



DANISH MUSLIM AID

# STRATEGY

## 2021 – 2025

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**Sustainability**  
**with knowledge and dignity**

September 2020

Danish Muslim Aid  
Blågårdsgade 51  
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Denmark



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## FOREWORD

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The board of directors has long sought a collective strategy for Danish Muslim Aid (DM-Aid) to give the organisation a common direction for all - both volunteers and staff. The strategy process was kick-started in November 2018 with a workshop facilitated by CISU, and the establishment of an organisational committee, as a reference group for the strategy process, and a smaller working group, which has been responsible for producing the strategy itself.

The process has involved several parts of the organisation along the way, including board members, employees working in the secretariat, and volunteer managers in committees and groups, and the strategy document has been submitted for consultation by both members and volunteers of DM-Aid for the purpose of securing strong backing for the DM-Aid's collective strategy for the period 2021-2025.

We believe that our hard work has been particularly successful, as it has produced a great and ambitious strategy which not only points to the future, but is expected to give DM-Aid a huge organisational lift and the desired common direction, which is especially important as we grow in size and attract more active members, volunteers and employees to DM-Aid, while the world around us becomes increasingly complex.

It is our hope and our expectation, therefore, that with this strategy we will reach new heights, and be able to help even more people, both nationally and in our partner countries.

***Thanks to everyone who has contributed to the strategy!***

Best regards,

The Board of Directors



## **1. BACKGROUND AND MOTIVATION**

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It is now 15 years since Danish Muslim Aid (DM-Aid) was founded (in 2005), and began work on fundraising for the poor and needy in Africa, the Middle East and Asia, as well as Denmark, and on sharing and documenting the results.

Since its foundation in 2005, DM-Aid has seen a steady growth in its collected funds, activities, projects, volunteers and employees. It has experienced rapid development over the last five years in particular. We have doubled our annual fundraising amount and the number of employees and board members, and we have increased ten-fold the number of volunteers, who are organised in structured committees and project groups. We have a strong and stable online presence on social media, regular newsletters and donor contact, as well as well-organised and well-implemented campaigns and events. In 2018 we received our first millions in grants. We have produced guidelines, procedures, terms of reference, organisational charts and job descriptions, and in 2019 we expanded our office to make more space. We are well on the way to becoming a professional organisation.

With a fundraising target of 20 million in 2020, we have come a really long way, and are currently helping a great many people in need around the world, including in Denmark. But our ambitions don't stop here. We don't just want to help more people in need, we also want to raise the stakes for good development. We want to contribute to what works, what is sustainable, what is long-term. We want to help here and now, but we also want to ensure that emergency assistance and disaster aid is coordinated and relevant, and that it is given with respect for the individual's dignity.

The focus of our work over the past five years has been five strategic goals for 2016-2020, which were set within the framework of our vision and mission. In 2017 we had our first international strategy, which placed further emphasis on sustainability, partnerships and new project procedures. From 2021 there is a need for a new direction for the next five years, with new strategic goals. This time we have chosen to produce a collective strategy for our organisation, which will set an ambitious target for how we would like to work over the next five years.



## 2. VISION, MISSION AND VALUE BASIS

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DM-Aid's vision is the future the organisation would like to see, while its mission describes DM-Aid's raison d'être. The value basis describes the values that DM-Aid's work takes as its starting point. Based on a vision process in 2017 and the current strategy process, we have arrived at the Vision, Mission and Value Basis described below.

### **Vision**

We work for a world with a bright future, where all people live a dignified life, free from poverty

### **Mission**

We develop and implement sustainable emergency assistance and development projects

### **Value Basis**

*Using Muslim values such as humanity and charity as a basis, we work to help all people, whatever their religion and ethnicity*

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*We ensure that funds are handled in a credible, transparent and effective manner*

