety of partners to ensure sustainable and lasting change.

DCA integrates humanitarian assistance, long-term development, conflict prevention and peacebuilding, and advocacy to address the causes and effects of conflicts, crises, and injustices.

The humanitarian-development-peace nexus approach informs and shapes DCA's programmes and projects to ensure they meet both the immediate and longer-term needs of people affected by conflicts, disasters, displacement, and other crises. Operating simultaneously across the nexus, rather than sequentially, allows us to effectively navigate volatile and increasingly protracted conflict contexts. This gives us operational flexibility and relevance, systematically linking humanitarian response, development, and peacebuilding while using advocacy to reinforce pathways toward just and peaceful societies.

In this strategy period, DCA will:

- **Strengthen our nexus approach by enhancing coherence across DCA's global goals and advance integrated programming** that addresses interconnected needs, ensures adaptive approaches with local partners and communities, and leads to immediate and long-term impact.

Maya Malla is president of the Women's Rights Forum in Doti district, Western Nepal. Through the PARIWARTAN project, she and other women have gained knowledge about their rights and the confidence to speak up. "We learned that we should be the ones who make decisions for ourselves, about ourselves," she explains.
/ Photo: Kira Petersen



04: Cross-cutting Commitments

Recent years have seen extensive global pushback on gender equality, diversity, and the rights of people with diverse sexual orientation, gender identity, expression, and sex characteristics (SOGIESC). Climate change, environmental degradation, and biodiversity losses are escalating at the cost of people and our planet. In most of the contexts where DCA works, young people are excluded from decision-making, job opportunities, and access to resources and services. All three dimensions represent barriers to democratic and sustainable development, locally and globally – and tremendous opportunities to unlock.

Therefore, DCA is committed to promoting gender equality, climate and environmental sustainability, and engagement of young people as a prerequisite across our work for reaching our global goals.

We will mainstream and strengthen our focus on all three dimensions across our programming, partnerships, and value-based alliances with stakeholders in Denmark and globally. Advancing the cross-cutting commitments is mutually reinforcing and DCA will address these three simultaneously and holistically. When relevant, we will implement stand-alone interventions to advance our commitments within the global goals.

04.1: Gender Equality

The current pushback on women's rights and unprecedented coordinated efforts of a global anti-rights and anti-gender movement challenge the advancement of the rights of women, girls, and people with diverse SOGIESC. In all the countries where DCA works, women remain economically and socially marginalised. Women's rights defenders and women in leadership roles are under immense pressure and are targeted and exposed to violence, both offline and online. Despite the fact that women play a crucial role in entrepreneurship and resilience building and, in humanitarian crises, are often the 'first responders' in their communities, they are left out of or remain on the margins of decision-making and leadership spaces. People with diverse SOGIESC face severe threats to their rights and dignity, and policy and legal frameworks are increasingly contributing to the violation of their rights.

DCA will promote systemic and sustainable change through working with a diverse range of partners and stakeholders at multiple levels. A key focus is to support the social, political, and economic empowerment of women by securing financial inclusion and skills building, and by enhancing women's ability to claim their rights and engage in politics and decision-making.

DCA will work with gender transformative approaches that address underlying gendered inequalities and power imbalances. We will engage with men and boys as agents of change. DCA will also facilitate alliances and dialogues between faith actors and secular stakeholders, such as feminist organisations. We will apply a gender-responsive approach to our work in volatile and conflict-affected settings.

Taking an intersectional approach, DCA will address gender inequality with other interrelated causes of discrimination and marginalisation, such as age, race, ethnicity, class, caste, religion, disability, socio-economic status, indigeneity, and citizenship status. We integrate a focus on gendered risks, including those related to SOGIESC.

We will strengthen mainstreaming of gender equality across all programmes, combined with dedicated gender programming.

In this strategy period, DCA will:

- **Strengthen women's leadership and promote space for and the influence of women and gender equality advocates.** DCA will engage women-led and women's rights organisations, as well as people with diverse SOGIESC and their organisations, to promote their leadership and facilitate spaces for them to share their visions, concerns, and solutions at the local, national, and global levels, as well as in Denmark.
- **Promote the rights and equal participation of women, men, and people with diverse SOGIESC** by systematically addressing gender inequality, applying gender analysis, and ensuring gender-responsive approaches in our country programmes and project cycle management.

04.2: Climate and Environmental Sustainability

Climate change, biodiversity loss, and environmental degradation have increasing and devastating effects on communities facing poverty and marginalisation and are increasingly recognised as a threat multiplier for international peace and security. This disproportionately affects the livelihoods of those already struggling to cope, leading to displacement and migration and increased gender and social inequalities, while at the same time jeopardising the sustainability of humanitarian and development efforts. Scaling up integrated responses to the compounding effects of climate change is thus now urgent, as is advocating for more adequate climate finance.

DCA will increase support for locally led approaches that address the many dimensions of climate change – from climate mitigation initiatives, anticipation and adaptation to climate impacts, and responses to loss and damage. These include climate action in sustainable energy and carbon sequestration through tree planting and other nature-based solutions that protect and restore ecosystems. DCA's human rights-based approach will ensure that climate action does not reinforce inequalities or harm communities and the environment.

Our work on climate and environmental sustainability will create opportunities for global connectedness and joint engagement across borders. In Denmark, DCA will engage people in local actions on sustainable consumption, for example by promoting second-hand clothes and furniture, and minimising food waste. We will engage consumers, the private sector, and policymakers in promoting sustainable solutions and choices. As a strong advocate for climate action in international and Danish forums, DCA will engage political stakeholders, the private sector, and other actors in the fight for climate and environmental action. We will strengthen our multistakeholder collaboration and knowledge exchange with partners and alliances to raise awareness and scale greening initiatives in the countries DCA's works in, globally, and in Denmark.

DCA is committed to integrating climate and environmental considerations in our organisational and operational actions and reducing our own carbon footprint in alignment with global climate ambitions.

In this strategy period, DCA will:

- **Reduce DCA's carbon footprint in alignment with the Paris Agreement climate mitigation goal** by continuing to reduce DCA's carbon dioxide emissions and implement other environmental initiatives in DCA's operations in Denmark and globally.
- **Drive a shift towards climate-resilient humanitarian and development action** by ensuring that the design and implementation of DCA's initiatives are informed by climate and environmental risks and supporting locally led pathways to maximise the positive impact to climate, ecosystems, and communities.

04.3: Engagement of Young People

Young people across the world mobilise and unite in calling for meaningful participation in decision-making processes. These movements often amplify demands for human rights and gender equality, anti-racism, and climate action. Young people play a key role in advancing sustainable economic growth and resilience and can – if they are included and given the right conditions – unleash their enormous potential to create positive societal change. However, social exclusion and unemployment remain a challenge to sustainable development of communities and may increase poverty, conflict, displacement, and unsafe migration.

DCA will engage young people, up to the age of 30, in Denmark and around the world. We will support young people's economic empowerment and the efforts of young people and youth-focused organisations to gain voice, space, and influence in formal and informal decision-making processes and governance structures. This to ensure that young people's perspectives, skills, resources, and innovations are included in efforts for a just and sustainable development.

In country programmes, DCA will facilitate young people's leadership and engagement in speaking up for human rights, taking

climate action, and promoting jobs and livelihoods. In parallel, DCA will bring young people from diverse backgrounds and affiliations together, from DCA's country programmes and Denmark, for peer-to-peer exchanges and to strengthen local-to-global actions. In Denmark, DCA will engage young people in meaningful action in support of DCA's global work. The DCA Youth Network will continue to act as an entry point for young people in Denmark to organise activities that offer opportunities to actively engage in human rights, sustainability, and climate action, including through linkages with DCA's Wefood and second-hand stores. DCA will continue collaborating with youth-led and youth-focused partners in Denmark, helping to link them with peers in the countries where DCA works, through projects of mutual relevance.

In this strategy period, DCA will:

- **Engage young people and youth-led and youth-focused organisations in DCA country programmes** as agents of change, who contribute to sustainable development in their communities, through capacity sharing and economic empowerment, and by promoting their leadership and aspirations in decision-making processes.
- **Foster people-to-people engagement between young people in Denmark and in DCA country programmes through local to global action**, engaging individuals, youth-led and youth-focused organisations, and partners in initiatives with mutual relevance, such as on human rights, sustainability, and climate change.

Just a few centimetres. That is all that stands between the river and the village of Panam in South Sudan. Men and children are working together to keep the floodwaters out, reinforcing the fragile dike with buckets and pots. Flooding has always been part of life here. But climate change is making floods more severe, making it increasingly difficult for people to stay in their homes. / Photo: Jesper Houborg



05: Global Goals

In the 2027-2031 strategy period, we will continue working towards our global goals: Saving Lives, Building Resilient Communities, Fighting for Human Rights and Equality, and Creating Engagement in Denmark. While manoeuvring a complex operational and political environment, DCA – together with our partners and the communities we work with – will create positive changes in the lives of millions of people.

