

Organisational Profile for International Aid Services Relief and Development Organisation

Denmark



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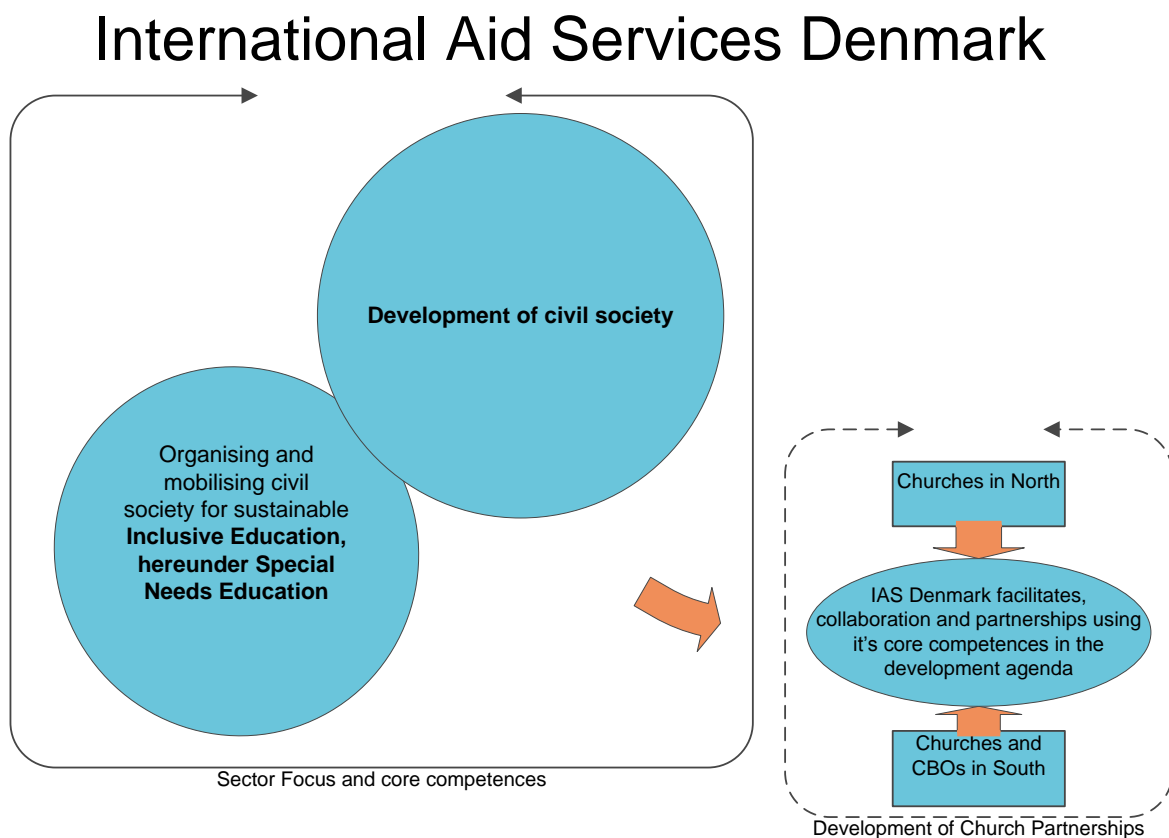
1 GENERAL INTRODUCTION TO INTERNATIONAL AID SERVICES DENMARK

International Aid Services, IAS Denmark is a non-political and non-profitable humanitarian relief- and development organisation who works to save lives, promote self-reliance and dignity through human transformation going beyond relief and development.

IAS Denmark was established in 2000 as an umbrella organization for the Pentecostal Movement's existing humanitarian and development work. Since then the work has grown considerably, and IAS Denmark has expanded to also include the rest of the Danish free churches, and is working strategically and focused within the areas of Inclusive Education, hereunder Special Needs Education and Development of the Civil Society. IAS Denmark has 2 teams focusing on different key aspects in IAS Denmark's work:

The Programme Team focuses on the larger humanitarian and development projects where church and Community Based Organization partnerships and projects have developed into well established programmes within IAS Denmark's priority sectors of work and geographical focus.

