

# Strategic plan 2021–2026

IOGT·NTO·MOVEMENT



This version of the IOGT-NTO Movement strategic plan is abridged and somewhat edited for clarity and accessibility. The original strategy was adopted by the board on September 15, 2020, and can be downloaded from our web site at <http://iogtntororelsen.se>.

Cover photo: Emanuel and his mother Hidaya Niziru.  
Photo by Maria Bergqvist.

# Contents

Executive summary .....	4
Who we are – vision, mission and goal .....	5
Our context – global trends and challenges .....	6
The IOGT-NTO Movement Theory of Change .....	8
Our Strategic Outcomes 2021-2026 .....	9
Strategic Outcome 1 .....	11
Strategic Outcome 2 .....	12
Strategic Outcome 3 .....	13
Strategic Outcome 4 .....	16
Strategic Outcome 5 .....	17
Four areas of thematic integration .....	20
How we work .....	23
Who we work with .....	26



# Executive summary

The IOGT-NTO Movement works to reduce the harm from alcohol worldwide. We are a member-based non-profit with four founding associations whose origins date back to 1879: IOGT-NTO, UNF (youth wing), Junis (children's organisation) and NSF (scouting organisation). These four associations have in total around 45 000 individual members in Sweden.

Harm from alcohol causes up to 3 million preventable deaths annually all over the world. Alcohol increases the burden on often weak health systems in developing countries. It is a driver of poverty and violence in the family, in communities and nationally. It decreases the effectiveness of development activities. Despite these negative effects, alcohol policy is underdeveloped in most countries in the world.

The Strategy Plan 2021-2026 outlines the direction for the international work of IOGT-NTO Movement up to 2026. This plan is the foundation for the operational decision-making, identifying the goals we expect to reach in 2026. Under the main goal, five strategic outcomes have been identified. The five outcomes are also related to five key target groups we expect to work with, together they form a web of influence described in our Theory of Change.

There are four cross-cutting areas IOGT-NTO Movement see as critical to fully address alcohol harm: Children and women are often victims of alcohol-related violence that originally stems from the unequal gender power relations. Working with gender equality is therefore important. The links between violent conflict and alcohol use needs to be further explored both in research and in humanitarian contexts, and the role of alcohol as a driver of climate change and its effects on scarce natural resources must be highlighted.

This strategy plan outlines high ambitions to become a leading actor not only in terms of working on alcohol, but also as a reputable development actor.

The purpose of the strategy is to give a lay out of how we intend to tackle the issue of alcohol-related harm locally, regionally and internationally. National governments and international organisations who are ducking their responsibility for tackling the alcohol industry – often compromised by political weakness, political expediency or powerful vested interests – must be put to task and held accountable by their citizens. This can only happen when communities have the knowledge, skills and tools they need to be able to participate and challenge their leaders.





*Heather, one of the participants in a partner program in southern Tanzania. Photo by Maria Bergqvist.*

## Who we are – vision, mission and goal

IOGT-NTO Movement is a non-profit association with four founding organisations. These organisations are:

- IOGT-NTO
- UNF (the youth organisation)
- Junis (the children's organisation)
- NSF (the scouting association)

The members in the organisations governing the IOGT-NTO Movement are important stakeholders and represented in the board. They have a long-standing history as the popular temperance movement formed in 1879, being an important actor building the Swedish welfare state up to this date.

### **The Vision and Mission of IOGT-NTO Movement is:**

*Vision:* A democratic world characterized by solidarity and equality where alcohol and other drugs do not impede peoples' welfare, freedom and security.

*Mission:* To strengthen relevant actors in their work for reduced use of alcohol and other drugs in developing countries and thus contribute to democratic development, strengthen rights and reduced poverty.

### **The Goal of our work in the coming strategy period 2021-2026 is to create:**

Strong communities where people are empowered, rights are protected and harm from alcohol and other drugs is minimised.

# Our context – global trends and challenges

More effective prevention from alcohol harm would have a profound effect on global development. Annually WHO estimates that 3 million people lose their lives every year all over the world due to alcohol. Over 5% of the disease burden globally is caused by alcohol. These measurements do not count the suffering by others than drinkers themselves, and it does not count the poverty and reduced quality of life caused by the use of alcohol.

Increased migration and trade have made alcohol more accessible in developing countries which are seen as growth market by the alcohol industry, marketing their products very aggressively in developing countries. The consequence of this is increased wealth gaps when poor households spend proportionally more of their available incomes on alcohol, lower productivity due to bad health, and social deterioration and increased prevalence of non-communicable diseases (NCD's), that puts an additional burden on already weak public health systems.

We currently see an increase in alcohol consumption all over the world, with

**"The use of alcohol is one of the leading risk factors for population health worldwide and has a direct impact on health targets of the Sustainable Development Goals"**

the exception of Europe. This means that those who drink, drink more than before. At the same time, on a positive note, more than half of the global population aged 15 years and over had abstained from drinking alcohol in the previous 12 months.