Throughout our work, we will support partners and communities in leading responses, innovation, and local and global advocacy to address rights violations and the underlying causes of conflict, crisis, and injustice.

We will work to secure humanitarian access where it is hardest, invest in community-led humanitarian responses and mutual aid, and integrate our humanitarian mine action and livelihoods work even further. We will continue to bring civil society, the private sector, research institutions, and governments together to promote climate-resilient food and market systems, scale our efforts to advance sustainable natural-resource management at farm and landscape levels, and mobilise innovative financing with local actors, young people, and women in the lead. We will promote social cohesion through strong partnerships with faith actors and other change movements and strengthen our efforts in Denmark and globally to defend and promote human rights and civic space as foundations for safe, free, and democratic societies. Bridging our work in Denmark and globally, we will foster hope, meaning, and opportunities for action by connecting and engaging people.

Building on a strong track record, we will break silos across our humanitarian response, long-term development, peace, and advocacy work, and between our work in Denmark and country programmes. Thus, we create stronger impact for the people we work with around the world.

05.1: Save Lives

GOAL

Individuals and communities affected by disaster, conflict, and displacement are protected, safe, able to meet basic needs with dignity, and able to anticipate, respond to, and recover from shocks.

TRENDS

The erosion of the rules-based international order and weakening respect for international humanitarian law is increasing risks for civilians and humanitarian actors alike. Violent conflict, protracted crises, and climate change continue to drive humanitarian needs. The people in most countries where DCA operates are experiencing severe conflict dynamics, displacement, protection risks, and growing psychosocial distress. Recent years saw record numbers

of people displaced, while humanitarian needs continue to outpace available resources.

At the same time, re-armament, funding cuts, and the increasing subjugation of humanitarian assistance to foreign and security policy objectives are placing the humanitarian system and international humanitarian law under significant strain. These pressures reinforce the need for humanitarian reform, including stronger local leadership and more direct funding to local actors and communities.

Cash assistance and digital technologies offer opportunities to deliver assistance more effectively, support community-led responses, strengthen early warning systems, and improve access to assistance. However, they also introduce new challenges, including regulatory constraints, digital exclusion, misinformation, and risks related to data protection and misuse.

HOW WE RESPOND

DCA places crisis-affected communities at the centre of humanitarian response. Building on long-standing experience with community-led approaches, DCA will strengthen local leadership and enable communities and other local actors to shape and lead responses. As humanitarian access becomes more constrained, DCA will act as a principled convener that enables institutional funding to reach grassroots actors while balancing quality, accountability, and shared risk. Through flexible support systems, mutual learning, and trust-based partnerships, DCA will help turn commitments to localisation into practice.

DCA is guided by humanitarian principles and a rights-based approach across all interventions. Protection will be integrated throughout humanitarian programming, with particular attention to people exposed to violence, displacement, discrimination, exclusion, and other protection risks. Guided by the principle of impartiality, DCA will work to ensure that assistance is delivered without adverse distinction and that affected people are treated with dignity, agency, and respect.

Cash assistance is a core modality in DCA's humanitarian programming. It enables people affected by crisis to meet their priorities with dignity, while also supporting local markets and economic recovery. DCA will complement cash assistance with strengthening of local market systems, livelihoods, and resilience. As financial systems and technologies evolve, DCA will explore innovative and secure delivery mechanisms that improve accessibility, efficiency, and accountability, while ensuring that assistance remains people-centred and context appropriate.

Humanitarian mine action is a critical enabler of protection,

recovery, and resilience in conflict-affected settings. Through survey, clearance, risk education, and support to national capacities, DCA will reduce the threat posed by landmines and explosive ordnance. Restoring safe access to land, infrastructure, services, and livelihoods will enable communities to return and rebuild their lives, recover economically, and pursue longer-term development opportunities.

DCA addresses both the consequences and causes of crisis by linking humanitarian response with resilience building, conflict prevention, and peacebuilding. Through conflict-sensitive, rights-based, and community-driven approaches, DCA will strengthen the connections between humanitarian, development, and peace efforts. This includes anticipatory action and locally led preparedness measures that help communities manage risks before crises escalate.

LONG-TERM CHANGES (LTCs) OF DCA'S WORK

Local and national actors ready to lead

LTC 1: Local and national actors are able to anticipate and prepare for disaster, conflict, and displacement.

DCA will deepen its engagement with national and local actors to better anticipate and plan for climate-related hazards, conflict, and displacement. This includes the use of social safety nets, early warning systems, and responsible use of AI. DCA will collaborate closely with civil society partners and other stakeholders to jointly analyse and understand contexts and ensure that local and national actors have the necessary knowledge and capacity to prepare for emerging risks.

DCA will work with partners to strengthen preparedness and response capacities of community groups, other local actors, and authorities to prepare for, take early action, and respond to crises. Actions will include information and capacity sharing to reinforce community-led preparedness, anticipatory action, and responses to shocks and stresses.

Intervention areas in support of LTC1:

- Support local and national actors to **establish and use early warning systems** including using AI responsibly.
- Share capacity with local and national actors to take the lead in planning and **preparing for and taking anticipatory actions before crises hit.**
- Support local and national actors to **establish social safety nets, including shock-responsive cash systems and pre-positioned digital payment platforms**, as part of early actions to prevent or minimise impacts of crises.
- Support local and national actors to develop **anticipatory action protocols** ahead of predictable crises, with individuals, communities, CSOs, and government institutions.

Humanitarian response and early recovery

LTC 2: Individuals and communities affected by disaster, conflict, and displacement engage in mutual aid, meet their basic needs in

a dignified manner, and access markets on their path to resilience and recovery.

DCA will work closely with partners, including local faith actors, and, when needed, explore alternative modes of operation to ensure humanitarian access and to meet the basic needs of people affected by disaster, conflict, and displacement. DCA will continue to reinforce people's agency by supporting community-led responses and by promoting the use of group cash transfer approaches.

Cash will remain a central component of DCA's humanitarian response, with assistance grounded in multi-purpose cash and voucher support that links crisis-affected households to local markets. DCA will advance innovative, digitalised cash transfer solutions that reinforce protection-centred and do-no-harm approaches. This includes using multi-purpose cash within a 'cash plus' model to connect recipients with social-legal services and mental health and psychosocial support (MHPSS), as well as employing conflict-sensitive 'cash for peace' initiatives.

When appropriate, emergency assistance will also include water, sanitation and hygiene, temporary shelter solutions, non-food items, MHPSS, and other essential services to affected people.

To strengthen economic resilience for households experiencing displacement, DCA will support interventions that promote self-reliance and early recovery. This includes market-linked vocational and skills training, small business grants, cash-for-work opportunities, and improved access to local markets.

Intervention areas in support of LTC2:

- Support communities' efforts to provide humanitarian assistance and identify their own solutions to their situation through **mutual aid and other community-led responses.**
- Support the delivery of life-saving humanitarian assistance that meets people's basic needs through cash programming, including multi-purpose cash, vouchers, sectoral cash, as well as group cash transfers, provision of non-food items, **water, sanitation and hygiene, shelter, MHPSS**, and other essential items and services.
- Support the transition from emergency humanitarian cash, and other assistance, to market-based programming **supporting local markets and livelihoods, and to long-term social protection systems** aligned with national frameworks, where they exist.

Protection, conflict prevention, and humanitarian mine action

LTC 3: Individuals and communities affected by disaster, conflict, and displacement are protected, experience reduced impact from explosive ordnance and weapons, and lead civilian efforts to prevent conflict.

DCA will champion locally led, context-sensitive and holistic programming, notably through increased integration of humanitarian mine action, protection work, conflict prevention, and peacebuilding efforts with market access and livelihood activities.

DCA will continue to prioritise community-based and community-led protection interventions, including the prevention of sexual and gender-based violence. Through protection mainstreaming, we will integrate prevention with preparedness work to reduce risks of harm and violations before they occur and to inform response activities that provide immediate assistance to those at risk or affected. In this context, DCA will deliver context-responsive, community-based MHPSS that enhances individual and collective resilience, supports recovery, and reinforces safe, inclusive protective environments.

DCA will continue to undertake survey and clearance of explosive ordnance and provide victim assistance and explosive ordnance risk education to improve safe access to land in urban and rural settings. Where relevant, DCA will support weapon and ammunition management. These actions will enable people to return safely and restore access to critical infrastructure, land, services and opportunities for livelihoods and socio-economic recovery.

