



# Strategy 2020-2025

The Salvation Army Sweden & Latvia Territory  
International Development Department





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## Who we are

### Salvation Army International Development (Said)

The Salvation Army (TSA) is a Christian church with a presence in over 130 countries. The mission of TSA is to "preach the gospel of Jesus Christ and meet human needs in His name without discrimination". In practice this means that TSA international development work involves a range of community activities addressing protection, health, education and livelihood challenges, whether through local groups or national programmes. Our churches (known as corps) are embedded within the life of their communities which makes a valuable difference to the opportunities for development impact and in our efforts to engage with others.

Globally, international partnerships are in place for different countries (known as territories) to support one another. Whilst this largely involves financial support there has been awareness, from the earliest days of TSA in 1865, that it is important to facilitate the ability of people and communities to take responsibility for their own ideas, actions and relationships in working towards common goals for social good. Because of this, international partnership also involves sharing ideas and knowledge, reflecting and learning together, and praying for one another.

### Said - Sweden

The Salvation Army International Development Department in Sweden (Said-Sweden) is a team operating within a global network of TSA international development offices. Motivated by the love of God and our holistic mission, we are part of this united faith-based movement for change, and committed to eradicating poverty and injustice worldwide.

The impact of international community development, poverty eradication and humanitarian assistance in TSA can be seen in four areas: health and wellbeing, education, safety and protection, and livelihoods. Given that a climate crisis is substantially affecting the countries we partner with, threatening any gains in positive impact made and continuing to leave communities vulnerable to disasters, Said-Sweden have chosen in recent years to focus our strategy and work going

forward on building resilience within the sectors of health (water and sanitation), protection (disaster risk reduction and climate justice) and livelihoods (conservation agriculture).

This strategy sets out how Said-Sweden aim to build resilience – both through disaster risk reduction and poverty eradication actions. Both will involve building individual community capacity and a rights-based approach to ensure that the root causes of the current realities and structures are changed and transformed.

# What we do

## Our Vision

All people living in a just world free from poverty and enjoying life in all its fullness.

## Our Mission

We partner with men, women, boys and girls to support their transformative development.

## Our Overarching Goals

### **We aim for sustained wellbeing in all the communities we work with.**

Sustainable well-being means both an equitable distribution of well-being at present as well as the securing of well-being for future generations. Studies often equate well-being with happiness, life satisfaction, or a high standard of living. This overarching goal will be achieved by focusing on just communities, healthy communities and sustainable wellbeing in communities. Further information on how this will be accomplished is set out in our 'Theory of Change'.

Said-Sweden want to be globally relevant and see the Sustainable Development Goals (SDGs) that are aiming to halt extreme poverty within a generation as an important compass for the work undertaken. Focus on the following SDGs is included in Said-Sweden community development projects to contribute to these global targets:

- **Goal 1:** End Poverty in all its forms everywhere
- **Goal 2:** End hunger, achieve food security and improve nutrition and promote sustainable agriculture
- **Goal 5:** Achieve gender equality and empower all women and girls.
- **Goal 6:** Ensure availability and sustainable management of water and sanitation for all
- **Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 13:** Take urgent action to combat climate change and its impacts
- **Goal 16:** Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development



# Why we work

## Our Biblical Foundations

A Biblical mandate is at the foundation of all the work conducted by Said-Sweden. From it, inspiration and guidance is sought. It is summarised in the following verses<sup>3</sup>, and leads onto Said-Sweden's values and principles of engagement:

**We are all equally created in God's image, and therefore have equal value and equal rights. We also have a responsibility to care for the earth as part of God's creation to ensure future generations can enjoy it too.**

Genesis 1:26-27 – "Then God said, 'Let us make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, and over all the creatures that move along the ground'. So God created mankind in his own image, in the image of God he created them; male and female he created them."

**Poverty stems from injustice and, at its root cause, is shaped by power imbalances. We do not have to accept this, and can work to ensure the poor are released from the power structures holding them back.**

Isaiah 58:6-8 – "Is not this the kind of fasting I have chosen: to lose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke? Is it not to share your food with the hungry and to provide the poor wanderer with shelter – when you see the naked, to clothe them, and not turn away from your own flesh and blood? Then your light will break forth like the dawn, then your righteousness will go before you, and the glory of the Lord will be your rear guard."

**We are therefore called to action, to ensure all people experience their rights and know their value and by doing so demonstrate God's love for them.**

James 2:14-17 – "What good is it, my brothers and sisters, if someone claims to have faith but has no deeds? Can such faith save them? Suppose a brother or sister is without clothes and daily food. If one of you says to them, 'Go in peace; keep warm and well fed,' but does nothing about their physical needs, what good is it? In the same way, faith by itself, if it is not accompanied by action, is dead."

**Our approach cannot be about mercy alone. Where people have rights to claim, we also must encourage duty bearers to join our action by giving access to those rights.**

Micah 6:8 '...act justly, love mercy and walk humbly with your God...'

**We recognise the resources and expertise that God has given to us, and seek to use those in the communities we work in. We give them to Him and allow Him to show us how to use them for good.**

Exodus 4:1-3 "What do you have in your hand?" and 2 Kings 4:2 "What do you have in your house?"

**In doing so, we're working with God to bring justice, healing and compassion to our world for all those oppressed by poverty – resulting in an exciting life full of purpose and potential for all.**

John 10:10 – "The thief comes only to steal and kill and destroy; I have come that they may have life, and have it to the full."

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<sup>3</sup> All references are taken from the English Bible, New International Version

# How we work

## Our Values

Said-Sweden will be guided by values, and aim to always act in ways that show:

### **Faith**

Said-Sweden believes The Bible makes social justice a mandate of faith and a fundamental expression of Christian discipleship. It is about creating God's Kingdom here and now, giving witness to the ultimate just society yet to come with just relationships between God and humans, between humans and between humans and nature.

### **Compassion**

Said-Sweden are therefore called to action, to ensure all people experience their rights and know their value and, by doing so, demonstrate God's love for them. Demonstrating compassion includes acting for justice as well as acting with mercy.

### **Integrity**

Said-Sweden's work is characterized by integrity and

high moral standards that ensure fairness, transparency and respect and dignity for our stakeholders. The team aims to be accountable for all its work by delivering on commitments through effective, accessible and safe processes.

### **Learning & Innovation**

Said-Sweden seeks to learn from experience to continually improve its performance. Adaptive management is promoted to ensure relevant activities in a complex and ever-changing world. Team members are supported to take initiatives and strive to foster an environment of creativity, experimentation and innovation to find solutions to changing development contexts and complex development problems.

### **Team spirit**

Said-Sweden aim to foster a team spirit whereby inclusiveness and diversity is supported. A team can achieve more than the sum of individuals.

## Our Principles of engagement

We promote the following ways of working in all that we do:

### **Social Justice**

This is the overarching approach. General André Cox, former TSA International Leader said<sup>4</sup>, "Sometimes we are so preoccupied in helping those who have fallen at the bottom of the cliff that we neglect those who are approaching the cliff edge and do little to prevent them jumping in the first place. How many lives could be spared from falling over the cliff if we were more proactive in advising on legislation; being involved in policy design for example? We need to move away from

treating symptoms and serving to solving problems and finding long-term solutions."

By including ways to strategically raise the voices of the poor, and advocate for change in social, political and economic issues which perpetuate injustice, Said-Sweden aim to address the root causes of poverty and achieve social justice. This crucially involves releasing people from oppressive power structures and adversaries holding them back.

Key aspects of social justice are unpacked further by complementary approaches also seen in our work:

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<sup>4</sup> General André Cox, "How can people of faith fight for social justice in the 21st Century?", Speech at Boundless Congress – 3rd July 2015



**Respect for human rights & responsibilities**

Said-Sweden believes that every human being is made in the image of God, which imbues every individual with value and rights. The Universal Declaration of Human Rights<sup>5</sup> is a supported and internationally recognised and agreed framework for transferring such a belief into a tangible, measurable and enforceable reality in our world. Certain rights are particularly important in our work, such as the right to education, work and an adequate standard of living (food, clothing, housing and medical care)<sup>6</sup>, because they are crucial for anyone to enjoy a life free from poverty. Achieving these rights, and vital others, requires a contextual approach that is respectful, but it will not discriminate based on gender, age, ability, ethnicity, culture, religion, sexual orientation or any other status. Rights, and their associated responsibilities, are inherent to all people and for the common good.

**Equality & Equity**

Said-Sweden believes that all people must enjoy the same status and have equal opportunities to realize their full human rights. They should have access to a fair distribution of resources and fundamental necessities such as education, health care, work; and participation in political and economic decision-making processes. Said-Sweden sees equity measures as a means to achieve equality. Different support to different groups might be needed to compensate for historic, social and structural disadvantages and discrimination because of this.

**Gender equality**

Said-Sweden wants everyone to be equal. Despite achievements to date, women and girls form a greater percentage of poor people because of structural discrimination and disadvantages. Special attention to women and girls is needed and their rights are necessary to consider in every development intervention to ensure the development for the whole community.