Africa carries the biggest burden from alcohol in terms of health, social and economic costs. WHO estimates that this burden will increase in the coming decade and put more pressure on public health systems and cause harm on both individual and community level.

## Alcohol and the Sustainable Development Goals

The use of alcohol is one of the leading risk factors for population health worldwide and has a direct impact on health targets of the Sustainable Development Goals (SDGs). Alcohol per capita use per year in litres of pure alcohol is one of two indicators for SDG health target 3.5 – "Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol".

Alcohol is highly relevant to 14 of the 17 SDGs, having negative impacts on poverty, children's rights, gender equality and more.

Economic development from a poorer society to a richer may have potential in the longer term to mitigate alcohol-related harm, but more immediately

it can bring about an increase in alcohol consumption as the availability of alcoholic beverages increases. Effective alcohol control measures in the interests of public health are especially important when rapid economic development is under way.

Alcohol also has a detrimental effect on the development of democracy and political rights. The alcohol industry is involved in aggressive campaigning, and complicit in human rights violations, corruption and bribery of officials.

## **The role of the alcohol industry**

The alcohol industry is consistently working to develop so called “emerging markets” in order to increase sales. Aggressive investments in production facilities, marketing and lobbying takes place in low- and middle-income countries in Africa, Southeast Asia, India, China and South.

The alcohol industry is consistently opposing the most effective measures and policies to reduce harm from alcohol. Locally, regionally and internationally, communities and governments need to develop strategies that counter the influence from the alcohol industry.

## **Challenges of highlighting alcohol as an obstacle for development**

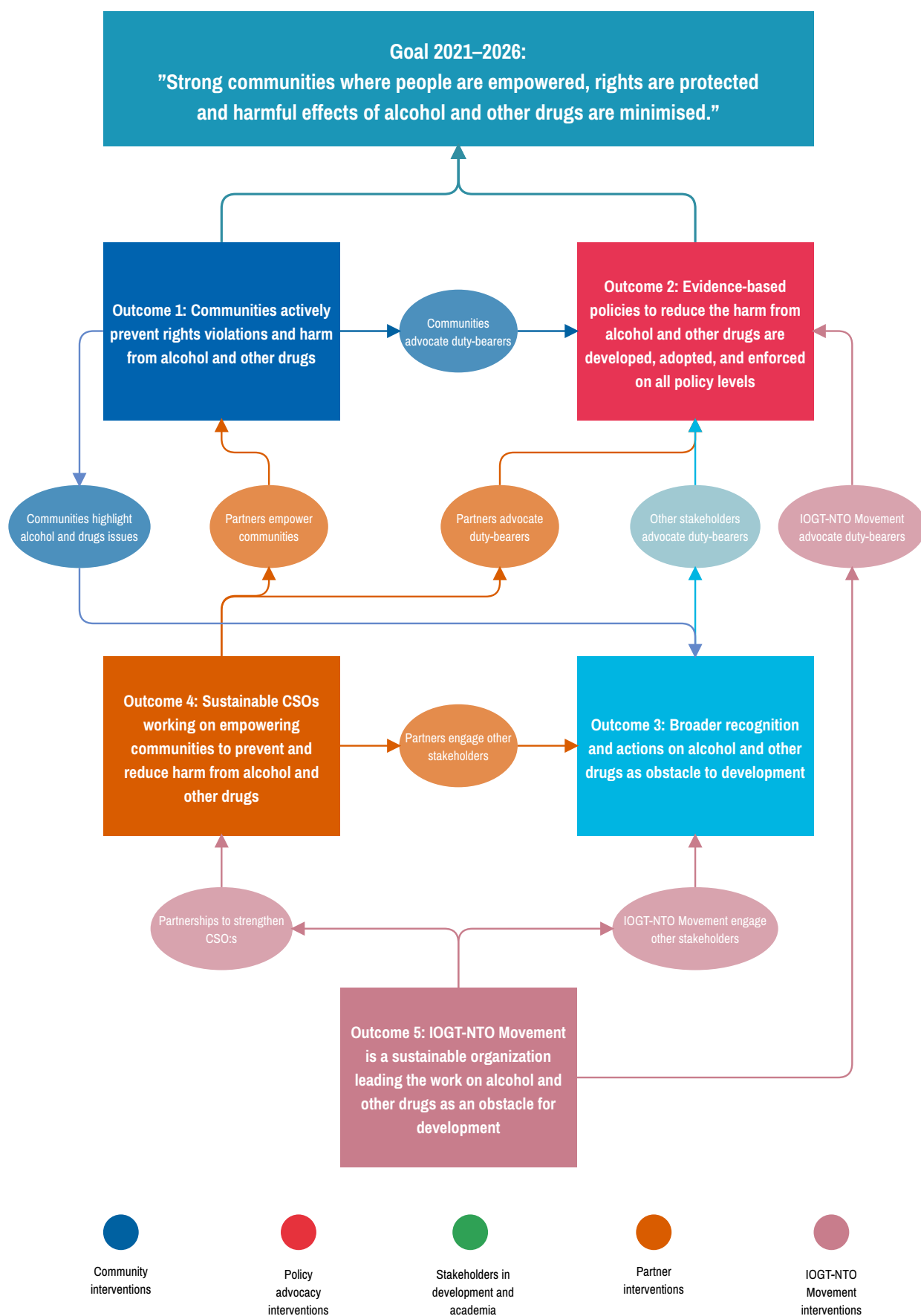
Alcohol as an obstacle for development needs to be fully recognised. Development interventions rarely take the effects of alcohol into consideration even if the effects may be very visible in the local communities. Funding for alcohol-harm related interventions is scarce.