DCA will strengthen its conflict prevention and peacebuilding work by supporting non-violence, dialogue, and local leadership to prevent or halt cycles of violence, enable humanitarian access, and build momentum for durable peace initiatives. Through adopting gender- and conflict-sensitive approaches, DCA will support local actors, including women, young people, faith actors, and diverse community groups, to identify and address the drivers of violent conflict, lead peacebuilding efforts, and strengthen social cohesion.

Intervention areas in support of LTC3:

- Deliver **explosive ordnance removal, risk education, victim assistance, and interventions to reduce and prevent weapon and explosive ordnance availability and proliferation.**
- Reinforce and build on existing **community self-protection strategies** and develop new approaches to **help people mitigate their protection risks**, support or deliver response services where appropriate, and **strengthen duty bearers' ability to meet their obligations** to affected populations.
- Strengthen **context-responsive, community-based MHPSS.**
- Support **local actors to address drivers of violent conflict** and contribute to **social cohesion, conflict prevention, and peacebuilding efforts.**

Respect for international humanitarian law and principled humanitarian response

LTC 4: National and international duty bearers promote respect for international humanitarian law, local leadership and localisation, and principled humanitarian responses in conflict and other crises settings.

DCA will promote respect for international humanitarian law and principled humanitarian responses to better protect and support individuals and communities most at risk.

DCA will elevate partner and community voices when engaging duty

bearers at national and international levels to uphold humanitarian access and promote respect for international humanitarian law and other legal rules, such as the UN Security Council resolutions 1325 Women, Peace, and Security, 1820 Conflict-Related Sexual Violence, and 1674 Protection of Civilians in Armed Conflict. DCA will continue promoting the universal prohibition and elimination of landmines and cluster munitions, including through engaging in networks such as the International Campaign to Ban Landmines – Cluster Munition Coalition.

DCA will engage stakeholders in Denmark and Europe and across sectors and perspectives in conversations around the importance of upholding a rules-based world order, including addressing the local and global geopolitical and security implications of inconsistent enforcement of international humanitarian law.

DCA will continue to work with local partners in championing local leadership and localisation within humanitarian, development, and peacebuilding efforts. The advocacy will be directed towards donors, relevant institutions, and duty bearers at the local and international levels. This includes continued leadership within Charter for Change and Grand Bargain.

DCA will leverage its leadership in alliances in Denmark, the ACT Alliance, and global platforms such as Voluntary Organisations in Cooperation in Emergencies (VOICE) to enhance the impact of principled humanitarian responses and ensure strong local-to-global advocacy loops.

Intervention areas in support of LTC4:

- **Influence humanitarian and development actors, including donors, non-governmental organisations, UN bodies, and local and national actors to pursue localisation and local leadership as a principled way of working** – through funding, equitable partnerships and capacity sharing, and the meaningful participation and inclusion of local actors.
- **Work with international duty bearers to promote respect for relevant international law**, including international humanitarian law, international human rights law, the Anti-Personnel Mine Ban Convention, and the Cluster Munition Coalition.
- **Influence donors to take a holistic view of mine action as an enabler of broader humanitarian activities and longer-term goals**, to more effectively support protection, recovery, and long-term development outcomes.
- **Promote awareness of, and principled responses to, conflict and other crises and their underlying causes**, including through conflict prevention among key stakeholders, and prioritisation of nexus funding to address both acute and longer-term needs in crises.

05.2: Build Resilient Communities

GOAL

Individuals and communities are socially, economically, and environmentally resilient, drive locally led climate action, and benefit from sustainable food systems, investments, and job creation on the pathway to a just, green transition.

TRENDS

The climate, environmental, and biodiversity crises are deepening inequalities and disproportionately affecting communities already facing marginalisation through poverty, displacement, and resource-related tensions. At the same time, conflict, global instability, and disruptions to energy and supply chains are driving food insecurity and threatening lives and livelihoods. Biodiversity loss and ecosystem degradation further undermine food, water, and livelihood security while increasing communities' vulnerability to climate shocks and disasters.

While young people and women are key drivers of resilience and transformation, high unemployment and persistent inequalities continue to limit their opportunities and drive migration. Job creation, entrepreneurship, support to micro-, small-, and medium-sized enterprises (MSMEs), and improved access to finance are increasingly recognised as fundamental to inclusive green growth and resilient livelihoods, particularly for women and young people.

Blended finance and other innovative financing approaches are gaining prominence as mechanisms to mobilise additional resources for self-reliance and long-term resilience in humanitarian, development, and climate action. The ecosystem of actors shaping food systems, markets, and economic development continues to expand, alongside the growing recognition that sustainable transformation and domestic resource mobilisation depend on locally led initiatives and partnerships across communities, civil society, public institutions, and the private sector.

HOW WE RESPOND

DCA will strengthen the resilience of individuals and communities vulnerable to poverty, food insecurity, biodiversity loss, environmental degradation, and climate change through transforming systems to address these interconnected challenges. By strengthening food systems, livelihoods, ecosystem restoration, natural-resource management, and climate adaptation, DCA will support communities to influence and participate in the wider systems that shape their opportunities, resilience, and wellbeing.

DCA will promote inclusive green growth by strengthening local market systems, creating livelihood opportunities, and supporting entrepreneurship, particularly among women and young people. Through support to smallholders, cooperatives, and MSMEs, DCA will help communities access markets, finance, technologies, and investment opportunities that improve incomes, strengthen resilience, and contribute to sustainable economic development.

DCA's added value will lie in building innovative partnerships that

connect communities, civil society, public institutions, researchers, investors, and businesses around locally led solutions. These partnerships will improve productivity, diversify livelihoods, create income generation and jobs, strengthen green value chains and food security, and expand access to climate-resilient and low-carbon technologies. DCA will promote the scaling of agroecological approaches that combine ecosystem restoration, climate adaptation, disaster risk reduction, and social cohesion, while strengthening local markets and livelihoods.

DCA will support young people and women entrepreneurs, community leaders, and organisations to develop sustainable livelihoods, lead climate action, and promote responsible business models. By strengthening local leadership, agency, and collective action, DCA will help communities shape their own development pathways and respond to emerging challenges and opportunities.

DCA will complement community-based action with policy engagement and strategic partnerships that promote climate action, biodiversity protection, responsible business conduct, and sustainable development. Through engagement with alliances, networks, companies, and investors, DCA helps mobilise knowledge, influence, and investment towards locally led solutions, resilient food systems, sustainable energy, and climate adaptation.

LONG-TERM CHANGES OF DCA'S WORK

Economic resilience and sustainable livelihoods

LTC 5: Individuals and communities engage in local markets and trade, have sustainable livelihoods and decent jobs, and are economically resilient.

DCA sees strong potential in developing market systems that enable decent employment and sustainable livelihoods for people otherwise left behind. Such systems can also help people and communities to mitigate and adapt to climate change, reduce waste, and promote the circular use of resources. By connecting actors along the value chain – such as producers, processors, traders, and buyers – DCA will stimulate broader ecosystem collaboration and thereby increase long-term uptake and success of inclusive and sustainable business models. We will engage actors beyond the immediate value chains, such as local authorities, research institutions, digital service providers, and financial institutions.

DCA will engage young people and women in job creation, entrepreneurship, financial inclusion, technical and business development skills, and digital literacy. This will generate new opportunities for young people, both in rural and urban settings. Women's economic empowerment will continue to be a cornerstone in DCA's efforts to create sustainable livelihoods through capacity sharing, financial inclusion, and gender-sensitive approaches.

DCA will promote the inclusion of small-scale producers, cooperatives, and entrepreneurs into market systems in order to strengthen their production, increase productivity, improve

quality of their produce, and their access to new and higher value markets. At the same time, DCA will introduce diversified and climate-resilient inputs, practices, and technologies. These will allow small-scale producers and MSMEs to benefit from locally led climate-resilient solutions and market linkages that would otherwise exclude them.

Intervention areas in support of LTC 5:

- **Promote income generation, employment, and decent job opportunities** in rural and urban settings in formal and informal markets, including in settlements for refugees and internally displaced persons.
- **Support skills development and livelihoods** particularly for young people and women entrepreneurs through technical and vocational education and training, life skills and entrepreneurship, digital literacy and innovation, as well as mentoring and coaching for business development and livelihoods.
- **Facilitate the development of innovative and green business models** by supporting people to explore income generation opportunities within circular economy, waste management, sustainable energy, digital platforms, etc.
- **Promote women's economic empowerment** by supporting equal access to resources, livelihood opportunities, and improved income generation.
- **Strengthen economic opportunities and trust building between communities through inclusive markets and local trade**, strengthening community-level savings and loan schemes to bolster social cohesion and community resilience.

Market systems, financial inclusion, and sustainable investments

LTC 6: Market-system actors provide sustainable investments, risk willing finance, and responsible business conduct ensuring financial inclusion and self-reliance for individuals, communities and small-scale businesses.

