

IOGT·NTO·MOVEMENT

Strategic Approach 2024–2028

Note: This document is based on, and replaces, the IOGT-NTO Movement Strategic Plan 2021–2026. The document was adopted by the IOGT-NTO Movement board November 23, 2023.



What is the IOGT-NTO Movement?

The IOGT-NTO Movement is a non-profit association with four founding organisations: IOGT-NTO, Ungdomens Nykterhetsförbund, Junis and Nykterhetsrörelsens Scoutförbund. We protect people's rights and support sustainable development through the prevention of alcohol harm.

The Vision and Mission of IOGT-NTO Movement is:

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

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

The goal of our work is to create: Strong communities where people are empowered, rights are protected and harms from alcohol are minimised.



Alcohol prevention is a catalyst for development, human rights, and public health

Alcohol is a major obstacle to sustainable human development, reaching into all aspects of society. It is a cause for poverty, bad health, accidents, and suffering in families. Since harm caused by alcohol is preventable, there is much to gain from working with the issue. The products and practices of the alcohol industry are undermining economic productivity, causing massive social harm, and are burdening health systems.

Evidence shows that alcohol is a cross-cutting risk factor, negatively affecting 14 out of the 17 Sustainable Development Goals (SDGs). Alcohol is specifically mentioned in SDG 3 on health and well-being.

Alcohol has a profound negative effect on public health, sustainable development, and human rights. The World Health Organization (WHO) estimates that 2.6 million people lose their lives every year due to alcohol. Alcohol is linked to cancer and hundreds of other diseases. Among children, youth and young adults, alcohol is the second largest risk factor for the disease burden globally. For the age group 25–49-year-olds, alcohol is the number one risk factor. When people get ill or injured because of alcohol, the whole family is affected.

Alcohol also causes second-hand harm, affecting other people than the user. Alcohol-related violence, child-neglect or drunk driving are examples of this. Research shows that that children, youth, and women are disproportionately affected by this type of harm.

Developing countries are seen as “emerging markets” in the eyes of the alcohol industry. Their products are often marketed aggressively. 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), putting additional burden on already weak public health systems.

According to WHO, Africa carries the biggest burden of alcohol harm in terms of health, social and economic costs. It is estimated 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.

There is now a strong body of evidence telling us that there are effective ways to reduce and prevent harm from alcohol. The most effective way of preventing alcohol harm is using population-based policy interventions. Three interventions stand out as being the most cost-effective: price regulation through alcohol excise taxation, limitations in alcohol availability and marketing bans.



The role of civil society as advocates for alcohol prevention policies on community level and on the national level is crucial. By monitoring government policies and actions, bringing forward the voice of the community and offering alternative policies for government they protect peoples' rights and contribute to sustainable development.

The role of the alcohol industry

The alcohol industry is pursuing low- and middle-income countries as their next big “growth” markets. Multinational alcohol companies are actively pushing for higher alcohol sales and consumption in these regions of the world to maximize profits for its shareholders and executives.

Africa and Southeast Asia are among the regions where the alcohol industry is most active in marketing, acquisitions of local alcohol companies and lobbying governments. Both regions have a young population and large parts of the population are alcohol abstainers.

Alcohol industry actors try their best to paint themselves as responsible corporate citizens, using corporate social responsibility programs and marketing. In reality, they have a fundamental conflict of interest: Most of the industry profits originate from high-risk alcohol users. Analysis of data collected in the International Alcohol Control study show that 76% of alcohol sales in middle-income countries are resulting from alcohol consumption in excess of the WHO definition of heavy episodic alcohol use.¹

From experience we know that alcohol industry uses vast resources and various strategies to make sure the most effective alcohol prevention policies are not implemented. Therefore, locally, regionally, and globally, communities and governments have to develop methods to monitor alcohol industry action and counter their strategies.

The need for highlighting alcohol as an obstacle for development

Alcohol as an obstacle for development is yet to be fully recognised. Development interventions too rarely take the effects of alcohol into consideration, even when effects are very visible in the local communities.