There are well-established, effective and evidence-based policies to reduce the harm from alcohol, described in the WHO initiative SAFER.

As mentioned above, the alcohol industry consistently opposes and undermines these policies. Even though the general evidence base is strong, there are gaps in data and evidence from low- and middle-income settings. Broader cooperation is needed between actors who work to reduce the harm of alcohol to collect and share more accurate data, as well as detailed and contextualised analyses.

For IOGT-NTO Movement a shift is required, moving from mainly supporting direct implementation in communities by partners to even more engage with partner organisations in communication and advocacy towards policymakers, engaging other development actors and working more with researchers, which is what the Theory of Change and this strategic plan aim to address.

# The IOGT-NTO Movement Theory of Change





*Our Theory of Change describes how the five strategic outcomes interact and support our main goal. A crucial part of the ToC is building recognition of alcohol as an obstacle to development, as well as getting more allies.*

# Our Strategic Outcomes 2021-2026

## Theory of Change

The ultimate goal of our work for the period 2021-2026 is: **“Strong communities where people are empowered, rights are protected and harm from alcohol and other drugs is minimised.”**

The focus is on people’s ability to democratically and collectively organise and mobilise in order to protect themselves from human rights violations and reduced quality of life and well-being caused by alcohol and other drugs.

To achieve change in a complex social and cultural environment with strong economic interests, IOGT-NTO Movement’s Theory of Change has identified pathways of change.

In our Theory of Change we aim to get more allies. The IOGT-NTO Movement, partner organisations and communities need to engage other civil society organisations and actors like researchers to bring alcohol awareness and knowledge into the frontline of development challenges. IOGT-NTO Movement needs allies within the civil society to promote alcohol awareness, prevention and reduction of harm and restrictive policy-making.

Interventions from civil society need to be both focused and designed in a way that they engage people and decision-makers, more than the competition from its often more resourceful opponents, most notably the global alcohol industry. Civil society also needs, in this sometimes politically hostile environment, to identify and engage benevolent supporters and other forces to cooperate with.

## Our Goal & The Five Strategic Outcomes

Throughout the world, girls and boys are using alcohol or are affected by alcohol and drug harm socially, economically or through their health or health of their parents or guardians. The health systems are currently burdened by



*Emanuel and his mother Hidaya Niziru. Partner program in southern Tanzania. Photo by Maria Bergqvist.*

non-communicable diseases and alcohol reduction and healthy lifestyles are some ways to reduce the spread of NCDs. The use of alcohol and drugs also reduces the impact of other development programmes and the social development overall in communities.

It is through the goal of this strategic plan – “Strong communities where people are empowered, rights are protected and harm from alcohol and other drugs is minimised” – that we expect adults, community leaders etc. to

**“We want to see evidence-based, preventive population-wide alcohol-control strategies on all levels.”**

realize the level of harm alcohol contributes to and support effective interventions.

This leads to more healthy and sustainable communities. Children, youth, women and men will have spaces where human rights are protected, and democratic values permeates the social life.

We want to see evidence-based, preventive population-wide alcohol-control strategies on all levels. We expect countries to be involved in processes that lead to accelerated action related to the WHO global alcohol strategy. Long term, a binding legal instrument for alcohol control on the global level is necessary.



# Supporting resilience in local communities

Communities need to have knowledge about methodologies that can be used to change the alcohol and drug norms. This will enable an inclusive environment for both victims and people living with addiction, where they are seen as human beings that deserve respect and the care of the community.

To prevent and reduce the harm from alcohol and other drugs, traditions and perceptions in some cases need to be changed. With the right knowledge and understanding, we can expect community members to better prevent and address the harms from alcohol and also other drugs.



When communities have capacity to act to reduce alcohol use, we expect that domestic violence will be reduced and the safety of children and other vulnerable groups will increase. Youth are provided alcohol-and drug free spaces and activities and opportunities for building networks.

Victims of alcohol-induced violence as well as people living with addiction are helped to a better life. Community actions are initiated to promote changed alcohol norms, and communities have mechanisms to control the visibility, access and use of alcohol. Ultimately, democratic decision-making will be strengthened as more voices will be heard when the reduced harm from alcohol is creating better and more equal social environment.