**Community participation and local ownership**

Said-Sweden sees community participation and stake-

holder engagement as key to achieving local ownership and sustainable development outcomes. Meaningful participation of target communities and stakeholders in all stages (identification, assessment, design, planning, implementation and evaluation) of the development process is promoted to allow people most closely affected by decisions to make them. Said-Sweden acknowledges that unequal power relationships are a challenge to local ownership in donor-receiver partnerships within development and strive for long term equal relationships with partners.

**Actions to address the root causes of poverty**

Poverty stems from injustice and, at its root cause, is shaped by power imbalances. There is a systemic nature to poverty. The poor around the world are held captive by systems that keep them within a state of poverty, and are oppressed and exploited by other people because of this. Said-Sweden work to ensure the poor are released from the structural root causes holding them back.

**Climate justice**

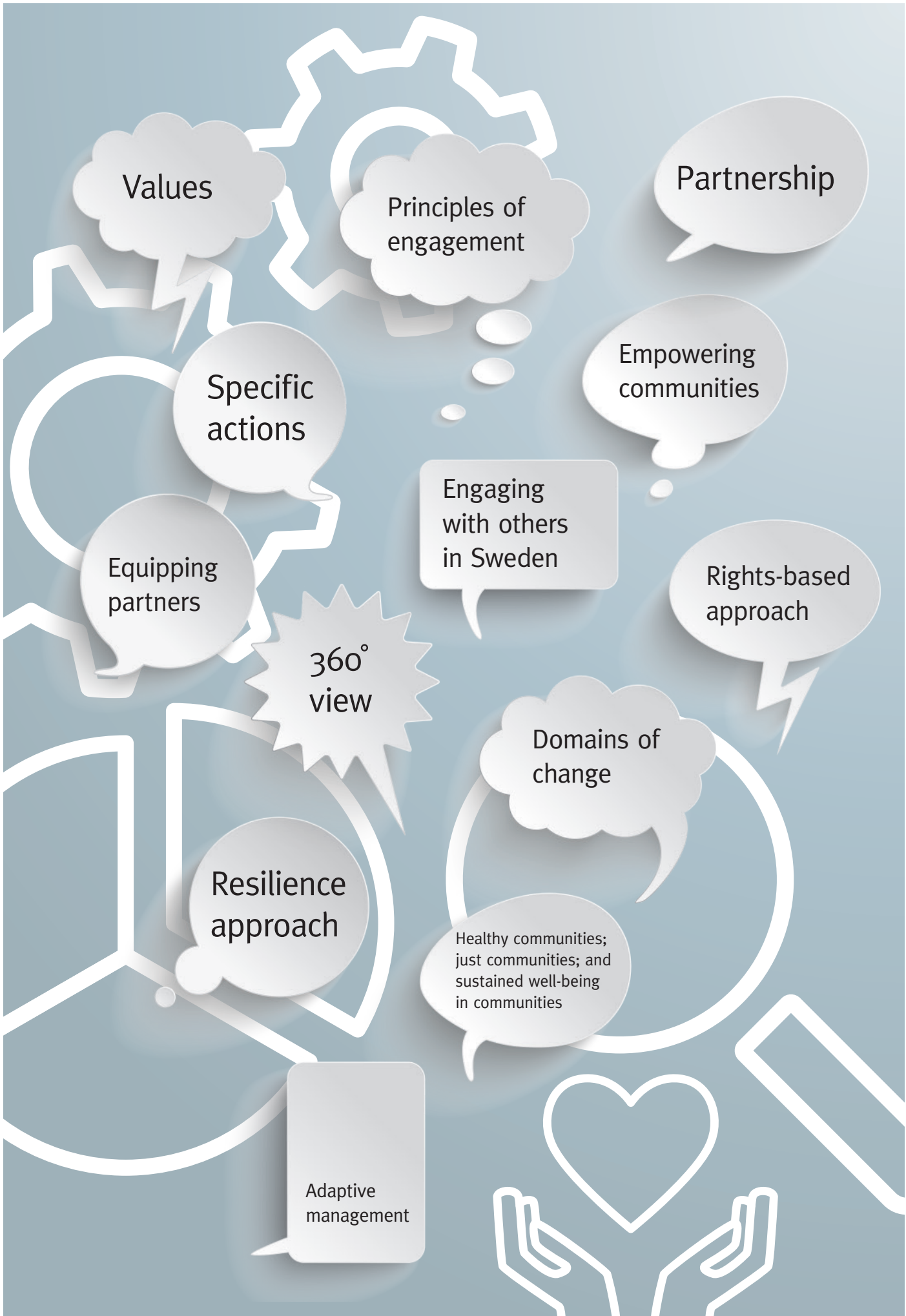
Said-Sweden believe that climate change and environmental degradation are amongst the greatest challenges facing humanity today and that people living in the poorest countries are disproportionately affected by their negative consequences. It is therefore urgent to promote climate justice whereby environmental benefits and burdens are equally shared, equitable stewardship of the world's resources is secured and that the rights of the most vulnerable are safeguarded.

**Partnership brokering**

Said-Sweden sees partnership building and stakeholder engagement as key in achieving sustainable development outcomes and wants to foster respectful and mutually beneficial relationships where risks and benefits are shared. The relationships with partners should be characterized by the following values - valuing diversity, equity, openness, mutual benefit and courage.

<sup>5</sup> United Nations Universal Declaration on Human Rights

<sup>6</sup> Universal Declaration on Human Rights, Articles 23, 25 and 26





## Our Organisational Theory of Change

### Salvation Army International Development (Said)

The theory of change shows the contribution Said-Sweden can make towards achieving the long term goal of sustained wellbeing of men, women, boys and girls in our focus countries; and an expected way of how that change will happen.

The foundations of the work are the values of faith, compassion, integrity, learning & innovation, and team spirit. Said-Sweden always aim to act in ways that demonstrate these values, and be further guided by our principles of engagement that promote social justice, respect for human rights, equality & equity, gender equality, community participation and local ownership, actions to address the root causes of poverty, climate justice and partnership brokering.

Said-Sweden wants to highlight the promotion of gender equality. Empowering women and girls as agents of change is critical to achieving sustained well-being for the men, women, boys and girls we work with. Gender equality is a key cross-cutting theme that needs to be addressed, and requires a strategic approach to tackle issues of power and control between genders.

Said-Sweden recognises that the causes of poverty are not only local, but also national, global and structural and any change process is complex – involving interconnected social, political, economic and environmental systems, at the different levels, each simultaneously going through different cycles of change. This requires a partnership approach that connects our work to the work of others, recognizing that partnerships of

social change result in greater development impact than working alone. Specific actions that Said-Sweden undertake will involve empowering communities (facilitating integrated mission; advocating for rights; seeking change in root causes of poverty; building resilience; brokering and sharing resources), equipping partners (through partnership brokering and with tools for strategic planning, monitoring, evaluation, learning; mutual accountable finances and systems; safe practice; impact measurement; capacity building; good governance) and engaging with others in Sweden (through our own ongoing organisational development; rediscovering and renewing relationship-centred practice; responsive engagement in a positive cycle of learning and reflecting; communicating & fundraising; networking; and educating).

When beginning or reviewing work in any community, Said-Sweden aim to take time to understand the situation faced a 360° view using gender, power, risk and context analyses, and considering assumptions being made towards achieving progress.

When considering what should change in the context, The Salvation Army globally has four domains of change where impact is hoped to be seen – health, education, protection and livelihoods. Said-Sweden cannot effectively engage in every area and have therefore made strategic choices to increase the likelihood of positive impact. These are health, protection and livelihoods – with a focus on WASH, Food Security, Climate Justice and DRR.

Said-Sweden's approach to addressing any domain of change will always contain a rights-based approach. The transformation of communities is dependent on the fulfilment of human rights and the transformation of structures and systems that are currently causing poverty. The poor often have not realised their power to change their circumstances. Said-Sweden aim to include advocacy work to engage governments, business, civil society, donors and the general public globally, nationally and locally to address the systems and structures that perpetuate poverty and oppression. The aim is for all people to know and claim their rights; and for all duty-bearers to fulfil their responsibilities.