Working in a wider market system, DCA will mobilise new and additional resources to secure the long-term financial sustainability of development, humanitarian, and climate responses.

DCA will engage market-system actors and facilitate the development of sustainable and green business solutions. DCA will advance new blended finance models with private-sector partners, financial institutions, public actors, civil society, and producers that benefit people and communities affected by crises and displacement, poverty and food insecurity, environmental degradation, climate change, and the energy crisis. DCA's role is to co-design, structure, incubate, and co-implement blended finance solutions with partners and alliances.

DCA will address the financing gap for underserved communities, social enterprises, and MSMEs through advancing access to loans and credit for women, young people, and other groups who lack access to markets and are excluded from services. DCA will strengthen financial inclusion and self-reliance through local financial service providers and

innovative financing models. DCA will focus on mobilising more public and private capital that tackles the climate, food, and energy crises.

DCA will systematically integrate human rights and environmental due diligence into responsible business conduct, ensuring that our project and business models and investments are developed and implemented in line with international standards and with partner-based and do-no-harm approaches.

Intervention areas in support of LTC 6:

- **Promote inclusive market systems development** as an enabler for resilience building, self-reliance, and sustainable development.
- **Strengthen financial inclusion for individuals and communities** by improving access to affordable, accountable, and digital financial services such as savings, loans, cash, and other grants.
- **Mobilise risk-willing investments through blended finance** to scale up locally led solutions that contribute to sustainable livelihoods in long-term development and humanitarian settings.
- **Accelerate green solutions and investments in sustainable energy and other climate-resilient and low-carbon solutions** by co-developing viable business models and mobilising climate finance through locally led solutions.
- **Facilitate multistakeholder dialogue and public-private partnerships** across Danish, national, regional, and global levels to promote and leverage sustainable value chains and viable business models that fully integrate Responsible Business Conduct principles.

Sustainable resource management and disaster risk reduction

LTC 7: Individuals and communities manage natural resources sustainably and regenerate ecosystems for long-term resilience, while adapting to and recovering from climate-related and environmental shocks and stressors.

DCA will support local partners and communities to co-design and lead community-based ecosystem protection and restoration approaches. These approaches will strengthen communities' long-term climate adaptation and resilience and support them throughout the disaster management cycle. Specifically, such approaches will be integrated into communities' preparedness, response, recovery and long-term adaptation efforts to prevent and mitigate risks and minimise loss and damage. We will tailor our interventions to local needs, apply a conflict-sensitivity approach where relevant, and promote agroecology, agroforestry, integrated water management, and biodiversity and forestry restoration to strengthen ecosystems.

DCA will support partners and communities, including Indigenous Peoples, to mobilise and organise, thus strengthening their agency, so they can exercise their rights to land and natural resources and protect the environment and biodiversity. This will help prevent human rights violations, exclusion, and conflicts related to natural-resource governance – all of which particularly affect specific communities and environmental human rights defenders.

DCA will promote the integration of biodiversity conservation and restoration into locally led approaches that address the climate and biodiversity crises, as well as support sustainable livelihoods and income opportunities and long-term community resilience.

Intervention areas in support of LTC 7:

- **Strengthen biodiversity and regenerate ecosystems** through community-based protection, restoration, and enhancement at farm and landscape levels.
- **Support the integration of nature-based solutions into community-based disaster risk reduction strategies**, aligned with national disaster risk reduction strategies and adaptation plans to prepare for and respond to multiple shocks and stressors.
- **Support community-based and integrated responses to address climate-related loss and damage** that bridge immediate relief and long-term resilience building, while addressing both economic and non-economic losses.
- **Promote community-based integrated water management** to contribute to enhanced productivity and ecosystem services.
- **Address conflict drivers linked to natural-resource management** by strengthening community agency and integrating climate adaptation and conflict prevention approaches, particularly in contexts where competition over land and water resources threatens social cohesion.

Food systems and climate adaptation

LTC 8: Individuals and communities are food secure and benefit from climate-adapted agriculture and sustainable food systems transformation.

Promoting a holistic and sustainable approach to food security and resilience, DCA will continue to apply internationally recognised agroecology principles to address the impacts of climate change and advance sustainable natural-resource management at farm and landscape levels. Implementation will be adapted to local contexts and address the social, economic, and environmental barriers to food security and resilience across rural, urban, refugee, and host-community settings.

DCA will scale locally led solutions and agroecological approaches supported by digital tools, improved access to finance, and market-based incentives that enable smallholder farmers, young people, and MSMEs to innovate food production and processing. Through a systems approach, DCA will foster strategic linkages to circular economy and sustainable consumption practices, targeted investments, and learning and capacity sharing. While focusing on supporting local farmer organisations and MSMEs, DCA will also engage stakeholders across the public, private, and civil society sectors to accelerate food systems transformation.

Through integrated programming that link humanitarian mine action and resilience, DCA will promote sustainable livelihoods where explosive ordnances have been removed. With this communities can return home safely and build back greener and better.

Intervention areas in support of LTC 8:

- **Accelerate sustainable food systems transformation** through systems-led approaches convening civil society, public and private sectors, investors, international organisations, donors, and academia.
- **Strengthen agroecology as a holistic approach** to sustainable natural-resource management, food security, productivity, and food systems transformation.
- **Enable product processing, quality enhancement, and quality measures** to improve market access, strengthen competitiveness, and increase demand for agroecological and climate resilient products.
- **Promote sustainable livelihoods and food security for communities in areas where explosive ordnances have been removed**, leveraging humanitarian mine action as an enabler for communities to build back greener and better.

Advocacy for climate action, innovative finance, and responsible business conduct

LTC 9: National and international duty bearers, including the private sector, promote an enabling environment and implement international frameworks that strengthen climate and environmental action, innovative finance, and responsible business conduct.

We will advance ambitious climate action in line with the Paris Agreement through partnerships and alliances with actors in the countries where we work, in Denmark, Europe and internationally.

Building on our leadership in global climate advocacy within the ACT Alliance, we will strengthen collaboration with the least developed countries to accelerate equitable climate policies and mobilise climate finance at national and global levels. We will continue to advocate for climate mitigation and adaptation, action on loss and damage, and the protection of biodiversity and ecosystems. In addition, DCA will advocate for sustainable and just food systems transformation, including the principles of agroecology, at the national and global levels.

We will engage policymakers, businesses, investors, and other stakeholders in the countries where we work, in Denmark, Europe and internationally to advance policies and frameworks that enable a green and just transition based on human rights and poverty reduction. We will promote innovative blended finance solutions and domestic resource mobilisation in countries where we work to generate additional public and private investments.

DCA will continue to promote the UN Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct. These guidelines aim to prevent adverse impacts of business operations on environmental human rights defenders, workers, and communities in agricultural value chains, and such sectors as energy and technology. We will engage the public and private sectors to strengthen responsible business conduct,

using human rights and environmental due diligence. We will promote access to remedy and integration of these principles into national policies, procurement, supply chains, and business practices.

To accelerate impact, DCA will draw on its alliances and peer networks, including the ACT Alliance, Ethical Trade Denmark, and other civil society and multistakeholder platforms. We will build on locally led solutions and evidence-based research to influence policy development and investment decisions.

Intervention areas in support of LTC 9:

- **Promote global climate action through the implementation of the Paris Agreement on Climate Change** together with partners and alliances in connection with national, regional, and international events both inside and outside the UN Framework Convention on Climate Change.
- **Support locally led advocacy and capacity sharing to influence international, national and regional policies and legal frameworks** on climate and environmental action, food systems transformation, agroecology, and biodiversity protection including through the UN Guiding Principles on Business and Human Rights, the OECD Guidelines on Multinational Enterprises, and the UN Food and Agriculture Organisation Agroecology Principles.
- **Promote responsible business conduct and access to remedy** by engaging companies and investors and other duty bearers on responsible business conduct and environmental due diligence.
- **Accelerate access to blended finance and risk-willing capital** from the public and private sectors, through policy dialogue and stakeholder engagement, to the benefit of smallholder farmers, MSMEs, women- and youth-led enterprises, and communities facing socio-economic exclusion related to development, humanitarian, and climate action.

05.3: Fight for Human Rights and Equality

GOAL

Individuals, communities, and civil society claim and speak out for human rights and have the space and capacity to safely participate, organise, and promote democratic values, equality, and accountable governance at all levels.

TRENDS

Human rights are under increasing pressure globally, driven by democratic backsliding, weakening commitment to international norms and institutions, and growing challenges to the universal human rights frameworks.