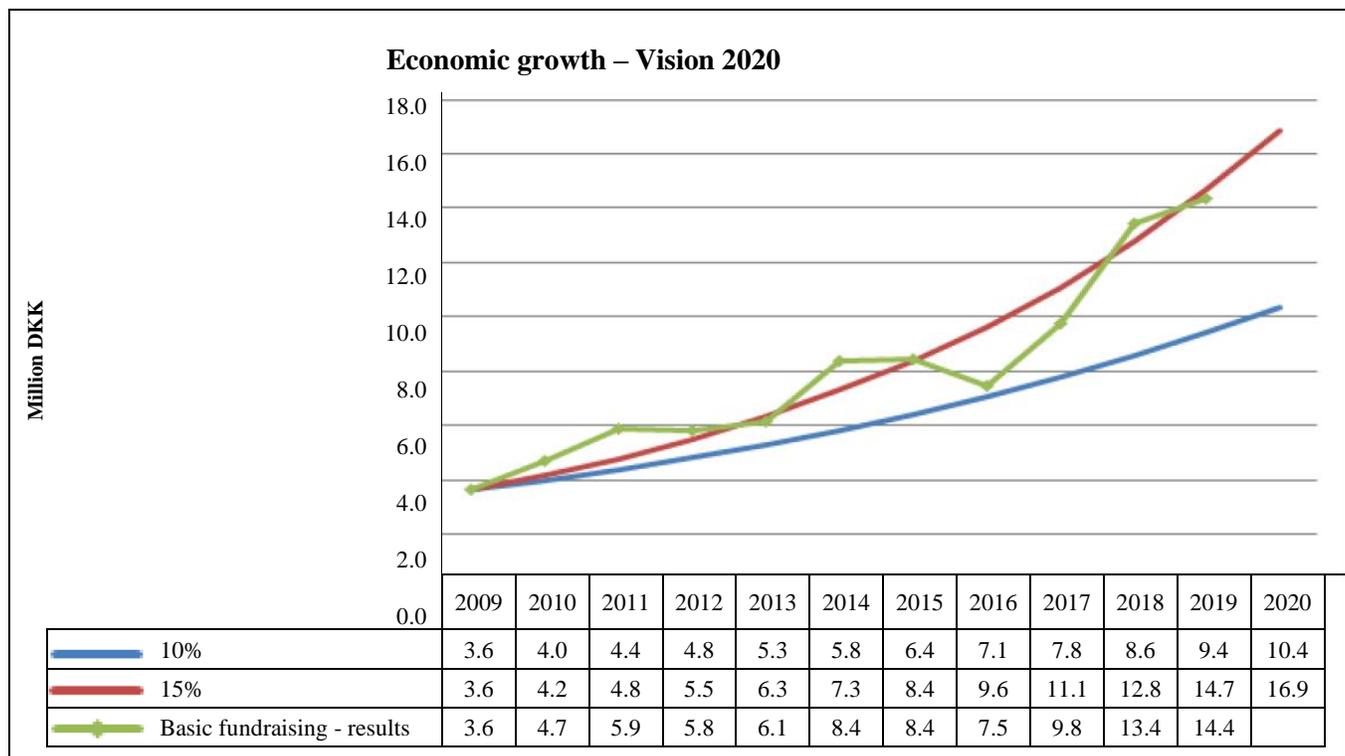
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*We are independent and impartial in our work*



### 3. ECONOMIC VISION AND FINANCIAL GOALS

During the period 2009-2019, DM-Aid grew by around 15% a year on average, according to the annual audited accounts and based on the board’s compilation methods. The diagram below shows that the annual results fluctuated, but growth - over a small number of years - experienced a growth curve of 15%.