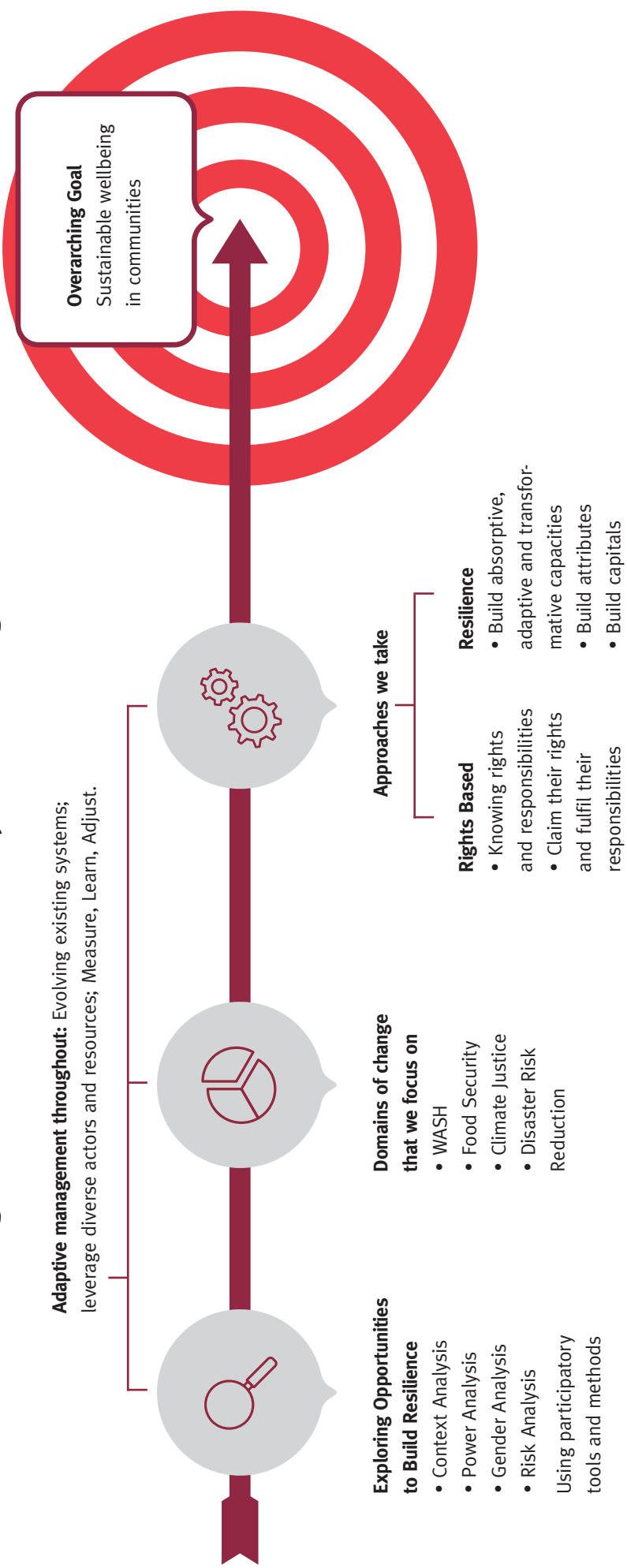
Said-Sweden's approach to addressing any domain of change will always contain a resilience approach. This involves empowering communities by building their absorptive capacity to ensure that they can protect themselves from ongoing shocks and stressors; and by building their adaptive and transformative capacities so they have more skills, resources and power to address the shocks and stressors by changing, reducing or stopping the risk altogether. It also involves the consideration of attributes and capitals – and how these can be strengthened and/or used in the change process.

We hope that, overall, our work will lead to the goals of healthy communities; just communities; and sustained well-being in communities.

Throughout everything we do, we aim to use an adaptive management method so that work evolves from existing systems already in place, we leverage a depth of experience, skill and knowledge from diverse actors and resources, and we continually measure, learn and adjust in order to improve and bring us closer towards our vision: all people living in dignity in a just world, free from poverty and enjoying life in all its fullness.



# Said-Sweden Organisational Theory of Change



**Our vision:** All people living in a just world free from poverty and enjoying life in all its fullness.

**Our Values**  
**Always aim to act with -**  
 Faith; Compassion; Integrity;  
 Learning & Innovation;  
 A Team Spirit

**Our Principles of Engagement**  
**Always aim to promote -**  
 Social Justice; Human Rights & Responsibilities; Equality & Equity; Gender Equality; Community Participation & Local Ownership; Actions addressing the root causes of poverty; Climate Justice; Partnership Brokering

**Our Actions**  
**Always working to:**  
 Empower communities  
 Equip global partners  
 Engage with others in Sweden

## Our Foundational Approach

**”We see the need for ‘bouncing back’ after a crisis but want to promote ‘bouncing forward’ to improve development outcomes.”** Marcus Oxley, Executive Director for the Global Network of Civil Society Organisations for Disaster Reduction (GNDR)

### Building Resilience

Over 730 million people, 10 per cent of the world’s population, live in extreme poverty and try to survive on less than \$1.90 per day<sup>7</sup>. People living in such circumstances face deep, entrenched deprivation – for example, despite having a job, 8 per cent of the world’s workers and their families still live in extreme poverty<sup>8</sup>. Further, “...from rapid climate change, growing urbanization, to pandemics and conflict are here to stay. Protracted crises have become the new norm. And the most vulnerable are hit the hardest.”<sup>9</sup> It is estimated that disasters annually force 26 million deeper into poverty each year.

The world is facing a new reality that disasters and shocks are occurring more frequently and chronic stresses are lasting longer - whether economic insecurity, climate change, natural disasters, conflict or social insecurity. It is accepted that development has thus become more complex, with several social, environmental and economic factors becoming more intertwined. There is also more surprise in development work – stability and assumptions of linear, incremental change are no longer the norm.

The international development sector needs to change because of this, and has a responsibility to work more closely with humanitarian aid efforts so that more people are supported to survive and recover from these disasters as they increase in frequency and intensity. As well as this, long-term development efforts must be designed in a way that reduces the risk of disasters easily destroying achievements and the sustainability of progress. In a vicious cycle, without this ongoing progress towards systematic transformation, communities will instead become more vulnerable to the disasters.

Because of this, Said-Sweden has adopted a strategic approach that focuses on building resilience<sup>10</sup>.

Throughout the process you would use five capitals to measure the resilience work. These are considered throughout the process. The goal is to not only focus on one capital but all so that a systemic long-lasting change is possible.

The resilience capitals are:

- **Social** – Corps and political institutions/civil society networks
- **Physical** – Basic infrastructure
- **Human** – family, spirituality, relationships
- **Economical** – market/production, finance
- **Environmental** – Climate, nature

We see resilience as “The capacity of individuals, households and other groups to sustain functionality and thrive despite experiencing short term shocks (eg natural disaster) and long term stresses (eg drought or deforestation)” It involves understanding how shocks and stressors affect a community; consideration of strengthening social, human, physical, economic and natural capitals (assets and resources); and consideration of utilising attributes (abilities) to respond to the situation and then building capacities to address it.

These capacities are:

- **Building Absorptive Capacity:** Capacity to cope with the shock and stress to make the situation more stable.
- **Building Adaptive Capacity:** Capacity to adjust so that there is more flexibility to adapt during times of shock, and the stress is therefore decreased.
- **Building Transformative Capacity:** Capacity to stop or reduce the cause of risk, vulnerability, poverty, and inequality, and capacity that leads to structural and system change.

<sup>7</sup>United Nations Sustainable Development Website <https://www.un.org/sustainabledevelopment/poverty/> and World Bank Website <https://www.worldbank.org/en/topic/poverty/overview> <sup>8</sup>United Nations Sustainable Development Website <https://sustainabledevelopment.un.org/sdg1> <sup>9</sup>The Global Resilience Partnership, <https://www.globalresiliencepartnership.org/> <sup>10</sup>For more information, please see our internal guides to building resilience.

Outcomes in this work will still be measured within the TSA impact areas of health and wellbeing, livelihood, safety and protection and education.

In summary, Said-Sweden want to build and mobilise transformative capacity to lift people out of poverty and then focuses on adaptive and absorptive capacity to enable people to stay out of poverty.

**”The word faith in itself is about hope which is believing that things seen or unseen will come to be good. Faith organisations therefore exist to help people to have hope; hope for a better future, good health and also to be successful in everyday life in a world full of hurting and suffering. Resilience is about helping people to develop hope, ability to become strong and successful when their lives are affected by bad situations or calamities.”** George Obondo, Project Manager MSETO WASH, TSA Kenya East.

## Involving a Rights-Based Approach

A rights-based approach to building resilience starts from the position that all people are entitled to a certain standard of wellbeing and, where this is not the case, it is necessary to tackle the root causes of an issue, empower people to achieve or claim their rights and enable duty-bearers to meet their obligations. A rights-based approach takes the side of people who suffer injustice and inequality. They are not seen as beneficiaries who need someone else’s charity, but as active rights-holders who can be empowered to change their situation.

In every community there are powerful cultural and social structures in place that intentionally or sub-consciously organise the way of life. Sometimes these structures can be discriminating or not accessible to everyone. It is in these contexts that resilience and wellbeing is negatively affected. Achieving resilience in a community is therefore not possible without also addressing social, cultural and systemic power structures and issues affecting the realisation of human rights. In order to build resilience, we have to ensure human rights are secured, including during and after shocks, and maintain these through new or improved power structures.

Because of this, Said-Sweden involves a rights-based approach in building resilience.

Applying a rights-based approach means that interventions should:

- Address the root causes of an issue, not just its effects
- Address complex and fundamental issues – such as discrimination, lack of access to services, exploitation and abuse, not just economic poverty
- Address structures of power and inequality in a local, national or international context, not just building an individual’s capacity or changing an individual’s circumstance in isolation

**”The interventions aim to realise human rights and improve wellbeing, while at the same time building resilience capacities.”**George Obondo, Project Manager MSETO WASH, TSA Kenya East.