The Church Partnership Team works on developing Danish church partnerships and collaboration with churches and Community Based Organizations in South with a purpose of developing the civil society through partnerships and projects.



IAS Denmark is a member of “The Danish Mission Council Development Department” (DMCDD), “The Project Advice and Training Centre” (PATC), the Danish Governments’ (Danidas) Humanitarian Contact Group and “Danish Association for International Cooperation” which administer grants from the Danish Government. IAS Denmark also receives support for its programmes directly from the Danish Government (Danida), Europe Aid (EU) and other donors, including private and church donors.

IAS originated in Sweden, and was started in 1989 with the purpose of assisting people in need. In 2008 all IAS headquarters were registered as an International Association. IAS Denmark works closely in collaboration with IAS in other countries. This collaboration has benefited the whole organisation, which has grown considerably and is now represented in 18 countries with approximately 350 employees.

1.1 IAS Vision Statement

“A godly, transformed society”

We see a transformed society built on love, justice and peace in which citizens live in respect and care for the individual's integrity and have opportunities to develop themselves in a holistic perspective (spirit, soul, body).

1.2 IAS Mission Statement

“To save lives, promote self-reliance and dignity through human transformation going beyond relief and development”

2 HOW IAS DENMARK WORKS

2.1 Core competences and sector focus (programme team)

Through IAS Denmark's work with vulnerable and marginalized groups in poverty dominated contexts, the organization has developed certain qualities and a uniqueness, which has led to IAS Denmark's definition of core competences and sector focus and to the development of strategic priorities related to those.

IAS Denmark has developed the following core competences:

2.1.1 Development of civil society

Development of the civil society using a rights' based approach and organisational development has always been either an important component or an overall objective in IAS Denmark's projects, and the many results and lessons learned in the process have made "Development of civil society" grow into a core competence of the organisation;

- The rights and potential of children with Special needs, mobilising CBOs in Somalia, Sudan and Tanzania
- The right to education (Inclusive Education) and improved quality of life for marginalized groups through access to basic services and mobilising of CBOs. The concept is a cross cutting theme, where experiences are exchanged in the countries that IAS Denmark works in.
- Women's rights (women empowerment), mobilising CBOs in Kenya and Nigeria (and mainstreamed in every project)
- Peace and Reconciliation through a community based approach in Kenya
- The right to food security and improved quality of life, CBOs in Tanzania
- Development of partnerships between northern and southern partners, capacity building of partners, organisational development.

IAS Denmark works to develop the civil society through:

- Extensive capacity building of local partners and relevant stakeholders on organisational development, and in some cases professional skills and development education. Links are established to the relevant organisations/institutions/networks through which capacity is raised and strengthened on an overall basis.
- Mobilising and organising for advocacy work on many levels to change general attitudes in the communities (for example on behalf of marginalized children with special needs, underprivileged youth and women) and in the other spectre to change policies and legislation in favour of the same groups.
- IAS Denmark also works with different kinds of support groups and networks, where members in the groups are able to support and help each other to grow and have an impact in their own immediate family, as well as on the local community in the long run.

2.1.2 Inclusive Education (IE) focusing on Special Needs Education (SNE)

IAS Denmark has established a high quality programme for Inclusive Education focusing on Special Needs Education where development of the civil society is an integrated component. In Somalia the organisation is the only international NGO working with Inclusive Education focusing on Special Needs Education, which is not necessarily limited to physical disabilities. The work has resulted in trust and goodwill in the communities, and the organisation's ability to spearhead IE focusing on SNE and put it in the national curriculum in Somaliland shows a

capacity to achieve effective advocacy on a national level on behalf of a marginalized group in a very difficult context.