Civic space is shrinking, with more people living in repressive societies where governments restrict freedoms of expression, association, and assembly and exclude people from democratic participation. Tighter controls on individuals and civil society actors are imposed, justified in some countries by a national security discourse and wide-ranging anti-terror legislation. At the same time,

digital civic space is increasingly contested and shaped by state and commercial actors with significant influence over information and public discourse. Mis- and disinformation and anti-rights narratives further undermine participation, accountability, and social cohesion.

New risks linked to business activities, expanding technology ecosystems, and large-scale investments in sectors such as extractives, renewable energy, and land use are creating additional pressures on communities, CSOs, and rights-holders.

Youth-led movements, activists, faith leaders, women leaders, and the relentless work of civil society – both organised and unorganised – lead in the fight for democratic values, equality, and peaceful societies. However, in the current reality, rights defenders and civil society are under increasing attacks and challenged in their work to advance rights, equality, climate justice, and inclusion. Meanwhile, rising conflict, violence, and displacement disproportionately affect women, young people, minorities, and other groups facing marginalisation, risking further setbacks to human rights progress.

HOW WE RESPOND

DCA works with partners to protect and expand civic space, strengthen democratic participation, and advance human rights and equality. We recognise these as goals in themselves and as foundations for sustainable development across all areas of our work. We will support CSOs, human rights defenders, social movements, faith actors, and community-based organisations to amplify the voices of groups facing marginalisation, to claim rights, and to hold duty bearers accountable in both physical and digital spaces.

In increasingly restrictive environments, DCA will adopt adaptive and locally led approaches that strengthen community-driven influence, narrative change, and collective action. We will support innovative forms of mobilisation, including digital engagement, and build coalitions that protect civic space, while advancing value-based advocacy. We will also strengthen collaboration with regional and international networks and alliances to expand opportunities for influence where national civic space is constrained.

DCA and partners will promote inclusive and accountable societies by addressing the norms, structures, and power relations that sustain inequality and discrimination, particularly gender inequality. Our approaches are intersectional and context-specific, recognising that exclusion and marginalisation are shaped by multiple and overlapping factors, including age, gender, gender identity, disability, displacement, and poverty. We will prioritise the participation and leadership of those most affected by discrimination and exclusion.

Faith actors and religious institutions are important partners in this work. DCA will support their role in promoting inclusion, social justice, peaceful coexistence, and care for others and thereby contribute to positive social change and the expansion of civic space. Strengthening civic space and local leadership will remain central to DCA's localisation

agenda and our commitment to enabling communities to shape their own development and advocate for their rights.

LONG-TERM CHANGES OF DCA'S WORK

Space for civil society

LTC 10: Civic space is protected and expanded, enabling civil society and human rights defenders to operate independently, safely, and effectively.

DCA will stand by civil society and human rights defenders who speak out, mobilise, claim rights, and prevent the shrinking of civic space by scaling dedicated and comprehensive support and flexible funding mechanisms.

DCA will continue to support organisations and individuals to stay operational and safe in situations of increasing risks. This includes environmental rights defenders, who are increasingly targeted by state and non-state actors.

DCA will support the protection and expansion of civic space to enable civil society actors, – human rights defenders, youth- and women-led groups, and faith actors – to operate safely, independently, and effectively as key agents of change. To do so, DCA will implement adaptive and operational modalities to enhance their operational capability and organisational development. This will include strengthening internal governance systems and locally led implementation models for sustained legitimacy, independence, and financial sustainability.

As the digital sphere becomes an increasingly contested political space, DCA will support partners to mobilise and advocate online, strengthen digital resilience, and contribute to a safer and more inclusive digital civic space. DCA will engage faith actors to promote inclusive civic environments and strengthen social cohesion. DCA will deliver this support through an integrated approach that combines financial, digital, safety, and organisational strengthening measures to enhance the resilience of civil society actors in their contexts.

Intervention areas in support of LTC 10:

- **Promote organisational development of civil society actors, including faith actors**, to increase their legitimacy, accountability, effectiveness, independence, and sustainability.
- **Expand support to CSOs, human rights defenders, and social movements at risk** through flexible funding mechanisms, individual support, and holistic safety and community care mechanisms, including legal and psychosocial assistance.
- **Promote a safe digital civic space** by working with partners to strengthen capacities and strategies to defend and promote human rights and public freedoms online.
- **Engage and support local, national, and international faith actors and faith-based organisations** to enable an inclusive and open civic space for all.
- **Support CSOs, community-led organisations, and human rights defenders to monitor and document human rights violations and environmental harms**, including emerging risks linked to human rights violations by states, business, and technology actors.

- **Strengthen awareness and capacities of CSOs to advance accountability and protection from human rights and environmental violations** by states, businesses, and investors.

Transformation for rights, equality, and social cohesion

LTC 11: Social norms and decision-making processes are transformed to promote and ensure human rights, democratic values, gender equality, and equal opportunities for groups in marginalised and vulnerable positions, while strengthening social cohesion and inclusion.

Inequality, discrimination, and harmful practices are often deeply embedded in social norms and societal structures that shape attitudes and behaviours. Therefore, DCA and partners will work to transform norms and practices at individual, community, and institutional levels, making them more inclusive and supportive of people facing marginalisation and exclusion and promoting their meaningful participation, influence in decision-making, dignity, and safety. We will address discriminatory attitudes and behaviours towards such people while strengthening their agency.

DCA will promote dialogue and meaningful interaction amongst diverse stakeholders to address inequality and intersectional discrimination and to foster equal opportunities, gender equality, and safe and meaningful participation for all women, men, and people with diverse SOGIESC. Engagement with faith actors will be central to anchoring change sustainably in people's values and beliefs.

Through dialogue and collaboration among communities and key stakeholders, DCA will seek to reduce polarisation, address rights violations, build trust, and strengthen relationships between rights-holders and duty bearers. DCA will advance equality and social cohesion by facilitating dialogue between rights-holders and duty bearers, including religious actors, to strengthen the participation and rights of groups who are marginalised in the decisions that affect their lives.

Intervention areas in support of LTC 11:

- **Support capacity, knowledge, and agency of people and communities and individuals facing marginalisation** to know, defend, and claim their rights.
- **Transform the norms, behaviours, and structures that drive discrimination, exclusion, and harassment**, enabling equal rights, opportunities, and participation of groups in vulnerable positions, including women, people with diverse SOGIESC, people with disabilities, religious and ethnic minorities, Indigenous Peoples, and Dalits.
- **Promote gender transformative approaches** to enhance the agency, empowerment, safe participation, and influence of women, men, and people with diverse SOGIESC, and to prevent gender-based violence.
- **Strengthen faith actors as agents of social transformation** by promoting inclusive dialogue, social-norms change, equal

opportunities, social cohesion, and the empowerment of groups facing marginalisation – through faith, inter-faith, and intra-faith engagement.

- **Support civil society actors' participation in peace processes**, especially of young people, women, and faith actors, through meaningful engagement for social cohesion.

Advocacy for human rights and equality

LTC 12: National and international duty bearers promote respect for human rights for all and protect the space for civil society.

DCA will promote human rights and civic space with duty bearers locally, nationally, and internationally.

We will monitor and respond to legal and policy developments that threaten civic space and human rights in the countries where we work. Through advocacy with partners, we will address specific rights violations and promote the integration of human rights safeguards into laws, budgets, policies, and governance frameworks.

DCA will navigate developments in the digital sphere and emerging technologies by generating evidence, strengthening advocacy, and influencing formal and informal duty bearers. At the same time, DCA will encourage business and technology actors to uphold their responsibility to protect civic space and respect human rights.

We will support locally led advocacy and elevate local voices in national, regional, and international arenas to defend and promote fundamental freedoms and inclusive social change.

Through multistakeholder engagement and coordinated advocacy from local to global levels, we will work in Denmark, the EU, and UN to ensure that civic and political rights, including freedom of assembly and association and freedom of religion and belief, are upheld and protected.

Intervention areas in support of LTC 12:

- **Defend, protect, and expand space for civil society** through local to global advocacy, coalition building, and multistakeholder engagement with duty bearers at national, European, and international levels.
- **Address and monitor legal and policy developments threatening civic space** (e.g., anti-money laundering and countering the financing of terrorism laws, foreign agent laws, constitutional reforms, and cyber laws) at country and international levels.
- **Promote the integration of human rights protection** in national law, legal frameworks, and budgets, to combat discrimination and ensure equal access to resources and services.
- **Engage faith actors, including the ACT Alliance and human rights organisations**, in dialogue with duty bearers at local, national, and international levels to advance the human rights and inclusive participation of groups facing marginalisation – for equality, peace, and social cohesion.

- **Foster progressive changes in national and international practice and legal frameworks** by advancing partners' locally led advocacy into national and international levels.

05.4: Create Engagement in Denmark

GOAL

People and partners in Denmark engage and mobilise in hopeful and meaningful action, strengthening DCA's global efforts and connecting local commitments with global change.