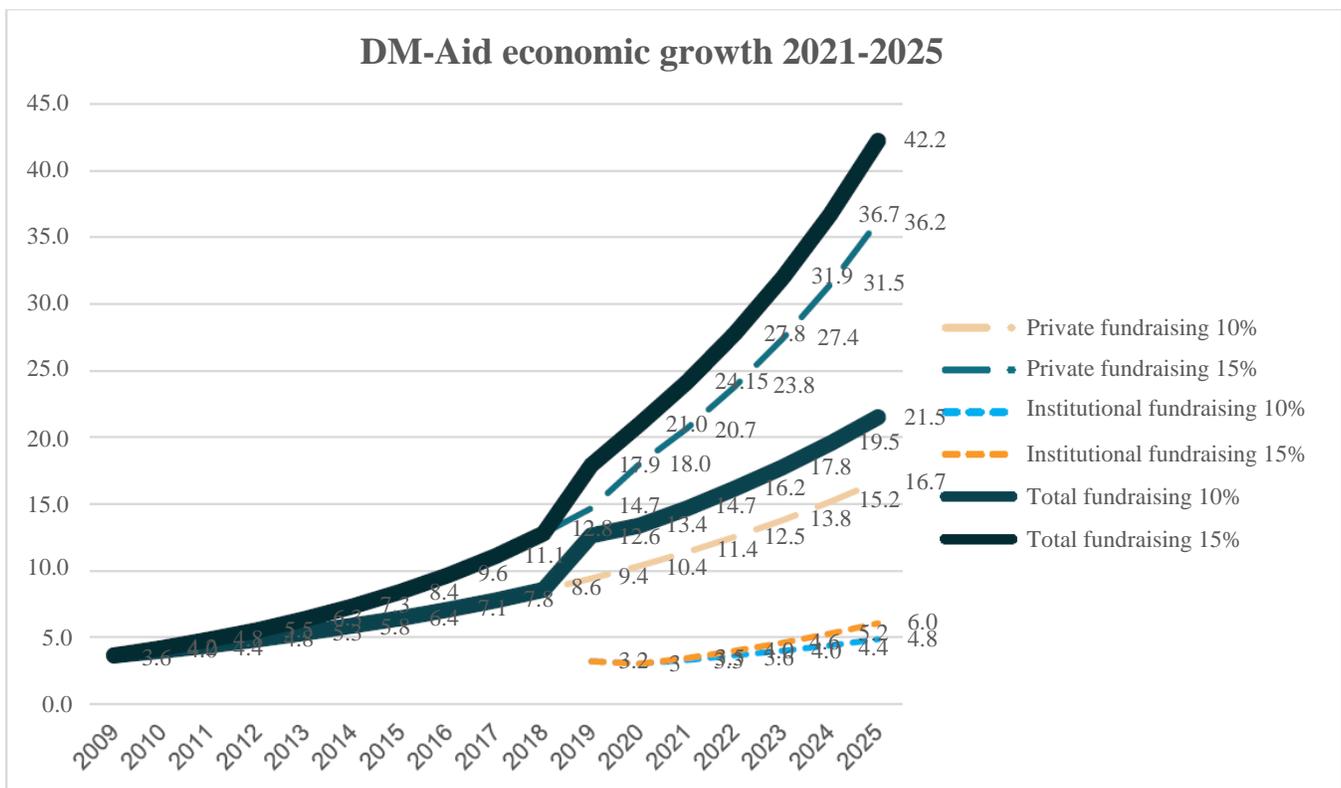
Based on the excellent development, the board sees no reason to lower the level of economic ambition, and therefore an average annual economic growth of 15% is maintained. Furthermore, the compilation method has been changed, so that growth will not be determined in the future on the basis of the Basic Fundraising, defined as Total Fundraising minus Disaster Fundraising.

The board sees no reason to continue differentiating between Basic Fundraising and Total Fundraising, as it is believed that in the years to come there will be disaster areas with a need for emergency assistance and development, for which DM-Aid continuously carries out fundraising.



Total fundraising consists of private fundraising and institutional fundraising. In recent years DM-Aid has started to set specific economic goals for institutional fundraising as part of the annual fundraising targets. The overall assessment is that there is still great potential for institutional fundraising by public as well as private institutions, for both national and international efforts.

The economic fundraising goals for DM-Aid in the period 2021-2025 are illustrated by the two bold graphs in the figure below. Based on an annual economic growth of 15%, this will result in a total fundraising amount of approx. 47 million DKK for DM-Aid by 2025. Projections have been made to visualise the economic vision, which is illustrated in the figure below.





### 3. STRATEGY FOR 2021-2025

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#### *Five strategic goals*

DM-Aid has formulated a new Vision, Mission and Value Basis as part of the development of the new strategy for 2021-2025. In order for DM-Aid to live up to its new vision and economic goal, five overall strategic goals have been formulated.

- 1. Strengthening of professional skills and community spirit among volunteers**
- 2. More members, private and business donors and sponsors, and institutional grants**
- 3. Communication shall be more engaging, present and relevant**
- 4. Greater involvement of the poorest and most vulnerable individuals and families in sustainable programmes**
- 5. Closer partnerships with locally-based NGOs.**

These focus on strengthening DM-Aid as a country-wide organisation with increased professional skills, a community spirit and better communication with all of its stakeholders.