## Strategic approach to Strategic Outcome 1

In order to reach sustainable resilience and social change, the IOGT-NTO Movement works in partnership with local civil society organisations. These partner organisations work within local communities and advocate duty-bearers who are responsible for implementing local laws, policies and regulations. The IOGT-NTO Movement cooperates with partners who see alcohol as a

development issue, and who have strong interest to build and strengthen communities' capacities to come up with solutions to reduce harms caused by alcohol and other drugs.

Participatory approaches shaped by democratic values and respect for human rights are applied throughout our programmes. Local ownership by rights holders is a key to success.



## Changing policy with evidence

In order for governments to act, they need to recognize alcohol as a threat to health, economy and development. This will require well-targeted advocacy from all relevant actors concerned by the harm from alcohol. Policy development and implementation has been slow, especially in low- and middle-income countries. It is clear that action needs to be accelerated.

The WHO global strategy on alcohol adopted in 2010 contains good guidelines on how member states should act to reduce harm from alcohol. The most important recommendations are the most cost-effective interventions, also known as the three best buys in alcohol policy: Limiting the availability of alcohol, regulating marketing and increasing prices through taxation.



Alcohol remains the only psychoactive and dependence-producing substance that is not controlled at the international level by legally binding regulatory instruments. The adoption of such an instrument, modelled after the Framework Convention on Tobacco Control would be a major achievement. Short term, countries need to engage in processes that will accelerate and improve the implementation of the WHO global alcohol strategy.

Empowering community leaders contributes to the quality of life for the population and to advance the implementation of national laws. These leaders can on the sub-national level push for implementation of the national



legislation and develop local by-laws and ordinances to control alcohol sales and advertising, as well as securing public support for victims of rights violations emanating from alcohol and drug use.

## **Strategic approaches to Strategic Outcome 2**

Policy should be developed and implemented on multiple levels: Locally, through by-laws or other legal mechanisms. Nationally, through alcohol policies and laws, and globally through binding international instruments. Broad population-based measures as alcohol taxation, limited availability and tougher restrictions on marketing, are the most cost-effective ways of reducing alcohol related harm. Advocacy on a local, national and global level are integral to the process.

Working for policy change will require evidence from research (see Outcome 3) to be used in various reports, policy briefs, general communication efforts and face-to-face meetings with decision-makers.

Popular support and pressure for reform comes also from the communities and local leaders that are supported through IOGT-NTO Movement partners' work on grassroots level, and the activism and local regulations that results in (see Outcome 1).

Networking is essential and policy change is likely to be a result of joint efforts supported by many actors affected by the harms from alcohol in their daily lives as well as development actors seeing their results hampered, or policy-makers from sectors affected such as for example public health and transportation. Seeking broad advocacy alliances is necessary to counter the alcohol industry lobbying.



## **Creating awareness of harms of alcohol and other drugs**

Alcohol research in low- and middle-income settings is limited. It is important that collaborations with researchers in think-tanks and universities are initiated in order to have more research available for use in advocacy and lobbying, as well as for method development.

Partners, IOGT-NTO Movement and other development actors need collect and make research data accessible to all in order to convince governments to have evidence-based alcohol policies in place.

By integrating alcohol issues into programs and projects, results from development interventions will be further enhanced and more sustainable. It is important that other development actors realize the negative role that alcohol plays in economy and social wellbeing and embrace methods that reduce these effects. If partner organisations and supported communities advocate for alcohol to be addressed in projects funded by other donors, there will be more funding to address alcohol harm. In turn, if other donors

**STRATEGIC OBJECTIVE 3:**  
**Broader recognition and actions on alcohol and other drugs as  
obstacle to development**

**PRECONDITION 3.1:**  
**IOGT-NTO Movement, partners and other development actors have  
diversified partnerships, collaborations and funding addressing  
alcohol and drugs as an obstacle to development.**

**PRECONDITION 3.2:**  
**Relevant actors are collecting and analyzing data on use and harms  
from alcohol and other drugs for integration in their operations.**



understand the issues related to alcohol, they can also implement alcohol prevention activities and advocate for policies that regulate and thus reduce alcohol harm.

### Strategic approaches to Strategic Objective 3

Engaging in cooperation platforms with other international NGOs in our countries of operation will be an important channel to spread the word. We expect partners and other actors we collaborate with to actively promote the work against alcohol harm in the wider community of civil society organisations they are engaged in. This includes civil society networks locally, nationally and internationally.

The evidence behind alcohol policy measures is generally very strong. One limitation is however that most of the research in the field takes place in high-income, Western countries. We also know from experience that local data is very much requested by policy-makers in national and local settings. By bringing science to the forefront of our work, expertise can be developed, and working solutions to the issues identified through the research can be provided.