TRENDS

In a time marked by uncertainty, polarisation, shrinking civic space, and pressure on fundamental values, there is a growing need to mobilise Danish political and public support for principled and global policies, to build bridges between people and actors across borders, and to present avenues for hope and meaningful joint action.

This moment calls for cultural resilience and strong value-based connections to strengthen community and social cohesion, locally and globally. Broad public engagement in Denmark is more important than ever. Support for international cooperation, development, and humanitarian assistance cannot be taken for granted. Competing public and political priorities challenge funding, while anti-global narratives and misinformation challenge trust in international organisations. However, many individuals, organisations, companies, and decision makers still wish to contribute and engage in shaping a more just, green, and sustainable world. This creates strong opportunities for new partnerships that connect Danish and global issues and bring people and stakeholders together across borders in mutual learning and exchange.

At the same time, patterns of engagement are changing. People in Denmark are increasingly engaging digitally and, on an ad hoc basis, in the causes they care about. Meanwhile, the competition for time, money, and attention is immense. People are asking for flexible and personal ways of engaging – tailored to their own values, needs, and life situations.

HOW WE RESPOND

As a faith-based organisation, DCA has a unique role to play. Our deeply rooted church-based and popular constituency positions us to create dialogue across generations, convictions, sectors, and borders in order to counter polarisation and remind each other that we are mutually bound to one another. By engaging in Denmark, DCA engages Denmark in the world.

DCA will engage a broader and more diverse part of the population in Denmark, with a stronger focus on younger people. Engagement is about finding hope, meaning, and opportunities for action. People engage with us when they can relate to our purpose and values. Whether engagement takes place through donations, voluntary work, or partnerships, we will strengthen our relevance and differentiation for the groups that we intend to

reach. Flexibility and accessibility are central to this. Long-term engagement arises when people are able to engage in different ways, at different times, and over varying periods of time. To support this, DCA will invest in our competences, digital systems, and new concepts.

Building even stronger collaboration with companies, investors, organisations, and other actors is crucial to engage new groups in Denmark on issues that resonate with them. We will strengthen cooperation between our partners on areas where we are strongly positioned, including faith-based dialogue and sustainable consumption, thus ensuring an even stronger link between engagement work in Denmark and our country programmes. This will be based on DCA's solid track record of equal people-to-people encounters.

We will position ourselves even stronger as a visible Danish CSO with an international mandate, creating local communities with shared global perspectives and conversations around values and democratic space and mobilising public and political support for development cooperation and global engagement.

More than ever, we need to ensure public recognition and trust. We will further develop our unique position and secure continued legitimacy, influence, and credibility in order to mobilise people's support for our work, backing for political change, and the possibility to bear witness to the world's crises.

LONG-TERM CHANGES OF DCA'S WORK

Contribution

LTC 13: People and partners in Denmark mobilise financial support and valuable resources that enable and strengthen DCA's global work.

Financial contribution from private individuals is a cornerstone of DCA's engagement work in Denmark and essential to delivering our international mandate and global goals. DCA will strengthen and scale its ability to mobilise financial support through fundraising and value-based consumption. We will engage new and more diverse groups while deepening relationships with the people who already support our work.

Regular donations provide a stable and predictable income base, which DCA will continue to develop through broader reach, improved segmentation, and greater relevance across different ages, genders, and life situations. Partnerships with companies, churches, schools, and other organisations in Denmark will continue to play an important role in financing DCA's international work. DCA will continue to mobilise support from civil society and the private sector in the form of financial contributions and partnerships for a more just world, regardless whether political support declines.

Retail and product sales are strategic drivers of fundraising. Through its second-hand shops, Wefood, and webshop, DCA will generate new and diversified income from donated clothes, goods, food, and

product sales. These shops also serve as platforms that connect Denmark with the world, offering people in Denmark meaningful ways to engage through shared values and causes and making financial support an expression of their values and aspirations.

Long-term engagement with supporters is essential to securing a stable and growing income. Fundraising is not only about generating financial resources but also about building trust and lasting relationships among supporters in Denmark, so that key intended groups see DCA as a credible and preferred organisation. We will engage new groups while strengthening relationships with our constituency and the people who already support and identify with our work.

This requires strong and professional communication – especially in the digital realm – of DCA's work, impact, and distinct contribution. DCA will therefore explore new digital formats, innovation, testing, and learning in its communication, in order to strengthen fundraising and retail and increase awareness, relevance, and differentiation.

Intervention areas in support of LTC 13:

- Develop **strong and long-term relationships with private donors** through data-driven fundraising, digitalisation, coherent donor experiences, and relevant communication that **strengthens loyalty, financial engagement, trust**, and long-term economic value.
- Develop fundraising, retail, webshop, and **new forms of engagement** that make it relevant and meaningful for people to **support DCA's work** and increase financial value.
- Strengthen DCA's **relevance, credibility, differentiation, and position** in the Danish market through strategic and **engaging communication**, branding, and strong storytelling about our global work and impact.
- Engage **stakeholders and partners in Denmark** across civil society, church-based constituencies, educational institutions, and private companies in **fundraising and mobilisation** to support DCA's global work.

Community

LTC 14: People and partners in Denmark mobilise, participate, and engage in local communities, building connections that reinforce global engagement.

Rooted in a strong church-based and popular constituency, DCA is deeply embedded in communities and relationships across Denmark. DCA will build on this unique position by strengthening existing and developing new value-based partnerships with civil society, grassroots communities, cultural and educational institutions, and private-sector actors, including foundations, companies, and member-based organisations across sectors.

We will create hope and a sense of purpose in uncertain times by bringing the world closer and showing how local action on global challenges can make a difference. By bringing global perspectives to local debates and agendas, we will take greater responsibility

as a Danish CSO for strengthening global awareness and outlook in Denmark.

To engage more broadly and reach people who are not traditionally engaged in global issues, we will work through a wider range of communities and networks. A key element will be creating encounters between people in Denmark and people in the countries where we work. This can happen through in-person exchanges and through innovative platforms for large-scale engagement, where people connect over shared interests and skills, engage in two-way learning, and reflect on everyday life across borders.

We will also strengthen our partnerships with boarding schools and folk high schools, which help equip young people and students with knowledge, perspectives, and relations to move from being neutral observers to active citizens.

We will build on our strengths in climate action, the circular economy, reducing food and textile waste, and community building and civil preparedness. We will also engage with relevant Danish agendas and promote hopeful action that brings people together and strengthens resilience and dialogue across different segments of society. We will expand our human rights-based work with faith actors on peacebuilding, dialogue, and reconciliation, creating encounters between faith-based groups, young people, and partners to nurture hope in uncertain times, both in Denmark and abroad.

Volunteering remains a cornerstone of DCA's work in Denmark. We will strengthen the framework for volunteering and develop more flexible forms of engagement that better align our needs with volunteers' motivations and life situations.

Intervention areas in support of LTC 14:

- **Develop the DCA volunteer community** by retaining existing volunteers and attracting new ones through **flexible, inclusive, and accessible forms** of engagement. At the same time, strengthen volunteer **wellbeing, increase knowledge sharing, and external awareness** of DCA as a strong and relevant volunteer organisation.
- Further develop our existing **cooperation with DCA partners in Denmark** by strengthening and implementing **two-way learning exchange formats** in Denmark and an overall people-to-people approach.
- Tap into existing **strong local communities, the educational sector, and civil society** in Denmark who share values, interests, skills, and competencies and create **innovative large-scale engagement** for Generations X and Z.
- Promote **faith-based dialogue** by facilitating encounters between **faith communities, young people, and partners** to build relationships and strengthen hope and social cohesion.

Change

LTC 15: People, partners, private sector, and decision makers are mobilising action to build bridges, shape agendas, and influence policy change towards principled local and global action.

Together with our local and Danish partners, we will promote policy change that benefits the people facing poverty and marginalisation and supports the realisation of our goals.

In a time marked by polarisation, DCA will continue to be a pragmatic and bridge-building actor. Based on our international work, well-established partnerships in Denmark, and our popular and church-based constituency, we will bring people and actors together around global issues that cross sectors, perspectives, and interests.

We will continue to engage decision makers, the private sector, investors, and civil society in value-based partnerships and collaboration to promote principled development cooperation and financing, human rights and international humanitarian law, climate action, circular economy, and civic space. We will connect to Danish interests, including safety and security.

We will increase our focus on mobilising our constituency and the public in Denmark to take part in this change, through value-based consumer choices – such as action on food waste and second-hand consumption – and collective opportunities for action that support political change for a more just and sustainable world.

Strategic communication and media work will play a central role in ensuring visibility, credibility, and influence in the interplay between public engagement, advocacy, and values-based communities. As a Danish CSO with an international mandate, DCA will be a professional, fact- and value-based voice in the public debate.