They will also ensure that DM-Aid has more members and increased donations from private and especially institutional funds, where there is huge potential. Finally, there will be great emphasis on closer cooperation with all of DM-Aid's local and international partners, who play an important role in realising DM-Aid's vision, which is to work for a world with a brighter future, where all people live a dignified life, free from poverty.

These goals make great demands of the activities that everyone involved in DM-Aid carry out on a daily basis. The needy, the poor, and the partners have expectations of support and help from DM-Aid, and it is important, therefore, to find the best way of implementing these strategic goals. This requires a robust and professional organisation, which is based on the UN Global Goals for Sustainability and Human Rights, including *Core Humanitarian Standards*.

The five strategic goals can be seen in the table below, where they are described with their subordinate targets and with a time scale for implementation.



## Strategic Goal 1

### Strengthening of professional skills and community spirit among volunteers

In order for DM-Aid to be able to carry out the work with communities, emergency assistance and development that promotes its vision, it requires volunteers who possess specific professional skills. These professional skills are necessary for compliance with applicable national and international standards and guidelines. To enable DM-Aid to continue to refer to itself as country-wide, as it states in our Articles of Association, it is necessary to maintain an organisational community with at least three local groups in Denmark.

Targets	Description	Reasoning	KPI
1	<b>A skills catalogue for all volunteers</b>	A skills catalogue for all volunteers in order to strengthen DM-Aid's internal culture of cooperation, and establish relationships across the organisation.	<b>Q.4 2021</b>
2	<b>A country-wide organisational structure</b>	To devise a structure for the local groups based on a thorough development process and relevant analyses. The structure will be integrated in the new organisational structure to ensure a solid country-wide organisation. Amongst other things, this will ensure more active voluntary members distributed across several parts of the country, and a broader range of donors.	<b>Q.4 2021</b> <i>Structure prepared and approved</i> <b>Q.4 2025</b> <i>Min. 300 volunteers active in DM-Aid's local groups and at least 100 outside Copenhagen.</i>
3	<b>A concept for how local groups can establish strong communities</b>	Volunteers in local groups should feel that they are part of something big and meaningful. DM-Aid must offer a community that the volunteers find attractive and inclusive, and which promotes development. There is a need to make DM-Aid more cohesive, so although the volunteers get on with their own projects, there is something that binds them together. There will be a focus on the volunteers' social relationships and skills, so that local groups are better equipped to recruit and keep volunteers in a strong community, which also includes a good physical framework.	<b>Q.4 2022</b> <i>Concept developed and launched.</i> <b>Q.2 2024</b> <i>Concept implemented and evaluated</i>



- 4                    **A local-group management, which is organised around at least one local-group manager and two volunteer managers**                    To ensure that the local groups are stable and embedded in the organisation, the groups must have at least three volunteer managers, each with their own area of responsibilities. They should make full use of the secretariat and the national committees to exchange views and share good experiences.                    **Q.2 2023**  
*Management of all local groups must be established.*
- 5                    **1-year national and international project management course**                    DM-Aid’s volunteers often have to carry out roles that come with a high degree of responsibility for contact with partners, project development and evaluation, and contact with target groups. To be able to carry out these duties as effectively as possible, volunteers require a basic knowledge of social pedagogic work, humanitarian principles, core humanitarian standards, the UN 17 Global Goals, and a good understanding of project development, monitoring and evaluation.                    **Q.2 2021 National project management course developed.**  
**Q.4 2025 Min.**  
*50% of all new volunteers have completed the international project management course annually.*  
**Kv.4 2025 Min.**  
*75% of all new volunteers have completed the national project management course annually.*



## Strategic Goal 2

### *More members, private and business donors and sponsors and institutional grants*

More members are strengthening DM-Aid's organisational basis and democratic processes, while the membership contribution is in the process of reducing the percentage of administration. There is a large untapped potential in inspiring and encouraging the more than 4,000 unique donors in DM-Aid's database (2020) to become members as well.

There is also a great unused potential in reactivating the donors that have not donated for a long period of time, and in relying to a greater degree on fixed payments, to secure more long-term planning of development funds. Finally, there is also great scope for business sponsorships, which DM-Aid wishes to cultivate and use to a larger extent.

