

EQUALITY FIRST

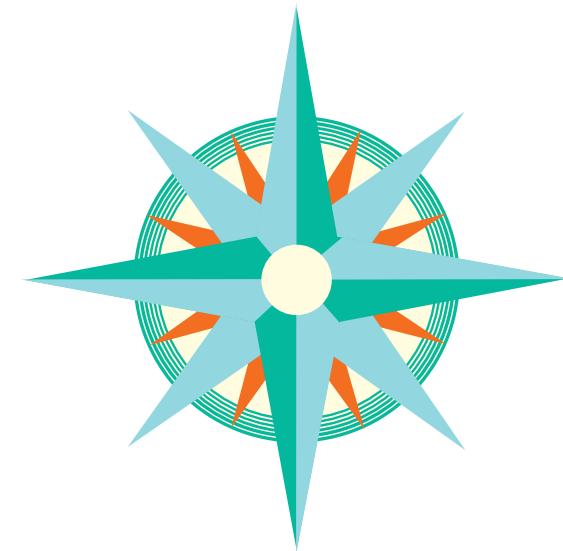
We Effect's Strategy 2017–2021

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This is We Effect's global strategy for 2017–2021. It is directed at our staff and our owners; this is our common map and compass. This strategy forms the basis of our work plan and policy-making processes.

This strategy has been developed in a participatory process during 2015–2016 with staff, partner organisations in our countries of operation and owner organisations in Sweden.



In 1957, Kooperativa Förbundet (KF), in collaboration with the International Cooperative Alliance (ICA), organised a world exhibition in Stockholm, Sweden. The exhibition became the launchpad for the Swedish cooperative movements' development commitment and the organisation that today is We Effect.



In his inaugural speech, KF Director Albin Johansson spoke about the "International Right to Public Access". With reference to the Swedish "Right to Public Access", Albin Johansson stated that an allocation of world resources, based on a respect for the ownership of one's own work and the results of this work, would be an international rule of law "worth defending and, consequently, also a stable foundation for peace".

Albin Johansson continued in his speech: "That which a generous nature has given to mankind shall not be used for personal gain by individual citizens within a state or the state itself or by a group of states. It must be made available to all of humankind to be fully utilised for the well-being of all and not to give abundance to a few. Within a state, divisions and conflicts are created between citizens if some citizens with monopoly power are in command of natural wealth. This is also true between states. This is the main reason conflicts arise".

A CONCENTRATED EFFORT FOR GENDER EQUALITY

We Effect supports development powered by people who themselves live in poverty. Therefore, we work with local organisations and not with our own development cooperation projects. Our goal is a sustainable and just world free of poverty.

To succeed, we have to start by changing the situation for the most vulnerable – women and girls, who constitute 70 per cent of those living in poverty. Therefore, We Effect makes a concentrated effort to achieve gender equality throughout our entire organisation.



Nely Apaza Mamani and Augustin Calizaya, Santa Fé, Bolivia. Photo: Jesper Klemmedson

DURING THE STRATEGY PERIOD, WE SHALL ACHIEVE THE FOLLOWING OBJECTIVES:

1

In 2021, We Effect will be Sweden's primary player and promoter of development work in support of gender equality within sustainable rural development and adequate housing

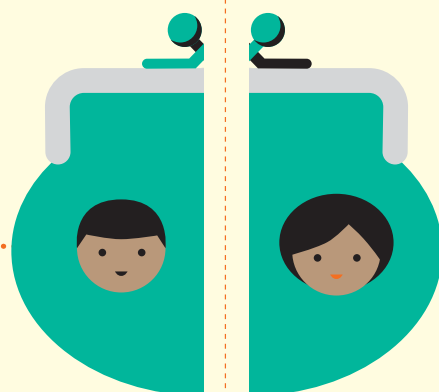
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In the year 2021, women (within We Effect's partner organisations) will have the same rights as men to have access to financial resources and the opportunity to own and control land



OBJECTIVES DURING THE STRATEGY PERIOD

1. The Swedish government has decided that at least half of the Swedish official development cooperation should reach women and girls.
2. Each region has conducted at least one national or regional advocacy campaign for greater gender equality.
3. Women hold at least half of the leadership positions within We Effect's partner organisations.
4. We Effect is able to clearly demonstrate that women's incomes have increased more than men's within the framework of our development programmes.
5. All development programmes have contributed to increased access to financial services for women.
6. All development programmes have contributed to increased land ownership/control of land for women.
7. The donations from Coop/KF amount to SEK 14 million.
8. The donations from our other owner organisations amount to SEK 15 million.



9. Donations from private donors amount to SEK 22 million.
10. Donations from new corporate partnerships have tripled.
11. Contributions from non-public organisations amount to SEK 10 million.
12. The Nordic embassies and the EU together account for SEK 70 million of We Effect's contributions from public authorities.
13. 60 per cent of residents in Sweden have heard of We Effect.
14. We have well-developed systems for monitoring and evaluating how our development cooperation benefits the lives of women, men, girls and boys living in poverty.
15. We have developed innovative systems to measure accountability of equality between women and men.
16. We have further developed anti-corruption tools that are used throughout the organisation that include values, ethics and codes of conduct.
17. We conduct a cost-effective development work.