Integrating RBA with a resilience approach ideally results in methods that enable and empower community members to:

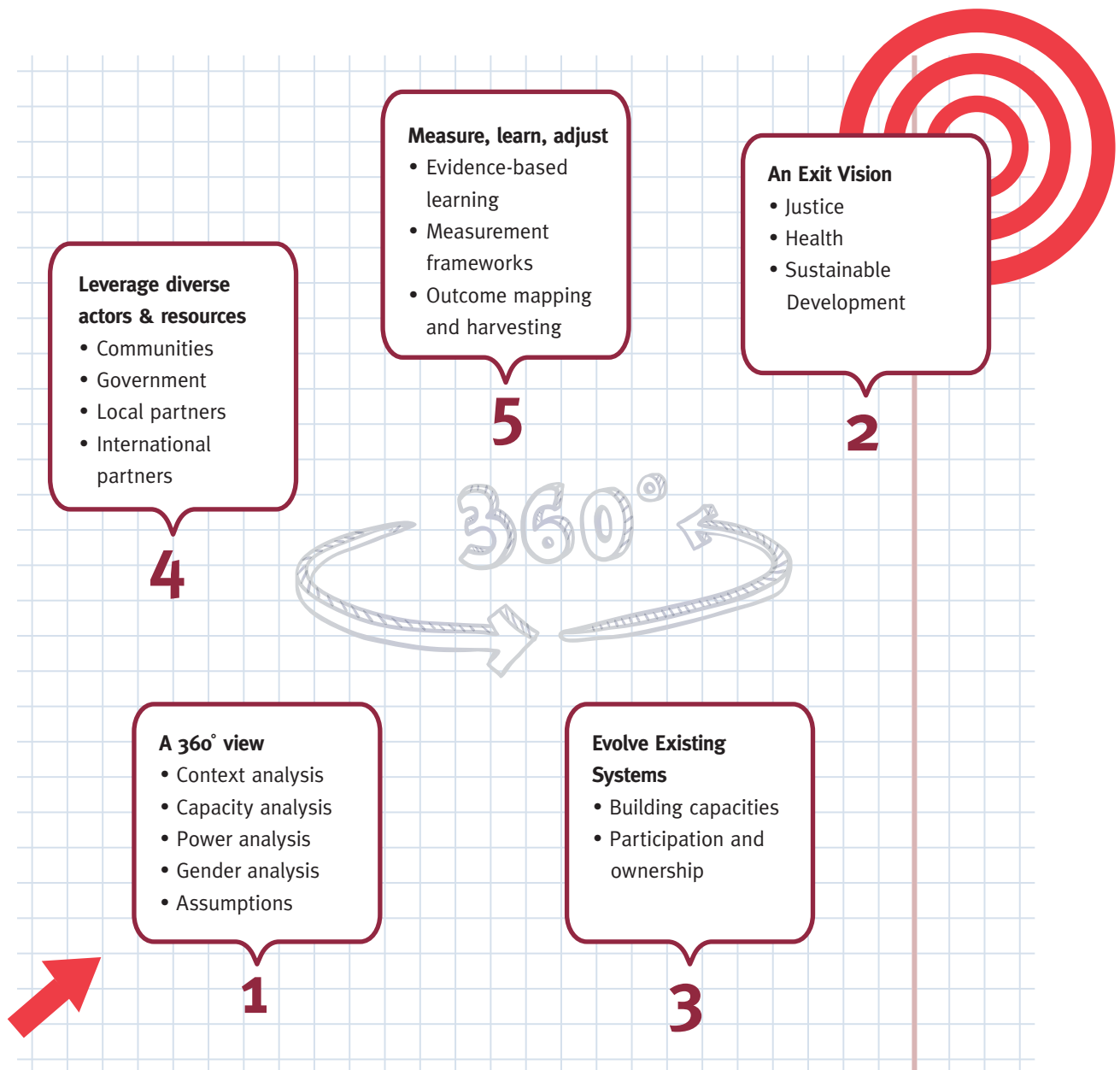
- Better understand their context
- Assess the vulnerabilities within their community
- Address these vulnerabilities by approaching duty bearers
- Organise resilience building interventions to ensure that already achieved human rights are secured during and after crises (through absorptive and adaptive capacity)
- Organise interventions for improving the status of human rights and wellbeing in communities (through transformative capacity)
- Be the key decision-makers in this process

## Our method

Just as a resilience approach requires adaptive capacity – the ability to make adjustments and be flexible in moving forward – our main method for delivering our work is based on the theory of adaptive management. It should allow for complexity and flexibility, and is proven to facilitate deepened community participation

ownership in projects that linear results-based management is not always able to.

In empowering communities, projects are designed and implemented, and progress measured, with the following overview in mind:





- Beginning with a 360 Degree View: Said-Sweden will work with partners to conduct a thorough analysis of the situation
- Working towards an Exit Vision: Said-Sweden will work with partners to always have a hopeful vision of what is possible in mind

Between these two holistic views is a process which involves change that evolves over time. It is not expected that one solution will be the ‘blank slate and simply replace all the broken parts’. Building resilience through adaptive management takes time to:

- Evolve (Not Replace) Existing Systems: Said-Sweden will work with partners to reinforce, not duplicate or replace, existing capacities and coping strategies. There is value in building on systems, talents, resources, assets and capacities that are already in place. This connects to and builds from ‘Asset-Based Community Development’ already widely used by global TSA.
- Leverage Diverse Actors and Resources: Said-Sweden want to work collectively, using the resources, skills, expertise and ideas of lots of different people – most importantly the community themselves, the men, women, boys, girls, leaders, families, organisations and local institutions that already make up the vibrant and connected activity taking place. This connects to and builds from ‘Building Deeper Relationships’ already widely used by global TSA.

- Measure, learn and adjust: Said-Sweden wants to always measure results for accountability, but will not do this in a linear way. Our approach to measurement includes learning. If this learning means we should collectively adjust the path to take, we will accept that plans need to change - there will be no clear path from beginning until end. This reflective learning connects and builds from ‘Faith-Based Facilitation’ already widely used by global TSA.

These approaches and methods, when involving domains of change as set out in the theory of change and measurement framework embeds our commitment to specific actions to empower communities.

To equip our partners, Said-Sweden aim to support them in their implementation of the interventions that they have chosen to take on. This involves clear and effective communication, mutual trust, and allowing them to make the decisions that they need to and support them in any changes that they see as justified.

Said-Sweden are committed to supporting them with tools for strategic planning, monitoring, evaluation, learning; mutually accountable finances and systems; safe practice; impact measurement; capacity building; and good governance.

The final method of our work is engaging with others in Sweden. Said-Sweden do this through our own ongoing organisational development; rediscovering and renewing relationship-centred practice; responsive engagement in a positive cycle of learning and reflecting; communicating & fundraising; networking; and educating.

## Our focus

### **Our Focus Themes**

The Salvation Army globally has four domains of change where impact is hoped to be seen – health, education, protection and livelihoods. Said-Sweden cannot effectively engage in every area and have therefore made strategic choices to increase the likelihood of positive impact. These are health, protection and livelihoods – with a focus on WASH, Food Security, Climate Justice and DRR.

### **Our Focus Countries**

Said-Sweden currently focuses the majority of our support towards resilience work completed by The Salvation Army in Kenya East and Malawi. As part of TSA Capacity Development Strategy for Africa, we also deliver the role of ‘lead support office’ to the two territories – supporting them in strategic planning, capacity building and developing strong project management processes. We are working with a group of several countries exploring best practice in conservation agriculture.

We are also currently supporting resilience projects in Nepal and China, and social services in India and Sri Lanka.

### **Other work**

In times of disaster and emergency, we aim to support the relief and recovery of as many Salvation Army partners around the world that we can. As of writing (2019), we are supporting capacity building for emergency staff in South Africa, peacebuilding in Burundi, and projects providing relief to those affected by disasters in Malawi (drought and flooding), The Bahamas (hurricanes) and Central America (political/economic displacement and migration).

Across the Salvation Army, every country raises some funds to support another country in their Christian mission. TSA Sweden makes annual donations to ‘Mission Support’ projects around the world for this purpose whilst Said-Sweden is the project support.

Finally, Said-Sweden has longstanding child sponsorship projects in Bolivia, Ecuador, Latvia, Zimbabwe and Kenya.





# What we aim for: Our Measurement Framework

The Salvation Army Sweden & Latvia Territory  
International Development Department  
Strategy 2020-2025





# What we aim for: Our Measurement Framework

## Introduction

Across the world, underdevelopment and inequality make life insecure and reduce opportunities. Imagine a world where this is not the case and all people live in dignity in a just world, free from poverty and enjoying life in all its fullness. This measurement framework sets out how Said-Sweden aim to measure progress towards this vision, and connect intended impact with other international frameworks. It connects directly to commitment to a rights-based approach with the Swedish Mission Council; and to TSA's Global Results Framework<sup>11</sup>, international Sustainable Development Goals and Sendai Framework for DRR. Perspectives that we carry in our approaches, what we will measure and how are set out.