Across all our work, we will strengthen the voices of our partners in the countries where we work and their direct access to decision makers, media, and networks in Denmark.

Intervention areas in support of LTC 15:

- **Strengthen political advice and multistakeholder engagement to influence policies** in support of ambitious development cooperation and financing, human rights and international humanitarian law, climate action, circular economy, and civic space.
- **Connect partners and stakeholders in Denmark and the countries where we work on value-based agendas and build bridges across population segments and geographies in Denmark** in support of global action.
- **Strengthen proactive and strategic press and communication** to shape public and political agendas, facilitate the people's voices from the countries where we work, and position DCA as a relevant, trustworthy, and distinct organisation.
- **Mobilise and empower people in Denmark to show support and take concrete action on global agendas** through events, statements, and purchases.

Could you continue living your life as you do today if your country were suddenly invaded? That was the question thousands of Danes were confronted with when DCA's photo exhibition *Retrained in wartime* travelled to four cities across Denmark in autumn 2026. Six Ukrainian colleagues working in mine clearance shared how the war has changed their lives completely. / Photo: Mikkel Husted Mørup



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06: Fit for Future

Growing localisation efforts, shrinking civic space, and increasingly complex crises are reshaping the humanitarian and development sectors. The sharp decline in official development assistance and the ongoing humanitarian reset is accelerating shifts in funding, partnerships, operational models, and communities and local actors are taking on stronger leadership roles. At the same time, shifting political priorities, evolving regulations, and rising donor expectations are increasing demands for accountability, quality, efficiency, and risk management. Organisations must navigate increasingly high-risk and rapidly changing environments characterised by greater uncertainty, security threats, and complexity.

These trends require networked and resilient organisational structures and agile work modalities that can support principled, locally led action while promoting fair and responsible risk sharing among international actors, partners, and communities. Success will depend on strong risk management and quality and accountability systems, as well as the ability to navigate complexity while remaining responsive and effective across diverse contexts.

In this complex operating environment, people and organisational capability are critical. Sustaining relevance, competitiveness, and impact will require skilled, adaptable, and diverse teams, supported by strong leadership and continuous learning. Attracting, developing, and retaining employees with the right competencies will be essential for DCA to respond effectively to evolving needs and opportunities.

At the same time, rapid technological change is creating new opportunities for collaboration, innovation, efficiency, and impact, alongside new risks and vulnerabilities. Strengthening DCA's ability to learn, adapt, and respond with agility will therefore be key to anticipating change, innovating across contexts and partnerships, and continuously evolving to remain effective and relevant in 2027–2031.

DCA's strategic focus on being an organisation fit for the future will evolve around the following four areas: organisation and structure, people and culture, risk and quality management, and adaptive capability. As a value-driven and partner-based organisation committed to localisation, we are equally dedicated to supporting our partners in becoming organisations fit for the future.

06.1: Organisation and Structure

To reflect the complex and rapidly changing contexts DCA operates in, we will move towards a more diverse organisational setup across country offices and the head office. We will employ a mix of decentralised and centralised structures and decision-making, as well as flexible systems and procedures to engage in large consortia, multi-country programmes, and multistakeholder partnerships. Shrinking operational space calls for adaptive and alternative modes of operating in order to sustain long-term presence, partnerships, and impact. Increasing conflicts and disasters require organisational agility, enhanced response capacity, as well as strategic alliances and expanded geographical

presence to enable fast, effective, and localised solutions. To this end, we will continue to engage in both direct implementation and working together with partners and communities to enhance local leadership.

In this strategy period:

- **DCA will strengthen organisational agility, accountability, and strategic decision-making through clear roles, responsibilities, and decision-making** authority that enables decisions to be taken closer to operations and impact, where appropriate. By simplifying systems, processes, and workflows and strengthening cross-organisational coordination and collaboration, DCA will improve responsiveness, efficiency, and effectiveness.

06.2: People and Culture

Working in complex and fast-changing environments and navigating shifting political agendas requires skilled, adaptable, and diverse teams. Attracting, developing, and retaining strong leadership competencies and investing in skills and capability development will be essential for DCA to sustain relevance, competitiveness, and impact in the years ahead.

Grounded in DCA's organisational values, DCA will foster a supportive and collaborative environment and working culture where people can thrive in complex and demanding contexts and navigate inherent dilemmas. DCA will strengthen the wellbeing and mental health of DCA employees, while promoting meaningful work, diversity, inclusion, and belonging. By investing in enabling working conditions and professional development and mobility, DCA will attract, develop, and retain talented and motivated people who possess local knowledge and contextual understanding.

DCA will strengthen people management and leadership as a core enabler of organisational resilience, impact, and adaptive capability.

In this strategy period:

- **DCA will invest in leadership and an inclusive working culture** that is built on trust and empathy, where people thrive and put their skills to use. Recognising that sustained performance depends on motivation, organisational stability, and the ability to prioritise and adapt under pressure, DCA will strengthen leadership capability and retention of talented and adaptable people.

06.3: Risk and Quality Management

DCA will develop its strategic preparedness framework and strengthen its risk management capacity to anticipate and navigate shocks and increasingly complex risks across its global engagement. Building on strong systems, skilled people, and comprehensive risk assessments, DCA will take a balanced approach to risk management that recognises trade-offs between risk, impact, resources, political realities, and operational effectiveness,

thereby enabling informed and strategic decision-making.

Guided by our duty-of-care commitments, we will prioritise the safety and security of our employees, while taking a risk-informed approach that balances protection with the ability to achieve meaningful impact. Security measures will be proportionate, context-sensitive, and enable principled action in complex environments.

DCA will continue to strengthen its Quality Management and Accountability Framework to ensure high-quality, accountable, and value-for-money programming aligned with international standards, donor requirements, and organisational values. Through proportionate, risk-based, and context-sensitive approaches, DCA will ensure that quality programming and accountability systems strengthen programme effectiveness and stakeholder trust.

Building on commitments such as the Core Humanitarian Standard, the Charter for Change, and the Grand Bargain, DCA will reinforce safeguarding, complaints and feedback mechanisms, and retain a culture of integrity and accountability across the organisation and to stakeholders.

In this strategy period:

- **DCA will maintain strong strategic preparedness and risk management systems** while adopting a balanced approach that weighs both risks and opportunities, ensuring that controls and mitigation measures create value and enable the organisation to achieve its strategic priorities. Grounded in our commitments to accountability, we will enhance our capability to balance quality and compliance to context and available resources.

06.4: Adaptive Capability

DCA will strengthen its adaptive capability by embedding learning, innovative approaches, and digital development across the other three areas – organisation and structure, people and culture, and risk and quality management. This will be underpinned by an annual stocktake of the political and contextual environment that impacts the direction and implementation of DCA's Global Strategy.

DCA will reinforce its ability to learn and adapt across the organisation and with partners globally and in Denmark. It will develop infrastructure to support learning from operational experience and collected evidence. Knowledge sharing, reflection, and continuous learning will be embedded into processes, programmes, projects and partnerships.

DCA will strengthen innovative approaches and workflows across projects, programmes, partnerships, and operations to better respond to emerging needs and opportunities. By systematically identifying, testing, and scaling new methods, technologies, and locally driven solutions, DCA will enhance impact, adaptability, and long-term sustainability across contexts.

DCA will develop its digital capabilities to deliver its strategic

priorities, anticipate future developments, adapt, and leverage new opportunities. Through our Digital Strategy, we will continually set clear priorities for digital development, strengthen secure and resilient digital foundations, and improve how systems, data, processes, and people work together across the organisation and with partners.

DCA's adaptive capability will be core to the implementation of the Global Strategy. Through an annual strategic stocktake of the political, humanitarian, financial, and operational context, we will assess assumptions, identify emerging opportunities and risks, and adjust priorities, ways of working, and resource allocation to maximise relevance, effectiveness, and impact, while staying true to our strategic direction and values.

In this strategy period:

- **DCA will lead with courage and curiosity, embedding learning and an innovative mindset across the organisation** to challenge existing approaches and systems, and develop more effective ways to engage people and support partners and communities.
- Guided by its Digital Strategy, **DCA will drive digital transformation** by strengthening shared digital capabilities, investing in user-centred solutions, stronger data foundations, responsible use of AI and automation, and shared digital ways of working.
- **Maintain an agile strategic orientation** through an annual stocktake of political and programmatic trends and developments, enabling DCA to continuously adapt its direction and sustain relevance, effectiveness, and impact.

Five-year-old Anita lost her older brother to a landmine planted by ISIS fighters at her school in Sabah-Al-Khair, Syria. For years, the damaged school stood as a painful reminder of all that the community had lost. In 2024, a DCA team cleared the school of landmines so that it could be rebuilt. Today, Anita and her siblings are back in school, playing safely.
/ Photo: Jesper Houborg



07: Financial Sustainability

DCA will strengthen the long-term sustainability and scale of its interventions by exploring new engagement and fundraising models and mobilising partnerships, investment, and financing from public, private, and philanthropic actors.