WELL-DEVELOPED SYSTEMS

WITH OUR SIGHTS SET ON 2030

We Effect works for a sustainable and just world free of poverty. But we are not doing it alone. To be as effective as possible, we have chosen to let our strategic ambitions go hand in hand with the Sustainable Development Goals adopted by the UN's 193 member states.

These global goals state that poverty must be eradicated by 2030 at the latest. This is ambitious, but far from impossible. It is about responsibility and political will. The goals unite We Effect, our owners in Sweden and our partner organisations in developing countries in a joint global commitment.



Juana Sales Domingos and Catarina Morales Lopez, La Lupta, Guatemala. Photo: Jesper Klemmedson

We Effect's contribution to the fulfilment of these global goals is divided into three strategy periods. The first strategy – which you are now holding in your hand – describes how we will work during 2017–2021 and entails a concentrated effort for greater gender equality.

We are also investing in strengthening our partner organisations so that they no longer need our support. We want them to stand on their own feet and assume responsibility for an advancement that promotes co-operative solutions for people's development. In 2030, we will have conquered poverty – but good forms of cooperation will still be needed. With the cooperative idea as the base, people will continue to improve their lives and defend their rights.



Ramona Gurdian, San José de Ojoch, Nicaragua. Photo: Marcus Lundstedt

THIS IS WE EFFECT

We Effect is a development organisation founded in 1958 by the cooperative movement's dominating enterprises and organisations, including KF, Riksbyggen, HSB, Folksam, the former Föreningsbanken and LRF. Our core philosophy was solidarity. Our motto was self-help; by organising themselves into cooperatives, women and men living in poverty would improve their living conditions.

Half a century later, our core philosophy remains the same. The cooperative movement's values and focus on sustainability through a membership-based democracy, long-term economic thinking, social responsibility and transparency, are more relevant than ever.

We Effect primarily collaborates with mainly with member-based organisations consisting of women and men who live in poverty and together fight for their rights and adequate living conditions. We Effect wants to empower people living in poverty so that they have more influence over their own lives and communities.



Florance Mukandeki and Apton Mukando-Choma, Zambia. Photo: Anders Hansson

WE EFFECT OPERATES WITHIN TWO MAIN THEMATIC FIELDS

Sustainable rural development: Support for farmers' own organisations, including organisational and business development, advocacy work, advice provision and sustainable farming and food production training, as well as adaptation to climate change.

Adequate housing: Support for cooperative housing organisations, including organisational development and advocacy work, as well as advice provision and education and training.

We Effect works to combine democracy with business development and social responsibility. The right to own/control land, access to financial services, environmental sustainability in an ecological balance and equal rights for women and men, girls and boys, permeate our development work.

We Effect works in more than 20 countries in Asia, Eastern Europe, Latin America and Africa. We operate in countries where we can add value, where poverty and inequalities are at their greatest and where we are able to perform our work in an effective manner.



Anite Stickimbale and her children, Choma, Zambia. Photo: Anders Hansson

OUR VISION

Our vision is a sustainable and just world free of poverty.

OUR BASIC VALUES

We Effect believes in the equal value of all human beings and the right to dignified living conditions. We pursue our work according to the belief that people are stronger together and that sustainable development requires respect for human rights and democracy.

OUR MISSION

We Effect is a global organisation. In Sweden, we work primarily with fund-raising and opinion forming for a Swedish audience and provide support for our regional offices in Africa, Europe-Asia and Latin America. The regional offices are responsible for providing day-to-day support to our local partner organisations and secure lasting results for development activities.

Our various fields of activity and working areas are interdependent. To reduce poverty, we need resources – and to obtain resources we have to be recognised as a competent organisation, have discerning and compelling messages and a strong brand. We acquire these by conducting relevant, high-quality development cooperation.

OUR MISSION CAN BE SUMMARISED AS FOLLOWS

Long-term development cooperation: The purpose of our development activities is to strengthen local and democratic organisations so that their members can improve their living conditions, enforce accountability, defend their rights and contribute to a more just world. The collaboration also aims to promote cooperative and member-owned enterprises in our countries of operation. Cooperative principles provide better conditions for sustainable job opportunities and democratic development.

Fund-raising, communication and influence: The purpose of our fund-raising and communication work is to gather resources, create commitment and increase awareness of the situation of people living in poverty in our countries of operation. The aim is also to form and guide opinion among the Swedish public for a more just world. We also conduct advocacy activities within our areas of expertise. The purpose of these activities is to demand accountability and exert influence on issues that are relevant for our partner organisations.



Marije and Jonida Shkijau. Pukë, Albanien. Photo: Marcus Lundstedt

OUR TARGET GROUPS

The target groups for our development cooperation are our partner organisations and their existing and potential members. It is about women and men, and girls and boys who live in poverty and whose rights are violated, but who work together to reach common goals.