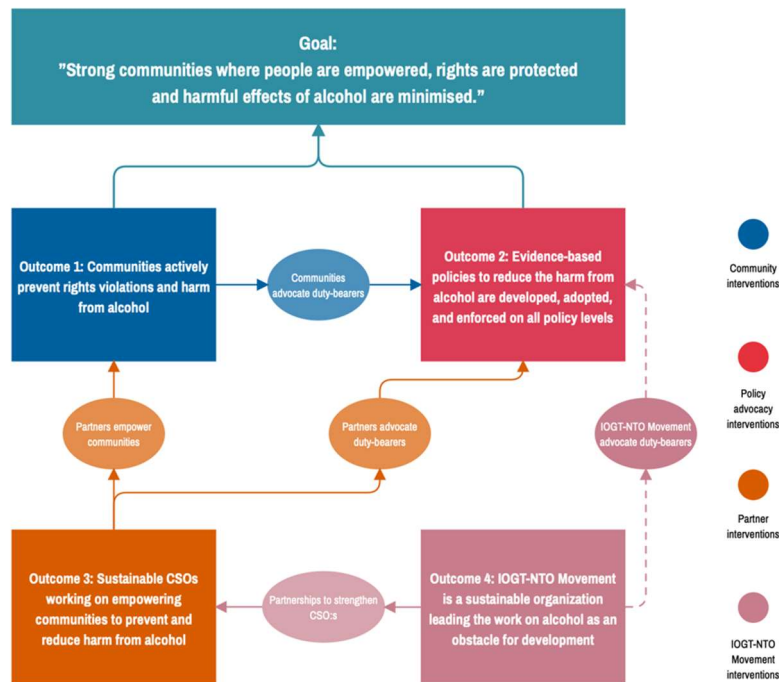
¹ Caswell S, Callinan S, Chaiyasong S, Cuong PV, Kazantseva E, Bayandorj T, Huckle T, Parker K, Railton R, Wall M. How the alcohol industry relies on harmful use of alcohol and works to protect its profits. *Drug Alcohol Rev* 2016; 35: 661–664



The IOGT-NTO Movement is one of few development actors that focus on alcohol as an obstacle to development. IOGT-NTO Movement and other likeminded actors need to raise awareness about the harms from alcohol, how alcohol policy is a catalyst for sustainable development and break-through with this message to a wider group of development actors and policymakers, creating a positive circle of recognition, funding, research, and interventions that give positive results.

Theory of change

The focus of the IOGT-NTO Movement is to strengthen 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.



Our Partners

Partners are the key implementers of most activities in the programs we fund. Partners are empowered and supported by IOGT-NTO Movement with funding and capacity building. Partners need to have interest and capacity in alcohol harm prevention and alcohol policy within the frame of this strategy. They also need to meet the formal requirements for partnership, being a legally registered entity with systems for governance, administration, and project management in place.



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.

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 and promote their rights. When communities have knowledge, are organised, and mobilise to protect their human rights, anchored change happens. They influence their own elected officials and local authorities to implement alcohol policies and interventions.

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

Decision-makers and other stakeholders

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

The IOGT-NTO Movement reaches out to decision-makers and other stakeholders primarily through partners. Advocacy may at times be reinforced by direct advocacy efforts by the IOGT-NTO Movement. Partners need to have the capacity to advocate locally and nationally with their government representatives, political actors, and other stakeholders.



Strategic outcomes

Throughout the world, people and communities are affected by alcohol harm socially, economically or through their health or health of their loved ones. Effective alcohol harm prevention is a catalyst for improved rights, public health, and sustainable development.

The most effective alcohol harm prevention is to implement evidence-based, population-wide alcohol policies in communities and on the national level. Long term, a binding legal instrument for alcohol on the global level is needed.

Strategic Outcome 1: Supporting resilience in local communities

Outcome:

Communities actively prevent rights violations and harm from alcohol.

Precondition:

Communities acknowledge that alcohol cause rights violations and harm to individuals and the society and mobilize to address these issues.

Communities need to have knowledge about methodologies that can be used to prevent harm and change norms around alcohol. Methods used need to be based in evidence and best-practice, avoiding stigmatisation of people living with alcohol or substance use disorders.

When communities have capacity to act to prevent alcohol harm, we expect domestic violence to be reduced and the safety of children and other vulnerable groups to increase.

Community actions are initiated to promote changed alcohol norms, and to 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 acknowledge that alcohol is a key development issue, and who have strong interest to build and strengthen communities' capacities to come up with solutions to reduce and prevent harms caused by alcohol.

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.



Apart from working with local civil society partners, the IOGT-NTO Movement can be a resource for, and collaborate with, other civil society donor organisations who want to develop community-based alcohol prevention.