07.1: Donor Composition and Strategic Partnership

DCA's financial sustainability relies on a diversified yet strategically prioritised portfolio of donors, with government and institutional partners forming the cornerstone of our funding base. Key partners include the Ministry of Foreign Affairs of Denmark and other bilateral government donors, the EU, the UN, and foundations.

DCA will strengthen these partnerships through trust, transparency, and alignment around strategic priorities. We will continue to attract and obtain funding that allows us to programme according to humanitarian principles and DCA values.

DCA will develop and scale innovative blended finance models to strengthen the financial sustainability of its international programmes. By leveraging grant funding to de-risk investments and mobilise private capital, we will support inclusive, impact-oriented businesses and investments that benefit the communities we work with and our strategic goals.

07.2: Fundraising and Engagement in Denmark

DCA will continue to pursue a diversified fundraising and engagement strategy in Denmark, strengthening sustainable income generation and public support for its mission. Building on a broad portfolio of fundraising channels, we will deepen relationships with individual supporters, major donors, companies,

and strategic partners, while developing new opportunities for engagement and giving.

To drive long-term growth and resilience, DCA will invest in key fundraising drivers, including recurring giving, retail, major donor engagement, strategic partnerships, and scalable fundraising concepts. Digital transformation, data-driven engagement, AI, and stronger brand positioning will enable us to attract, engage, and retain supporters while increasing awareness of DCA's mission, impact, and added value.

07.3: Financial Strategy and Principles for Healthy Growth

DCA's financial strategy is anchored in the principles of healthy growth, defined as balanced, sustainable, and responsible development that consistently supports delivery of its mission.

Maintaining adequate liquidity is essential to meet our commitments and obligations, while a solid equity base provides financial robustness and flexibility in a sector characterised by uncertainty and long-term funding constraints.

DCA's financial strategy focuses on turnover, surplus, solidity, and liquidity, aiming to balance financial robustness, organisational agility, and the ability to deliver impact at scale.

In this strategy period:

- **DCA will build a resilient and diversified funding base** through strategic partnerships and engagement, fundraising, and innovative funding models, **enabling long-term impact, organisational agility, and sustainable growth.**

Theory of Change

Problem Statement

The world DCA engages in:

The geopolitical landscape is changing. Conflict and displacement are at record high, while humanitarian access is harder.

The climate and food crises requires investments in innovative solutions.

Global backsliding of human rights and democracy shrink civic space while mobilising people.

DCA works in a global humanitarian system in transformation.

Intervention Areas

Shock-responsive cash systems, pre-positioned digital payment platforms, anticipatory action protocols, and early warning systems, social safety nets.

Life-saving humanitarian assistance, cash programming, non-food items, WASH, MHPSS, market-based programming, mutual aid and community-led responses.

Community self-protection strategies, conflict prevention and peace-building, Humanitarian Mine Action, including mine risk education, explosive ordnance removal, land clearance and victim assistance.

Advocacy related to humanitarian crisis, local leadership and principled responses to conflict and other crises.



TVET, green business models, digital literacy and innovation, economic empowerment for women and young people, circular economy models, income generation, inclusive markets and local trade, mentoring and coaching.

Financial inclusion, inclusive market system development, digital financial services, blended finance, green solutions and investments, multi-stakeholder dialogue and public-private partnerships.

Climate adaptation, protection of natural resources and water, biodiversity restoration, community-based disaster risk reduction strategies, addressing conflict drivers.



Agroecology, sustainable food systems transformation, product processing, quality enhancement, quality measures, sustainable livelihoods and food security.

Advocacy for climate action, biodiversity protection, sustainable food systems and responsible business conduct.

Support to CSOs, HRDs and social movements at risk, flexible funding mechanisms for HRDs, safe digital civic space, monitoring of human rights violations, awareness and capacity of CSOs.

Dialogues, documentation, awareness raising and other actions for equal participation and representation and social cohesion between duty bearers and rights holders.



Advocacy for civic space, human rights protection, policy change, including engagement with faith actors.

Data-driven and digitalised fundraising, development of strong and sustainable revenue streams to strengthen global work, retail and webshop, donor loyalty and long-term value, strategic communication and branding

Volunteer community development, two-way learning exchange with DCA partners, engagement of local communities, the educational sector and civil society, and faith-based dialogue, people to people approach.



Political advice and multistakeholder engagement, value-based agendas, bridge-building across population segments and geographies, proactive press and communication, and mobilisation of people in Denmark for global action.

Long-term Changes (LTC)

LTC 1: Local and national actors ready to lead – Local and national actors are able to anticipate and prepare for disaster, conflict, and displacement.

LTC 2: Humanitarian response and early recovery – Individuals and communities affected by disaster, conflict, and displacement engage in mutual aid, meet their basic needs in a dignified manner, and access markets on their path to resilience and recovery.

LTC 3: Protection, conflict prevention, and humanitarian mine action – Individuals and communities affected by disaster, conflict, and displacement are protected, experience reduced impact from explosive ordnance and weapons, and lead civilian efforts to prevent conflict.

LTC 4: Respect for international humanitarian law and principled humanitarian response – National and international duty bearers promote respect for international humanitarian law, local leadership and localisation, and principled humanitarian responses in conflict and other crises settings.

LTC 5: Economic resilience and sustainable livelihoods – Individuals and communities engage in local markets and trade, have sustainable livelihoods and decent jobs, and are economically resilient.

LTC 6: Market systems, financial inclusion, and sustainable investments – Market-system actors provide sustainable investments, risk-willing finance, and responsible business conduct ensuring financial inclusion and self-reliance for individuals, communities and small-scale businesses.

LTC 7: Sustainable resource management and disaster risk reduction – Individuals and communities manage natural resources sustainably and regenerate ecosystems for long-term resilience, while adapting to and recovering from climate-related and environmental shocks and stressors.

LTC 8: Food systems and climate adaptation – Individuals and communities are food secure and benefit from climate-adapted agriculture and sustainable food systems transformation.

LTC 9: Advocacy for climate action, innovative finance, and responsible business conduct – National and international duty bearers, including the private sector, promote an enabling environment and implement international frameworks that strengthen climate and environmental action, innovative finance, and responsible business conduct.

LTC 10: Space for civil society – Civic space is protected and expanded, enabling civil society and human rights defenders to operate independently, safely, and effectively.

LTC 11: Transformation for rights, equality, and social cohesion – Social norms and decision-making processes are transformed to promote and ensure human rights, democratic values, gender equality, and equal opportunities for groups in marginalised and vulnerable positions, while strengthening social cohesion and inclusion.

LTC 12: Advocacy for human rights and equality – National and international duty bearers promote respect for human rights for all and protect the space for civil society.

LTC 13: Contribution – People and partners in Denmark mobilise financial support and valuable resources that enable and strengthen DCA's global work.

LTC 14: Community – People and partners in Denmark mobilise, participate, and engage in local communities, building connections that reinforce global engagement.

LTC 15: Change – People, partners, private sector, and decision makers are mobilising action to build bridges, shape agendas, and influence policy change towards principled local and global action.

Goals



SAVE LIVES: Individuals and communities affected by disaster, conflict, and displacement are protected, safe, able to meet basic needs with dignity, and able to anticipate, respond to, and recover from shocks.



BUILD RESILIENT COMMUNITIES: Individuals and communities are socially, economically, and environmentally resilient, drive locally led climate action, and benefit from sustainable food systems, investments, and job creation on the pathway to a just, green transition.



FIGHTING FOR HUMAN RIGHTS AND EQUALITY: Individuals, communities, and civil society claim and speak out for human rights and have the space and capacity to safely participate, organise, and promote democratic values, equality, and accountable governance at all levels.



CREATING ENGAGEMENT IN DENMARK: People and partners in Denmark engage and mobilise in hopeful and meaningful action, strengthening DCA's global efforts and connecting local commitments with global change.

Vision

DCA's vision is a safe, sustainable, and just world where every person is treated with dignity and has equal opportunities.

Assumptions and Risks

- 1) DCA continues to be a preferred partner of local and national civil society organisations, private sector.
- 2) DCA maintains a diversified funding base.
- 3) DCA enjoys continued support from the Danish public/DCA constituency.
- 4) DCA upholds a strong organisational capacity and agility to maintain access and navigate increasing shrinking space.



DanChurchAid
Meldahls­gade 3, 3rd floor
1613 Copenhagen V
Denmark

Telephone +45 33 15 28 00
mail@dca.dk

www.nødhjælp.dk
www.danchurchaid.org