## Sustainable Development Goals

The member states of the United Nations approved a remarkable commitment to 17 Sustainable Development Goals (SDGs) in September 2015. The SDGs are a "Blueprint for peace and prosperity for people and the planet, now and into the future...the SDGs are an urgent call for action by all countries in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests."<sup>12</sup> It is aimed that the SDGs will be achieved by 2030.

Said-Sweden is joining these efforts by putting the SDGs at the heart of our work. Local action is spurred on by translating the language of the SDGs into tangible goals within our selected thematic areas, and directly connecting them to our measurement framework. Further, we advocate to holding governments accountable to their commitments. With others, Said-Sweden can advise governments on concrete implementation measures to take, and bring into these conversations the voices of those directly affected by inaction.

Sendai Framework for Disaster Risk Reduction  
The Sendai Framework for Disaster Risk Reduction aims to guide the multi-hazard management of disaster risk in development at all levels. Adopted at the Third

United National World Conference on DRR in 2015, the substantial reduction of disaster risk and loss in lives, livelihoods and assets is sought. By preventing new and reducing existing risk through the implementation of the framework, which includes policies to prevent and reduce hazard exposure or vulnerability to disaster, it is hoped that an increased preparedness for response and recovery to disaster will be achieved and resilience therefore strengthened around the world.<sup>13</sup> Said-Sweden use this framework as a guide for local DRR activities within the communities that we work in.

## Our Perspective on Eradicating Poverty

As a starting point to the measurement framework, Said-Sweden consider poverty to be multi-faceted and based on a range of factors. It often means that people live in the reality of different vulnerabilities depending on what context they face. The global international development teams across TSA global operations agree that poverty is not just about a lack of financial wealth, but also about our broken relationships with God, others, self and creation<sup>14</sup>. This theology is wide-ranging and aims to include broken economic, political, environment and social systems within it.

Upon reflection on what poverty is and, more specifically, how our team aims to contribute to the eradication of poverty with our partners, Said-Sweden considers four baseline areas of poverty:

1. Economic deprivation measured by those living on less than \$1.90 per day<sup>15</sup>
2. Wellbeing deprivation measured by those living without access to basic health, education, protection and livelihood opportunities, infrastructure or services
3. Injustice measured by those living in powerlessness, without ability to influence change of opportunities of inclusion, justice, participation and accountability in their communities.
4. Resilience deprivation measured by those most affected by climate change, and without the capacity to respond to or address long-term stressors, regular shocks, disasters and conflict

<sup>11</sup>TSA Global Results Framework is still being drafted. Alongside having contributed to it in our key focus areas, Said-Sweden will review our measurement framework to align to it as closely as possible. <sup>12</sup>United Nations Sustainable Development Website, <https://sustainabledevelopment.un.org/>

<sup>13</sup>Sendai Framework for Disaster Risk Reduction: 2015-2030, United Nations Office for Disaster Risk Reduction, Geneva 2015 <sup>14</sup>The Salvation Army International Headquarters – International Development Services Theory of Change <sup>15</sup>World Bank <https://www.worldbank.org/en/topic/poverty/overview>



These four factors have influenced this strategy, and will also be points of focus that we consider in our context analysis when exploring new project ideas to build resilience.

### **Our Perspective on Change**

Said-Sweden considers poverty to often be cyclical, meaning that short-term actions can provide respite or relief, but symptoms often come back to never fully allow one person to break from its grip. It takes a concerted and long-term effort to address the root causes of poverty and make a fundamental difference to the well-being of individuals and communities. These thoughts are central to our measurement framework, and great importance is placed on measuring behaviour change. We have adopted outcome mapping and outcome harvesting as methods of understanding and tracking this behaviour change among our key boundary partners/stakeholders as a means of contributing to sustainable change. Outcome Mapping focuses on one specific type of result: outcomes as behavioural change. Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom a program works directly. It is key to changing cultures, systems and reoccurring patterns that keep people in the cycle of poverty. Measuring behaviour change be seen in three levels:<sup>16</sup>

#### **Level One: What we expect to see:**

- a. Positive engagement of those participating in the project and the activities/ideas for intervention
- b. New learning of those participating in the project to increase their capacity

#### **Level Two: What we'd like to see:**

- c. Individual behaviour change when individuals or households make adjustments to their usual rhythm and routine, based on implementing what has been learnt

#### **Level Three: What we'd love to see:**

- d. Social, cultural or systemic change when groups or communities are able to facilitate policy or practice change at an influential level

These 'levels' will always be contextualised within the community context Said-Sweden and their partners are working in. However, the overall trend is that positive engagement (1a) and new learning (1b) are generally considered to be outputs (short-term results) of our interventions. Individual behavioural change (2a) and social, cultural or systemic change (3a) are generally considered to be outcomes (medium- and long-term results) of our interventions.

### **What we will measure**

The index below highlights the key goals, outcomes, outputs that we look to measure in our individual projects through a series of indicators<sup>17</sup>. This data will also be aggregated across projects to give us objective perspectives on progress made across all our work. Said-Sweden have initially captured only the minimum requirements for our projects to measure, and additional contextual indicators will be added to each project to ensure that measurement towards impact is thorough.

### **How we will measure**

Measurement of our impact aims to involve both qualitative and quantitative techniques, with the latter based on Outcome Mapping and Harvesting - following and tracking change, especially behaviour change, as the project unfolds (not waiting to the end of the project to look at the difference in a start point and finish point). It is centred on collecting and analysing evidence together about what individuals, households, communities and institutions do differently – and determining to what degree of influence there has been from interventions. The approach is different because it is flexible and straightforward enough to be used in complex, rapidly-changing contexts. It empowers front-line staff, communities and partners to 'monitor' what matters to them<sup>18</sup>.

Whilst individual context analysis will bring out the specific dimensions of measurement units in a specific project, the following measurement units will be used to capture change made:

<sup>16</sup>Based on Kirkpatrick Model of Learning Evaluation (<https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>) and Outcome Mapping <sup>17</sup>When The Salvation Army's Global Results Framework is finalised (expected 2020) we will adopt common indicators from its direction wherever possible. <sup>18</sup>"Doing things differently: rethinking monitoring and evaluation to understand change", Saferworld Learning Paper.

1. Change involving people and their social behaviour
  - a. **Individual Change:** Related to one person
  - b. **Household Change:** Related to all the people who occupy a single housing unit, normally with an average established at the baseline survey of an intervention
  - c. **Community Change:** Related to a social group of any size whose members reside in a specific locality, share government and often have a common cultural and historical heritage
  - d. **Institutional Change:** Related to formal organisations governed by clearly stated and enforced norms. A social system organised around specific goals.
  
2. Change involving structures and quality/availability/use of them
  - a. **Physical Change:** Related to infrastructure such as buildings, water systems, storage points, etc.
  - b. **Natural Resource Change:** Related to land, water, air and nature
  - c. **Production and Market Change:** Related to financial services, economic growth and levels of production

In collecting individual change data statistics, we take data that can be disaggregated by gender, age and vulnerability context.

The following sections highlight the key outcomes and outputs that will measure progress. These are only the minimum requirements for interventions to measure. This is in order to give consistent data that can be collated across projects and countries to give a wider perspective of progress towards impact:

- Progress towards just communities measured by rights indicators
- Progress towards sustained wellbeing in communities measured by resilience indicators
- Progress towards healthy communities measured by various indicators within the domains of change

Additional contextual outputs, outcomes and indicators will be added to each project to ensure that measurement towards impact is thorough.





Healthy Communities:  
Water, Sanitation and Hygiene





## Healthy Communities: Water, Sanitation and Hygiene

Despite substantial progress to improve access to safe water, sanitation and hygiene (WASH) facilities, across the world, 785 million people lack a basic drinking-water service within 30 minutes of their home<sup>19</sup>. 3 billion people do not have basic hand-washing facilities at home<sup>20</sup>. 2 billion people use a contaminated drinking water source, leading to 485,000 deaths per year<sup>21</sup>. One third of all primary schools lack basic drinking water, sanitation and hygiene services – affecting the education of millions of school children, particularly girls managing menstruation<sup>22</sup>. Preventable diseases like diarrhoea and pneumonia take the lives of 2 million children a year because of poverty and lack of access proper treatment.<sup>23</sup>

SDG 6 aims to “Ensure availability and sustainable management of water and sanitation for all”<sup>24</sup>. This includes, amongst other targets, the following:

- By 2030, achieve universal and equitable access to safe and affordable drinking water for all
- By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- By 2030, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers aquifers and lakes
- Support and strengthen the participation of local communities in improving water and sanitation management

WASH projects focus on community-based methods to address these targets. Water, sanitation and hygiene are addressed together because they combine to prevent disease and strengthen the health of men, women, boys and girls.

<sup>19</sup>World Health Organisation, <https://www.who.int/news-room/fact-sheets/detail/drinking-water> November 2019 <sup>20</sup>United Nations Sustainable Development, <https://sustainabledevelopment.un.org/sdg6> November 2019 <sup>21</sup>World Health Organisation, <https://www.who.int/news-room/fact-sheets/detail/drinking-water> November 2019 <sup>22</sup>United Nations Sustainable Development, <https://sustainabledevelopment.un.org/sdg6> November 2019 <sup>23</sup>“Fact about global poverty” dosomething.org - <https://www.dosomething.org/us/facts/11-facts-about-global-poverty#:~:targetText=Nearly%201%2F2%20of%20the,each%20day%20due%20to%20poverty.> <sup>24</sup>United Nations Sustainable Development <https://sustainabledevelopment.un.org/sdg6>





## Water, Sanitation and Hygiene

# Measurements to track our progress

Said-Sweden aim to improve safe water, sanitation and hygiene capacity for vulnerable people in target communities, and will measure the following to track our progress:

### **Outcome 1 Improved access to safe water**

- Number of water sources maintained/still working after 3 years
- Numbers with access to safe water
- Length of time/distance in collecting safe water
- Perception of water quality
- Number of individuals using improved water system

### **Output 1.1 Water harvesting systems constructed or rehabilitated**

- Number of water harvesting systems constructed or rehabilitated

### **Output 1.2 Boreholes drilled and equipped with water pumping systems**

- Number of boreholes drilled and equipped with water pumping systems

### **Output 1.3 People trained in water system maintenance**

- Number of people trained in water system maintenance

### **Outcome 2 Improved access to sanitation**

- Number of communities declared ODF
- Number of communities with access to sanitation facilities
- Access to improved and safe sanitation facilities

### **Output 2.1 People trained in CLTS**

- Number of people trained in community led total sanitation (CLTS)

### **Output 2.2 Sanitation interventions delivered**

- Numbers reached through sanitation interventions

### **Outcome 3 Improved hygiene**

- Number of people suffering from preventable water or sanitation related diseases
- Number of households/institutions using hand-washing facilities
- Number of people practising hygiene methods

### **Output 3.1 People trained in hygiene**

- Number of people trained in hygiene
- Number of increased knowledge of hygiene

### **Output 3.2 Hand-washing facilities in place**

- Number of households/institutions with hand-washing facilities

### **Outcome 4 Improved gender equality in Water, Sanitation and Hygiene**

- Numbers of women in leadership positions in WASH committees

### **Output 4.1 People trained on gender in WASH**

- Number of people trained on gender in WASH

### **Output 4.2 Equal access to WASH Facilities**

- Number of people with access to WASH facilities





Healthy Communities:  
Food Security





## Healthy Communities: Food Security

Hunger is on the rise. 821 million – approximately 1 in 9 – people in the world were undernourished in 2017, an increase of 35 million people since 2015.<sup>25</sup> Africa remains the continent with the highest prevalence of undernourishment, affecting 256 million – or one-fifth of its population.<sup>26</sup>

SGD 2 aims for “Zero Hunger”. This includes, amongst other targets, the following:

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
- By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- By 2030, double the agricultural productivity and

incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and progressively improve land and soil quality

In addressing these targets, the Said-Sweden approach uses conservation agriculture methods to empower communities to increase their yields. It also involves village loans and saving associations as a way to strengthen the capacity of the local economy.

<sup>25</sup>United Nations Sustainable Development Goals <https://sustainabledevelopment.un.org/sdg2>

<sup>26</sup>United Nations Sustainable Development Goals <https://sustainabledevelopment.un.org/sdg2>



Measurements to track our progress

## Improved food security and nutrition

Said-Sweden aim for improved food security and nutrition for vulnerable people in target communities, and will measure the following to track our progress:

### **Outcome 1 Improved agricultural production**

- Proportion of agricultural area under production and sustained after 3 years
- Number of metre-squared land protected and/or regenerated, or appropriated for sustainable production
- Number of farmers practicing conservation agriculture
- Number of households reporting increased yields
- Number of farmers practising new animal husbandry techniques

### **Output 1.1 Water made available for agricultural production and processing**

- Number of farmers with water availability for agricultural production and processing

### **Output 1.2 Farmers trained in conservation agriculture**

- Number of farmers trained in conservation agriculture (CA)

### **Output 1.3 Farmers trained in animal husbandry**

- Number of farmers trained in animal husbandry

### **Outcome 2 Improved income from profitable agricultural value chains**

- Value of agricultural chains
- Number of farmers reporting increased income
- Perception of increased wealth in community

### **Output 2.1 Farmers trained on profitable agricultural value chains**

- Number of farmers trained on profitable agricultural value chains

### **Outcome 3 Improved diet diversity**

- # meals per day
- Increased calories consumed per day
- Number of food groups eaten each day

### **Output 3.1 Community members trained in diet diversity**

- Number of people trained in diet diversity

### **Outcome 4 Improved gender equality in access to food security**

- Number of women with access to food security

### **Output 4.1 People trained on gender equality in food security**

- Number of people trained on gender equality in food security





Healthy Communities:  
Climate Justice





## Healthy Communities: Climate Justice

Climate change is occurring at rates much faster than anticipated and its effects are clearly felt worldwide. 800 million people, 11% of the world's population, are currently vulnerable to climate change impacts such as droughts, floods, heatwaves, extreme weather events and sea-level rises.<sup>27</sup>

SDG 13 aims to "Take urgent action to combat climate change and its impacts". This includes, amongst other targets, the following:

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- Integrate climate change measures into national policies, strategies and planning
- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- Goal 15 also aims to "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."

<sup>27</sup>United Nations Sustainable Development Goals <https://sustainabledevelopment.un.org/sdg2>

## Measurements to track our progress

# Decreased vulnerability of communities to the effects of climate change

Said-Sweden aim for decreased vulnerability of communities to the effects of climate change, and will measure the following to track our progress:

### **Outcome 1 Protected ecosystems**

- Number of hectares of functioning eco-systems
- Perception of stability of local eco-systems

#### **Output 1.1 Trees planted to protect ecosystems**

- Number of trees planted

#### **Output 1.2 Increased use of organic fertiliser**

- Number of households using organic fertilisers

#### **Output 1.3 Local actions to protect ecosystems**

- Number of local actions taken to protect ecosystems

### **Outcome 2 Restored landscapes and biodiversity that have been damaged**

- Number of actions taken to reverse the effects of climate change
- Number of hectares restored

#### **Output 2.1 Trees planted to restore ecosystems**

- Number of trees planted

#### **Output 2.2 Local actions to restore landscapes and biodiversity that has been damaged**

- Number of local actions to restore landscapes and biodiversity that has been damaged

### **Outcome 3 Sustainable use of resources**

- Number of households that are supported to take up climate/disaster resilient techniques
- Number of communities implementing increased environmentally friendly measures
- Number of people obtaining energy from sustainable sources

#### **Output 3.1 Households trained on climate change**

- Number of people trained to cope with effects of climate change

#### **Output 3.2 Households trained on sustainable use of resources**

- Number of people sensitized on sustainable management of natural resources (including energy sources)

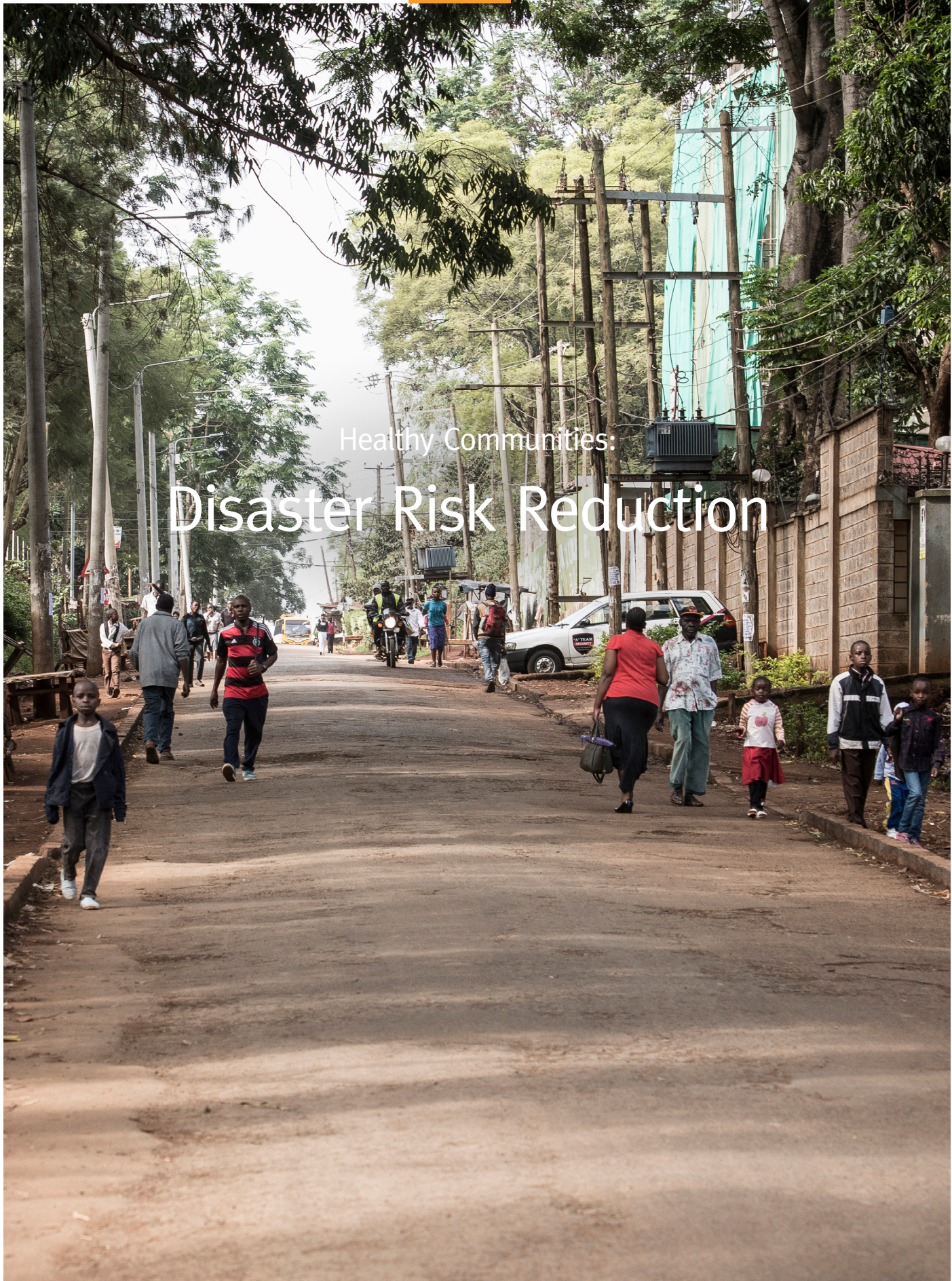
### **Outcome 4 Improved gender equality in access and utilization of natural resources**