Strategic Outcome 2: Changing policy with evidence

Outcome:

Evidence-based policies to reduce the harm from alcohol are developed, adopted, and enforced on all policy levels.

Precondition:

Policymakers recognize alcohol as a threat to health, economy, and development.

In order for local and national decision-makers to act, they need to recognize alcohol as a threat to health, economy, and development. This requires 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. Action needs to be accelerated.

The WHO SAFER package² contains guidelines on how member states should act to reduce harm from alcohol. The most important recommendations are 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.

Strategic approaches to Strategic Outcome 2

Policy needs to 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 such 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 requires evidence from research to be used in various reports, policy briefs, general communication efforts and face-to-face meetings with decision-makers.

² <https://www.who.int/initiatives/SAFER>



Voices from communities highlighting alcohol harm and the need for policy change are an integral part of alcohol policy advocacy. (See outcome 1.)

Networking and civil society mobilisation is essential. Policy change is likely to be a result of strategic cooperation between several actors. Alcohol policy advocacy is primarily done through partners but may at times be reinforced by direct advocacy efforts by the IOGT-NTO Movement.

Strategic Outcome 3: Building capacities to act

Outcome

Sustainable CSOs working on empowering communities to prevent and reduce harm from alcohol.

Preconditions

- *Partners have the necessary capacities and expertise to work on alcohol issues and alcohol policy in target areas.*
- *Partners use evidence-based methods to address alcohol harm.*

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 work with rights-based approaches (RBA) which means that they base their work on the various UN human rights instruments and conventions, and have a 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, evaluation and learning. Additionally, our partner organisations should have strategies in place and ability to raise funds from a diversity of donors.

It is crucial that partner organisations have capacity to work with alcohol as a development obstacle. The work to prevent harm from alcohol must be based in evidence. Advocacy skills are important. We want our partners to be able to gather data and information to be used in advocacy.

Strategic approaches to Strategic Outcome 3

The IOGT-NTO Movement work with and through partner organisations to achieve the goals. We support partners to become more effective alcohol policy advocates and build capacity in alcohol harm prevention,



making sure that methods used by partners is based in evidence and best-practices.

Partner organisations should understand the Sustainable Development Goals (SDGs) and be able to link alcohol policy advocacy with SDGs in order to bring their agenda to decision-makers and hold governments accountable. Partner organisations are encouraged to bring the alcohol issues to their other donors and networks.

We empower partners 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, as well as their project and programme management capacity. This capacity includes knowledge on how to work rights-based and how to ensure that everyone is included and participates.

We expect partner organisations to learn from each other and bring in their specific expertise to partner joint meetings, exchange visits and other events.

Strategic Outcome 4: Developing capacity to be the catalyst for change

Outcome

IOGT-NTO Movement is a sustainable organisation leading the work on alcohol as an obstacle for development.

Preconditions

- *IOGT-NTO Movement has the necessary capacity to expertly lead efforts to reduce alcohol harm.*
- *IOGT-NTO Movement has collected and documented evidence-based methods on working with alcohol as an obstacle for development and share them with stakeholders.*

The IOGT-NTO Movement is one of few development organisations with a strong focus on alcohol as an obstacle to development. Thus, we have a unique opportunity and responsibility to contribute to sustainable development.

We do this through building our own capacity, and by having a willingness to learn and evolve. Secondly, by having a positive public profile and network to have a strong influence. Thirdly, by having suitable and appropriate organisational systems and processes to support results and value for money in order to attract resources and retain a good relationship with donors.

The IOGT-NTO Movement ensure that there is sufficient investment in human resources, organisational systems, and processes critical to



financial sustainability. We aim to increase our funding volume and to have a more diversified funding.

Strategic approaches for Strategic Outcome 4

The capacity of staff is instrumental. All staff should have the capacity to communicate about alcohol as a development obstacle and have knowledge and confidence to talk about what we do and why we do it. Staff should also have the ability to act as trainers of trainers. To build capacity in others, the IOGT-NTO Movement needs to have internal capacity and expertise in key areas such as alcohol policy, community mobilisation, advocacy, and communication.

Strategic communication targeting the right audience at the right time with the right information is a key to success. This communication require support from partners and other actors.

The IOGT-NTO Movement needs to have structured information gathering, understanding of the context we work in, and ability to identify knowledge gaps.

Underpinning the knowledge and learning focus and crucial in reaching the best results, are effective administrative systems and processes to plan, monitor, adopt and evaluate projects. Policies and guidelines 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.



Thematic issues integrated in all outcomes

Alcohol affects all aspects of our social life and the environment we live in. Some issues are relevant to all our strategic outcomes and need to be given careful consideration when designing programs and interventions.

Protecting children and youth from alcohol harm

Alcohol is detrimental to a healthy future for young people and their well-being as adults. Living in a family with a high-risk consumption of alcohol will affect basic rights of the child as well as the overall mental health. Early initiation of alcohol use damages the brain development of children and youth.

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 may end up living on the streets where they are abused, lack basic needs, and have no access to education. Duty bearers must have knowledge and ensure that laws and policies are in place to prevent child rights violations caused by alcohol use.

A do-no-harm approach is essential when working to protect children's rights. Inclusive and evidence-based approaches are important. 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.

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. All too often, alcohol contributes to creating dysfunctional families where the children drop out from school. The use of alcohol increases the risk of domestic violence.

In some contexts, women 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.

In large parts of the world a great majority of women are non-users of alcohol. The alcohol industry sees this group of women as key targets for their marketing and even portray alcohol use among women as an issue of gender equality.

IOGT-NTO Movement requires partners to address gender injustice in all projects. Other organisations engaging in gender equality can be a major



knowledge resource and important allies for IOGT-NTO Movement and partners.

Reducing alcohol as a driver for unsustainable use of natural resources

By 2025, two-thirds of the world's population may be facing water shortages.³ Alcohol production can seriously aggravate this problem. The water footprint of wine is 870 litres of water per litre. The water footprint for beer is 298 litres.⁴

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 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.⁵ 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 more sustainable use of natural resources.

IOGT-NTO Movement will address environmental issues mainly through mainstreaming and by encouraging other development actors with capacity to work with the environment to address the damage on our biotopes and food security.

How we work

Guiding Principles

The vision of the IOGT-NTO Movement is a democratic world characterized by solidarity and equality where alcohol do not impede peoples' welfare, freedom, and security.

We base our work on a rights-based approach, and the core international human rights instruments.

We have zero-tolerance of corruption and harassment within the IOGT-NTO Movement and among partners. All staff sign a Code of Conduct

³ <https://press.un.org/en/2016/sgsm17610.doc.htm>

⁴ Water Footprint Calculator: <https://www.waterfootprint.org/resources/interactive-tools/>

⁵ J. Poore and T. Nemecek, Reducing food's environmental impacts through producers and consumers, *Science* 360, 987–992 (2018)



and partners are expected to have their own Code of Conduct or equivalent.

We are transparent with what we do and our funding, and we expect partners to be transparent in the same way. We do not 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 and financial, are well documented.

Systematic monitoring and evaluation

IOGT-NTO Movement has standardized project management procedures in the work with partners which are outlined primarily in our *Project Management Guidelines* and *Financial 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, members and donors.

We emphasize dialogue around partner agreements upholding the accountabilities, while we also continuously discuss the results and lessons learned.

External evaluations of 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

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 partner with organisations that work with rights-based approaches, being non-discriminatory and using participatory methods. We have systems for whistleblowing accessible on our website.

Our *partners* should know what we expect from them and should be treated with respect. 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* of the IOGT-NTO Movements founders 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.



Principles for transparency

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

Working with partners, we share our documentation about them, with them. 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 guidelines.

Reaching out with effective communication

Effective communication is important in the implementation of this strategy plan – with limited resources, the 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 goals, and all staff should take part in communication activities. Strategic as well as operative plans, and guidelines for communications are developed and revised annually.

Mobilising resources to get results

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

Approaching potential donors is 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 ensure that there are messages that align the alcohol issue with other issues, in order to attract funds from new donors.

Engaging the Swedish members in the IOGT-NTO Movement

The individual members in the organisations governing the IOGT-NTO Movement are important stakeholders.

The four organisations (IOGT-NTO, Ungdomens Nykterhetsförbund (UNF), Junis and Nykterhetsrörelsens Scoutförbund (NSF)) provide support and substantial funding to the international development work.

It is important that the ownership by the members is strong, otherwise members may not function well as carriers of the vision and mission. Communication is key to ensure members interest and engagement. The



members offer a platform for promoting international solidarity and spreading knowledge of the global challenge of alcohol as an obstacle for development.