IAS Denmark has spearheaded the development of a policy and a manual on IE focusing on SNE and the organisation works to put the competences and experiences from working with different aspects of IE into practice in other countries within its geographical focus, where implementing an IE/SNE programme is relevant.

2.1.3 The ability to implement humanitarian and civil society development projects in fragile states/situations

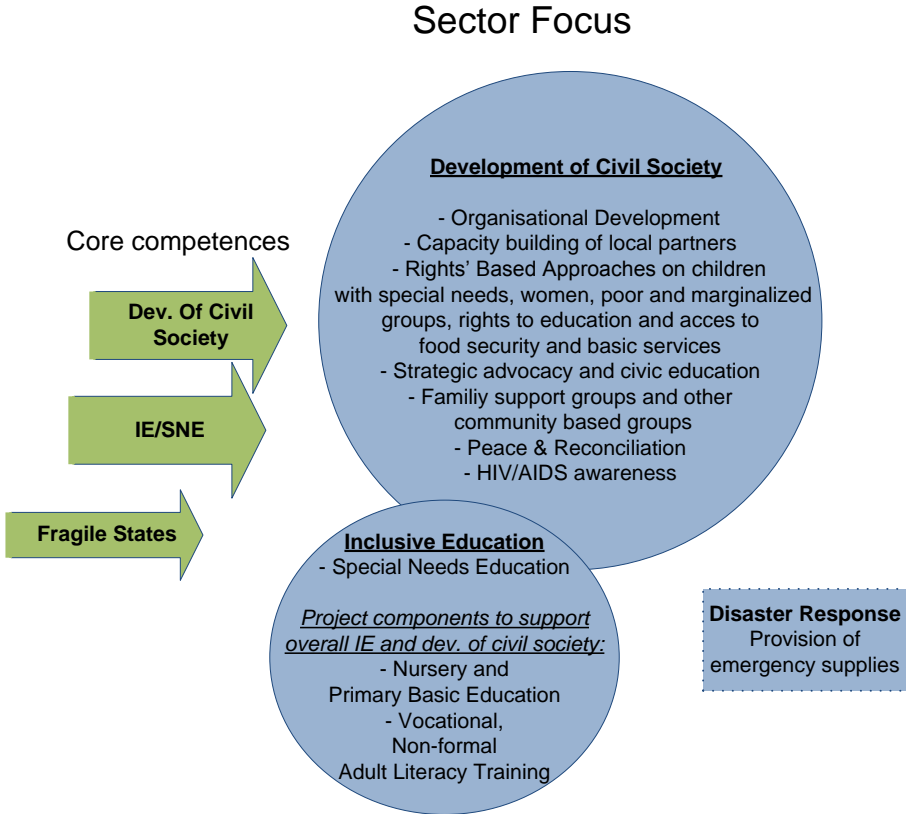
IAS Denmark is experienced in successfully working with development in fragile states/situations from both Somalia (Inclusive Education Programme since 2000) and humanitarian interventions in Sudan (water and sanitation since 2002) where change of circumstances often makes it extremely difficult to get measurable results. IAS Denmark is part of an international organisational setup which makes monitoring and implementation possible.

In both countries there is a long term presence.

The sector focus of IAS Denmark is therefore:

1. Development of Civil Society
2. Inclusive Education combined with development of civil society

What the sectors include is deliberated in the figure below.



IAS Denmark's development goals are to add value to the partnership and to bring development into the projects and programmes. To ensure this a project working group / sectoral expert group is created in Denmark and in the recipient country in order to make this cooperation and involvement practical. In order to increase value, professionals from within or from other NGO networks are involved and consulted.

Each IAS Country Programme in South and every local partner has its own country strategy document which is renewed every three years. The most current strategies and partnership agreements can be obtained from the head office.