Finally, DM-Aid would like to rely far more on institutional funding in the future, as it allows for longer-term planning of initiatives and resources, and enables us as an organisation to develop in accordance with higher international standards and requirements.

Targets	Description	Reasoning	KPI
1	<b>A base line on private donors</b>	It is important to have more information on private donors in order to increase donations, so that communication and services can be targeted according to the needs and expectations of the donors.	<b>2nd quarter 2021</b>
2	<b>Reactivate inactive donors</b>	Efforts must be made to reactivate inactive donors via direct marketing, amongst other things, and it's important to increase the number of private donors as well as the total donation amount.	<b>4th quarter 2022</b> <i>50% of donors who are inactive for more than 6 months are reactivated.</i>
3	<b>More donors complete the donation process on the website</b>	In order to motivate donors to complete the entire donation process, the process must be optimised, both technically and visually.	<b>4th quarter 2023</b> <i>At least 70% of donors complete the donation process on the website.</i>



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| 4 | <b>More once-only donors convert to permanent donors, who also become members</b> | <p>Efforts must be made to convert more once-only donors to permanent donors. Loyal donors make permanent donors, and the administration percentage can be reduced by getting permanent donors to become members. A side benefit will be increased branding, as this will also increase awareness of DM-Aid and its network.</p> | <p><b>4th quarter 2023</b></p> <p><i>20% of once-only donors in 2023 are converted to permanent donors.</i></p> <p><b>4th quarter 2024</b></p> <p><i>15% of permanent donors in 2024 have become members.</i></p> |
| 5 | <b>More business sponsorships to cover administration</b>                         | <p>There is great potential in attracting more business sponsors if DM-Aid can offer advantageous sponsorship agreements. This helps us to finance our administration percentage and keep us below 10%, whilst ensuring a strengthened professional work force in the secretariat.</p>   | <p><b>4th quarter 2021-25</b></p> <p><i>10% of the total annual private fundraising amount comes from business sponsors.</i></p>  |
| 6 | <b>More institutional grants in addition to DERF and CISU</b>                     | <p>Institutional funding provides an opportunity for the longer-term planning of initiatives and resources, and enables DM-Aid to develop in accordance with international standards and requirements.</p>   | <p><b>4th quarter 2021-25</b></p> <p><i>At least one grant per year in addition to DERF and CISU.</i></p>   |
| 7 | <b>To meet the requirement to have a 3-year programme agreement with CISU</b>     | <p>DM-Aid has experience of DERF funding, and expects to receive the first CISU fund in 2020. A 3-year programme agreement with CISU will enable us to plan on a long-term basis, and be in a position to work on sustainable development. Sustainable results will not become apparent until after one to two years.</p>        | <p><b>4th quarter 2025</b></p> <p><b>Programme agreement with CISU concluded</b></p>  |



## Strategic Goal 3

### *More engaging, present and relevant communication*

Communication with private donors and member target groups is a very important strategic area for DM-Aid. In order for donations from private donors to increase, communication must be more engaging, present and relevant. To manifest this, DM-Aid must find its *tone of voice*, when fundraising, informing and documenting what the money is used for. This applies to both online and social media, as well physically, to events, talks and informational meetings.

Targets	Description	Reasoning	KPI
1	<b>Develop DM-Aid's tone of voice</b>	Developing DM-Aid's tone of voice is important because the way in which we relate our histories is crucial for how our target group (donors) perceives both our message and DM-Aid as a brand. For this reason, tone of voice plays a vital role in getting the message home to our donors, and producing results.	<b>4th quarter 2021</b> <i>Developed and launched.</i>
2	<b>Training in DM-Aid's new tone of voice</b>	To provide training and instruction for everyone who has contact with our donors, either on a daily basis or rarely.	<b>4th quarter 2022</b> <i>Completion of training and instruction.</i>
3	<b>To identify better technology and methods for measuring communication</b>	Communication must be continuously improved in order for us to achieve the results we want, and it is important therefore to define the right parameters on which we wish to measure and evaluate. We must clarify what the important parameters are for how communication channels (website, SoMe, newsletters, in person, written materials) are to be measured for engaging, present and relevant content. Engaging, present and relevant communication can be measured, for example, by likes, shares, interaction and viral videos. There could also be other parameters for which DM-AID might wish to measure, for example, awareness, conversion, customer satisfaction (CSat, NPS).	<b>2nd quarter 2023</b> <i>Methods and technologies implemented</i>
4	<b>To increase presence on online and offline media and on the international development scene</b>	Knowledge of DM-Aid must be increased throughout Denmark, and both online and offline advertising can help to achieve this, as well as prioritise participation in more debates, consultations and seminars - nationally and internationally - in DM-Aid's area of work.	<b>4th quarter 2025</b> <b>Participated in at least four annual meetings and one annual offline advertising campaign.</b>