- Number of men and women with access to natural resources
- Number of women in governance institutions for natural resources

#### **Output 4.1 Communities trained in gender and governance for climate justice**

- Number of men and women trained in gender governance and climate justice





Healthy Communities:  
Disaster Risk Reduction





## Healthy Communities: Disaster Risk Reduction

Every year disasters kill 90,000 people and affect 160 million people<sup>28</sup>, causing approximately \$165 billion in economic losses.<sup>29</sup> They severely affect the well-being and safety of persons, communities and countries as a whole. Overall, more than 1.5 billion people have been affected by disasters, with women, children and people in vulnerable situations disproportionately affected. Disasters, many of which are exacerbated by climate change and which are increasing in frequency and intensity, significantly impede progress towards sustainable development. It is urgent and critical to anticipate, plan for and reduce disaster risk in order to more effectively protect persons, communities and countries, their livelihoods, health, cultural heritage, socioeconomic assets and ecosystems, and thus strengthen their resilience<sup>30</sup>.

SDG 11 aims to "Make cities and human settlements inclusive, safe, resilient and sustainable". This includes, amongst other targets, the following:

- Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global GDP caused by disasters, including water-related disasters, with a focus on protecting poor people in vulnerable situations
- Substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction, holistic disaster risk management at all levels

<sup>28</sup>World Health Organisation, [https://www.who.int/environmental\\_health\\_emergencies/natural\\_events/en/#:~:targetText=Every%20year%20natural%20disasters%20kill,wildfires%2C%20heat%20waves%20and%20droughts](https://www.who.int/environmental_health_emergencies/natural_events/en/#:~:targetText=Every%20year%20natural%20disasters%20kill,wildfires%2C%20heat%20waves%20and%20droughts).

<sup>29</sup>"The Staggering Cost of Disasters Around the World", WeForum, <https://www.weforum.org/agenda/2019/09/cost-of-disasters>

<sup>30</sup>Sendai Framework for DRR, [https://www.preventionweb.net/files/43291\\_sendaiframeworkfordrren.pdf](https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf)



Measurements to track our progress

## Prevent new and reduce existing disaster risk

Said-Sweden aim to prevent new and reduce existing disaster risk in target communities, and will measure the following to track our progress:

### **Outcome 1 Improved preparedness for disasters in target communities**

- Effective Early Warning Systems in place
- Length of warning given by authorities to community members

### **Output 1.1 Training in DRR and emergency response**

- Number trained in emergency response
- Number of people trained in DRR

### **Output 1.2 Information on DRR/EWS**

- Amount of accessible EWS/DRR information available
- Number of EWS in place

### **Outcome 2 Improved mitigation and/or prevention of disaster risk in target communities**

- Increased knowledge in DRR
- Number of assets saved in disasters
- Number of negatively affected in disaster (expected to decrease)

### **Output 2.1 DRR Plan in place**

- Number of DRR strategies/plans in place

### **Output 2.2 DRR plan implemented**

- Effectiveness of DRR plans
- Number of DRR actions taking place
- Perception of safety

### **Outcome 3 Improved gender equality in disaster risk planning and implementation**

- Number of women involved in planning of disaster risk interventions
- Number of women in DRR leadership positions

### **Output 3.1 Communities trained in gender equality in DRR planning and implementation**

- Number of men and women trained in DRR, planning and implementation





Just Communities:  
Rights & Justice





## Just Communities: Rights & Justice

Advances in ending violence, promoting the rule of law, strengthening institutions and increasing access to justice are uneven and continue to deprive millions of their security, rights and opportunities and undermine the delivery of public services and broader economic development. Attacks on civil society are also holding back development progress. Only 39% countries have in place an institution that is fully compliant with international human rights standards. In 2018, almost half of low-income economies showed more than +/- 10% deviation in their budgets, reflecting a government's limited ability to achieve development objectives in their spending. Only 73% of children globally have had their births registered. Only 125 countries have adopted 'access to information' laws.<sup>31</sup> Gender inequalities such as unpaid or undervalued work, unsafe work conditions, risk of violence and structural causes of discrimination affect women and girls across the world. People living in poverty face injustice through their voice ignored, rights disrespected, exclusion from decision-making and the inability to hold others to account for the actions that affect them.<sup>32</sup>

SDG 16 aims to "Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". This includes, amongst other targets, the following:

- Significantly reduce all forms of violence and related death rates everywhere
- Promote the rule of law at the national and international level and ensure equal access to justice for all
- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

<sup>31</sup>United Nations Sustainable Development Goals <https://sustainabledevelopment.un.org/sdg16>

<sup>32</sup>"Politics and Economic", ActionAid, <https://actionaid.org/politics-and-economics>

Measurements to track our progress

## Positive social change in the realisation of inclusive, just, participatory and accountable communities

Said-Sweden aim to see positive social change in the realisation of inclusive, just, participatory and accountable communities, and will measure the following to track our progress towards this:

### **Outcome 1 Empowered communities know and claim their human rights**

- Levels of community organisation
- Levels of awareness and/or ability of vulnerable people to use defend and assert their rights
- Description of changed attitudes and behaviours in society

#### **Output 1.1 Training on rights and responsibilities for rights-holders**

- Number of people who know rights and responsibilities
- Number of people trained in advocacy skills

#### **Output 1.2 Strengthened capacity of civil society organisations to act**

- Number of actions taken to address issue

### **Outcome 2 Duty bearers are aware of and work to fulfil their obligations**

- Number of moral and legal duty-bearers fulfil their responsibilities

#### **Output 2.1 Training on rights and responsibilities for duty-bearers**

- Number of people trained in leadership skills
- The number of people trained in organisational skills

#### **Output 2.2 Increased accountability of local government to implement plans set by committees/national development plans**

- Skill level and capacity of management committees
- Perceived transparency in decision-making and flow of funds

### **Outcome 3 Increased trust and interaction between different social groups**

- National policy influenced and changed in respect of issue addressed
- Increased budget allocation by local/national government to implement plans
- Number of committees still functioning after 3 years

#### **Output 3.1 Participation in decision-making**

- Local participation levels in committees
- Women and other minority groups participate in decisions that influence them
- Description of how local communities are able to advocate their interests in public decision-making bodies

#### **Output 3.2 Increased opportunities for people to influence their situation**

- Number of joint committees set up
- Number of joint committee plans in place
- The number of local and national partnerships and networks







**Outcome 4 Increased sense of peace, safety and security in communities**

- Increased number of community members who feel safe
- Increased number of community members promoting a peaceful co-existence

**Output 1.1 Training in peacebuilding**

- Number trained in peacebuilding efforts

**Output 1.2 Peacebuilding actions take place in communities**

- Number of conflict mitigation and reconciliation actions
- Number of peacebuilding actions

**Outcome 5 Improved gender equality in the empowerment of men and women in rights and responsibilities**

**Output 5.1 Trained men and women in rights, responsibilities and gender equality**

- Numbers trained in rights responsibilities and gender equality



Sustained Wellbeing in Communities:  
Resilience Capacity





## Sustained Wellbeing in Communities: Resilience Capacity

Nearly half of the world’s population, more than 3 billion people, live on less than \$2.50 per day. More than 1.3 billion live in extreme poverty and try to survive on less than \$1.25 per day . People living in such circumstances face deep, entrenched deprivation – for example, despite having a job, 8 per cent of the world’s workers and their families still live in extreme poverty . Further, those living in poverty and extreme poverty experience vulnerability that is often exacerbated by violent conflict and vulnerability to disasters. For example, it is estimated that disasters annually force 26 million deeper into poverty each year. SDG 1 aims to “End poverty in all its forms everywhere”. This includes, amongst other targets, the following:

- By 2030, eradicate extreme poverty for all people everywhere
- By 2030, reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

<sup>28</sup>World Health Organisation, [https://www.who.int/environmental\\_health\\_emergencies/natural\\_events/en/#:~:targetText=Every%20year%20natural%20disasters%20kill,wildfires%2C%20heat%20waves%20and%20droughts.](https://www.who.int/environmental_health_emergencies/natural_events/en/#:~:targetText=Every%20year%20natural%20disasters%20kill,wildfires%2C%20heat%20waves%20and%20droughts.)