2.2 Humanitarian interventions

Humanitarian interventions is a focus area for IAS Denmark as the organisation has a strong international humanitarian setup related to water and sanitation and food security and is able to implement large scale relief interventions. IAS Denmark will therefore fundraise for humanitarian interventions when it is relevant and within the geographical areas of work and as part of the whole international organisation's setup. Through this strength IAS Denmark is able to deliver high value aid effectively and efficiently.

IAS activities are guided by the Sphere Project standards (Humanitarian Charter and Minimum Standards in Disaster Response)¹ and United Nations Millennium Development goals. The organization is also a signatory to the ICRC Code of Conduct (Principles of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes)² and a member of the Humanitarian Accountability Partnership (HAP). For more information, see www.ias-intl.org/denmark.

2.3 Geographical focus

The programme focus is the Eastern parts of Africa in Somalia (and the Somali region), Sudan, Kenya and Tanzania, where IAS Denmark is working strategically within its sector focus. IAS Denmark also supports projects elsewhere through the Church Partnership Development Team in a smaller scale. The reason for this is the historic foundation of church partnerships, and IAS Denmark has since the organisation's inception strived to strengthen Danish church partnerships and collaboration with churches and CBOs in South. Some of these partnerships have gained a certain capacity and their projects have reached such a dimension in the development aspect that they have become a part of the Programme Team and strategy for IAS.

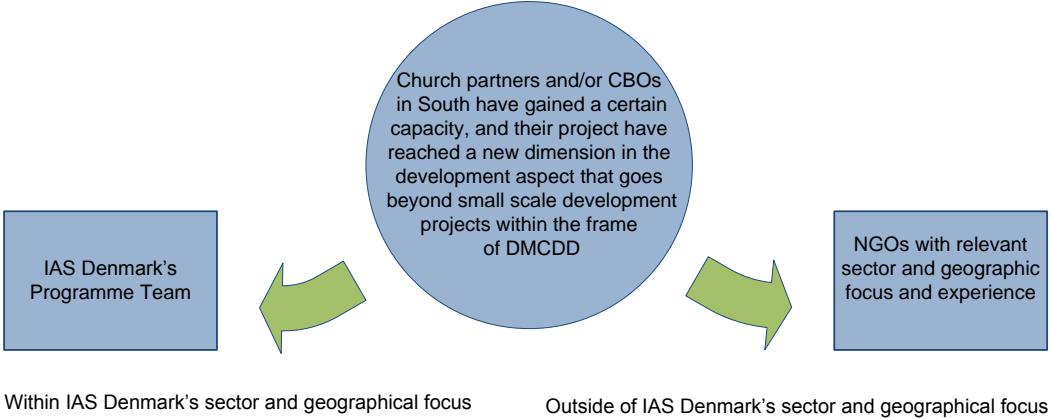
2.4 Focusing and making strategic choices in the organisational setup (church partnership team)

As IAS Denmark has realised the need to focus the efforts and concentrate on what has become the core competences of the organisation, a system and a set of criteria have been chosen to ensure a continuous strategic focus. IAS Denmark works focused through the Programme Team on larger projects within the organisation's sector and geographical focus. In the Church Partnership Team partnerships and project opportunities, as many and diverse as the churches in Denmark are developed. This gives IAS Denmark its legitimacy and gives relevance and meaning to its popular foundation

¹ <http://www.sphereproject.org/>

² http://www.ias.nu/code_of_conduct.php

The overall goal for the work in the Church Partnership Development Team is to be a resource and strengthen church partners in North and South, inspire and enable them to become more involved in their partnerships. It is a growth centre for ideas and interaction. This can happen at many levels, as the churches and their partners are different with diverse capacities and needs. Sometimes a church partner and its Southern counterpart grow into the capacity and potential to move into a process of applying for funds, either from Danish Mission Council Development Department (DMCDD) through IAS Denmark, and sometimes IAS Denmark will assist in private fundraising campaigns and information about mission. When a church partner and/or CBO in South have gained a certain capacity, and their project have reached a new dimension in the development aspect that goes beyond small scale development projects within the frame of DMCDD, it meets the criteria for larger projects in the overall programme strategy, and the project is moved to the Programme Team. This does also mean that if a partnership and a development project have reached this level, but the sector and geographical focus is not in line with IAS Denmark’s programme strategy, IAS Denmark will assist the church partnership in pairing up with someone who has the relevant sector and geographical experiences.