Research studies will also provide a basis for developing methodologies on how to work with prevention and harm reduction in communities. This would benefit all actors engaged in development work.









## Building capacities to act

An effective civil society is the backbone of thriving communities and countries. The independent groups that make up this space influence public policy, keep governments accountable, promote peace, defend human rights and foster the well-being of citizens.

Partners must work with rights-based approaches (RBA) which means that they base their work on the various UN Conventions on Human Rights, and good understanding what it means to practise RBA.

Partner organisations should have good governance structures, well-functioning financial and administrative procedures, documented development methodologies and appropriate systems for monitoring and follow-up. We want our partner organisations to have strategies in place and ability to raise funds from a diversity of donors.

It is equally important that partner organisations have capacity to work with alcohol as a development obstacle. They need to use effective methodologies and be able to gather data and information to be used in advocacy.

### STRATEGIC OBJECTIVE 4:

**Sustainable CSOs working on empowering communities to prevent and reduce harm from alcohol and other drugs**

#### PRECONDITION 4.1:

**Partners have the necessary capacities and expertise to work on alcohol and drug issues, and alcohol policy in the region**

#### PRECONDITION 4.2:

**Partners promote evidence-based methods to address alcohol norms.**



## Strategic approaches to Strategic Outcome 4

The IOGT-NTO Movement work with and through partner organisations to achieve the goals. A key feature of our approach is that we support partner organisations not only to do work related on alcohol, but also support them to be a strong civil society organisation in their own right. This means that partner organisations are supported to develop their governance, financial and administrative systems and project and programme management capacity.

This capacity includes knowledge on how to work rights-based and to



ensure everyone is included and participates. This also means that we expect our partner organisations to engage in their own development and contribute to the civil society at large in their location, country and region.

Partner organisations need to understand SDGs and be able to link alcohol policy advocacy with SDGs in order to bring their agenda to decision-makers and hold governments accountable to work towards the SDGs. Partner organisations are encouraged to bring the alcohol issues to their other donors.

We also expect partner organisations to learn from each other and bring in their specific expertise to the partner joint meetings, exchange visits and other events. We engage them in partner meetings, exchanges and joint trainings on various topics.

Understanding and critically analysing alcohol research and having capacity to take part in research themselves is important for partner organisations to be able to advocate effectively.

**SO5**

## **Developing capacity to be the catalyst for change**

The IOGT-NTO Movement is a unique development organisation with a strong focus on alcohol as a development obstacle and to a lesser degree, other drugs. Thus, it has a unique opportunity to create its own platform and strong brand internationally. At the same time, IOGT-NTO Movement must be able to anticipate and adapt to changes in the global context.

We will be able to do this through having a clear and positive public profile, and an extensive network. Secondly, by having suitable and appropriate organizational systems and processes that supports evidenced results and value for money to be able to attract resources and retain a relationship with the donor or those making contributions. Thirdly, by having the internal

### **STRATEGIC OBJECTIVE 5:**

**IOGT-NTO Movement is a sustainable organization leading the work on alcohol and other drugs as an obstacle for development**

#### **PRECONDITION 5.1:**

**IOGT-NTO Movement has the necessary competencies to expertly lead alcohol and harm reduction**

#### **PRECONDITION 5.2:**

**IOGT-NTO Movement has collected and documented evidence-based methods on working with alcohol as an obstacle for development, and sharing them with stakeholders.**

capacity and willingness to learn and evolve.

The IOGT NTO Movement must ensure that there is sufficient investment in human resources, organizational systems and processes critical to financial sustainability. We aim to increase our funding volume and to have a more diversified funding. All our offices need to work with resource mobilisation and having the capacity to submit applications and manage grants.

## **Strategic approaches for Strategic Outcome 5**

More focus needs to be put on communication. Smart and sharp strategic communication targeting the right audience at the right time with the right information will be one key to success. This communication needs to be supported by partners and other actors.

Instrumental in this work is the capacity of staff. All staff must be trained in communicating alcohol as a development obstacle, and take part in conferences and stakeholder meetings having both the knowledge and confidence to talk about the issues. They should also have the ability to act as trainers of trainers.

The IOGT-NTO Movement needs to have structured information gathering, understanding of the context we work in and actors, and ability to identify knowledge gaps. Staff must be able to understand the role of alcohol as contributor to gender-based violence, toxic masculinity and abuse and violent conflict.

Underpinning the knowledge and learning focus are effective administrative systems and processes to follow-up on the projects which bring confidence to donors and other stakeholders. Policies and guidelines need to define key processes in sufficient detail, clarifying roles and responsibilities.

Leadership and management values should be characterised by respect for the individual staff members, accountability and transparency. Conditions of service shall adhere to national legislation, collective agreements and values of IOGT-NTO Movement as expressed in various policies.

Securing stable and long-term funding are contingent to the above. Establishing good relations with the donor community depends both on the professionalism and reputation we show externally and the internal capacity to track our projects and securing internal control. A separate resource mobilisation plan will be guiding the work to mobilise funds for the work.