We Effect operates with a strong focus on women and girls' rights. Thus, we support not only the most vulnerable and poorest individuals; we also place emphasis on the structural barriers that impede progress towards a more just world.

The target groups for our fund-raising and opinion-forming work include our owner organisations, their members and customers, current and future members, individual and institutional donors, policy makers and media. Our institutional donors include Sida (Swedish International Development Cooperation Agency) and the EU.



OUR OWNER ORGANISATIONS

60 Swedish cooperative and/or customer-owned companies and movements own We Effect. We are jointly responsible for supporting We Effect and raise our cooperation via their channels. We work together for sustainable development in rural areas, as well as dignified living conditions, both with a strong focus on gender equality.

We Effect is a development organisation that promotes member benefits, cooperative business development and a social economy. Our owners and their experiences form the basis of our legitimacy. Through our reputation as a competent organisation, we create added value for our owners.

We Effect's Board of Directors consists of representatives from our owner organisations. The Board of Directors is appointed at the Annual General Meeting.

OUR PARTNER ORGANISATIONS

Most of our partner organisations are member-based farmer organisations, housing cooperatives or savings and credit associations. We also collaborate with expert organisations that add value to our programmes. Examples of this are human rights organisations, academic institutions and advocacy groups.

We choose our partner organisations with great care. A partnership suggests that the organisation shares We Effect's values and displays a willingness and an ability to contribute to poverty reduction, greater justice and sustainable development.

While not all of We Effect's partner organisations are cooperatives, it is in our interest to support cooperative concepts and development. Cooperatives are an important part of civil society and in the work to achieve sustainable development.

OUR APPROACH – THIS IS HOW WE CHANGE THE WORLD

We Effect works with a **RIGHTS-BASED APPROACH**. This means that our development activities are developed in dialogue with our partner organisations and are characterised by accountability, transparency, non-discrimination and meaningful participation. We Effect's mission is to contribute to sustainable development powered by people who themselves live in poverty.

Working with a rights-based approach means that we view women and men who live in poverty as active holders of rights, not as passive recipients of help. This also means that we make demands on states to promote, respect and protect all citizens' human rights.

The development activities are conducted through **PROGRAMMES** in which partner organisations identify issues that they want to impact to fulfil their members' rights. Through the programmes, the partner organisations also support each other. We Effect contributes with experience, advice and financing.

A cornerstone of any collaboration is **ORGANISATIONAL DEVELOPMENT**, which aims to strengthen partner organisations in, for example, member democracy, democratic governance and internal control. By supporting local organisations, We Effect contributes to a development that is owned and operated by the people who are directly affected.

Sometimes We Effect conducts its **OWN PROJECTS**. This only happens in cases where we can strengthen partner organisations' work or to test new ideas. Our own implementation can only be conducted as pilot projects, with the express purpose of ownership being transferred to one or more partner organisations.

HUMANITARIAN ASSISTANCE AND DISASTER PREVENTION

We Effect's partner organisations operate in countries and areas that are affected by drought, floods and other natural disasters at a growing rate. An increasingly erratic climate further enhances their vulnerability.

We Effect works with long-term **DEVELOPMENT AID**. However, the reality of our partner organisations sometimes requires us to also support urgent humanitarian interventions. This occurs only in cases where our partner organisations and their members are affected.

It is mainly during the recovery phase after a disaster – initiating food production, rebuilding homes, etc., – that We Effect can provide support and added value. In such cases, We Effect can create an important bridge between short-term humanitarian assistance and the long-term work to reduce poverty.

We Effect helps partner organisations adapt their operations to the climate changes that are occurring, in order to prevent disasters in the form of deteriorating harvests or land degradation.



OUR ADDED VALUE

We Effect is a professional development organisation with extensive experience of working with democracy development and poverty reduction. Our added value can be summarized in eight points:

1. Legitimacy

Some of the largest cooperative and customer-owned companies and movements own us. Their support is our foundation. We are part of the global cooperative movement.

2. Cooperation

We are a development organisation that has sprouted from the Swedish cooperative movements. We know how to combine solidarity and solidity and want to show an effective way out of poverty through cooperation.

3. Empowerment

We support people who have come together to improve their living conditions. We do not engage in charity work. We seek collaboration with donors who share our values.

4. Justice

We take a stance for the equal rights of women and girls and we demand the same from our partner organisations. We measure how our development funds are distributed between women and men.

5. Together

We work with organisations founded by people living in poverty. We respect their priorities. We walk hand in hand with our partner organisations and are not afraid to work with structurally weak organisations.

6. Presence

We make our presence felt through our own staff and together with our partner organisations. Most of our employees come from the countries in which we operate. They are experts within their fields and well acquainted with local conditions.

7. Long-term

We always adopt a long-term approach. We strive for lasting results and understand that sustainable development takes time. We know our business, but constantly seek to improve our working methods.

8. Effectiveness

We manage our funds effectively. Our donors can be confident that their money reaches its destination and makes a difference. We report back through powerful stories and effective performance monitoring.





**WE
EFFECT**