<sup>29</sup>“The Staggering Cost of Disasters Around the World”, WeForum, <https://www.weforum.org/agenda/2019/09/cost-of-disasters>

<sup>30</sup>Sendai Framework for DRR, [https://www.preventionweb.net/files/43291\\_sendaiframeworkfordrren.pdf](https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf)



Measurements to track our progress

## Enhanced resilience of people, communities and ecosystems

Said-Sweden aim to see enhanced resilience of people, communities and ecosystems in target communities to resist, adapt and recover from shocks and stressors, and will measure the following to track our progress towards this:

### **Outcome 1 Resilience Attributes built**

- Perceived strength of attributes

#### **Output 1.1 Ability to recover strengthened**

#### **Output 1.2 Self-organisation strengthened**

#### **Output 1.3 Learning strengthened**

#### **Output 1.4 Resourcefulness strengthened**

#### **Output 1.5 Rapidity strengthened**

#### **Output 1.6 Connectedness strengthened**

#### **Output 1.7 Flexibility strengthened**

#### **Output 1.8 Rights & Equality strengthened**

- Contextual indicators, depending on intervention, required for the above

### **Outcome 2 Livelihood capitals built**

- Perceived strength of capitals

#### **Output 2.1 Social capital built**

#### **Output 2.2 Human capital built**

#### **Output 2.3 Physical capital built**

#### **Output 2.4 Economical capital built**

#### **Output 2.5 Environmental capital built**

- Contextual indicators, depending on intervention, required for the above

### **Outcome 3 Absorptive and Adaptive Capacities in place**

- Perception of ability to cope with shock and stress
- Perception of ability to mitigate the impact of shocks on livelihoods and basic need
- Perception of ability to adjust to the impact of shocks and stressors
- Perception of ability to take advantage of new opportunities

#### **Output 3.1 Risk coping strategies in place**

- Number of coping strategies in place per household (prepare and mitigate)
- Perceived strength of coping strategies
- Number of people changing behaviour

#### **Output 3.2 Risk management strategies in place**

- Number of management strategies in place (mitigation, prevention)
- Perceived strength of management strategies
- Number of people changing behaviour







**Outcome 4 Transformative capacity is realised**

- Perception of ability of system to achieve a new state through a combination of technological innovation, institutional reform, behavioural and cultural change

**Output 4.1 Communities working together to address shocks and stressors affecting local population**

- Contextual indicators of behaviour changes

**Output 4.2 Government addressing shocks and stressors affecting local population**

- Strengthened engagement and responsiveness of local or national government system
- Strengthened government capacity and coordination

**Outcome 5 Improved Gender equality in resilience planning and implementation**

- Number of men and women that improve their resilience capitals

**Output 5.1 Communities trained in gender in resilience**

- Numbers trained in gender resilience

**Output 5.2 Community resilience building institutions formed/ strengthened**

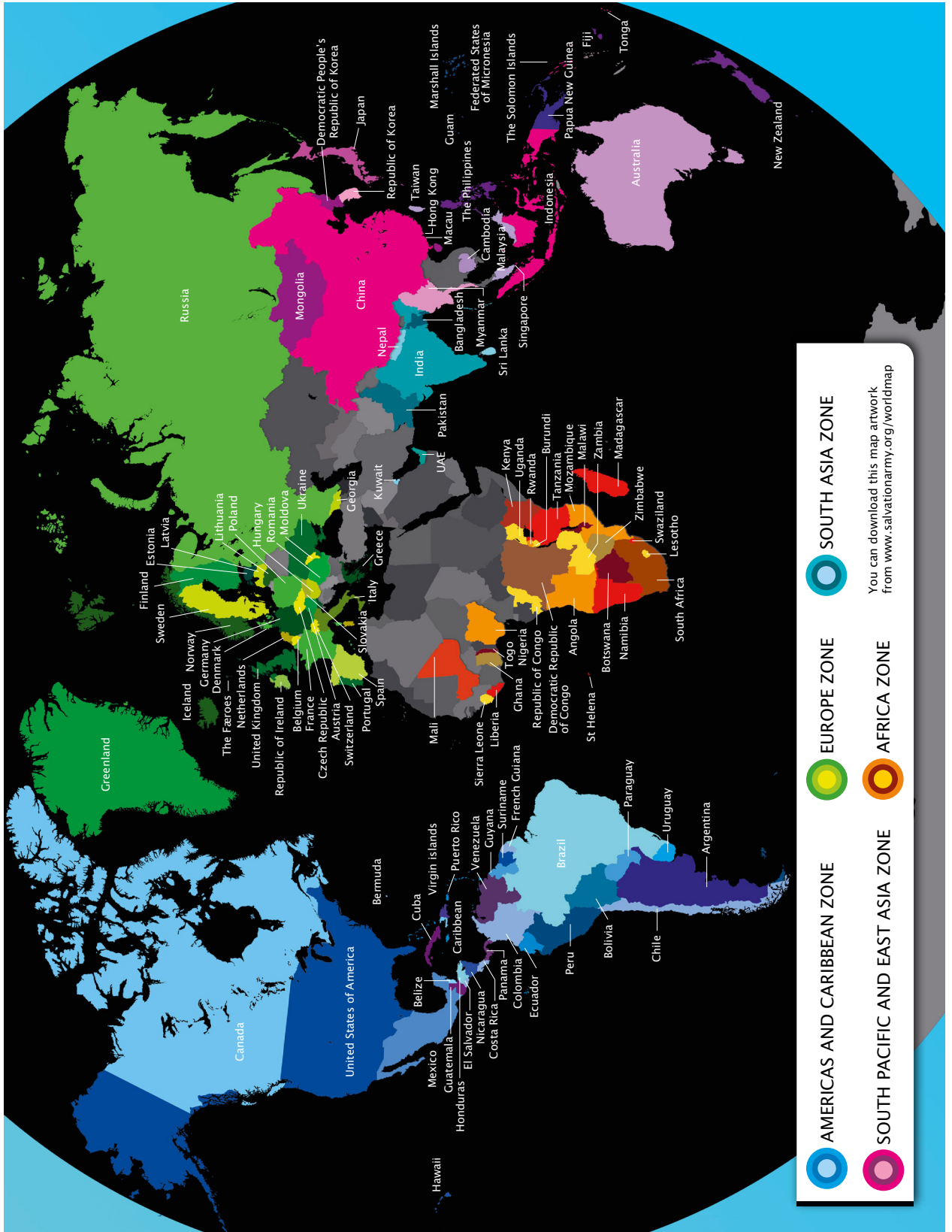
- Numbers formed and strengthened

SUSTAINABLE DEVELOPMENT GOALS





Map showing countries in which The Salvation Army is at work – as published in The Salvation Army Year Book 2019



# International Development, The Salvation Army Sweden & Latvia Territory

Internationell utveckling, Frälsningsarmen Sverige & Lettland

**Contact us:**

Email: [internationell.utveckling@fralsningsarmen.se](mailto:internationell.utveckling@fralsningsarmen.se)

Website: [www.fralsningsarmen.se/internationellutveckling](http://www.fralsningsarmen.se/internationellutveckling)

Facebook: [internationellutveckling](https://www.facebook.com/internationellutveckling)

Telephone: o (+46) 8 562 282 00

**Abbreviations**

CA	conservation agriculture
CLTS	Community led total sanitation
DRR	Disaster risk reduction
EWS	Early warning systems
ODF	Open defecation free
Said	The Salvation Army International Development Department
SDG	Sustainable Development Goals
TSA	The Salvation Army
WASH	Water sanitation and hygiene





Email: [internationell.utveckling@fralsningsarmen.se](mailto:internationell.utveckling@fralsningsarmen.se)  
Website: [www.fralsningsarmen.se/internationellutveckling](http://www.fralsningsarmen.se/internationellutveckling)  
Facebook: [internationellutveckling](https://www.facebook.com/internationellutveckling)  
Telephone: 0 (+46) 8 562 282 00