# Four areas of thematic integration

Alcohol affects all aspects of our social life and the environment we live in. It is also a driver of violence in fragile societies that are affected by open or underlying conflicts or is in a post-conflict state.

1

## **Creating a safe alcohol- and drugfree future for children and youth**

Alcohol is detrimental to a healthy future for young people and their well-being as adults. Living in a family with a risky consumption of alcohol can affect basic rights of the child as well as the overall mental health. Alcohol also damages the brain development of children and youth if they start using alcohol early.

When money meant for shelter, food, clothes is used on alcohol, it limits the proper development of children and youth. If the situation is severe, children risk end up living on the streets where they are abused and have no access to education.

It is important to ensure children's rights are not violated because of use of alcohol. Children and youth must know their rights, and be empowered to claim them. Duty bearers must have knowledge and ensure that laws are in place to prevent child rights violations caused by alcohol use. A do-no-harm approach is necessary when working to protect children's rights.

Partners need to have sensitivity to the challenges faced by children and youth living in situations where alcohol restrict their development and ambitions. Stigma faces both adults with substance abuse problems and the children themselves. Inclusive approaches are important, and the whole family need to be supported. Preventive work to protect children and youth includes creation of safe spaces to strengthen the confidence and self-esteem, build networks, spend time with peers and have fun. Decision-makers need to understand the consequences for children and youth of alcohol use in both private and public spaces.

2

## **Reducing the harm from alcohol to push for gender justice**

Alcohol reinforces gender injustice and unequal power balances. Men are the main consumers and spenders. Too often alcohol contributes to creating dysfunctional families where the children drops out from school. The use of alcohol increases the risk of domestic violence.

In some contexts, it is the women who produce alcohol locally in small scale to provide their families with an income. As this may be the only available livelihood option for them, it is important to also address the local economic dynamics when addressing alcohol as an obstacle to development.



Rapidly modernising societies also change the dynamics around the work of preventing harm from alcohol. With increased income and changing norms, the use of alcohol is becoming less restricted also for women, and sometimes even seen as an indicator of gender equality. The alcohol industry sees this group of women users as a key target for their marketing.

IOGT-NTO Movement requires partners to address gender injustice in all projects. Other women's rights organisations can be a major knowledge resource for IOGT-NTO Movement and partners on how to address issues of women's' human rights and right to livelihood and income. There is also a need to increase the general knowledge and research on gender and alcohol to be able to address the situation.

3

### **Reducing alcohol as a driver for unsustainable use of natural resources**

A large portion of the population in low- and middle-income countries do not have access to clean and safe freshwater. Alcohol production can seriously aggravate this problem. The water footprint of wine is 870 litres of water per litre of wine. The water footprint for beer is 298 litres.

Cereal crops are an essential part of the human diet. Crops such as wheat, barley, sorghum, rye and rice are also used in alcohol production. Production of alcohol is generally very resource intensive; instead of becoming food, crops are turned into an addictive and carcinogenic substance.

A decrease in alcohol consumption by 20 percent could reduce the land use and greenhouse gas emissions from alcohol production by around 40 percent. Reducing the consumption of alcohol will therefore not only result in a reduction of harm to health, society and economy – it will also lead to a reduction of unsustainable use of natural resources.

**"A decrease in alcohol consumption by 20 percent could reduce the land use and greenhouse gas emissions from alcohol production by around 40 percent."**

IOGT-NTO Movement will address environmental issues mainly through mainstreaming and encouraging other development actors with capacity to work with the environment to address the damage on our biotopes and food security. There is a need to do more research on this issue.



*Somchai Lungwi is a student at the Rai Som Wittaya Learning Center, funded by the IOGT-NTO Movement. Photo by Pierre Andersson.*

#### 4

### **Reducing the harm from alcohol and other drugs in conflict**

There are currently around 71 million refugees and internally displaced people and an additional two billion people live in areas affected by conflict or human insecurity. Alcohol and use of other drugs can cause even more harm when people are exposed to violence and general insecurity. The often very weak health institutions in conflict contexts also have to cope on top of other challenges with the avoidable harm from alcohol.

The research in this field is weak. There is a lack of substantial and qualitative research on substance abuse among displaced populations and in post-conflict settings. There are however some findings that can be highlighted. Alcohol is used in avoidance-seeking strategies to cope with the stress of conflict, displacement and post-traumatic disorder. Post-traumatic stress disorder and other mental disorders seem also to be connected with harmful use of alcohol.

In an increasingly volatile world and currently an increasing level of conflicts globally, the IOGT-NTO Movement has a unique role to highlight the harms from alcohol and other drugs in conflict, especially when it comes to research and fact-finding, but also direct interventions in refugee camps and in the immediate conflict area and post-conflict contexts. This needs to be done in cooperation with major humanitarian actors and research institutions.

## How we work

### Guiding Principles

IOGT-NTO Movement base its work on a rights-based approach. Our work is based on the nine core UN Conventions on Human Rights. We also follow other conventions such as the United Nations Convention against Corruption and ILO conventions related to working conditions. The global civil society has also developed certain basic standards such as the Istanbul Principles for CSO Development Effectiveness.

We have zero-tolerance of corruption and harassment within the IOGT-NTO Movement and among partners. All staff sign a Code of Conduct and partners are expected to have their own Code of Conduct or equivalent. All staff in IOGT-NTO Movement are also obligated to not use alcohol.

We are transparent with what we do and our funding, and we expect partners to be transparent in the same way. We don't accept funding from, or cooperate with, the alcohol, tobacco, drugs, weapons industry or institutions connected with them.

### Program Management

IOGT-NTO Movement has a comprehensive set of policies, guidelines and manuals that guide the work we do. Clear roles and responsibilities and processes ensure that we do the right thing in right order with expected quality. Our key processes, programmatic as well as administrative, are documented in our department handbook, covering all aspects of our work.

### Systematic monitoring and evaluation

IOGT-NTO Movement has standardized project management procedures in the work with partners which are outlined in our Planning Monitoring Evaluation (PME) Guidelines. The procedures seek to enhance accountability, transparency and efficiency, and to minimize risk of irregularities, fraud and corruption in accordance with our responsibilities towards our partners, our board and donors.

We visit project sites regularly and our regional presence guarantee that we have a good understanding of the local situation and can give good support to our partners. All reported results are assessed against plans. We emphasize

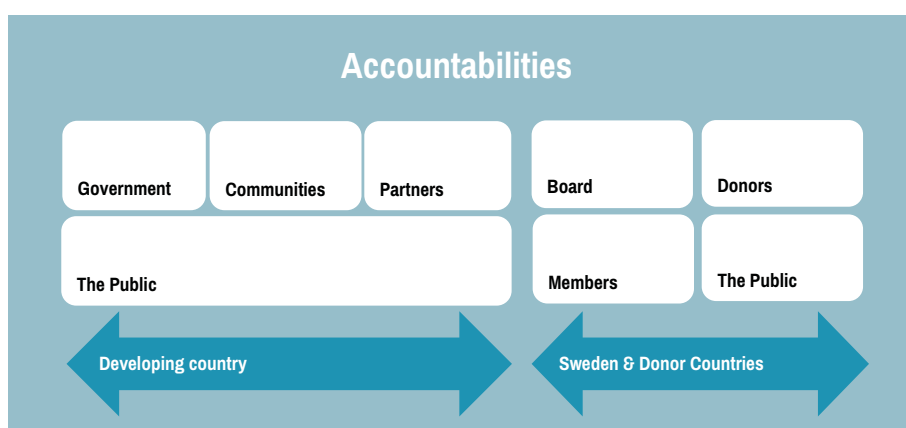
dialogue around the agreement upholding the accountabilities, while we also continuously discuss the results and lessons learned.

Sustainability is important so that progress towards common goals will continue after the cooperation ceases. Evaluations by the work done by the IOGT-NTO Movement and partners are integral to the process as they allow for more in-depth assessments and analyses, bringing an outsider's perspective.

### Promoting accountability

Accountability in development cooperation goes both towards the communities we support as well as those who support this work with funding (see figure below).

IOGT-NTO Movement is accountable to a number of stakeholders, ranging from communities and rights-holders to donors and taxpayers. In order to secure this accountability IOGT-NTO Movement needs to work with partners



that work with rights-based approaches, being non-discriminatory and using participatory methods. We have systems for whistleblowing accessible for rights holders and partner staff.

Our partners need to understand what we expect from them and should be treated equally. Our donors have the right to know how their funds are spent and what result they help create. The general public provides, through their tax payments, most of the funds coming from institutional donors. The public including members also support through donations directly to the IOGT-NTO Movement. The public in receiving countries also have the right to know how we spend the funds.

Foreign governments must be able to trust we are working in the best interest of the people. While we maintain our integrity and values in our relations with authorities, we always work according to national legislation.

The board is elected among the movement's member organisation's board representatives, with a mandate to represent the entity IOGT-NTO Movement under which the international development cooperation is run.



### **Principles for transparency**

Development work requires transparency to be effective. All policies, guidelines and manuals should be accessible in English by the public. We present our steering documents and annual reports openly on our website.

Working with partners we always share our documentation about them, with them. The only exception is when we have a whistle-blower case or other sensitive information that may compromise individual integrity.

All staff needs to disclose any personal connections to partner organisations', suppliers or new staff according to instructions in the guidelines.

### **Reaching out with effective communication**

Effective communication is maybe the most important aspect in the implementation of this strategy plan; with limited resources IOGT-NTO Movement, partners and likeminded organisations need to reach out through the ever-increasing noise from various media.

This requires strategy and planning and allocated resources to materialise the communication activities. All offices need to have resources allocated for communication with stakeholders, and all staff needs to understand the communication strategy and be able to convey its key messages.

Values for our communication and style guidelines are defined in the IOGT-NTO Movement Communication Policy. We have a separate communication plan and we do annual communication workplans involving all offices.

### **Mobilising resources to get results**

In order to accomplish set up goals, following the established mission and vision, the IOGT-NTO Movement needs a variety of sources for funding.

Approaching potential donors needs to be one of the regular practices of the IOGT-NTO Movement. Targeted donors should become more aware of the importance of investing into alcohol prevention programs. IOGT-NTO Movement needs the ensure there are messages that align the alcohol issue with other issues, in order to attract funds from new donors.

A precondition for ensuring diversified funding is to use relevant research and evidence-based practices that serve as effective arguments in planned discussions with the donor community.

IOGT-NTO Movement should invest in creating partnership with variety of stakeholders, and jointly apply for funds through consortiums. Another important aspect is to create a stable structure that can administer received funds.

Fundraising in Sweden from the public and private businesses is important but should be seen as complementary to the institutional funding during this strategy period.

There is a separate plan for resource mobilization and annual plans are made to identify donors and funding sources.

### **Engaging the Swedish members in the IOGT-NTO Movement**

The individual members in the organisations governing the IOGT-NTO Movement are important stakeholders. They have a long-standing history originally formed in 1879, and were an important historical actor building the Swedish welfare state.

Today the IOGT-NTO Movement consists of four organisations: IOGT-NTO, UNF (the youth wing), Junis (children's organisation) and NSF (the scouting association)

The four organisations provide both moral support and substantial funding to the international development work. The funds we get from the members organisations are unrestricted.

It is important that the ownership by the members is strong, otherwise members may not function well as carriers of the vision and mission. Effective communication is key to reach members, and parts of this are the already joint communication programmes running since many years.

The members can also offer a platform for promoting international solidarity and the global challenge of alcohol as an obstacle for development. Engaging the IOGT-NTO Movement organisations in our advocacy is key, as well as closer cooperation with Movendi – where all associations in the IOGT-NTO Movement, as well as many IOGT-NTO Movement partners, are members.

## **Who we work with**

### **Communities and rights holders**

Communities and the rights holders within them are the real change-makers, changing not only their own living conditions, but also pushing duty-bearers to act to protect their rights. When communities have knowledge, are organised and mobilise to protect their human rights, change from the bottom happens. They may influence their own elected officials and local authorities to implement alcohol and drug policies and interventions.

IOGT-NTO Movement works with communities and rights holders through its implementing partners. Partners have the best ability to meet the expectations locally and their knowledge of local contexts are crucial to reach the expected results.

## **Decision-makers on local, national and global level**

Decision-makers may be elected officials representing a constituency or employed officials for an authority. They are as duty-bearers held accountable through the law and through elections. They shape policy and are important for developing, implementing and funding alcohol-related interventions.

IOGT-NTO Movement reaches out to decision-makers alone or in cooperation with Partners or other relevant actors. Partners have an important role and need to have the capacity to advocate locally and nationally with their government representatives and political actors.

## **Development actors and research institutions**

In this group we find organisations working with development and research institutions. They are either policy advocates, implementers of development interventions or providing evidence for policymaking.

By working with other development actors, we hope to increase engagement in alcohol related interventions. Many development programs would benefit from including alcohol prevention activities. By working with research institutions, we hope to encourage more research on alcohol and alcohol policy implementation in low- and middle-income settings.

## **Our Partners**

Partners are the key implementers of most activities. Partners are supported by IOGT-NTO Movement with funding and capacity building. Partners need to have an interest in working on the alcohol issue within the frame of this strategy. They also need to meet the formal requirements for partnership, being a legally registered entity with at least basic systems for governance, administration and project management in place.

Partners should have the interest to advocate for policy change or promote their methodologies, not only within their geographical areas of work but also nationally and internationally.

We give each other added value. We see our civil society partners as key players in the development of their societies in their own right and not as contractors. This means that we are actively engaging with them on any issue of concern, and also promote them and their work with other donors and stakeholders. We expect them to do likewise, adding value to the formal agreement we share.

The IOGT-NTO Movement works to reduce the harm from alcohol worldwide. Harm from alcohol causes up to 3 million preventable deaths annually all over the world. Alcohol increases the burden on often weak health systems in developing countries. It is a driver of poverty and oppression in the family, in communities and nationally. It decreases the effectiveness of development activities. Despite these negative effects, alcohol policy is underdeveloped in most countries in the world.

The Strategy Plan 2021-2026 outlines the direction for the international work of IOGT-NTO Movement up to 2026 and reflects high ambitions to become a leading actor not only in terms of working on alcohol, but also as a reputable development actor.

IOGT·NTO·MOVEMENT