## Strategic Goal 4

### *Greater involvement of the poorest and most vulnerable individuals and families in sustainable programmes*

In order for DM-Aid to carry out its emergency aid and development work sustainably and realise its vision of a world free from poverty, it is necessary to focus, first and foremost, on those who are most affected by war, disasters and underdevelopment in the world; i.e. the poorest and most vulnerable. The family is regarded as the key unit in society, but it is also necessary to focus on the developing individuals' capabilities, so that they are better able to provide for their families and actively participate, for the benefit of an inclusive and just society. Finally, there must be a focus on strengthening local powers and local initiatives (localisation).

Targets	Description	Reasoning	KPI
1	<b>Focus and description of six programmes for humanitarian and development assistance</b>	There must be greater focus on and better description of DM-Aid's current international programmes. These must be synchronised with the UN Global Goals (SDGs), Human Rights, Core Humanitarian Standards (CHS) and the Muslim humanitarian principles (in particular for Zakat) for who should be given charity, what it should be given for, and how it is given. Six programme areas are selected for focus and description: <i>No Poverty (SDG 1,8), Good Health (SDG 3), Quality Education (SDG 4), Climate and the Environment (SDG 7,12,13), Food Safety (SDG 2) and Clean Water (SDG 6)</i>	<b>4th quarter 2021</b>  <i>All 6 programmes described.</i>
2	<b>Focus and description of two programmes for social work in Denmark</b>	DM-Aid's current national programmes must be synchronised with Human Rights and the Muslim humanitarian principles for who should be given charity, what it should be given for, and how it is given. Two programme areas are selected for focus and description: <b>Poverty in Denmark, and Integration and Citizenship.</b>	<b>4th quarter 2021</b>  <i>Both programmes described.</i>
3	<b>Increased focus on vulnerability in all international projects.</b>	The following five priority target groups are described in CHSs, where there are requirements in all institutionally backed projects: <b>1) Female providers, 2) pregnant women/women with minors, 3) unaccompanied minors, 4) people with special needs (PSNs), and 5) the elderly.</b>	<b>4th quarter 2021</b>  <i>At least two out of five priority target groups in all projects.</i>



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| <b>4</b> | <b>More international projects focus on advocacy for equal rights.</b>   | DM-Aid will focus on advocacy for equal rights to a greater extent for at least one of the vulnerable target groups within at least one of the six programme areas. Advocacy is an important development tool in the work to give vulnerable and marginalised social groups a voice to speak out against discrimination, oppression and violence. It is important to teach people about their rights in the society they live in, and how to use them, and it is important to teach them to fight for the rights they don't have, to enable them to live dignified lives, free from poverty and with a bright future. | <b>4th quarter 2022-2025</b><br><br><i>At least one international project a year per partner is obliged to focus on advocacy.</i>     |
| <b>5</b> | <b>More international projects include a nexus approach to humanitarian aid.</b>   | Nexus deals with the interaction between development and humanitarian work, and is a term that is used in particular in humanitarian efforts, in contexts of vulnerability, or in a long-term humanitarian context. Nexus focuses on protection, resilience and conflict management, which means that emergency assistance and humanitarian aid can have a more lasting effect and prevent disasters and wars in the future.  | <b>4th quarter 2023</b><br><br><i>75% of all partners' humanitarian project applications include a nexus approach.</i>                |
| <b>6</b> | <b>All international partners develop their capacity and involve their target groups as active participants in the development</b> | DM-Aid must from now on measure the extent to which partners have successfully developed their capacity and involved target groups as participants who actively fend for themselves, rather than passively receive grant aid.   | <b>4th quarter 2025</b><br><br><i>All partners involve at least 75% of the target group on a project basis as active participants</i> |



## Strategic Goal 5

### Closer partnerships with locally-based NGOs

DM-Aid’s work with partners in the implementation of emergency aid and development projects is an important basis for the realisation of its vision. It is only possible to help the target group in the best possible way through sustainable projects that focus on the inclusion of the target groups and civil society, and that adhere to the applicable standards and guidelines. This requires a close partnership, to ensure that the partner has the necessary capacity in terms of technology, communication and organisation. The partnership must then secure a shared value basis and a local anchoring.

