

Strategic Plan 2019 – 2020

A Drop in the Ocean



Introduction

This document describes A Drop in the Ocean's (DiH) strategic objectives for 2019 - 2020. This strategy plan was approved by A Drop in the Ocean's Board of Directors in December 2018.

DiH's development during the previous strategy period

Since its establishment in autumn 2015, the development of the organisation has been characterised by the following conditions:

- Large scope of volunteers, but a naturally high turnover on the ground because of our model.
- Further development of our expertise and distribution to people fleeing their homes.
- We have gained increased competence in working in refugee camps, with regards to the humanitarian perspective and psychosocial work, as well as activities for the residents.
- We have strengthened our reputation among our stakeholders through serious, flexible and rapid aid work.

Vision

Our vision "We help people help refugees" describes our highest and most important ambition. It is our day to day work as well as our work in the long term, which helps us reach this vision.

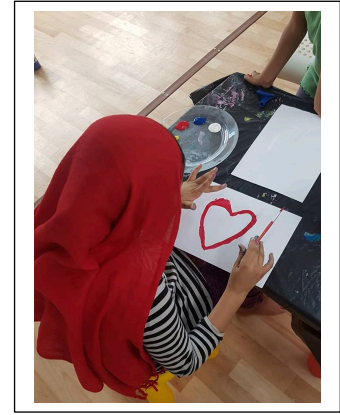
Purpose

Our purpose is to provide support to people fleeing their homes, as well as to provide information on the situation faced by refugees and migrants. Where relevant, the main focus will be on helping children and their mothers.

Values

Our values describe what we should identify with and what should characterise those who contribute to the organisation. Our values are long-term and important with regards to establishing our internal as well as our external identity. Our values in Norwegian start with the letters which make the word HAVET, meaning OCEAN in Norwegian.

- Dynamic
- Responsible
- Productive
- Empathetic
- Distinct



Our work

A Drop in the Ocean's operational work in Greece is mainly concentrated on humanitarian assistance and the operation of activities in refugee camps on the Greek mainland and islands. DiH also focuses on aid aimed at women and children, as well as language courses, primarily English, for adults and young people who are not eligible to attend school in Greece. Due to a good distribution system, good learning programmes and activities that contribute to increased dignity of refugees, we are often visited by official bodies or other humanitarian NGOs who want our assistance in or outside camps. In addition, people on the run who need assistance in Greece to varying degrees tend to seek out DiH.

Being a Norwegian organisation that exclusively works in Greece is sometimes challenging. However, through our Secretary-General (the founder of the organisation) and a very dedicated administrative team, we have consolidated our voice in the debate on the refugee situation in Greece.

The humanitarian principles of humanity, impartiality, independence and neutrality are central to the organisation and absolutely necessary to live by in order to carry out our work and reach those who need it most.

Through our activities in Greece, these principles run as a 'common thread' in everything we do. Our volunteers, through our guidelines, have accepted these principles and live by them when working in the field.

Main strategic challenges

The organisation's strategic challenges during the period can be briefly summarised as follows:

- Identify the revenue drivers and secure revenue in line with the strategic goals.
- Ensure long-term, financially stable partners.
- Ensure satisfied, returning volunteers who also contribute financially.
- Ensure that the safety of our field workers is always safeguarded.
- Define which message should be conveyed as the main one in all communication and information work.
- Provide good and consistent information to our stakeholders.
- Develop the organisation in accordance with increased activities related to aid work.
- Maintain our strength as a flexible, adaptable and unbureaucratic organisation as it grows.

Strategic objective

People fleeing are a priority group for our work, and we will develop our current projects to also be used in other geographical areas with large numbers of refugees. Through a secure financial situation, as well as efficient operations, we shall contribute a minimum of 91% of our revenues to the cause.

Strategic focus areas

- We will continue to further develop the work the organisation does in Greece.
- We shall establish clear processes that describe how we evaluate, decide and possibly enter new areas outside Greece where it is possible for us to assist in a similar manner.
- We will acquire information and decide whether A Drop in the Ocean can contribute to other areas of assistance linked to helping fleeing people.
- We will consider our choices regarding the organisation's official status in Greece.
- We will ensure a more secure financial situation for the organisation and decide whether permanent activities and projects should be established in Norway.
- We will increase and expand our cooperation with other operators and choose partners who will strengthen our financial and operational situation in order to enable sustainable operation.
- We will strengthen our IT expertise and our platforms in order to streamline administrative management at all levels.



We have six focus areas that will be the guide for all A Drop in the Ocean's work throughout the period.

Operational

1. Further development of existing projects.
2. In order to be operational, it is essential to have proper and sufficient staffing of all projects at all times.
3. Clarify the form of organisation we wish to take on in Greece and any new areas / countries in which we establish ourselves.
4. Be proactive in recruitment to ensure a sufficient number of volunteers for each location.
5. Establish a competence model for volunteer field workers.
6. Implement good routines for information, development, training and follow-up and further develop tools for measuring volunteer satisfaction and their "social impact" in retrospect.
7. Further develop the work related to supporting individuals in need.

Information, public relations and political influence

1. Increase the number of people who contribute within the area of information to ensure broader and more comprehensive information and communication.
2. Ensure easy use by improving the website visually and matching the content accordingly.

3. Work strategically towards media and government contacts to get focus on the situation in Greece, and elsewhere we might be present during the strategy period.
4. Strengthen and increase social media presence in order to support and reinforce our position as a humanitarian NGO.

HR and emergency preparedness

1. Develop a personnel strategy that will include everything from employment relationships to competence development.
2. Develop an organisational model explaining how A Drop in the Ocean will be run, with emphasis on sustainable solutions and good, predictable conditions for our employees and volunteers.
3. Further development of our emergency preparedness work is necessary when we work in demanding environments and with unpredictable situations. We shall take into account legislation that regulates health, environment, safety and privacy and implement good routines for this within all relevant areas.
4. Establish good development programs that embrace all levels of the organisation. Having well-functioning routines and systems for strengthening the competence of our field workers will be a competitive advantage for DiH.
5. Implement our warning mechanisms during the strategy period. In order to identify situations that are demanding in the field, it is important that our field workers find it ok and easy to notify us of unacceptable circumstances.

IT and system platforms

1. Ensure stable operation and expertise on all our IT systems by establishing collaboration with an external party which will be responsible for our IT systems, routines and programmes.
2. Have an overview of needs and have a good "volunteer management system", in order to better follow up. We must decide on how to ensure a good system for efficient operation, good follow-up, valuable statistics, etc.
3. Get a CRM system that gives us a good connection and link between volunteers and donors.

4. Obtain the necessary skills to map and implement good, safe solutions for the entire organisation. Such solutions should take into account that we comply with national and international legislation in this field.

Scaling

1. Establish a plan for this initiative in order to get funds for projects that are to be operated in Norway. In addition, a project organisation model shall be established for new projects in Norway.
2. Scaling and new areas of assistance where we already operate through the establishment of models and projects for our work in Greece.
3. Develop and decide on models for methodology, decision-making structure and process for the implementation of new projects outside Greece.

Economy

1. Establish and continuously improve financial management routines, both in the administration and in the field, to ensure further approval from The Norwegian Control Committee for Fundraising
2. Simplify bookkeeping and link all costs and income to a project, and find good routines for reporting.
3. Ensure that the administration and the board contribute to and take responsibility for ensuring that the organisation has a stable economy according to its budget with an annual increase in revenues of 15%. Simultaneously maintaining cost management.
4. Increase internal competence in this field by being active in fundraising networks in Norway and internationally.
5. Be the best in Norway for fundraisers on social media and establish criteria for goal achievement.