2.5 Local partnerships

IAS Denmark works with partners of two categories:

1. Strategic partners
Partners who have a certain capacity and work within IAS Denmark’s core competences and focus areas (geographically and sector-wise). IAS Denmark focuses on building few and strong strategic partnerships in each programme country in order to focus and increase the impact when implementing projects.
In some cases IAS Denmark enters into a partnership with institutions, consultants and experts who has special expertise within the focus areas of IAS Denmark, if they can add professional value to the projects that IAS Denmark cannot provide itself.
2. Smaller Civil Society based partners
All development projects are based on long term partnerships with well known local partners. However, in some cases IAS Denmark chooses to partner with civil society organizations, who do not have the same amount of capacity as strategic partners, but because they have a unique platform as CSOs in remote geographical places where few -

or no one else works, within IAS Denmark's focus areas (geographically and sector-wise). In order to invest and capacity build these partners to achieve their objectives, the following criteria are considered when entering into a partnership:

- (a) Geographical area and sector focus – is it in line with the vision, mission and core competences of IAS Denmark?
- (b) IAS Denmark's capacity to invest in and capacity build the partner based on the number of other smaller partners in the relevant country, the agreements made between them and (human and financial) resources available.

General criteria:

A local partner could be:

National Non-Governmental organisation (NGO), Community Based Organisations (CBO), churches and church denominations, mission organizations, village groups

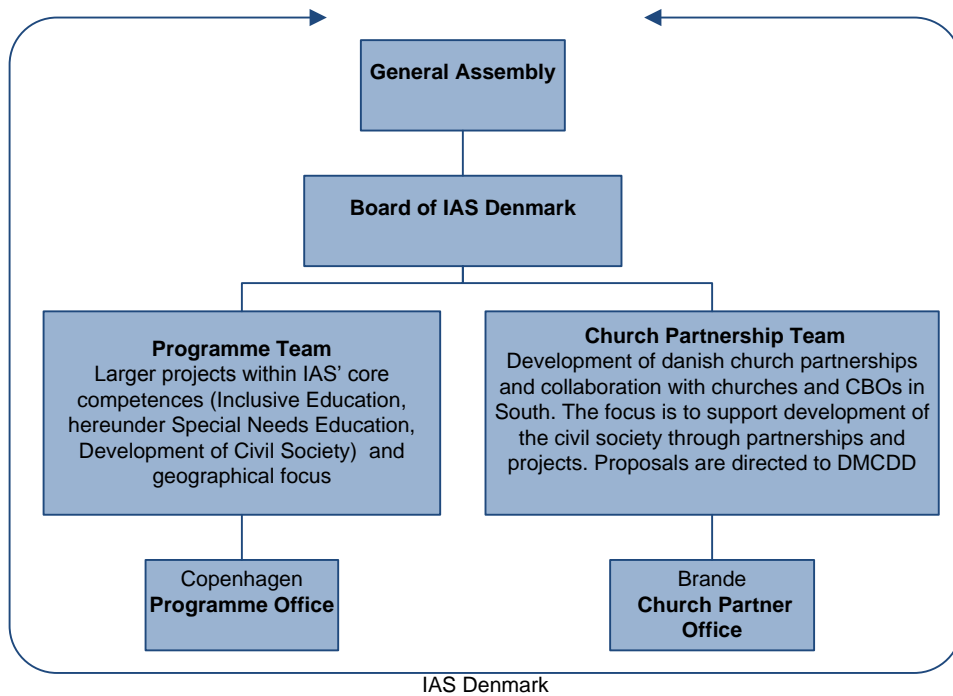
- 1) Have a previous and-or ongoing relationship with IAS, developed through project collaboration, exchange visits, volunteers, projects, staff interaction etc.
- 2) Be a formal recognised organisation with organisational structure, board, constitution, bylaws and popular foundation
- 3) Registered with the Government in their country of operation.
- 4) Have a vision, mission and core values that align with IAS.
- 5) Be committed to IAS policy standards for projects.
- 6) Be in good standing and reputation with other communities, organisations or churches. On request by IAS, recommendation should be obtained from reputable people or similar organisations.
- 7) Have own vision for poverty reduction and development work among their target area.
- 8) Past history of community mobilization and/or demonstrated interest in the development of their community/target area.

2.6 The organisational structure

IAS Denmark is an independent development and humanitarian organisation with a board and articles of association of its own.

The supreme authority is the General Assembly³, which is held every year before 1st August. Here the board members, and the certified auditor are elected, and the members have a vote in decision making. Below is a description of IAS Denmark's organisational structure.

³ According to the articles of association § 5



The elected Board of IAS Denmark⁴ is the governing body and meets at least 3 times a year. It is responsible for everything that IAS Denmark does and has the following responsibilities:

- To ensure that all IAS Denmark's cooperations are within the law and that IAS Denmark abides by its aims and constitution.
- To be ultimately accountable and responsible for the overall management of IAS Denmark.
- To set policies and objectives, and to ensure the monitoring of their implementation and evaluation of the results.
- Appoint the Country Director.
- To approve new Danish partners and voting members
- Delegate operational powers to the Regional Board of Administration.⁵
- Delegate representatives to the International Executive Committee.⁶

IAS Denmark has a Church Partner Office in Brande and a Programme Office in Copenhagen.

⁴ According to the articles of association § 6

⁵ p. 10 – The Association of IAS structure

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3 OBJECTIVES

3.1 Values, beliefs and objectives

IAS Denmark has a wide range of projects, but an overall objective is to help communities to become strong and healthy with the hope of having them become self-reliant in the future, and as a Christian organization, IAS Denmark is using the Christian values and principles as a foundation for all our work.

IAS Denmark is guided by 5 core values when working with target groups:

Missions: Our biblical understanding of Missions motivates everything we do. The unreached and underprivileged people groups are our major focus in spreading the good news.

Integrity: We believe that integrity is the foundation of our Christian character. Character is not inherited but is built daily by the way one thinks and acts, thought by thought, action by action.

Relational Leadership and Team Work: We believe in a team-based approach to leadership. We invest in leaders and train them to realize their full potential as well as giving them tools and opportunities to be effective leaders. We believe healthy leaders produce healthy communities.

Empathy (Compassion): We show compassion to a hurting and broken world - feeling the feelings and emotions of others and being motivated to act.

Equality and love in action: We believe in treating all people as we would like to be treated. We believe that people will feel valued and appreciated when we regard them with dignity and respect.

3.2 Methods and guiding principles

IAS Denmark's work is based on Christian ethics and values. The result of those ethics and values is a community based and transformative empowerment approach where the focus is on vulnerable groups and the circumstances that made them that way, and works to give the people capacity to improve their own lives, and to act as advocates for improved living conditions in their own communities. IAS has been part of developing DMCDD's policies for various areas and themes. These together with IAS International policy handbook are the foundational framework for every operation and project.

Everywhere IAS Denmark works, it is a priority to use local and committed workers in projects, and each project is discussed thoroughly with the needy people, before it is being implemented, thus underlining the importance of local ownership which is a precondition for empowerment.

3.3 Advocacy and information

IAS Denmark is advocating among the churches and in the public for global agendas such as the millennium goals and other central themes as well as our own important issues. This is done through the Church Partnership Development Team and by being actively involved in

informing the Danish public about our work and advocating for the rights of marginalized and suffering people in the third world. This is done through information meetings, news articles and publications in various forms through the public media, internet, local TV etc. Meetings are also held in many member churches and at publicity displays at conferences and forums. This shared information is important to create public support to IAS Denmark's work, and sometimes this can lead to the enrolment of interns or volunteers working for IAS Denmark.

4 THE INTERNATIONAL ORGANISATION

The work of IAS Denmark is connected to IAS' International Partners in USA, Germany, Norway and Sweden. In each of the countries where IAS has a Headquarter IAS is an independent legal registered entity who shares a common vision and mission statement with the other International Partners in IAS governed by a binding partnership agreement. The International Partners in IAS also share the same name, logo, website and a common profile. IAS Headquarters use the same offices in Africa, Asia and South America and cooperate in the projects in order to utilise each other's resources. In each programme country there is a country office with implementing, financial and professional capacity to engage in projects. The offices also attend regular coordination and security meetings and are part of local networks. IAS is part of the CAP and does get support for their projects from embassies, CHF and/or other national basket funds.

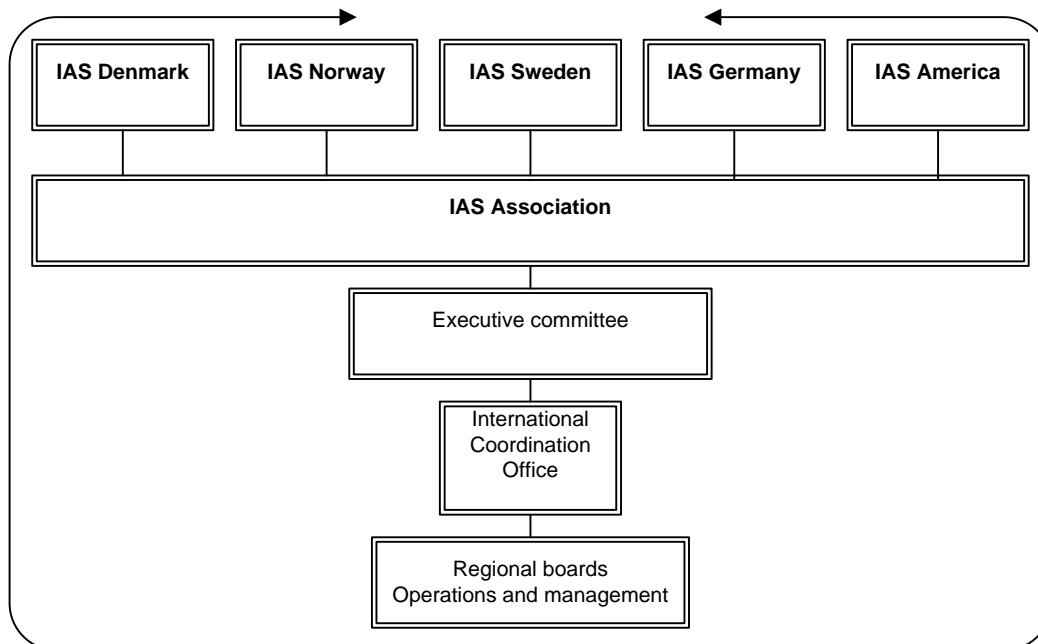
In 2008 all IAS headquarters were registered as an International Association with a constitution and bylaws. The objective was to strengthen all of IAS as a body when the work is growing and developing. Each separate country does still have its own sovereignty and cannot be overruled by the association.

The governing body of the IAS International Association is the general assembly, where two representatives from each board or management in the five Northern countries are represented.

Each country has also selected one representative for the IAS International Association's Executive Committee. The association of IAS is registered under the Swedish law as a legal entity.

An International Coordination Office is working to strengthen coordination, and handling of project and partners. This office is collaborating with directors and programme related staff in all countries where IAS works.

The Regional Boards consists of the IAS Northern Directors, Country Directors and Programme Officers and meets twice a year on operation and management issues.



The Association of IAS structure