Targets	Description	Reasoning	KPI
1	Establish a method for the selection and development of partners, including countries.	It is necessary to devise a method for the selection and development of partners, and this applies to both new and current partners in Denmark and abroad.	4th quarter 2021 <i>Method described.</i>
2	All partners have participated in a strategic and organisational clarification of values.	DM-Aid and its partners must from now on do more to ensure that there is a shared value basis and that DM-Aid’s expectations of its partners correspond to their own vision.	4th quarter 2021 <i>All partners have been through the programme.</i>
3	All partners are categorised as private or institutional partners, within specific programme areas in a structured catalogue of partners.	A more structured input is necessary as regards institutional grants and the preparation of a catalogue of partners that contains the most important information needed to enable selection of the right partner. Institutional partners can implement both private fundraising and institutional projects.	3rd quarter 2022 <i>Completion of catalogue of partners.</i>
4	Full knowledge of Core Humanitarian Standards among all international partners.	In order for partners to be able to implement sustainable projects that help the target group in the best way possible, they need to adhere to both technical standards and Core Humanitarian Standards.	4th quarter 2023 <i>All international partners have undergone a CHS workshop.</i>
5	All international partners are approved by CISU.	To be able to receive more institutional grants and ensure that DM-Aid’s partners have a transparent and well-functioning financial system, all partners must be approved by CISU and adhere to their standards.	4th quarter 2025 <i>All international partners are registered with CISU.</i>



## 4. THE NEW ORGANISATIONAL STRUCTURE

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According to its Articles of Association, DM-Aid is an organisation run by volunteers. The Board of Directors wishes to maintain and strengthen DM-Aid's volunteer workforce as part of the new strategy for DM-Aid, which is therefore reflected in the future organisational model and strategy implementation.

Six committees have now become three strong committees: the International Committee (IC), the National Committee (NC) and the Campaigns, Events and Fundraising Committee (CEFC), which are managed by volunteer committee managers and which, in cooperation with other volunteer committee managers and representatives of the board and secretariat, jointly plan and implement the strategy's five goals. Moreover, the numerous volunteer committee managers are a permanent part of the IC and NC, and have responsibility for DM-Aid's large project portfolio, including quality assurance, monitoring, and evaluation and accounts. New volunteers, the local group work and DM-Aid's Perlen Recycling Shop come under the NC.

In order to run a professional organisation, the board of directors has established a secretariat, with employees with core competences within functions that become necessary as DM-Aid grows and has to meet greater demands and complexity within emergency aid and development work. The secretariat's objectives are to provide services, coordinate, carry out quality assurance, and build capacity in the volunteer-run organisation, with responsibility for the implementation of policies and strategies approved by the board. Both the board and the secretariat are responsible for supporting and advising volunteers in their day-to-day work in DM-Aid, and in their representing the respective committees.

The board regularly assesses whether there is a need for more salaried staff, in order to achieve the annual fundraising goals, strategic priorities and targets, as well as the specific tasks and activities approved in the annual action plans. This is done within a collective economic framework, which complies with the approved policy to use a maximum of 15% for salaries, administration and fundraising expenses.

As a new unit in the organisation, a Support Volunteer Committee (SVC) has been established, and consists of volunteer professionals who assist the secretariat's employees on an ad-hoc basis by giving specific advice in areas such as law, finance and IT.

The differences between the board, secretariat and committees will be something to work on further as part of the implementation of DM-Aid's strategy, and in line with experiences as regards what works and what doesn't work. A framework is used for work on promoting cohesion and the reciprocal dependency among all units of the organisation, as well as activities and programmes.



The new organisation is outlined in the diagram below:

