

INTERNATIONAL Dan
REPORT Church
2019 Aid
September 2020





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Abbreviations

| | | | |
|---------------|---|-----------------|--|
| ACT | Action by Churches Together | EU | European Union |
| BHR | Business & Human Rights | FCS | Food Consumption Score |
| C4C | Charter for Change | GBV | Gender Based Violence |
| CAR | Central African Republic | GDP | Gross Domestic Product |
| CBO | Community Based Organisation | GPDR | Global Partnership and Donor Relations |
| CD | Capacity Development | GRF | Global Results Framework |
| CDMC | Community Disaster Management Committees | HR | Human Resources |
| CEDAW | UN Committee on All Forms of Discrimination Against Women | HRF | Humanitarian Response Forum |
| CHS | Core Humanitarian Standard | HRBA | Human Rights-Based Approach |
| CO | Country Office | HRMA | Humanitarian Response and Mine Action |
| CoP | Community of Practice | HRDs | Human Rights Defenders |
| CP | Country Programme | HQ | Headquarters / Head office |
| CRM | Customer Relationship Management | HTP | Harmful Traditional Practices |
| CSO | Civil Society Organisation | IATI | International aid Transparency Initiative |
| CSI | Coping Strategy Index | ICT | Information and Communications Technology |
| CSW | Commission of the Status of Women | IDPs | Internal Displaced People |
| CTCP | Counter-Terrorism Compliance Policy | IED | Improvised Explosive Device |
| CTL | Counter-Terror Legislation | IHL | International Humanitarian Law |
| CVA | Cash and Voucher Assistance | IHRL | International Human Rights Law |
| Danida | Danish International Development Assistance | IS | Islamic State |
| DCA | DanChurchAid | KOI | Key Outcome Indicator |
| DKK | Danish Kroner | KPI | Key Performance Indicator |
| DMDP | Danida Market Development Partnership Programme | L2GP | Local to Global Protection |
| DRC | Democratic Republic of Congo | LG | Local governments |
| DRR | Disaster Risk Reduction | LFA | Local Faith Actor |
| EC | European Commission | LGBTQIA+ | Lesbian, gay, bisexual, transgender queer, intersex, asexual |
| ECHO | European Civil Protection and Humanitarian Aid Organisation | LT4C | Learning Tech for Change |
| EO | Explosive Ordnance | MA | Mine Action |
| EORE | Explosive Ordnance Risk Education | MEAL | Monitoring, evaluation, accountability and learning |
| ERW | Explosive Remnants of War | MFA | Ministry of Foreign Affairs of Denmark |
| | | MoU | Memorandum of Understanding |

| | |
|----------------|--|
| NCA | Norwegian Church Aid |
| NDF | National Dialogue Forums |
| NGO | Non-Governmental Organisation |
| OCHA | The United Nations Office for the Coordination of Humanitarian Affairs |
| OD | Organisational Development |
| PA | Partnership Agreements |
| PANEL | Participation, Accountability, Non-discrimination, Empowerment and Link to Rights Frameworks |
| PaRD | International Partnership on Religion and Sustainable Development |
| PP | Procurement Plan |
| PPA | Pastoral Peace Ambassador |
| PRI | Project and Programme Related Information |
| PSS | Psychosocial Support |
| PSE | Private Sector Engagement |
| PSEA | Prevention of Sexual Exploitation and Abuse |
| R&D | Religion and Development |
| RBC | Responsible Business Conduct |
| SC | Safer Communities |
| SALW | Small Arms and Light Weapons |
| SCLR | Survivor and Community-led Crisis Response |
| SDGs | Sustainable Development Goals |
| SO | Strategic outcome |
| SPa | Strategic partnership |
| SPHERE | Minimum standards in core areas of humanitarian assistance |
| SRHR | Sexual Health and Reproductive Rights |
| ToC | Theory of Change |
| UN | United Nations |
| UNDP | United Nations Development Programme |

| | |
|---------------|---|
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNFPA | United Nations Population Fund |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNOCHA | United Nations Office of the Coordination of Humanitarian Affairs |
| UPR | Universal Periodic Review |
| US | United States |
| USAID | United States Aid for International Development |
| VCA | Vulnerability and Capacity Assessment |
| VSLA | Village Savings and Loan Association |
| WLO | Women-led Organisations |
| WRO | Women's Rights Organisations |
| YWAG | Young women acting group |

[Turkana, Kenya / Jakob Dall]



01. Introduction

Providing true justice to the enormous diversity of exciting results and achievements of DanChurchAid (DCA) and its many partners is truly challenging. However, this report seeks to compile, analyse and present the results and achievements across 19 country programmes (CP). The DCA International Strategy 2019-2022 and the Global Results Framework (GRF) guide all DCA programming and it is towards the three long-term goals of Saving Lives, Building Resilient Communities and Fighting Extreme Inequality and the associated strategic intervention areas that DCA measures its achievements and success. As you look through this report, you will learn about results within DCA's different CPs and you will notice how DCA, with our partners, has contributed to significant and real change for women, children and youth, and communities.

At the time of writing this introduction to the 2019 annual report, the global COVID-19 pandemic has a solid grip on all corners of the world. While the crisis is

unprecedented in scale and scope, it has also offered opportunities to consolidate and even accelerate trends and commitments already visible and known before the pandemic hit. In previous years we have seen major crises kickstarting and driving larger transformations in the aid sector – such as in the aftermath of the Indian Ocean tsunami in 2005, after which the predecessor to the Core Humanitarian Standards (CHS), the so-called Humanitarian Accountability Project, gained a lot of traction and support from donors and aid organisations to formulate and certify minimum standards for humanitarian responders. The COVID-19 pandemic could very well be the launch pad for a much broader and sector-wide recognition and support to the thematic areas of the Grand Bargain and, more particularly, the localisation agenda. Never before has the critical role of the most local responders been so well recognised and highlighted as widespread restrictions on movements to and within countries and communities is imposed by governments around the world.

As this annual report for 2019 will document, the localisation agenda and working with local civil society organisations (CSO) have been and continue to be at the centre for all DCA programmes and interventions. To DCA this means engaging affected communities in assessing needs, designing approaches that best address their needs, and strengthening their capacities to deliver their own responses – whether it is an immediate humanitarian response or a longer-term and multisectoral response. During the year, many capacity development initiatives and training for the partners of DCA were organised on a wide range of issues including the principles of Rights Based Approach, Survivor & Community-Led Response methodology, Gender Mainstreaming, the triple Nexus approach and many more.

While working with and providing support to CSOs is a cornerstone in DCA's partnership approach, developments in recent years have seen an increase in the diversity of DCA's overall partnership portfolio. This builds on a recognition that partners offering new and complementary capacities, networks and technical skills can come from other sectors, including the private sector, research institutions, informal social movements, and social/business entrepreneurs. Looking ahead, DCA believes that the ability to build alliances and connect stakeholders across sectors, countries and technical skills for a shared vision will be essential. This also means that DCA will maintain partnerships with strong national or local CSOs for many years as such partnerships create strategic value at national and global levels.

In 2019, DCA was able to further replicate its private sector engagement (PSE) model across 5 CPs with 9 projects actively engaging and cooperating with private sector companies; additionally, across all CPs, more than 10% of all projects are now labelled as market-based projects, which include job creation activities, income generation and organising communities for financial inclusion, including links to financial institutions to support collective bargaining with buyers and service providers.

For many years DCA has actively engaged with and implemented large programmes in several fragile and conflict-prone countries and situations including in Libya, Syria, CAR, Mali, and Congo. In 2019, political developments and the involvement of neighbouring countries' regional power centres or other non-state actors had a huge and often negative impact on local communities and humanitarian actors like DCA. In countries like Syria and Libya, DCA had to adjust programmes and project activities on a regular basis, as access to affected and in-need communities changed depending on developments of conflict along local or national lines, ceasefire agreements and changes in political priorities. The ability to understand and respond to such changes was crucial, and during the year DCA developed a comprehensive tool kit to strengthen the ability to perform conflict-sensitive analysis and programming. As a multi-mandated organisation, DCA is

well placed to operationalise and provide evidence to the relevance and value of the humanitarian-development-peace nexus, and this report provides numerous examples across multiple DCA CPs. A comprehensive external review carried out in 2019 and mandated by the Danish Ministry of Foreign Affairs (MFA) confirmed DCA's relevance and ability plan and implement comprehensive nexus-oriented programmes.

Internationally and in Denmark, 2019 was marked by a strong popular support to the Climate Change agenda. This took many different forms, including public demonstrations, support to petitions and consumers making changes to behaviour and lifestyle choices. DCA played a key role in formulating and launching the petition for the Climate Law which was eventually supported by more than 50,000 people. The demand and the petition contributed significantly making Climate Change a top election issue during the national parliamentary election in June 2019. This public support towards sustainability and the link between political and consumer choices in Denmark and development in the poorest and most marginalised countries also manifested itself through an increased support for DCA's second-hand shops and the DCA WeFood retail stores and DCA successfully opened 1 more WeFood location. At the global level, DCA also took a leading role in the ACT Alliance climate advocacy campaign which made a significant impact on both the United Nations Framework Convention on Climate Change (UNFCCC) and the Global Adaptation Commission. Within our CPs 34% of all projects address issues related to Climate Change and the number of projects that directly seek to reduce CO2 emission increased from 7% in 2017 to 9% in 2019.

It is with a growing concern that DCA observes how the emerging nationalism is gradually replacing the commitment and support to international conventions and respect towards a global rule-based governance system. When several countries in the European Union (EU), as well as the United States (US) and other regionally strong nations, start to question rights and obligations enshrined in the Universal Declaration of Human Rights, it provides space and avenues for governments in other countries to enact new draconian laws that further repress those perceived to be in opposition – whether from political parties, civil society organisations, labour unions, or media. To counter this development, in 2019 DCA actively promoted the agenda of combatting shrinking civic space. Amongst other things, DCA co-organised (with the MFA and Globalt Fokus) an international conference in Copenhagen on civic space (Civic Space Strikes Back), and co-hosted a side event at the high-level Political Forum in New York promoting two DCA/ACT studies on the role of faith actors for civic space. At the national level, DCA and partners tested new modalities in 2019 – using apps and e-governance systems – to engage with and ensure accountability of duty bearers in support of inclusive policy and law formulation processes.

[Cambodia / Robin Narciso]



02. DCA in Numbers and Financial Management

02.1 Total income and expenditure

DanChurchAid's (DCA) annual turnover in 2019 was 785.5 million DKK. This figure represents an increase of approximately 14% compared to the turnover in 2018, and the highest turnover achieved in DCA's history. DCA's turnover target in 2019 was 750 million DKK, and the actual turnover was 35.5 million DKK more. Funding from Danida, the European Union (EU) and other international

donors increased between 2018 and 2019. The grants from Danish International Development Assistance (Danida) amounted to 103.6 million DKK from lot CIV, 85.4 million DKK from lot HUM, and 31.7 million DKK from single grants. Both the unearmarked and earmarked funds raised by DCA in Denmark decreased between 2018 to 2019. Table 2.1 shows DCA's turnover from 2013 to 2019.

TABLE 2.1 OVERVIEW OF DCA'S TURNOVER FROM 2013 TO 2019 IN MILLION DKK.

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019

| TURNOVER - MILLION DKK | ACTUAL 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 |
|---------------------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Unearmarked | 135.9 | 142.2 | 147.2 | 150.4 | 149.9 | 131.3 | 128.3 |
| Earmarked | 21.4 | 23.8 | 23.1 | 37.6 | 37.6 | 41.1 | 40.3 |
| Danida grants | 220.6 | 200.9 | 215.5 | 168.5 | 212.0 | 224.0 | 213.2 |
| EU grants | 111.3 | 98.9 | 91.6 | 66.0 | 72.8 | 67.2 | 83.3 |
| International donors | 283.7 | 202.8 | 206.3 | 157.5 | 164.0 | 97.5 | 106.3 |
| Other income and fees | 12.7 | 6.3 | 7.8 | 6.4 | 13.8 | 3.6 | 1.2 |
| Total turnover | 785.5 | 674.9 | 691.5 | 586.4 | 650.1 | 564.7 | 572.6 |

Danida and international donors made the highest contributions to DCA in 2019 with 28% and 37%, respectively, of the total turnover. The biggest international donors in terms of contributions were EuropeAid, European Civil Protection and Humanitarian

Aid Organisation (ECHO), United States Aid for International Development (USAID) and United Nations High Commissioner for Refugees (UNCHR). Please find the details in Table 2.7. Figure 2.2 shows the sources of DCA's funding in 2019 by percentage.

FIGURE 2.2 OVERVIEW OF DCA'S FUNDING SOURCE IN 2019 IN PERCENTAGE.

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019.

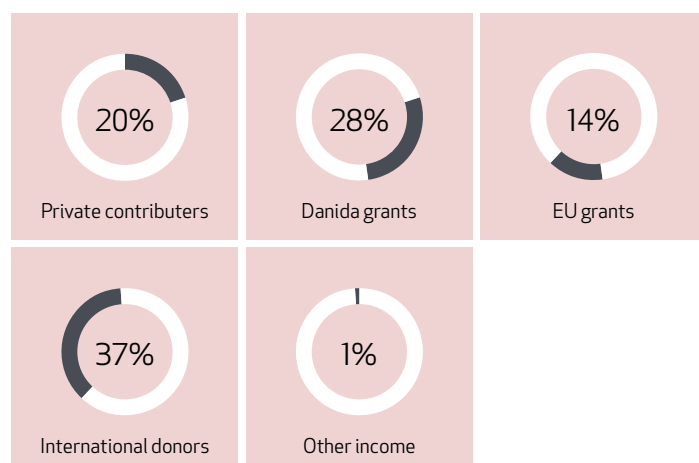


Table 2.3 shows the total cost for DCA's development aid and humanitarian assistance work in the last seven years; the total cost in 2019 was 648.6 million DKK, which was an increase of 14% compared to 2018. Please

note that Humanitarian Mine Action is not reported as a separate cost in 2019 but is now an integrated part of the Humanitarian Assistance cost.

TABLE 2.3 OVERVIEW OF TOTAL COSTS FOR DEVELOPMENT AID AND HUMANITARIAN ASSISTANCE WORK FROM 2013 TO 2019 IN MILLION DKK (EXCLUDING ADMINISTRATION FEE).

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019.

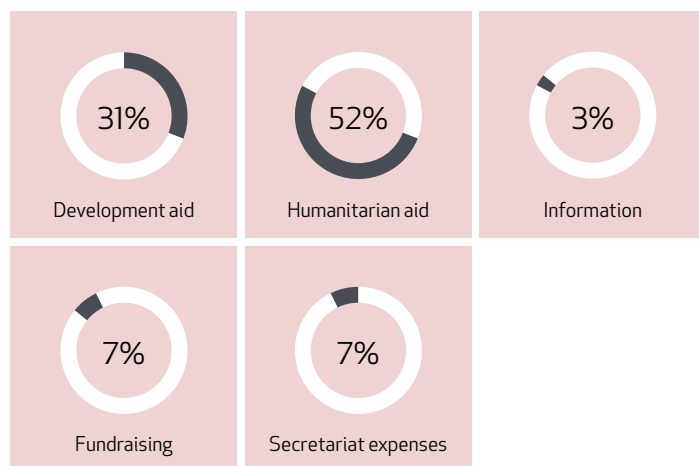
| COST - MILLION DKK | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Development Aid | 243.8 | 251.1 | 272.2 | 208.4 | 239.8 | 226.1 | 213.9 |
| Humanitarian Assistance | 404.8 | 175.5 | 180.3 | 136.7 | 173.5 | 138.1 | 156.9 |
| Humanitarian Mine Action | | 131.5 | 125.1 | 110.3 | 91.5 | 80.3 | 75.2 |
| Total | 646.6 | 558.0 | 577.6 | 455.4 | 504.8 | 444.5 | 446.0 |

Figure 2.4 shows DCA's total cost in 2019 by different categories. The largest cost category was humanitarian assistance (52%), which is an increase compared to 2018,

and the second largest was development aid (31%), which decreased slightly compared to 2018.

FIGURE 2.4 OVERVIEW OF DCA TOTAL COSTS IN 2019 BY DIFFERENT COST CATEGORIES (INCLUDING ADMINISTRATION COST).

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019.



Most of DCA's projects and programmes are implemented in countries in Africa and 53% of the total funds were used there. 16% were spent in Asia, 23% in the Middle

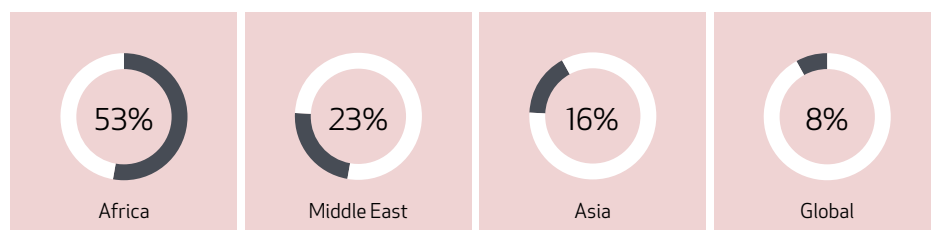
East, and 8% at the global level. Table 2.5 and Figure 2.6 show the geographical distribution of funds in million DKK and percentage.

TABLE 2.5 GEOGRAPHICAL DISTRIBUTION OF COST IN MILLION DKK (EXCLUDING ADMINISTRATION FEE).

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019.

| CONTINENT | TOTAL DEVELOPMENT AND HUMANITARIAN AID (MILLION DKK) |
|--------------|--|
| Africa | 343.7 |
| Asia | 146.6 |
| Middle East | 103.3 |
| Global | 55.1 |
| Total | 648.5 |

FIGURE 2.6 GEOGRAPHICAL DISTRIBUTION OF COST IN PERCENTAGE.
ANNUAL REPORT, FINANCIAL STATEMENT 2019.



Strategic Objective: By 2022 DCA's funding base is sustainable and diverse.

DCA is making progress in achieving this strategic objective for 2022. Based on DCA's result in 2019 compared to previous years, DCA's funding base is becoming more sustainable and diverse. DCA experienced an increase in its annual turnover from 2018 to 2019 and achieved its goal set for 2019. As indicated in Table 2.7,

DCA experienced an increase in funding from a multitude of major international donors, the EU and Danida. Furthermore, this table shows that DCA was able to fundraise more than budgeted in 2019 from the EU and other international donors. The result was 16% more than budgeted, which represents an increase of 24% in actuals from the EU, US, UN, Action by Churches Together (ACT) Alliance and other donors compared to 2018.

TABLE 2.7 OVERVIEW AND ACTUALS FOR INTERNATIONAL DONORS 2017, 2018 AND 2019 IN MILLION DKK.
"OTHERS" INCLUDE ACT IN ACTUALS 2017.

SOURCE: ANNUAL SPECIFICATION TO FINANCIAL STATEMENT, 2017, 2018 AND 2019.

| DONOR | BUDGET 2019 (MILLION DKK) | ACTUAL 2019 (MILLION DKK) | ACTUAL 2018 (MILLION DKK) | ACTUAL 2017 (MILLION DKK) |
|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| EU Grants | 96.1 | 111.3 | 98.9 | 91.6 |
| EuropeAid | | 62.7 | 57.2 | 51.7 |
| ECHO | | 48.6 | 41.7 | 39.9 |
| US Donors | 45.3 | 53.8 | 50.4 | 51.3 |
| USAID | | 32.4 | 30.2 | 31.8 |
| PMWRA, Department of State | | 15.3 | 13.4 | 4.0 |
| BPRM, Department of State | | 6.0 | 6.7 | 2.4 |
| UN Donors | 34.9 | 68.2 | 36.9 | 36.5 |
| OCHA | | 9.2 | 4.7 | 8.5 |
| UNDP | | 18.2 | 13.0 | 9.6 |
| UNHCR | | 20.0 | 6.4 | 5.8 |
| UNICEF | | 12.4 | 6.9 | 3.2 |
| UNOPS | | 5.4 | 5.2 | 8.9 |
| Other UN Agencies | | 2.9 | 0.8 | 0.4 |
| ACT Alliance | 30.2 | 59.5 | 40.4 | N/A |
| Other Donors | 125.3 | 102.2 | 77.1 | 118.5 |
| Total | 331.8 | 394.9 | 298.8 | 297.9 |

In 2019, DCA was funded by a variety of different international donors and received funding from more than 60 international donors in addition to funding from Danida. In Table 2.8 the top five international donors are listed

to show how funds were distributed across DCA's Global Goals - Save Lives, Build Resilient Communities and Fight Extreme Inequality.

TABLE 2.8 TOP FIVE INTERNATIONAL DONORS SUPPORTING PROJECTS UNDER DCA'S THREE GLOBAL GOALS IN EURO.

SOURCE: GLOBAL PARTNERSHIP AND DONOR RELATIONS (GPDR) ACTUALS 2019 PROJECT TURNOVER DATA.

| SAVE LIVES (EURO) | | BUILD RESILIENT COMMUNITIES (EURO) | | FIGHT EXTREME INEQUALITY (EURO) | |
|----------------------|-------------------|---------------------------------------|-------------------|------------------------------------|-------------------|
| Danida HUM | 10,011,182 | Danida CIV | 6,357,806 | Danida CIV | 5,033,909 |
| ACT Alliance | 5,338,093 | UNDP | 2,446,363 | EuropeAid | 2,628,563 |
| ECHO | 5,092,929 | EuropeAid | 2,052,641 | ACT Alliance | 1,516,316 |
| USAID | 4,354,772 | ECHO | 1,426,626 | Danida HUM | 184,006 |
| Danida Single Grant | 3,951,052 | ACT Alliance | 1,099,105 | OCHA | 100,667 |
| Total | 50,790,301 | Total | 17,466,829 | Total | 11,994,861 |

DCA's funding base is highly diverse, and the number of donors has increased over the years. Danida was the donor that contributed most to DCA with 220.6 million

DKK. Table 2.9 shows the top 10 donors in terms of funding to DCA.

TABLE 2.9 TOP 10 DONORS IN TERMS OF FUNDING TO DCA.

SOURCE: GLOBAL PARTNERSHIP AND DONOR RELATIONS (GPDR) ACTUALS 2019 PROJECT TURNOVER DATA.

| TOP 10 DONORS | AMOUNT (MILLION DKK) |
|-----------------------------------|----------------------|
| Danida | 220.6 |
| EuropeAid | 62.7 |
| ECHO | 48.6 |
| Dutch Ministry of Foreign Affairs | 34.1 |
| USAID | 32.4 |
| UNHCR | 20.0 |
| UNDP | 18.2 |
| Norwegian Church Aid | 17.9 |
| PMWRA | 15.3 |
| UNICEF | 12.4 |

02.2 Financial Key Performance Indicators

Strategic Objective: by 2022 DCA's financial key performance indicators (KPIs) and tracker system strengthen decision-making at global and country level.

Country Offices (CO) have reported that they were successful in meeting or exceeding targets of their key performance indicators (KPIs) due to unexpected financial growth resulting in a higher turnover than anticipated for the year. A majority of DCA's COs reported that they were successful in getting time registration and office running costs covered by donors; however, some countries experienced challenges getting donors to cover these costs. The general experience is that some UN

organisations are very reluctant to cover these relevant costs incurred by the project.

Four KPIs address cost recovery a) cover staff cost, b) ensure a fair distribution of cost recovery between donors, c) cover Headquarters (HQ) implementation support staff and global expatriates, and d) reduce the reliance on DCA's own funds to cover operational costs. Several COs have made significant progress towards these KPIs. This has supported more strategic and overall planning and decision-making at HQ and CO levels. There are concrete examples of meeting the set KPIs at CO level:

In **Libya**, DCA witnessed a unique year compared to the previous years in reaching 50 million DKK in 2019. DCA

was furthermore successful in getting all operational costs covered by donor funded projects as well as all time registration and office costs. The DCA CO in Libya did not charge costs to DCA HQ accounts. This exemplifies stable financial coverage for the programme and the ability to absorb all generated costs independently.

The **Syria** country programme (CP) performed well despite its complexity, the large number of humanitarian response grants with short timeframes, the ever-changing context on the ground, and the specific challenges faced during the last quarter of the year. Generally, the Syria CO achieved the set KPIs. DCA expected to reach a funding level of 32 million DKK in Syria, but as a result of a successful and strategic fundraising strategy, the CO was able to mobilise almost 38 million DKK. The Syria CP was able to fund all activities, staff and office costs with secured donor funds and, as a consequence, did not have to rely on DCA's own funds in 2019.

02.3 Procurement

Strategic Objective: By 2022, DCA will focus on building procurement knowledge and drafting procurement plans which will contribute to improved quality of procurement carried out by DCA partners and DCA staff.

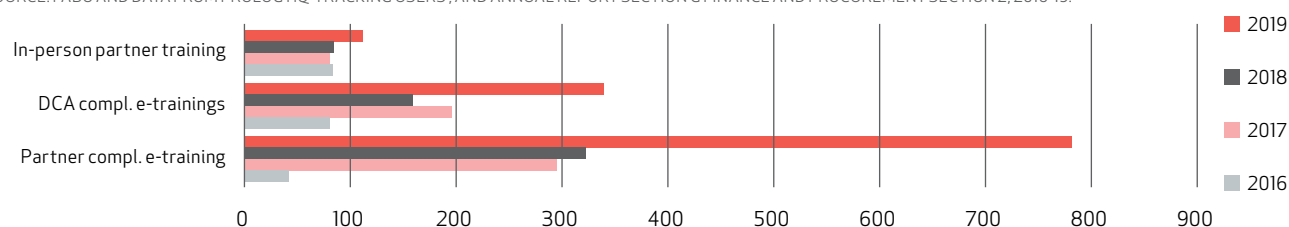
Because knowledge and competences go hand in hand with ensuring efficiency, transparency, value for money and compliance in our projects, DCA has a strong focus on strengthening procurement capacity.

DCA seeks to combine different training modalities to develop the capacity of both DCA staff and partners around the world. Figure 2.10 below shows an increased focus on capacity development (CD) in 2019. A total of 110 in-person procurement training events were conducted for partners, and 97 partners were visited for procurement support and monitoring purposes. In addition, COs were visited 27 times by DCA HQ Procurement Advisors for training, monitoring and support purposes.

As reflected in Figure 2.10, 2019 was a successful year with increased participation in DCA's five procurement e-trainings on fabo.org - which have now been completed 2495 times in total since 2014. This result can primarily be explained both by HQ's and COs' commitment to increasing partners' use of e-training, and COs' strategic focus on procurement in 2019. Since 2018 partners' use of e-training has increased by 143% and partners represent 62% of the total completions.

FIGURE 2.10 IN-PERSON TRAININGS AND COMPLETED PROCUREMENT E-TRAININGS PER YEAR.

SOURCE: FABO AND DATA FROM PROLOG HQ 'TRACKING USERS', AND ANNUAL REPORT SECTION G FINANCE AND PROCUREMENT SECTION 2, 2016-19.



The roll-out of e-training to partners has previously been a challenge, but this is changing year by year. Partners are more often accessing e-training 'on-demand', but DCA staff are also finding new ways to combine e-training and in-person training. Some COs invite partners to the DCA office to go through the e-training in small or larger groups. In this way proper internet access is available, and DCA and partners can have discussions and share experiences, and any language or procurement technical barriers are also reduced.

Overall, users of e-training provide positive feedback in that, 86% of the users who provided feedback stated that e-training had improved their procurement knowledge and they feel better equipped to factor procurement into their daily work.

Another important aspect of compliance and ensuring efficiency and value for money is the Procurement Plan (PP), which ensures that procurement is an integrated part of project planning and implementation. The drafting of PPs has been steady since 2015, with an average of 131 drafted PPs per year and with a small increase in 2019 with 144 drafted PPs.

Nine COs reported procurement to be a Strategic Objective (SO27) in 2019, whereas five COs reported that they focused on PPs and five focused on procurement capacity development.

[Kakuma refugee camp, Kenya / Jakob Dall]



03. Audits, Assessments and Reviews

Every year, DanChurchAid (DCA) is subject to assessments and audits which take place at both headquarters (HQ) level and country office (CO) levels. For 2019, a total of three organisational assessments were conducted: the Danish International Development Assistance's (Danida) Review and Capacity Assessment, the European Civil Protection and Humanitarian Aid Organisation's (ECHO) Ex-ante Assessment for framework partnership agreement applicants, and the Core Humanitarian Standard's (CHS) Maintenance Audit. Below, the findings of the Danida Review and Capacity Assessment are discussed. However, because the ECHO audit was initiated in late 2019 but not finalised in the same year, it will be reflected in the 2020 report. During the CHS audit, the Corrective Action Required on data protection was closed as well as three observations on topics ranging from the complaints system to the environmental impact of DCA's projects. Further details on the CHS Audit are available in Chapter 9.

In the first half of 2019, the Danish Ministry of Foreign Affairs (MFA) carried out an organisational assessment (i.e. Review and Capacity Assessment) of DCA's programmatic, organisational, financial and strategic management capacity. The purpose of the review was to assess whether DCA can deliver the results that are stated in its Strategic Partnership agreement (SPa) with the MFA for the period of 2018-2021. For this review, aside from a desk study of DCA's key documents, interviews were conducted at DCA HQ with staff from all departments. Furthermore, the review team visited DCA COs in Myanmar and Ethiopia to interview national staff, partners and relevant stakeholders. The visit also included field and project visits.

The findings of the review were positive overall and noted especially strong results for DCA's humanitarian-development-peace nexus and localisation approaches and DCA's commitment to partner-driven community development. Furthermore, it was acknowledged that DCA is a leading partner for the MFA when it comes to

operationalisation of the Human Rights-Based Approach (HRBA) which is being well incorporated into country programmes (CPs). The review team observed that DCA has a unique strength to exert influence for progressive improvement of gender equality and human rights. Along similar lines, another strong point mentioned was DCA's work with the prevention of sexual exploitation and abuse (PSEA) and anti-corruption, supported by an actively managed complaints system involving DCA's Board. It was acknowledged that DCA has invested heavily in developing its complaints procedures with the result that the complaints mechanism is well described and represents best practice. On the technical and financial side, DCA's systems and procedures were considered strong and in line with MFA requirements to the SPa.

In addition to the findings above, the review team also made 15 recommendations for DCA improvement. The two most important recommendations are related to DCA's Monitoring, Evaluation, Accountability and Learning (MEAL) system and DCA's risk management focus. One recommendation relating to DCA's MEAL system was to create a centralised MEAL support infrastructure, formalise requirements for a minimum CO MEAL set-up, standardise MEAL framework and guidelines, and identify common approaches to thematic learning at a programme level. This would enable DCA to better document the impact its interventions have for individual lives at an outcome level. Furthermore, it was recommended that DCA reviews its risk management framework to better include the risk of non-compliance with national legislation and improve how risks related to security and safety are managed, especially in conflict-sensitive contexts. The review also suggested that DCA strengthens its guidance for conflict analysis with a view to enhancing documentation of programme sensitivity to crisis and conflict complexities. DCA has continued to work through 2019 to address these risks and the results will be published in the 2020 international report.

[Kenya / Jakob Dall]



04. Organisational and Contextual Changes

04.1 Major changes in the organisation and its context

As DCA entered the first year of its 2019-2022 International Strategy, major changes in the global political and economic environment, as well as more internal and institutional changes, required DCA to initiate change processes to remain relevant and to adequately accommodate these changes.

During the year, the climate change agenda was further strengthened through global movements and repeated calls to action putting governments, private companies and institutions on the spot to take leadership and deliver tangible commitments towards measurable results.



As a multi-mandated organisation, DCA has global recognition and supports the so-called triple nexus of development, humanitarian assistance and peace, which provides opportunities as traditional and new actors reorganise and change strategies to stay relevant, and ensure that learning from past practices informs new and more comprehensive responses.

The diversity of actors who engage with, actively support, and involve themselves in developing countries continues to increase. While this provides opportunities to form new alliances and innovative partnerships across sectors, it also affects expectations and requirements for how DCA communicates, devises and implements campaigns and do fundraising in Denmark.

To stay relevant and fit for purpose, DCA continually reflects on changes in the global environment and how these changes affect rights holders and the most vulnerable.

04.2 Organisational development

Strategic Objective: By 2022 DCA has developed an organisational system and a culture that continuously consider the changing context and reality DCA operates in, which results in an organisation that is more effective

without compromising the well-being of employees and the quality of programmes.

During 2019, some thematic and operational areas received both extra attention and benefited from a more holistic approach:

- a. The reorientation of the HQ technical advisory functions to support an increasingly diverse and decentralised DCA programme portfolio done in 2018 was further accentuated with a particular focus on thematic and operational cross fertilisation, within HQ, between CPs and across HQ units and CPs and COs
- b. A portfolio review of DCA's humanitarian portfolio including the mine action related components was carried out in early 2019 to provide clarity on skills requirements at HQ and country level and form the foundation based on which to decide when and where to invest in additional resources.
- c. A further strengthening of DCA's ability and expertise to work within the triple nexus through the development of DCA conflict sensitivity toolkit, programme/project development guidelines, training of staff and establishment of a DCA Community of Practice.
- d. Though DCA has for many years compensated for the CO2 emission caused by travel by flights the board in 2019 approved a more ambitious and comprehensive

internal Climate Change policy with measurable indicators for success. Monitoring and follow up to the commitments in the Climate Change policy is now an integrated part of DCA's compliance system.

To address the changing requirements and demands on communication and engagement with an increasingly diverse group of stakeholders and actors in Denmark, DCA in 2019 decided to merge the media unit and the campaign unit. To further strengthen and support a more tailor-made and direct communication and dialogue with a wide range of stakeholders an internal cross organisational digital transformation project was initiated. The key goal for the project is to create a common data model for a common Customer Relationship Management (CRM) platform for the entire organisation.

Strategic Objective: By 2022 DCA has aligned organisational structures and tools through professional support provided by Human Resources (HR) at HQ.

In 2019, DCA formed an internal Human Resources network across our country offices. The network is facilitated by the DCA Human Resources unit in HQ and has been central to the alignment of HR manuals and staff handbooks across country offices. The preparatory work for a larger overhaul of DCA handbook for expat staff was

also initiated in 2019, and is expected to be finalised in 2020 with the launch of a new staff manual and supportive guidelines for salary, other benefits, rest and recuperation (R&R) etc.

To further strengthen the development of leaders DCA in 2019 formalised a partnership with the University College Copenhagen. The aim of the partnership is for DCA to ensure strong leaders that can devise and implement strategies and handle change management processes in often complex and changing environments, where civil society organisations like DCA must adapt to new realities and partnerships. The leadership course is a certified (diploma level) management development programme tailor made to DCA and it is obligatory to all middle managers including country directors. The first module was offered to middle manager in first half of 2020.

In response to an increase in number of security incidences reported during 2019 DCA saw a need for a more systematic approach to debriefing mechanisms and psycho-social support to those staff and partners that are directly affected by such incidences.

[Kenya / Jakob Dall]



05. Programme Results

DanChurchAid's (DCA) strategy is organised around three global goals: Save Lives, Build Resilient Communities and Fight Extreme Inequality with a human rights based approach, gender equality and religion and development as cross-cutting commitments. The strategy enables DCA to operate across the humanitarian-development-peace nexus and address needs and vulnerabilities in an interdisciplinary and integrated way. This approach builds bridges between traditional systems and approaches with new ways of working. It engages multiple partners, stakeholders, and communities in collective efforts to achieve the Sustainable Development Goals (SDGs), counteract a shrinking civic and humanitarian space and address protracted crises. DCA country strategies aim to achieve the strategic goals reflecting a uniform ambition across the organisation to contribute to sustainable change at all levels. The sections that follow are a review of DCA's efforts to implement country strategies responding to these global goals during 2019; in real-time these efforts were often adapted to the realities of working in rapidly evolving and challenging contexts.

05.1 Major Contextual Changes that have influenced the implementation of Country Programmes

Contextual changes and fragile conflict-affected contexts require DCA to be flexible and adaptive in its programming. Overall contextual changes are captured in the Theory of Change (ToC) critical reflection workshops held on a yearly basis; however especially in the more fragile and conflict-prone countries, contextual changes often affect day to day operations. Shrinking space, local and national conflicts, and refugee influx continues to be some of the main challenges. Below is a snapshot of some of the main contextual changes in the country programmes (CPs).

The operating space in **Ethiopia** saw positive changes in legislation and guidelines for freedom of expression and association as well as an improvement in Civil Society Organisation (CSO) laws and fewer restrictions. However, a repressive culture and institutional systems require time to be restructured. The intensity and frequency of conflicts along ethnic lines decreased. The government and other actors made efforts to settle conflicts and return Internally Displaced People (IDPs) to their home areas. Ethiopia continued to host one million refugees. The economy struggled because of the security situation and devaluation of the currency. Despite challenges, the new CSO laws provided DCA with an opportunity to re-engage with local partners and potentially work more with advocacy and rights issues. DCA has a strong collaboration with private sector partners, and the environment became much more conducive for private sector partnerships due to the political changes and reforms. Most funding is humanitarian, but there is also an increased focus on human rights issues, governance, and peacebuilding amongst donors.

The tropical Cyclone Idai had severe consequences for **Malawi** where more than 800,000 people were affected. Later in the year, a heat wave affected farming and water sources dried up. This had a significant negative influence on the programme's goal to Build Resilient Communities, improve food security and increase household real income. After the controversial tripartite elections in May, the Human Rights Defenders Coalition mobilised Malawians in an unprecedented way to reject the results of the elections. Hundreds of thousands went on the streets, sparking sporadic episodes of violence and looting. A new Non-Governmental Organisation (NGO) bill was presented, but CSOs successfully lobbied parliament to delay it. Mistrust between government and CSOs increased and DCA itself was labelled as supporting anti-government demonstrations.

In the **Central African Republic (CAR)** 2.9 million people, more than half of them children, needed humanitarian assistance and protection. This was an increase of 16% compared to 2018. A lull in fighting facilitated the return of 230,000 displaced people to their villages. However, forced and continuous displacements still took place in other areas. In CAR, the Christian and Muslim communities have increasingly become segregated due to conflict. A significant number of international actors are providing humanitarian assistance, including conducting multi-level advocacy to influence re-establishment of peace, to the populations affected by this crisis. There is also mobilisation of local CSOs consisting of women's associations, youth associations, religious platforms, private media and national NGOs, which are very active in recovery and monitoring of public policies and decisions.

In 2019, the security situation in the **Democratic Republic of Congo (DRC)** remained severe and donors see DRC as a serious conflict-affected area characterised by a weak or non-existent Government. The security crisis plunged a large part of the 89 million Congolese into extreme vulnerability. Even where territory was stabilised and some progress noted, most people were vulnerable to multiple shocks caused by conflicts, internal tensions, neighbouring countries, epidemics and natural disasters, causing massive displacements.

The situation has continued to deteriorate in **Mali** where 3.2 million people needed humanitarian assistance in 2019. There were 120,067 IDPs throughout Mali, while 138,391 Malians were refugees. The security crisis meant people could not access their farms, livestock was stolen, markets closed, and there were no jobs for the youth. Violent extremist groups dominated several areas after chasing away government representatives. Intercommunal clashes increased, resulting in several massacres. The social environment also deteriorated, with a lack of access to e.g. schools and health facilities, and a state of lawlessness and severe human rights violations (kidnapping, assassinations, armed robberies

and carjacks, extra-judicial killings, violence against girls and women, modern slavery etc.).

The risk of Ebola spreading from DRC was effectively mitigated through surveillance and awareness raising and **Uganda** generally was peaceful in 2019. Drought and flash floods remained the biggest climatic shocks affecting the agriculture sector. There were 30,000 new refugees. The private sector continued to drive the growth rate of 6.3% and, accounted for up to 80% of Gross Domestic Product (GDP). CSOs called for responsible business conduct from the private sector actors, with a push to observe human rights. Corruption remained a top concern. Faith leaders increasingly spoke out on the current social and political issues facing the country. Uganda put in place a gender-responsive framework aimed at reducing gender inequalities.

The political and socio-economic environment has created a multi-layered crisis in **Zimbabwe**. Inflation spiralled from 66.8% in March to 503% in October, resulting in many households being unable to meet their daily needs for food and basic services. In addition, there were extreme weather conditions including prolonged periods of drought, flooding and cyclones. The economic hardships increased violence and conflict as citizens fought over vending space, illegal and informal mining, and land. The space for civic engagement was severely challenged with 17 people killed and more than 1000 arrested during door-to-door raids. The National Climate Change strategy was a positive development with adoption of climate smart technologies. Work with these technologies was expanded in DCA's operational areas to increase agricultural productivity through efficient use of scarce water and energy resources.

The political truce between the president and chief opposition leader in **Kenya** has significantly reduced the opposition voice and forced CSOs and Faith-Based Organisations (FBOs) to step up their oversight role of the government despite the shrinking CSO space in Kenya. The economy was struggling due to climate change effects of prolonged drought, floods, and crop failure, with failure of two consecutive rainy seasons between October 2018 and May 2019 adding to the challenges. Kenya remained among the top refugee-hosting countries in Africa, with 489,747 refugees and asylum seekers by December 2019.

The humanitarian crisis in **South Sudan** expanded to 1.45 million IDPs and 2.6 million refugees. Food security remained uncertain as communities could not stay long enough to cultivate consistently, nor engage in livestock production or other livelihood activities. Heavy seasonal flooding devastated large areas and affected 908,000 people. Following the revitalised peace agreement in September 2018, violent conflict was reduced in 2019, especially in Greater Upper Nile, but stability did not reach Greater Equatoria. Overall, humanitarian access to affected people improved in 2019 but the operational environment continues to be challenging, also due to a relative increase in bureaucratic access impediments.

Zambia's GDP growth slowed, inflation rose, and drought considerably lowered agricultural production and hydropower generation in 2018-2019. Politically, National Dialogue Forums (NDF), which deliberate on issues of Constitutional, Electoral and Public Order Reforms, were questioned e.g. by the main opposition political party and influential Church Mother Bodies who opted not to participate. Opposition political parties also complained of what they perceived to be the selective application of the Public Order Act.

The Rohingya crisis in Rakhine state in **Myanmar** reflects the troubled transition from military to civilian rule. Government capacity to carry out structural changes in governance, economic development, and inclusive social transformation is limited. Military branches of government dominated with limited civilian oversight. 2019 saw more imprisonments of journalists, human rights defenders (HRDs) and activists. Religious and ethnic minorities were discriminated against, facing attacks and violations of basic civil rights. Access to Northern Shan and South-East Myanmar became riskier for DCA staff and partners due to increased conflict and an increase in drugs and crime. The instability of markets had the most immediate impact on beneficiaries, whose livelihood were immediately affected by price changes or reduced yields.

In 2019, DCA decided to focus its programmes on Cox's Bazar in **Bangladesh** as part of the humanitarian response portfolio and closed the Dhaka office. Bangladesh saw increasing restrictions on programmatic activities and widespread restrictions of work and camp permits for NGOs. The Government of Bangladesh enacted a ban on the 4G mobile network in the camps, which made communication challenging. In August 2019, there was a second failed attempt to facilitate voluntary repatriation of the Rohingya refugees, which increased tensions between the host and refugee communities.

The primary challenge for the **Cambodia** CP was restrictions and reductions of rights-claiming and advocacy activities. The country witnessed arrests and detention of HRDs and land rights defenders as well as former Cambodia National Rescue Party members. CSOs faced pressure from local government, but HRDs were still instrumental in influencing the decision of the European Union (EU) Trade Commission to review Cambodia's eligibility to retain its 'Everything But Arms' preferential trade status. Youth continued to be a force for change in Cambodia, e.g. as a driving force behind tech start-ups. Western International NGOs have been less relevant and more expendable now that China has become Cambodia's largest bilateral donor, while investments from state owned enterprises and private investors are also massive in scale.

In **Nepal** there is slow progress in institutionalising the new governance system, building new partnerships, and formulating the essential laws, acts, regulations, and programmes. The transparency and social accountability practices have improved. However, power-sharing among the federal, provincial, and local level is still unclear. Food insecurity, poverty, caste and gender-based

discrimination, and lack of inclusive growth continued to be a challenge in many rural areas. Climate change added uncertainty to crop production and threatened smallholder farmers' livelihoods.

The context in **Palestine** is characterised by violations of International Humanitarian Law (IHL), human rights and human dignity. The Palestinian economy witnessed no real growth in 2019 and saw a steep deterioration in Gaza. There was a notable change in donors' policy and key donors developed 'red lines' for providing money to Palestinian NGOs. Israeli policies work against a viable two-state solution and challenge the idea of a viable democratic Palestinian state. A shift in paradigm of aid to Palestinians is likely to have profound implications for the advocacy focus and priorities of Palestinian and International CSOs.

The security situation in **Iraq** was further complicated by Iran with the direct threat of armed conflict. In October, mass protest erupted across the country. The protests against government corruption and lack of opportunity in general made access to Baghdad increasingly difficult. In neighbouring Syria, Turkey conducted new military operations against the Kurdish-aligned armed groups. This caused a renewed exodus of refugees and complicated cross-border movement. The relationship and actions of the Iranian-affiliated Popular Mobilisation Unit have become more problematic with NGOs and other stakeholders. Counter Islamic State (IS) operations were ongoing and IS continued a low-level destabilising campaign across northern and central Iraq.

Although IS territorial defeat was announced in **Syria** in March 2019, IS supporters were still present and attacking security forces and members of local councils. Tensions remained high in areas of operation, with many regional powers playing an influential role in the security and political dynamics on the ground, especially after the United States' withdrawal in October and the military advances of Turkey, Russia, and the Syrian government. As a result of nine years of war and unrest, Syria remains one of the biggest displacement crises in the world with 6.1 million internally displaced and 5.6 million refugees, the majority living in neighbouring countries. The humanitarian needs are staggering, with 11 million women, men, girls and boys, who account for 60% of the Syrian population, estimated to need assistance. Approximately 4.65 million of these people are in acute need and rely primarily on humanitarian assistance to meet their daily survival and subsistence needs.

The significant landmine/explosive remnants of war (ERW) problems in **Lebanon** exacerbate the economic challenges that the country faces as a host country to large numbers of Syrian and Palestinian refugees (nearly 25% of the population), and 28% of the Lebanese population lives below the poverty line. There were violent confrontations between protestors, security forces and supporters of political groups, and in October the government resigned.

During 2019, rebel forces in **Libya**, under the East's Field

Marshall Hafter, continued to make advances against the internationally recognised government, with increased airstrikes and drone attacks on military positions, checkpoints, and convoys. This resulted in closure of roads and obstructed the free movement of people and goods – and an increase in the cost of everyday goods. Continued damage to infrastructure also means that foreign organisations are reluctant to invest. As a result, employment opportunities are slim, with the weakened state, militias or private enterprise being the only employment options for many. In this law and order vacuum, criminality is rife, with some individuals and organised crime groups prospering.

05.2 Analysis of Programme Performance based on Theory of Change from countries

Theory of Change continues to be the DCA programme approach to capture and adapt to changes in a country programme. In 2019, DCA conducted critical reflection workshops in those 11 programme countries that are based on a ToC with the aim of ensuring that programmes remain relevant to the needs of people that DCA serves and the country contexts. The ToC approach is also in line with the inclusive partnership approach of DCA as it is a participatory tool that helps to ensure that programmatic changes continue to contribute to the desired vision of the country programme and are aligned with the priorities of DCA partners and other stakeholders. The DCA country offices (CO) report that they have been able to adapt programme activities to changes from community level to higher policy levels. The participatory ToC approach allow partners and other stakeholders to verify outcomes and results of the programme as well as reflect on the current direction of the programme and insert the necessary and relevant programmatic changes while keeping track of the overall direction and vision. Some of the changes in country programmes that have been identified through a ToC reflection with staff and partners have been on activity level, but changes have also been made to the overall programmatic approach, partnerships and geographical contexts. More clear synergies between the global goals and cross cutting commitments are also significant outcomes of the ToC approach. Compared to last year reporting DCA has also progressed in applying the theory of change and reflection approach to the humanitarian country programmes. Below are two examples from country programmes that illustrate how the ToC approach has been used.

In **Ethiopia**, 2019 was the year following the passing of the new NGO law (Nov 2018). The assumption was that DCA would be able to work in partnerships again and to boost programme and advocacy components of the Fight Extreme Inequality goal and to re-emphasise a human rights-based approach (HRBA). Although there was progress, it has been more challenging than expected. Nevertheless, the ToC process enabled DCA to adapt the programme to strengthen local capacities and engage local community-based organisations (CBO) to improve livelihood diversification among vulnerable groups. DCA provided various capacity development and inputs supply

and ensured that target groups meaningfully participated in selection and implementation of livelihood options. The innovative approach of combining various aspects implemented by two partners (one faith-based and one women-focused) brought about a significant reduction in harmful traditional practices (HTP), improved gender equality and empowered women. This approach also led to improved income and nutrition at household level. However, although it has been possible to engage in advocacy work both at community and higher policy levels, progress has been slow. Private sector engagement (PSE), marketing and value chains are also progressing slower than expected due to lack of DCA's prioritisation. This was highlighted at the 2019 ToC critical reflections and will be mitigated in the future of the country programme.

In **Mali** the CP has seen a positive change contribution in particular through explosive ordnance risk education (EO RE) messages and sessions, which capacitated local populations on the risks related to ERW, Improvised Explosive Devices (IED) and Small Arms and Light Weapons (SALW), as well as resilience and empowerment building activities especially for youth through vocational training. As the program works in an ever-changing context, the ToC process enabled the programme to adapt to the long-term changes and impact on local people and identified a space for DCA to work in. As a relatively small player with limited budget and activity span, DCA may not have great influence on large-scale changes in the peace process but can play a role for youth and local communities through HRBA. Project reviews and case studies demonstrated that positive change was being achieved at local level. DCA and partner's work to counter recruitment of youth for violent extremism has proven successful because it provides youth with a much-needed alternative for economic stability and resilience.

Out of the 19 CP, seven will expire in 2020 and initial preparations to evaluate and redesign the CPs took place in 2019. This included preparing tenders for CP evaluations that will include research questions that cut across the country portfolios in order to general learning on programmatic issues across DCA countries. Lessons both at country level and across countries will feed into the next phase of DCA CPs.

05.3 Global Activity Portfolio

As a multi-mandated organisation, DCA's global programme works towards achieving its global strategy based on the three Global Goals to Save Lives, Build Resilient Communities and Fight Extreme Inequality amongst repressed and discriminated communities in the Global South. For DCA, this means supporting the vulnerable and poor with 10 areas of work known as intervention areas. These intervention areas range from rapid emergency response to demining activity; from building sustainable livelihoods to reducing vulnerable communities to disasters; and from promoting good governance and civil society to addressing discrimination

and inequality. A summary of DCA's activities in 2019 is presented below for all intervention areas in DCA's CPs across Africa, Asia, and the Middle East.

Similar to previous years this report mainly builds on the annual reporting from 18 out of 19 DCA country programmes. Zambia is only partially reflected in this report because it is managed by NCA and the reporting differs from that of DCA.

Figure 5.1 - 5.4 show DCA's project portfolio for 247 projects active in 2019, broken down by intervention area and CP according to number of projects, people reached and approved budgets for active projects. Roughly half of DCA's projects were active in more than one intervention area, indicating DCA's commitment to undertaking comprehensive programming. These have a combined budget of almost 1.16 billion DKK, when considering the full budget over the lifetime of the project, of which some 648.5 million DKK was spent during 2019. In 2019, the average length of a project was 22 months, but projects contributing to the Save Lives goal were often shorter. Of the projects active in 2019, 49% were due to close during the year, while 53% were new projects, including 23% shorter projects which were active during 2019 only.

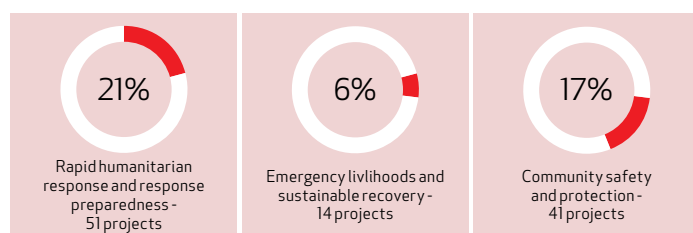
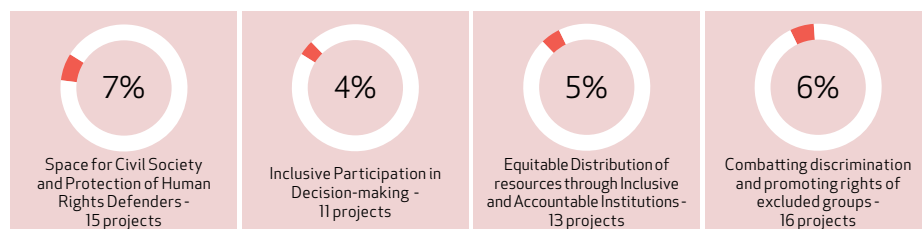
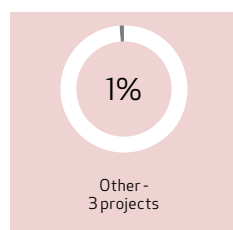
These projects were able to support approximately 3.2 million people in vulnerable and poor communities and worked with approximately equal numbers of men and women (53% female). Almost 80% of supported individuals were under 44 years old. Roughly 56% of the beneficiaries were supported through DCA's Africa region programmes, while Asia region programmes accounted for 32% and Middle East region programmes represented just under 12%.

Approximately two-thirds of DCA's projects were implemented through local partners with DCA's technical and financial support. The remainder were implemented directly by DCA's COs. The proportion of projects implemented through partners varies widely. For example, in Ethiopia and CAR, most projects were implemented by DCA, but for Malawi, Nepal, Cambodia and Myanmar, the majority were implemented through partners. Increasingly, DCA also works in partnership with other international NGOs through consortium projects. In 2019, DCA participated in a total of 40 consortium projects and took the lead role in 14.

Overall, this result reflects a 5% increase in the numbers of DCA projects since 2018, though with similar proportions of work in each of the intervention areas and small reductions in the Ethiopia CP, balanced by moderate increases in the numbers of projects supported by CPs in Kenya, Mali, South Sudan and Syria. The portfolio reflects DCA's policy and strategic commitments. As a multi-mandated humanitarian and development organisation with an HRBA, there is a natural division of work across the three Global Goals, with strong portfolios of work in rapid response and sustainable livelihoods in particular.

FIGURE 5.1 PERCENT OF ACTIVE PROJECTS IN 2019 - BY INTERVENTION AREA

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

SAVE LIVES**BUILD RESILIENT COMMUNITIES****FIGHT EXTREME INEQUALITY****OTHER****FIGURE 5.2** PERCENT OF ACTIVE PROJECTS IN 2019 - BY COUNTRY PROGRAMME

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

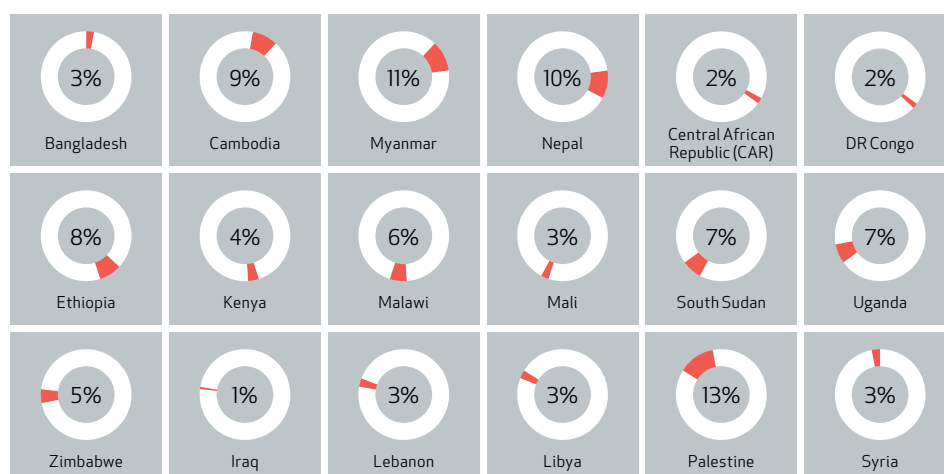
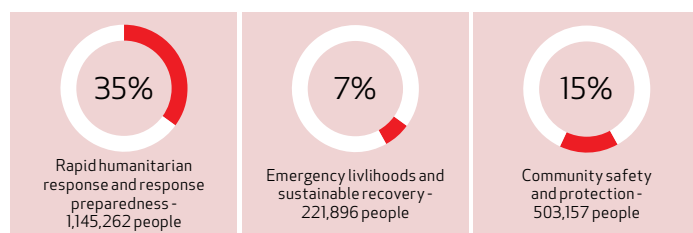


FIGURE 5.3 PERCENT OF PEOPLE REACHED THROUGH ACTIVE PROJECTS IN 2019 - BY INTERVENTION AREA

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

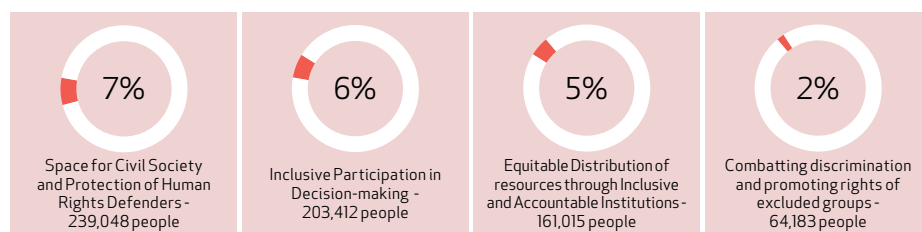
SAVE LIVES



BUILD RESILIENT COMMUNITIES



FIGHT EXTREME INEQUALITY



OTHER

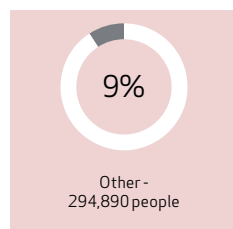
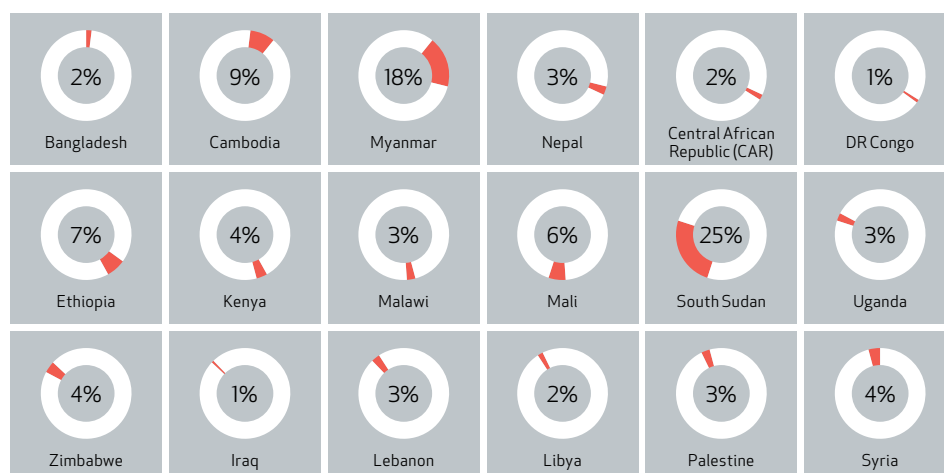


FIGURE 5.4 PERCENT OF PEOPLE REACHED THROUGH ACTIVE PROJECTS IN 2019 - BY COUNTRY PROGRAMME

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.



05.4 Global Results Framework - Key Outcome Indicators

The DCA global and strategic results framework (GRF) has been established as a learning tool to assess and demonstrate DCA's global performance. The GRF directly mirrors DCA's 2019-2022 strategy and aims to track DCA's programmatic performance in achieving its three Global Goals to Save Lives, Build Resilient Communities and Fight Extreme Inequality. To track DCA and partners' contribution towards these goals, DCA's GRF documents key changes in the lives of rights holders and duty bearers using a set of key outcome indicators (KOIs).

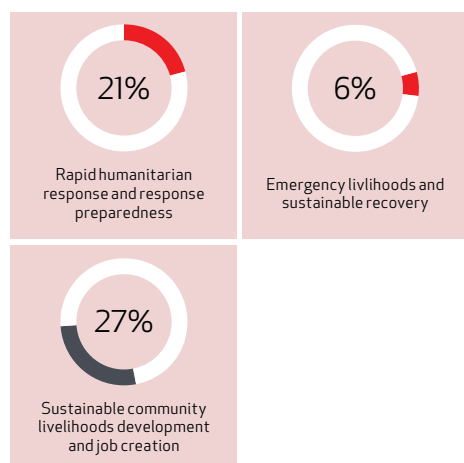
The KOIs are currently being mainstreamed across the organisation and will help ensure DCA's measurements are comparable and of consistent quality. Results have been included in these sections where a clear outcome has been identified and measured corresponding closely with the relevant outcome indicator. As such, the results reported are a purposive sample that is indicative but not representative of DCA's performance in these areas. Further details can be found in section 9.2.

05.4.1 KEY OUTCOME INDICATORS – SAVE LIVES

KOI 1.1: Percentage of the target population with acceptable food consumption score (FCS)

KOI 1.2: Average Coping Strategies Index (CSI) score for the target population

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured by the Food Consumption Score (FCS) and Coping Strategy Index (CSI), where one or both indicators were used. These indicators are often employed by DCA in three intervention areas: rapid humanitarian response, emergency livelihoods and sustainable community livelihoods. DCA's work in this area plays a vital role in allowing poor and vulnerable communities affected by crisis to improve food security and livelihoods in 16 of DCA's CPs in Africa, Asia and the Middle East.

In 2019, DCA's global activity included more than 130 projects in these intervention areas. Taken together, these accounted for almost half the value of DCA projects active in 2019 and reached some 1.7 million people.

The case study is based on results measurement and reporting from nine DCA projects active in 2019, which conducted an outcome measurement using these indicators. Approximately 40% of the presented projects' value was provided by the MFA. The results for each project are presented in Table 5.5 at the end of the section.

By way of background, the FCS acts as a proxy indicator for food security by monitoring whether people are

consuming enough of the right kinds of food through tracking the frequency and diversity of food types consumed over the past seven days. The CSI tracks the use of negative coping strategies over the past seven days as a proxy indicator based on the question 'What do you do if you don't have enough to eat?' For each project, a random sample of beneficiaries was surveyed, which was representative of the targeted communities. The indicators are in common use in cash and food security programming addressing both immediate lifesaving needs of crisis-affected communities and longer-term efforts to improve livelihoods. These indicators are often measured in combination, which allows a measure of triangulation to take place to strengthen the credibility of findings and opportunities for analysis. A **positive** change in the percentage of the population with an acceptable FCS score implies improved food security and/or nutritional diversity. Results refer to the percentage of a population with poor, borderline or acceptable FCS. A **negative** change in CSI score implies reduced use of negative coping strategies - and improved food security.

The presented projects highlight significant diversity across DCA contexts and programmes. Typically, the Save Lives projects were implemented over the course of a 1-year cycle, whilst the Build Resilient

Communities projects were implemented over a two to three-year period. Overall, the projects show an improved food security situation for those benefitting from DCA support - with some showing significant improvements. An important caveat, however, is that for the most vulnerable populations, such as refugee camp environments, the improved situation is often not sustainable without continued support. In only two cases do the projects show a slight deterioration in food security for targeted populations, which reflects the fragility of the implementing contexts. In **Zimbabwe**, for example, this was due to successive droughts and an inflationary environment reducing households' access to food. In **Ethiopia**, several projects noted that the food security situation was affected by factors outside DCA's control, where other actors had reduced basic food rations.

The projects were also implemented with a wide range of strategies. For Save Lives programming, DCA relies predominantly on use of cash and vouchers instead of direct food provision, and increasingly makes use of smartcard technology. The projects are designed to take a nexus approach adapted to the needs of the local context by providing basic needs alongside opportunities for a more sustainable income and access to food. In **Ethiopia**, the selected projects made use of smartcard technology to provide access to fresh vegetables, which added essential nutritional diversity to refugees who only receive basic food packages from other humanitarian actors. In the examples from Ethiopia, and **Palestine**, provision of cash grants was accompanied by training on agricultural techniques to improve food access and income. In

South Sudan the strategy was to address both food availability and food access. Alongside unconditional cash transfer to the most vulnerable households, DCA also supported target communities to develop livelihoods and food production whilst also working to improve market functionality in the local area.

Although primarily used in humanitarian response work, the CSI and FCS indicators have also been used to measure progress in longer-term food security work. These projects look beyond basic needs and place greater emphasis on agricultural techniques and the resilience of vulnerable communities to potential shocks. In **Nepal**, in DCA's project for sustainable livelihood promotion, for example, the highlighted projects aimed to improve the incomes and food security of poor and vulnerable local communities through a value chain approach to engage at all stages of production, processing and marketing of fresh vegetables, whilst also introducing improved seeds and addressing irrigation. This allowed poor farmers to increase food availability for their own household and income by selling surplus produce. In another example, DCA-supported work in Bardiya district, Nepal, aimed to improve climate resilience amongst poor and vulnerable households, through introducing climate-resilient seeds and techniques (such as using local indigenous seeds for tomatoes, chili pepper and cucumber) and modified climate-resilient technologies (drip irrigation tunnel farming, rice and duck farming). This has led to improved food security and income for the participating communities.

TABLE 5.5 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATORS 1.1 AND 1.2.
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

| BASIC PROJECT DATA | | | COMPARATORS | | | RESULTS - BASELINE | | | RESULTS - ENDLINE | | | | |
|--|--|-------------------|---------------|-------------------------|-----------------------|--------------------|--------------|---------------------------|-------------------|---------------|----------------------------|------------------------------|----------------------|
| DCA Country Programme | Project title (or brief summary) | Main donor | Project start | Project length (months) | Approved budget (DKK) | People reached | Endline date | Acceptable FCS (%) | CSI | Baseline date | Acceptable FCS (%) | CSI | Internal Assessment |
| 1. RAPID HUMANITARIAN RESPONSE AND RESPONSE PREPAREDNESS; EMERGENCY LIVELIHOODS AND SUSTAINABLE RECOVERY | | | | | | | | | | | | | |
| Ethiopia | Humanitarian Response for Eritrea Refugees in Afar Region, Ethiopia / Cash Based Intervention | Danida CIV | June-18 | 21 | 6,299,774 | 17,785 (52% F) | Jan-19 | 10 | 28 | Dec-19 | 97 | 6.32 | Better than expected |
| Ethiopia | Multipurpose cash grants project for IDPs in Bale Zone, Oromia Region of Ethiopia | Danida CIV HUM | Sep-18 | 18 | 25,395,793 | 49,356 (92% F) | Feb-19 | 22 (Gambella) 5 (Bale) | 20.4 (G)/12(B) | Nov-19 | 63 (Gambella) 16 (Bale) | 13.9 (Gambella)/ 8 (Bale) | Worse than expected |
| Palestine | Strengthen food security and resilience in protracted humanitarian crisis | Danida HUM | Jan-19 | 11 | 5,000,000 | 5,958 (51% F) | Feb-19 | 45.3 | 77.5 | Dec-19 | 72.5 | 26.6 | As expected |
| South Sudan | Cash and Livelihoods Based Humanitarian Response in Greater Upper Nile, Phase III (HRUN II) Upscale | Diakonie | Sep-18 | 20 | 26,090,159 | 185,340 (53% F) | Sep-18 | N/A | 13 | 2019 | N/A | 14.8 | As expected |
| Ethiopia | Food and Livelihood Improvement for SS Refugees and Host Communities (BRMP III) | BRPM | Sep-18 | 11 | 6,375,642 | 12,370 (94% F) | Sep-18 | 24 | 21.2 | Sep-19 | 57.5 | 12.3 | Worse than expected |
| 2. SUSTAINABLE COMMUNITY LIVELIHOODS DEVELOPMENT AND JOB CREATION | | | | | | | | | | | | | |
| Nepal | Sustainable Livelihood Promotion | Danida CIV | Apr-17 | 32 | 1,173,770 | 1,985 (83% F) | 2018 | 69.7 | 17.4 | 2019 | 85.9 | 4.4 | Better than expected |
| Nepal | Strengthening Community Adaptive Capacity for Advancing Resilient Livelihood | Danida CIV | Apr-17 | 32 | 1,532,240 | 1,805 (67% F) | 2018 | 40.2 | 15.3 | 2019 | 55.6 | 14 | Better than expected |
| Nepal | Strengthening Community Action in Advance Climate Resilient Livelihood, Disaster Resilient Reductionans Inclusive Governance in Bardiya District | Danida CIV | Sep-17 | 27 | 957,710 | 6,593 (75% F) | 2018 | 63 | 40.2 | 2019 | 71.2 | 20.5 | Better than expected |
| Zimbabwe | Sizeemele: Action for Building Resilience in Zimbabwe | UNDP | Jul-17 | 35 | 32,483,082 | 42,843 (69% F) | 2017 | 83 | 8.2 | 2019 | 58 | 10.4 | Worse than expected |

KOI 1.3B.: Percentage of rights holders reporting improved safe access to areas previously contaminated by explosive remnants of war (ERW)

(In 2019 there was insufficient reporting on 1.3a indicator, so has not been included here. KOI 1.3a: % of trained rights holders demonstrating safe behaviour towards the dangers of Explosive Remnants of War/Landmines.)

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured using the above indicator, which is often used by DCA in the community safety and protection intervention area. This area included some 40 projects in DCA's global portfolio in 2019 and represented approximately 30% of the value of DCA projects active in 2019 and benefitting some 500,000 people.

DCA's work in this area plays a vital role in allowing conflict-affected communities to return to a normal life by responding to the contamination of land from ERW and encouraging safer behaviour in relation to use of arms across 11 conflict-affected countries in Africa, Asia and the Middle East. The work typically includes activities to clear landmines and ERW. Once quality checked through sampling and approved by the local authorities, this land is released back to communities. Clearance activities are often accompanied by EO RE to promote safer behaviour by people living in close proximity to hazardous areas. Land released following clearance is in many cases used for agriculture and other development projects, which consequently have a significant impact on livelihoods in local communities. For example, in **Lebanon**, DCA and its local partner cleared more than 228,963m² of residential and agricultural land contaminated by landmines and ERW in 2019. This land is now primarily used for agricultural purposes, including enabling increased use of a water reservoir for irrigation purposes.

The case study is based on results measurement and reporting from four DCA projects active in 2019 in South Sudan and Libya, which conducted an outcome measurement using the KOI. Due to the difficulties of measuring safe access, safety is often measured by

community perceptions. Almost 11% of the projects' value was funded by the MFA. One project was implemented through DCA partners, while the remainder were implemented directly by DCA. The results for each project presented can be found in Table 5.6 at the end of the section.

In Eastern Equatoria, **South Sudan**, data was collected in areas targeted for land release and once land was handed over, EO RE sessions were also conducted. Analysis of data revealed that almost all community members reported safer access to previously contaminated areas. The Safer Communities (SC) project also assessed its contribution to change through community-level approaches by promoting peaceful resolution of disputes and safe use of firearms. Although threats to communities and households still persisted, focus groups with community members found that 85% considered the project relevant to their safety, prosperity and well-being.

In **Libya**, DCA similarly works in urban locations where local communities report that explosive ordnance clearance (EO) and EORE help them feel safer. Several surveys of residents in Sirte found that 90% of respondents reported feeling safer due to EO awareness and clearance. In one case, there was also a clear link to DCA's work: although more than 90% indicated that the presence of ERW made them feel unsafe, 92% were familiar with DCA's Risk Awareness campaign and 98% had seen the billboards, 94% had heard the radio announcements, and 85% of participants indicated having received an SMS message. This feedback also demonstrated the effectiveness of disseminating messages through multiple methods.

TABLE 5.6 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATORS 1.3B.

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

| PROGRAMME | PROJECT TITLE | START | DONOR | PROJECT LENGTH (MONTHS) | PROJECT BUDGET (DKK) | PEOPLE REACHED (F=FEMALE) | INDICATORS | ENDLINE | INTERNAL ASSESSMENT |
|--------------------|---|--------|------------|-------------------------|----------------------|---------------------------|---|---------|---|
| Libya | Supporting Stabilisation in Lybia Through Mine Action and Building Safer Communities | Feb-17 | EuropeAid | 23 | 28,104,659 | N/A | % of targeted population reporting an increase in level of safety and security in the city of Sirte | 90% | Not as expected: Project was only able to conduct 1.4 months of operation due to insecurity |
| Libya | Enhancing the Safety and Security of Returnees to Sirte, Libya | Aug-18 | USA DoS | 19 | 19,446,110 | 24,693 (49% F) | % of targeted population reporting an increase in level of safety and security in the city of Sirte | 90% | As expected |
| Libya | Supporting Stabilisation and Recovery in Libya through Mine Action Focused on the City of Sirte | Sep-18 | UKFCO | 18 | 14,251,464 | 6,377 (50% F) | % of targeted population reporting an increase in level of safety and security in the city of Sirte | 90% | As expected |
| South Sudan | Saving lives for safer communities | Jan-19 | Danida HUM | 11 | 7,475,925 | 16,465 (53% F) | % of people living in and around areas affected by conflict having access to safe land, which is used for cultivation, hunting or building after DCA's intervention | 90% | Better than expected |

05.4.2 KEY OUTCOME INDICATORS – BUILD RESILIENT COMMUNITIES

KOI 2.1: Percentage households and communities demonstrably adopting preparedness measures

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured using the above KOI that is often used by DCA in the area of community-based disaster risk reduction (DRR) and sustainable livelihoods, which included some 73 projects in 2019 and reached some 400,000 people. Of this total, seven projects had a primary focus on DRR, reached some 50,000 households and accounted for some 2% of the approved value of projects active in 2019; 18 additional projects included DRR as a secondary component so that DRR featured across the work of 10 DCA CPs in Africa, Asia and the Middle East.

DCA's work in this area plays a vital role in allowing poor and vulnerable communities to mitigate the effects of natural disasters, which is particularly needed in areas affected by climate change.

The case study is based on results measurement and reporting from three DCA projects active in 2019 in **Nepal**, which conducted an outcome measurement using the indicator. Almost 30% of the projects' value was funded by the MFA, and all were implemented through DCA

partners. The results for each project presented can be found in Table 5.7 at the end of this section.

These projects focused on strengthening the awareness of local communities to disaster risks and of how to respond and form disaster management committees to manage the planning and implementation of tailored disaster preparedness interventions. The projects provided support to approximately 22,000 vulnerable men and women in total, with average a female participation of 72%. For two of the projects, an innovative strategy was the integration of climate-resilient livelihood activities, such as river-based vegetable and fruit farming and fish farming, which offer opportunities for increased sources of income and mitigation of climate-induced effects.

Overall, the projects showed significant contributions to the adoption of disaster management practices at local level because they reached communities at multiple

levels, involving schools, local governments, farmers, private companies and entrepreneurs, and empowered local actors to adopt preparedness measures. In addition, the projects further contributed by taking more comprehensive approaches to programming.

The projects provide good examples of reaching whole communities to build resilience in the adoption of disaster preparedness measures. The engagement of municipalities has been particularly beneficial for reaching larger groups of people. In one project, two street dramas helped create more awareness about potential disaster risks and safety measures. In another project, the municipality helped coordinate celebrations of national and international days to sensitise communities on disaster preparedness measures.

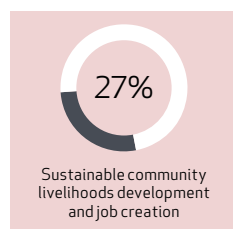
TABLE 5.7 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATOR 2.1.

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

| BASIC PROJECT DATA | | | | | COMPARATORS | | | RESULTS | | |
|-----------------------|---|--------|----------------------------|--------------|-------------------------|----------------------|---------------------------|----------|---------|----------------------|
| DCA COUNTRY PROGRAMME | PROJECT TITLE | START | MAIN DONOR (DANIDA) | DCA/ PARTNER | PROJECT LENGTH (MONTHS) | PROJECT BUDGET (DKK) | PEOPLE REACHED (F=FEMALE) | BASELINE | ENDLINE | INTERNAL ASSESSMENT |
| Nepal | Nepal National Social Welfare Association (NNSWA) | Apr-17 | Danida CIV | Partner | 32 | 1,765,493 | 9,312 (77% F) | 91.3% | 94% | Better than expected |
| Nepal | Strengthening Capacity of Earthquake Affected Families with Children and helping them Attain a Resilient Society (SAHAS) | Jul-17 | 2017 - Intet barn mǎ sulte | Partner | 35 | 6,820,015 | 4,046 (63% F) | 31.5% | 67.5% | Better than expected |
| Nepal | Strengthening Community Action in Advance Climate Resilient Livelihood, Disaster Resilient Reduction & Inclusive Governance in Bardiya District | Sep-17 | Danida CIV | Partner | 27 | 957,710 | 6,766 (75% F) | 92.6% | 93% | Better than expected |

KOI 2.2: Percentage of targeted men and women with increased household income

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured using the above KOI, which is often used by DCA in the sustainable livelihoods and job creation intervention area. This forms one of the largest components of DCA's work, accounting for some 66 projects that represent some 20% of the approved budgets of projects active in 2019. During 2019, these projects reached some 350,000 households in poor and vulnerable communities across 12 DCA CPs in Africa, Asia and the Middle East.

DCA's work in this area plays a vital role in allowing poor and vulnerable communities to improve their livelihoods and lead to improved resilience and food security.

The case study is based on results measurement and reporting from 14 DCA projects active in 2019 in **Zimbabwe, Cambodia, Palestine, Nepal, Bangladesh, and Kenya**, which conducted an outcome measurement using the KOI. Approximately 20% of the presented projects' value was provided by the MFA. The results for each project presented can be found in Table 5.8. The projects used different approaches to measuring income effects. Some documented both the proportion of the population reporting an income increase and the amount of increase of income, while others included only the number or percentage of households benefitting from an income increase.

The contexts where the projects were implemented differed in terms of stability and climate-related issues. This diversity was also reflected in the range of approaches and methods used to improve livelihoods. The methods include activities such as the provision of seeds, training on modern techniques of seasonal and off-season vegetable farming, establishment of coordination to improve cooperatives, farming technologies, and the development of entrepreneurship skills. Innovative approaches were also applied. The Innovation Hub implemented through one partner in **Palestine** supported the piloting and start-up of a total of six innovative businesses addressing agriculture-related challenges in Gaza. This work led to the creation of 26

new jobs, strengthening of professional networks and the acquisition of needed market, technical and freelance skills to secure sources of income within the Information and Communications Technology (ICT) market.

Comprehensive approaches for better livelihoods were also used. An example is the promotion of climate-resilient agriculture production while improving the incomes of farmers. Another example is the use of a value chain approach. In **Cambodia**, a project implemented through a local partner increased the knowledge of 888 producers on markets, which helped them make better decisions on what vegetables to plant and poultry to raise, and how to attain the best prices in the market. In other projects in **Nepal**, households and producers affiliated with cooperatives, which contributed to an increase in production.

The projects also aimed to empower women. As an example, one of DCA's partners worked with 3,870 Cambodian women in 2019 by supporting them to take leadership roles at the community level and contribute financially to household income. Another example can be seen through the Innovation Hub in Palestine, which reached 40 young women and helped them network, develop entrepreneurial competencies and, in some cases, maintain long-term contracts with international companies.

The contributions of these projects are significant because they created or increased the income of the poor, the marginalised, ethnic groups, and women, mostly through notable improvements in agriculture and farming activities. Innovative projects in Palestine and training in climate-resilient agriculture in Nepal have contributed to addressing climate-related challenges in agriculture. The projects also experienced challenges. In **Zimbabwe** and Cambodia for instance, shortages in water sources affected rain-fed agriculture. Furthermore, the two districts of Dhading and Gorka in Nepal, where the project SAHAS was implemented, were affected by an earthquake during the project.

TABLE 5.8 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATOR 2.2.

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

| BASIC PROJECT DATA | | | | COMPARATORS | | RESULTS | | | |
|-----------------------|---|-----------------------|---------------|-------------------------|----------------------|---------------------------|---|--|----------------------|
| DCA COUNTRY PROGRAMME | PROJECT TITLE | MAIN DONOR (DANIDA) | PROJECT START | PROJECT LENGTH (MONTHS) | PROJECT BUDGET (DKK) | PEOPLE REACHED (F=FEMALE) | POPULATION REPORTING INCREASE | AMOUNT OF INCREASE REPORTED (SHOWN WHERE AVAILABLE) | INTERNAL ASSESSMENT |
| Bangladesh | SANJOG | Danida CIV | Dec-17 | 36 | 639,325 | 2,500 (50% F) | 100% reported increase | 10-20% for smallholders 32% for targeted farmers | As expected |
| Bangladesh | Rural Enterprise Development Duck Value Chain Project | Danida CIV | Jul-17 | 29 | 615,250 | 3,801 (94% F) | 97% reported increase | Average of 64% income | As expected |
| Cambodia | Partnership Programme | Danida CIV | Jan-17 | 35 | 2,205,413 | 1,228 (46% F) | 651 additional households reported increase | Average increase of 40% income | As expected |
| Cambodia | Empowering Women and Sustainable Livelihood | Support a village | May-18 | 35 | 730,000 | 253 (79% F) | 68% women farmers reported increase | | As expected |
| Cambodia | Empowering Women and Communities for Gender Justice in Cambodia | Danish Broadcast Show | Jan-19 | 35 | 909,445 | 5,230 (74% F) | 428 households reported increase | Between 50 to 250 USD | As expected |
| Kenya | SAFIP | Danida CIV-HUM | Jan-19 | 11 | 1,578,205 | 8,130 (60% F) | 69% reported increase | | As expected |
| Nepal | Nepal National Social Welfare Association NNSWA | Danida CIV | Apr-17 | 32 | 1,765,493 | 9,312 (77% F) | Additional 4% reported increase | | As expected |
| Nepal | Sustainable Livelihood Promotion | Danida CIV | Apr-17 | 32 | 1,173,770 | 1,985 (83% F) | Additional 2.5% reported increase | | Better than expected |
| Nepal | Strengthening Community Adaptive Capacity for Advancing Resilient Livelihood | Danida CIV | Apr-17 | 32 | 1,532,240 | 1,805 (67% F) | Additional 25% reported increase | | Better than expected |
| Nepal | Strengthening Capacity of Earthquake Affected Families with Children Helping them Attain a Resilient Society (SAHAS) | Danish Broadcast Show | Jul-17 | 35 | 6,820,015 | 4,064 (63% F) | 82% targeted households reported increase | Additional income: Vegetables 51.0%; cereal crops 27.7%; cash crops 29.4%; livestock 44.2% | Better than expected |
| Nepal | Strengthening Community Action in Advance Climate Resilient Livelihood, Disaster Resilient Reduction and Inclusive Governance in Bardiya District | Danida CIV | Sep-17 | 27 | 957,710 | 6,766 (75% F) | Additional 2% reported increase | | Better than expected |
| Nepal | Strengthening Community Adaptive Capacity for Advancing Resilient Livelihood | Danida CIV | Jan-18 | 23 | 694,348 | 3,196 (72% F) | Additional 2% reported increase | | Better than expected |
| Palestine | WAC_Asala_Maan_EconEmpo_NOR_AD_2019 | Norad | Feb-18 | 10 | 1,250,00 | 142 (57% F) | 69% targeted reported increase | | Better than expected |
| Zimbabwe | Sizelele: Action for Building Resilience in Zimbabwe | UNDP | Jul-17 | 35 | 32,483,082 | 42,843 (69% F) | | Average number of income sources decreased from 3.1 to 1.9 | Worse than expected |

05.4.3 OUTCOME INDICATORS – FIGHT EXTREME INEQUALITY

KOI 3.1: Number of reported cases by victims of human rights violations relating to business and state actions (disaggregated by gender, vulnerability and type of action)

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured using the KOI above, which is often used by DCA in work to improve space for civil society, particularly HRDs. In 2019, this accounted for some 17 projects in DCA's global portfolio, which represented 5% of approved project budgets and reached some 200,000 people across six countries in Africa, Asia and the Middle East.

DCA's work in this area plays an essential role in ensuring citizens or marginalised groups are empowered and encouraged to report cases of human rights violations as a means to protect the space for civil society and HRDs. This helps ensure that duty bearers are held accountable and that rights holders are empowered and supported in claiming their rights according to international human rights law

The case study is based on results measurement and reporting from four DCA projects in Myanmar, Nepal, Zimbabwe and Cambodia active in 2019. Approximately 10% of the presented projects' value was provided by the MFA and all projects were implemented through DCA partners. The results for each project presented can be found in Table 5.9.

The approach taken by CPs in Zimbabwe and Cambodia was to establish reliable systems for reporting cases of discrimination and human rights violations. Reliable reporting systems not only encourage reporting but also result in better documentation and monitoring of human rights status in these countries, which then can be used to hold duty bearers accountable. Other programmes in **Myanmar** and **Nepal** provided legal assistance and empowered rights holders by raising awareness and thus support the reporting of discrimination and human rights violations. In **Zimbabwe**, 92 Pastoral Peace Ambassador (PPA) structures were established, which provided the

space needed for citizen engagement and participation in reducing cases of violence, particularly during the elections in Zimbabwe. The PPA structures received 1544 reports of cases of violence, which were documented and the information used to hold duty bearers accountable because the PPA acted as a link between the community and the national initiatives on peacebuilding through Zimbabwe's National Peace and Reconciliation Commission. DCA's commitment to localisation was reflected in this project because local faith actors were trained to strengthen the capacity of church structures to promote violence-resilient communities through the PPA structures.

In **Cambodia**, a DCA partner adopted a cross cutting approach by providing both legal and emergency assistance in the form of financial and medical support to victims of human rights violations. Through this reliable and efficient system, 272 cases of human rights violations were reported and 46 resolved – the reports included cases of threats to HRDs, land grabbing and forced eviction. In addition, a total of 9061 individual victims of human rights violations received medical and social support from the DCA partner.

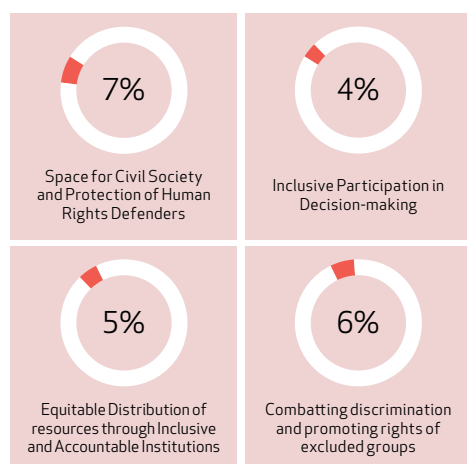
Another key aspect in DCA's Fight Extreme Inequality goal is a specific focus on gender inequality in our HRBA. In **Nepal**, DCA and a partner worked to combat discrimination faced by Dalit women by encouraging more reporting to the local government. The project worked by sharing knowledge with the Dalit women about constitutional provisions, acts and policies against caste-based discrimination and untouchability and gender-based violence (GBV). The knowledge of their rights resulted in 13 discrimination cases being filed with the local police and community mediation centres, and 121 complaints were made of discrimination, of which 15 were cases of GBV.

TABLE 5.9 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATOR 3.1.
ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

| COUNTRY | PROJECT NAME | PROJECT START | MAIN DONOR | OVERALL BUDGET (DKK) | PROJECT LENGTH (MONTHS) | NO. OF REPORTS MADE | RELEVANT INT. TREATY | IDENTIFIED VIOLATIONS REFERRED TO |
|---|---|---------------|-----------------------|----------------------|-------------------------|---------------------|----------------------|-----------------------------------|
| A: REPORTS OF HUMAN RIGHT VIOLATIONS MADE TO OFFICIAL INSTITUTIONS THROUGH DCA-SUPPORTED STRUCTURES. | | | | | | | | |
| Zimbabwe | Churches Convergence on Peace | Jun-18 | EuropeAid | 5,378,525 | 14 | 1,544 | IHRL | National Actors |
| Cambodia | Promoting and Defending human rights in Cambodia | Jan-17 | Danish Broadcast Show | 4,225,248 | 35 | 272 | IHRL | National Actors |
| B. HUMAN RIGHTS VIOLATIONS REPORTED THROUGH EXISTING LEGAL STRUCTURES WITH DCA SUPPORT. | | | | | | | | |
| Nepal | Promotion and Equality and Participation of Dalit and Women | Apr-17 | Danida CIV | 1,019,044 | 32 | 134 | CEDAW | National Actors |
| Myanmar | Promoting Gender Equality in the faith-based organisation | Jan-19 | ACT Church of Sweden | 615,608 | 11 | 168 | CEDAW | National Actors |

KOI 3.2: Number and percentage of individuals from marginalised groups who participate in political decision-making processes.

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



This case study presents results measured using the KOI above, which is often used by DCA in work to improve inclusive decision-making for citizens, as a means to strengthen civil society. In 2019 this result was based on 11 projects in DCA's global portfolio, which represented 2% of approved project budgets and reached some 200,000 people across five countries in Africa and Asia. DCA's work in this area seeks to develop the capacity of individuals from typically marginalised groups by increasing their knowledge and confidence either to take on decision-making roles or to engage better with duty bearers. The project also provides advocacy training and leadership training for women leaders as a means to empower and capacitate them to participate in politics through elections, local governance mechanisms and structures.

The case study is based on results measurement and reporting from five DCA projects in Nepal, Cambodia and Uganda active during 2019. Approximately 28% of the presented projects' value was provided by the MFA and all projects were implemented through DCA partners. The results for each project presented can be found in Table 5.10.

These projects, implemented in **Nepal**, **Cambodia** and **Uganda**, have contributed to inclusive participation in decision-making, and have measured performance through perception of participants, regarding their influence on government decision-making. Capacity development (CD) of individuals from typically marginalised groups to increase their knowledge and confidence to either join decision-making roles or to better engage with duty bearers have been the primary strategies for the projects. They have also provided advocacy training and leadership trainings for women leaders as a means to empower and capacitate them to participate in politics through elections, local governance mechanisms and structures. Approximately 28% of the presented project's value was provided by the MFA. The results for each project presented can be found in Table 5.10.

Two of our country programs in Nepal and Uganda empowered citizens through their projects and activities to engage with duty bearers, which resulted in more inclusion of citizen's voices in government programs. In **Nepal**, our country partner created a Dalit women's network which provided support and knowledge sharing

for the women to claim their rights from duty bearers and participate in decision-making processes. The project leveraged Nepal's "Local Self Governance Act 1992" which encourages participation of women, youth, Dalit and other marginalised groups in decision-making processes. From a starting point of 16.2% in 2017, the project was able to report that, by 2019, 69% of respondents had participated in political and decision-making processes, either through dialogue, frequently visiting wards and rural municipalities independently to claim their right to participate in different training events and entitlement activities and to lodge complaints if there was a lack of service provision. In addition, 52 women from the women's network had become part of the community level decision-making body.

Another DCA partner in **Uganda** had promoted active citizenship through their project which promoted citizen engagement with duty bearers, specifically in local districts of Katakwi and Amuria. The project provided citizens with the knowledge and skills to monitor service delivery by local authorities, organise social accountability dialogue and hold quarterly review meetings with duty bearers. These activities increased the citizens' ability to

actively demand service delivery and hold duty bearers accountable. From an initial baseline of 39%, the project reported 64.3% more engagement by citizens with duty bearers – that is, DCA supported the local partner to contribute to increased participation of marginalised groups in decision-making, by ensuring better communication and dialogue between the duty bearers and rights holders.

Advocacy, which is another key activity carried out by DCA, was identified in one of the projects conducted in **Nepal** by a partner. The project focused on CD of Dalit women to advocate for issues concerning their communities to be included in planning processes at local levels. CD for advocacy was done through leadership development training which included 60 women. Public speaking training was also conducted for 102 elected representatives to improve their advocacy skills. The outcome of the CD training resulted in increased participation of Dalit women in decision-making processes. In Banke district, the endline survey reported 36.8% of the target group had participated in political and decision-making processes, from a baseline of 6.3% participation.

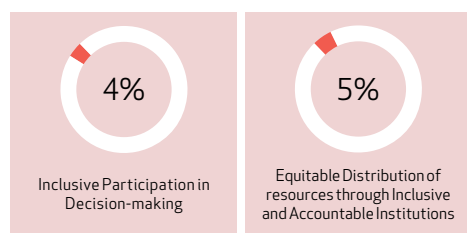
TABLE 5.10 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATOR 3.2.

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS

| COUNTRY | PROJECT NAME | PROJECT START | PROJECT LENGTH (MONTHS) | MAIN DONOR | OVERALL BUDGET (DKK) | RELEVANT INDICATOR | BASELINE | ENDLINE |
|-----------------|--|---------------|-------------------------|------------|----------------------|---|----------|---------|
| Cambodia | Voices for Gender Equality | Mar-18 | 47 | EuropeAid | 13,834,309 | % of targeted women, women human rights defenders (WHRD) and LGBTQIA+ persons reporting increased confidence to claim their rights. | 1% | 78.4% |
| | | | | | | % of targeted WHRD and LGBTQIA+ activists implementing digital security and/or enhanced advocacy strategies. | 2% | 89% |
| Nepal | Women Empowerment Programme | Apr-17 | 32 | Danida CIV | 1,206,796 | Proportion of Dalit, women, youth and other excluded groups reporting/feeling discriminated against or harassed based on caste, ethnicity, gender or other prohibited grounds of discrimination, in partner impact areas. | 16.2% | 69% |
| Nepal | Strengthening Capacity of Women from Dalit & Marginalised Group to ensure their Rights and Inclusion | Apr-17 | 32 | Danida CIV | 853,541 | Percentage of Dalit, ethnic minorities, youth, and women from marginalised groups in local, district/municipality and national decision-making structures in partner impact areas. | 6.3% | 36.8% |
| Uganda | Promoting Citizen Engagement for Equitable, Just & Accountable Development | Jan-17 | 35 | Danida CIV | 1,362,428 | Percentage of citizens in Katakwi and Amuria consistently engaging with duty bearers. | 39.4% | 64.3% |
| Uganda | Women's Voice and Influence in Leadership | Jan-17 | 35 | Danida CIV | 1,909,611 | No. of district women councillors with enhance capacity to influence gender responsive decision-making in local councils. | 0 | 73% |

KOI 3.3: Number and type of key changes observed in duty bearers which have demonstrable links to activities identified in indicators 3.1 and 3.2

This case study presents examples of DCA's global work in these intervention areas:



By drawing on the experiences of these DCA country programmes:



DCA's goal for Fight Extreme Inequality works through strategies to promote empowerment amongst the poor, marginalised and vulnerable as described in KOIs 3.1 and 3.2. However, these are often intermediate strategies to achieve longer-term change. In 2019, several DCA projects were able to observe changes in duty bearer behaviour, which break down into three areas: improved information transparency by government authorities, increased prioritisation of issues of concern to citizens, and increased representation of vulnerable and marginalised groups in democratic structures.

This case study presents three instances of duty bearer behaviour change from DCA programmes in Cambodia, Nepal and Zimbabwe, where the projects were carried out by our partners and contributed to positive response from local authorities. Approximately 30% of the presented project's value was provided by the MFA. The results for each project presented can be found in Table 5.11.

In **Cambodia**, the project was implemented through a DCA partner with an objective to increase transparency of public institutions at the national and sub-national levels. Our partner achieved this by providing support to 18 CBOs which comprised approximately 3000 individuals. The CBOs from four different districts received training and participated in workshops and dialogue with duty bearers to discuss improvement in public services and policy implementation at the sub-national level, which

would benefit at least 2360 families in the targeted areas. As a result, 73 out of the targeted 139 public institutions displayed more transparency by disclosing information on the budget spending conducted in the year.

In **Nepal**, advocacy training conducted by a DCA partner was key in achieving KOI 3.3. Linking to the CP in Nepal mentioned above, the advocacy training carried out by DCA partners strengthened the capacity of Dalit women to advocate on issues affecting their communities and to raise participation of Dalit women in decision-making processes. The Dalit women who received the training were successful in conducting advocacy activities and submitting their social and development plan to local authorities. This led to their obtaining their budget allocation for their local government, amounting to the equivalent of almost 10,000 DKK for support, including drinking water taps, caste-based discrimination support and hygiene training for health volunteers.

In **Zimbabwe**, the project worked to hold duty bearers to account by organising and empowering the local residents association in Bulawayo to engage with the local government through dialogue and to discuss practices for DRR. The dialogue and engagement between the Bulawayo citizens and the Bulawayo City Council resulted in the introduction of a mobile water supply system in the community to reduce potential health threats.

TABLE 5.11 OVERVIEW OF RESULTS PRESENTED IN A CASE STUDY OF KOI INDICATOR 3.3.

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS

| COUNTRY | PROJECT NAME | PROJECT START | MAIN DONOR | OVERALL BUDGET (DKK) | PROJECT LENGTH (MONTHS) | BASE-LINE | END-LINE | RELEVANT INDICATOR | IMPROVED TRANS-PARENCY | IMPROVED PRIORITI-SATION | IMPROVED PARTICI-PATION |
|----------|--|---------------|-----------------------------|----------------------|-------------------------|---------------------|--|--|------------------------|--------------------------|-------------------------|
| Cambodia | Citizen's voices and Actions for Sustainable Development in Cambodia | Jan-19 | Danida CIV | 977,576 | 35 | 40 CBO ini-tiatives | 58 CBO ini-tiatives | Number of joint events/initiatives by CBOs, focusing on demanding accountability, responsive, inclusive decisions and actions to improve public services and policy implementation from local authorities. | | | |
| | | | | | | 51 | 73 | Number of local authorities disclosing information about budget spending to local people. | X | | X |
| Nepal | Strengthening Capacity of Women from Dalit & Marginalised Group to ensure their Rights and Inclusion | Apr-17 | Danida CIV | 853,541 | 32 | 6.3% | 36.8% | Percentage of Dalit, ethnic minorities, youth, and women from marginalised groups in local, district/municipality and national decision-making structures in partner impact areas. | | X | X |
| Zimbabwe | Empowered citizens for equitable, quality and gender responsive local government service delivery | Jul-19 | Development Alternative Inc | 4,351,170 | 20 | 0 | 1 in Harare 1 in Bula-wayo 1 in Mutare 0 in Mas-vingo | Number of changes in practices and processes by local authorities (disaggregated by city) | | X | X |

CONCLUSION - OVERALL ANALYSIS OF PERFORMANCE AND CHANGES

Overall, the KOI case studies have presented the results of 34 DCA-supported projects, which were active in 2019, drawn from two thirds of DCA's CPs. They represent 16% of the DCA global project portfolio; 18% of the approved budgets for projects active in 2019; and 19% of the poor and vulnerable individuals supported by DCA in 2019. 19 of the projects were funded through the Danish MFA. All but six of the projects were implemented by DCA partners, showcasing our commitment to work through local actors for a more sustainable outcome.

Broadly, the case studies present a picture of positive progress against DCA's Global Goals, with most projects achieving their expectations. In a few cases, expectations were not met, but these were largely due to changes in context outside DCA's control, demonstrating the challenging environments in which DCA's CPs are implemented. The results make clear that DCA is contributing to the changes in the lives of those supported

in line with global goals of save lives, building resilient communities and fighting extreme inequality, and although the changes are diverse and mean very different things in each context – they are in each case significant. Our results in Save Lives demonstrate how humanitarian funding can contribute greatly to food insecure populations. Work with Build Resilient Communities and Fight Extreme Inequality demonstrate DCA's commitment to work with and through communities. Our work with Fight Extreme Inequality demonstrates our commitment to work to address underlying causes of poverty for longer-term impact. DCA increasingly seeks to work on addressing change at all levels, by adopting a nexus approach which addresses both immediate needs of the poor and vulnerable, whilst also seeking to address longer-term structural and underlying causes. This is an approach which is at the same time challenging but will lead to real and sustainable changes in the lives of those who need it most.

05.5 Global Goals Reporting

The contexts in which DCA works in demand varied multi-disciplinary approaches and require holistic, flexible, and innovative responses. Hence, using this strategy qualifies DCA to operate across the humanitarian-development-peace nexus and to address needs, rights, and vulnerabilities in a coherent, comprehensive and sustainable manner. COs, partners and numerous other stakeholders are engaged in a collective endeavour to achieve the SDGs, counteract a shrinking civic and humanitarian space and address protracted crises.

Section 5.4 reported on DCA's GRF and focused on specific KOIs covering DCA's global project portfolio. The following section will focus on how DCA has performed in achieving DCA's overall Global Goals, strategic intervention areas and strategic objectives, based on DCA's global programme and project portfolio.

05.5.1 SAVE LIVES AND GLOBAL ADVOCACY SUPPORTING SAVE LIVES



In 2019, all DCA countries implemented activities under the Save Lives goal. The programme focused on three main intervention areas: increased protection and safety, including humanitarian mine action, basic needs emergency response and improved livelihoods and sustainable recovery, and contributed to important humanitarian advocacy. Under this strategic goal, gender and conflict-sensitive responses were prioritised in 2019, including integrating a Do No Harm approach in programming and supporting local capacities and actors to promote sustainable peacebuilding efforts. This also included the development of a GBV tool and training package to strengthen the mainstreaming of GBV and gender equality in Cash and Voucher Assistance (CVA) projects. DCA staff and partners were able to increase focus on GBV risk mitigation in CVA while enhancing cross-sectoral integration in programming.

Towards the end of 2019, the Local to Global (L2GP) initiative, co-hosted by DCA, undertook a comprehensive stocktaking of the three-year programme 2017-19. The stocktaking concluded that L2GP had achieved the objectives set out for this period, including promoting local perspectives on protection, survival, and recovery in major humanitarian crises. Together, DCA and L2GP contribute significantly to local, national and global level discussions and practices regarding humanitarian financing (transparency), localising aid - and the promotion of people-centred and citizen-led responses.

STRATEGIC INTERVENTION AREA: Rapid humanitarian response and response preparedness

Strategic Objective: By 2022, DCA's CP have sufficient partners that are prepared to lead and implement quality humanitarian response and promote community-driven response where possible.

In 2019, DCA continued to respond to several acute and complex emergencies through partner and self-implementation. DCA remains committed to supporting and enabling partners to lead and implement quality

humanitarian response and to promote community-driven response. In 2019, DCA strengthened partners' capacity on financial management and recruitment systems as well as on humanitarian assessments, SPHERE, Core Humanitarian Standard (CHS), CVA, GBV and gender mainstreaming in CVA and other projects. In some disaster-prone countries, DCA also supported partners and national stakeholders to establish emergency response mechanisms to facilitate first response. In 2019, DCA initiated, in cooperation with other ACT Alliance agencies, the start-up of the ACT CVA community of practice (CoP) to enable local organisations easy access to information about good practice, CVA guidelines and standard operating procedures. In complementarity to traditional CD, fabo.org (an online learning platform) is used and accessible to all DCA partners with a selection of relevant and easy to use information and tools.

In **Zimbabwe**, in response to cyclones that affected Mozambique and Zimbabwe, DCA engaged with two new partners to lead the implementation. DCA worked closely with them, providing support to facilitate the implementation of the response interventions CVA, Water, Sanitation and Hygiene (WASH), and support to re-establish their livelihoods through crop and livestock support. In **Myanmar** more than 50% of partners have been involved in humanitarian response and have been trained in some form of response – cash, SPHERE, Protection, Survivor and Community-led Crisis Response (SCLR).

In **Uganda** DCA assessed, in line with commitment 3 of the CHS ("Humanitarian Response strengthens local capacities and avoids negative effects"), the capacities of nine organisations (including three community-based organisations) to be able to implement humanitarian-development-peace nexus interventions. In **Palestine**, 12 vulnerable communities were supported to implement SCLR approaches in Gaza (five communities) and the West Bank (seven communities). Community structures

were formed, mobilised and empowered to plan for and implement actions that aim to reduce the negative impact and mitigate risks of future hazards as well as to address current humanitarian needs at the community level.

In **Libya**, DCA has seen a donor trend where direct implementation is favoured over partner-implementation. This meant the completion of contracts with six partners. However, DCA remains in close contact with these organisations to provide informal support where necessary. CD until 2019 included training in finance, procurement, logistics, and communications personnel trained partners in budget management, procurement planning, project management, needs assessments, project design, logistics and media campaign design. This training has contributed to these partners now implementing projects directly through UN support, as was reported back to DCA in 2019.

In **South Sudan**, five DCA local partners in humanitarian response were assessed as having enough capacity for delivery of humanitarian response. Partner assessments were completed for all the five partners working on the humanitarian frame. Three of the partners were visited and the other two conducted a self-assessment. The partners were trained on monitoring evaluation and accountability, procurement and logistics, and biometric registration of beneficiaries. The five partners all implemented humanitarian projects funded by Danida.

During 2019, L2GP continued its work to increase support and awareness of local protection mechanisms and SCLR at both local and global levels. This was achieved through 1) L2GP's own action research, programmatic support and learning capture on community-led responses (Sudan, Philippines, Palestine, Myanmar & Kenya), 2) through supporting Charter for Change (C4C) in their documentation and advocacy work, and 3) through engaging in a number of post-World Humanitarian Summit/Grand Bargain research and other policy groups. At global policy level, this has helped create significant change towards more local and people-centred approaches.

STRATEGIC INTERVENTION AREA: Emergency livelihoods and sustainable recovery

Strategic Objective: By 2022, the humanitarian response of DCA and its partners adopt a longer-term developmental perspective from the earliest possible stages of crisis.

In 2019, DCA maintained a focus on emergency livelihoods and sustainable recovery, including CVA that continued to be a strategic priority in DCA's humanitarian and development interventions. As a result, all DCA COs and/or their partners were able to directly implement cash programmes using local financial service providers to enhance financial inclusion. In addition, a wide range of cash delivery modalities such as cash in envelopes, electronic vouchers and mobile money were used. In **Kenya**, CVA activities were implemented by DCA and a partner organisation and targeted refugee populations (cash vouchers for vegetable production inputs) as well as

households in Turkana County as part of the emergency flood response. Both these interventions were informed by current digitised market assessments. Dried fish value chain initiatives, started in 2017, continued to thrive, strengthening market linkages between local Turkana fishermen and refugee fishmongers in Kakuma. An innovative blended learning project offered tailor-made training solutions to refugees and local communities to preparing them for setting up and scaling up their businesses.

In **CAR**, emphasis was placed on activities aimed at strengthening livelihoods through the distribution of agricultural inputs, training of beneficiaries on agricultural routes, grouping of small producers, and implementation of individual and community income-generating activities for the benefit of youth and associations.

In **Bangladesh** sustainable livelihood programming for host and Rohingya communities was predominately characterised with humanitarian response interventions. However, the programme gradually shifted towards early recovery programming during this period. In addition, DCA implemented literacy and numeracy training, life skills training, and began skills development in Rohingya camps and host communities. These activities were designed to equip the project participants with skills they can use in the longer term and enhance resiliency.

In **Iraq** vocational training has empowered refugee care givers and children in Erbil to better integrate and thrive within the local community. Vocational training included English and Kurdish language lessons to refugees. This enabled them to have better employment opportunities and integrate more easily with the host community.

DCA's nexus approach is operationalised across programmes and sectors. In **Libya**, DCA's mine action (MA) work lays the safe foundation for allowing a nexus approach towards early response and development, especially in urban areas, where rapid response to affected critical infrastructure enables regeneration of economies and livelihoods. In **Uganda**, DCA and partners apply a triple nexus approach to promote self-reliance, social cohesion and more sustainable solutions in the refugee response. In **Zimbabwe**, a nexus approach helps long-term resilience projects to recover and protect resilience gains. In this way, DCA's programming is adaptive to meet acute needs effectively in that it is timely and flexible to address multiple needs and shocks, sometimes simultaneously.

STRATEGIC INTERVENTION AREA: Community safety

Strategic Objective: By 2022, DCA's Community Safety programming in humanitarian response combines multiple components of Armed Violence Reduction (AVR), Psychosocial Support (PSS); Mine Action (MA) and Gender Based Violence (GBV) as needed.

Note: The term AVR is no longer used. It is replaced with "conflict prevention; resilience and peacebuilding".

SC programming exemplifies the triple nexus approach to Saving Lives, which embraces humanitarian action

alongside activities that foster longer-term development and peace. DCA MA initiatives undertake critical lifesaving and life changing measures that not only prevent loss of life through the clearance of EO but also include clearance of previously contaminated land so that schools can re-open and plots be made accessible for agriculture. Psychosocial Support (PSS) centres can provide much needed wellbeing support and referral services in response to GBV. Community planning projects assist communities and duty bearers to jointly identify and address local tensions through micro-projects aimed at repairing the fabric that bonds people together.

CAR is a fraught setting. Experiencing deep social divisions, high levels of inter and intracommunal violence, large numbers of IDPs escaping conflict, and frequent clashes between a multitude of armed actors. The CAR context highlights the necessity of gender and conflict sensitivity in all aspects of programming. Central to DCA's intervention in CAR is the full integration of the triple humanitarian-development-peace nexus approach. Humanitarian interventions include emergency food vouchers, seeds and tools, bolstered by a range of additional initiatives. These include the promotion of income generating activities targeting at-risk women and youth, and EO RE alerts all segments of the community, especially children, about the dangers of ERWs. The provision of PSS services to women and girls, boys and men assists communities cope with the psychological impact of war not just the physical. An additional dialogue facilitation initiative promotes community engagement with duty bearers, which encourages active participation of women and youth in the development of action plans addressing local insecurity, supporting livelihood opportunities, and backing inter-communal peace.

The Rohingya community has experienced unprecedented levels of violence and discrimination. In **Myanmar** entire villages have been destroyed, families killed, and women and girls raped. Those that managed to escape were left severely traumatised. Since 2017 over 745,000 Rohingya, including more than 400,000 children, have managed to flee across the border to what is now the world's largest refugee camp in Cox's Bazar, Bangladesh. DCA has supported activities in Cox's Bazar since the beginning of the crisis.

During 2019, DCA in **Bangladesh** expanded the number of Women and Girls Safe Spaces in Rohingya camps and host communities from six to nine – an expansion of 50%. Further, DCA's GBV team began to implement the Engaging Men in Accountable Practices approach, which engages boys and men in transformational work to help prevent GBV through using a system guided by dual principles of support and accountability. Added engagement with religious leaders helped to bolster GBV prevention efforts because engagement was an important means of encouraging acceptance of activities related to GBV response and prevention as well as participation among the targeted communities. CBOs and committees were formed in order to encourage communities to lead on the prevention of GBV in different camp locations. Training was provided for both GBV and non-GBV actors to mainstream

GBV in all programmes. This was augmented with PSS and case management activities alongside structured skills training to enhance the resilience of vulnerable women and girls.

GLOBAL ADVOCACY SUPPORTING SAVE LIVES

Strategic Objective: By 2022, DCA's advocacy activities in support of humanitarian programming are focused on advancing public policy on priority themes of displacement and locally led response.

Partnerships, people-centred approaches and SCLR are founding principles of DCA's humanitarian advocacy and fundamental to our core values and identity. In 2019, DCA signed the Grand Bargain to further promote and strengthen our global localisation efforts. Under this framework DCA has been able to pursue agendas with other ACT Alliance members and international NGOs committed to advocate for and operationalise partnership-based approaches. We have successfully engaged donors in the Grand Bargain on the need for strengthening direct funding to local actors and for including local actors more proactively in decision-making and coordination structures. As signatory to the C4C, CHS certified and actively engaged in the Cash Learning Partnership (CaLP) localisation workstream as well as other Grand Bargain workstreams (e.g. the Local Partnership Group – under the Grand Bargain Cash Workstream), DCA contributes to the global discussions on localising aid. DCA does this directly but also through hosting L2GP.

In 2019, DCA was elected to the board of directors of VOICE which is the main NGO interlocutor with the EU on emergency aid and disaster risk reduction. This has enabled DCA to maximise influence at the EU level and strengthen complementarities between our global and EU-level advocacy efforts. In 2019, DCA hosted the C4C annual meeting in DCA HQ in Copenhagen, which brought more than 70 people from 25 countries together in a joint agenda to share learning and to find ways to accelerate the localisation agenda.

Furthermore, DCA has advocated with the EU and donors for involving local actors in nexus approaches and thinking. In October 2019 at the Grand Bargain localisation conference, DCA launched the research study "The Triple Nexus and Local Faith Actors in South Sudan". This study draws attention to the need to involve faith actors across the triple nexus and has contributed to discussions on the nexus at EU, national and global levels.

As a part of the work in the Collaborative Cash Delivery network, DCA engaged in advocacy activities towards the UN and donor system for a diversified cash approach focusing on localised modalities that allows for partners to participate in the response.

The advocacy work at the global level is complemented by efforts at country-level where DCA lobbies for humanitarian responses be more sustainable, synergetic and efficient. CPs (e.g. in **Libya**, **Palestine** and **Myanmar**) are advocating for streamlining safe working environments

of NGO workers in conflict contexts and for more locally led and partner led responses. Furthermore, DCA CPs actively contribute to the humanitarian needs overview and humanitarian response plans coordinated by the UN's Office of the Coordination of Humanitarian Affairs (UNOCHA) to include local voices and increase relevance and efficiency.

CONCLUSION – OVERALL ANALYSIS OF PERFORMANCE AND CHANGES

Overall DCAs focus on the Save Lives goal performed well. In all DCA countries DCA staff and partners have expertise and capacity to ensure high quality implementation of interventions under the three main intervention areas increased protection and safety including humanitarian mine action, basic needs emergency response and improved livelihoods and sustainable recovery and contributed to important humanitarian advocacy. Depending on the context each office have designed their optimal mix of the three intervention areas in their country of operation based on the needs on the ground and the resources and expertise DCA has available to

intervene, combined of both self and partner implemented programs. Cutting across the traditional DCA development countries to the previously mine action focused countries, creating a uniform approach utilizing resources, presence and expertise better. Sectors and areas with continued focus are community safety, cash interventions and localization adding an increased protection mainstreaming including gender and GBV in all programming.

DCA did as a multi mandated organisation continued in 2019 to focus its expertise around certain sectors and areas of intervention always with a focus humanitarian-development-peace nexus. Intergrading programs better with a cross-cutting market approach to enable more sustainable interventions.

With a rapidly changing humanitarian landscape DCA is aware of the global trends' movements, advocacy effort of influence the decision makers and stakeholders including donors and armed actors on the ground both in global as well as local forums.

Examples of how DCA's work has influenced change

Local2GlobalProtection

L2GP focuses on action research and associated programmatic innovation relevant to survival, protection and recovery of affected individuals and communities in a number of different humanitarian crises. L2GP is funded and co-hosted by DCA, Act Church of Sweden and Christian Aid and collaborates closely with many local, national and international humanitarian actors.

Working with a multitude of actors, L2GP has contributed to a widening recognition of affected populations' own actions to protect, survive, and recover. In places like **Myanmar, South Sudan, Palestine, Haiti, Philippines and Kenya**, L2GP with its many collaborators are introducing innovative ways of working that put individuals and self-help groups in charge of assessments, design, implementation and monitoring of substantial parts of the humanitarian and development activities. The approach is named "survivor and community-led crisis response" (SCLR). The tangible results and the sense of ownership and pride associated with this way of working is notable across all of the above contexts – for instance as expressed by a female community volunteer in Palestine: "Now I know that we don't have to wait for some donor to come and solve our problems. We can plan and come up with solutions ourselves."

Strengthening Conflict Sensitivity / Do No Harm

2019 saw added emphasis from DCA on strengthening Conflict Sensitivity, particularly in complex settings affected by violence or at risk of conflict. Gender is integral to Conflict Sensitivity, consequently this emphasis is frequently referred to in DCA as Gender and Conflict Sensitivity. DCA also uses Conflict Sensitivity interchangeably with the term 'Do No Harm'. Based on the Do No Harm concept borrowed from the medical profession's Hippocratic oath, Conflict Sensitivity is based on the premise that good intentions could inadvertently make a situation worse. Substantial harm occurs when interventions fail to identify and address the detrimental effects of otherwise well-intended actions. In 2019 guidance on Gender and Conflict Sensitivity was revised and new tools were developed to improve the ability of partners and staff to:

- Understand the context.
- Understand the two-way interaction between activities and the context.
- Adjust actions to 'Do No Harm', Do Some Good, and where possible support sustainable peace.

05.5.2 BUILD RESILIENT COMMUNITIES AND GLOBAL ADVOCACY SUPPORTING BUILD RESILIENT COMMUNITIES



DCA's strength in improving community resilience is our long-term work on social, economic and environmental components that contribute to DRR, climate change adaptation and economic empowerment. In 2019, programme work under Build Resilient Communities focused on the following intervention areas: Community-Based DRR and Risk Management; Sustainable Community Livelihood Development and Job Creation; Increasing Communities' Influence on Decisions that support Building Resilient Communities. The Global Advocacy component of Build Resilient Communities promoted responsible business and climate change adaptation and mitigation advocacy. The DCA programmes increasingly integrate gender transformative activities, partnership and networking, and conflict sensitivity measures as preconditions for long-term sustainability.

STRATEGIC INTERVENTION AREA: Community-based Disaster Risk Reduction and Risk Management

Strategic Objective: By 2022, DCA and partners facilitate community-led programming which responds to identified risks in fragile and complex emergency contexts.

As communities are exposed to a range of risks and hazards, DCA and partners facilitated community-led risk assessments and responses to the most urgent risks at the local level. This contributes to social resilience building. In 2019, DCA mitigated risks posed by mines and unexploded ordnances, conflict, GBV, climate change and natural disasters. This involves technical and organisational skills development to facilitate planning for the longer-term livelihood perspective.

In humanitarian mine action programmes, DCA helped to reduce the risks of mine and ERW injuries to communities by raising awareness of explosive ordnance risks and ensuring high quality EO RE. In **Syria**, provision of PSS to children, parents and caregivers and various community wellbeing initiatives contributed to improved community resilience and joint management of mine security risks.

In active conflict zones, DCA works with the SCLR approach to encourage local communities in IDP camps and village settings to assess, analyse and respond to their protection concerns according to their own perceptions. Community-led development of local safety plans has enabled communities to take charge

of identifying and prioritising the risks linked to their context and develop risk mitigation plans. In **Palestine** for example, communities chose activities that help protect crucial agricultural land and improve access to education for girls and young female students. In **Myanmar**, access to education and community support to rehabilitation of drug addicts were among activities chosen and implemented by community groups. In Cox's Bazar, **Bangladesh**, the Rohingya settlements are the largest and most densely populated refugee camp in the world and are located in a disaster-prone part of the country. In 2019, DCA implemented DRR measures in Camp and Host Communities, which benefitted a total of 15,735 individuals directly. DCA established 17 block disaster management committees in the Rohingya camps and did local site improvement work to protect structures from flooding and landslides (pathways, stairs, drainage). The construction work was carried out in areas where DCA also works on GBV, creating synergy between DRR and protection work. Risk mappings and safety audits with community members identified potential risks of GBV in the layout and at different facilities in camps, which improved risk sensitivity in DCA programming and construction work, for instance installation of solar streetlights for improved safety.

In humanitarian situations, following best practice of the SCLR approach, the priorities of survivors and communities are at the core of all program activities. Communities lead the design and implement the activities, while DCA and local partners play a role in facilitation and quality assurance. This approach emphasises self-reliance and builds on the social cohesion, resources and capacities of local government structures, community leaders and refugee committees to lead the response and ensure sustainable impact.

In a response to climate change impacts and natural disasters, DCA piloted a digitalised Vulnerability and Capacity Assessment (VCA) in **Nepal**, which was jointly led by local government and involved community actors, to strengthen community-based disaster management. The VCA strengthened the understanding of different hazards and risks and supported communities and local authorities to analyse hazards scenarios.

DCA facilitated community-led programming together

with conflict sensitive approaches to maximise the positive impact of interventions across the humanitarian-development nexus in fragile and complex contexts. In **Uganda**, DCA and partners focused on reducing conflicts by facilitating dialogue with community members on social cohesion and peaceful co-existence. As a result, conflicts over land and resources were mitigated by promoting access to and sustainable management of natural resources for improved livelihood and income opportunities.

Overall, DCA is well on the way to ensuring that programmes in conflict-affected environments conduct conflict sensitivity assessments to respond better to risks. So far, 67% of CPs in conflict affected environments have conducted conflict sensitivity assessments, and DCA is on track to ensure that all relevant CPs complete conflict sensitivity assessments by 2022.

STRATEGIC INTERVENTION AREA: Sustainable community livelihoods development and job creation

Strategic Objective: By 2022, DCA's development programmes implement market-based projects which combine multiple strategies targeted at a range of stakeholders in the value chain.

Eight of DCA's CPs have reported on their work in relation to this SO for 2019, and they are all well on track with respect to reaching the targets for this objective regarding economic resilience building. 30 projects are currently labelled as market-based projects, with the target being 50 projects by 2022.

A lack of viable livelihood opportunities in rural communities' fuels poverty, conflict, and migration from rural to urban areas and cross-border migration. DCA and partners support a range of income and economic empowerment activities to counter this.

DCA and partners support job creation, income generation and organising communities for financial inclusion (village saving and loan associations (VSLAs), links to financial institutions) to support collective bargaining with buyers and service providers. DCA works with a range of stakeholders within value chains, including duty bearers both in the private market (e.g. input suppliers, wholesale buyers, retail buyers, financial institutions) and public sector (local governments, policy makers, authorities in charge of testing product quality, and extension services). Income earned is reported across programmes to contribute to food, payment of school fees, homestead improvements, medical expenses and asset building, and thus contributes mainly to economic resilience building. For more on how DCA works with Business and Human Rights (BHR) please refer to section 6.4.

In **Ethiopia**, DCA supported youth groups to earn an income from selling fish, honey and vegetables – there sectors are identified as profitable and environmentally sustainable in the area. In **Nepal** and **Palestine**, DCA and partners continue long-term support to milk cooperatives and are now expanding into processing and sales of products such as yoghurt and cheese. Likewise, in

Cambodia DCA and partners strengthened smallholder farmers and their organisations' access to markets, empowering them to negotiate contracts with buyers to secure sales of their production of organic rice and vegetables. In **Zimbabwe**, DCA supported rights holders in their preference for market fairs as their sales channel instead of contract farming. In **Uganda**, DCA facilitated community-based savings groups, furthermore DCA piloted digitalisation of savings groups in both host and refugee communities with a view to securing a financial track record for rights holders, which may subsequently enable them to gain access to formal financial services.

STRATEGIC INTERVENTION AREA: Communities influence decisions for building resilient communities

Strategic Objective: By 2022, DCA's established development programmes implement projects which aim to empower youth as a primary stakeholder.

DCA and partners worked towards this objective by promoting self-esteem, rights awareness, and entrepreneurial skills among rights holders and by providing platforms for dialogue with duty bearers to increase vulnerable rights holders' influence. DCA programmes focus increasingly on addressing the barriers faced by women and youth and providing viable livelihood alternatives primarily in rural areas. Engaging the youth to achieve skills and motivation is key, as is helping to organise youth to interact with stakeholders in the private and government sectors and in their communities. In line with the national context analyses and local needs, DCA engaged youth in a range of thematic areas.

In the reporting from DCA CPs, three main areas emerge:

BHR. In three of DCA programmes (Mali, CAR and Palestine), DCA and partners succeeded in improving youth livelihoods. In **CAR** young people benefited from cash for work, vocational training, and income-generating activities in more than five local settings. In **Palestine**, support to vocational training centres in the West Bank and Gaza resulted in 1,423 youth improving their vocational skills, and 885 were employed 12 months after completing training. In addition, 142 youth and women received training in entrepreneurship, marketing, business management and technical skills. The youth enhanced their networking and reached out to sources of technical expertise, academic institutions and micro finance institutions. The special focus on women in the youth group, resulted in improved self-esteem, restoration of hope and meant that young women were able to manage their livelihoods in an independent way. As a result, 86 of the 142 youth were employed or self-employed with an average monthly income of USD 350 each by the end of 2019.

In three DCA programmes with a development focus (Kenya, Nepal, Uganda), youth empowerment and livelihood skills resulted in increased income and reduced migration.

With the aim of empowering youth, DCA and one local technical partner in **Nepal** provided training on resilient

agriculture technologies, value chain and market development and insurance policy linking with the local government. This initiative engaged youth with cooperatives, collection centres and various inputs suppliers and created jobs through various short- or long-term livelihood activities including small scale enterprise business such as mushroom cultivation, plant nurseries, goat farming and fish farming. Youth were exposed to new ideas and some were empowered through their engagement in such business ideas. The youth who previously had used seasonal migration to India as the coping strategy became involved in integrated agroecological farming producing and marketing seasonal and off-season vegetables. This provided them with a viable livelihood and saved them for the risks and exposure of seasonal migration. Youth were also attracted to and became engaged in an enterprise development to produce compressed and sterilised earth bricks. The youth focus in **Uganda** concentrated on vocational, entrepreneurial, business and life skills and linking the trained youth to opportunities in both the public and private sectors. The trained youth were then facilitated to form groups/associations such as VSLAs and set up enterprises to make use of synergies and boost their chances of obtaining external support for their enterprises. Combining skills for income generation with connecting to established market and institutional structures provides a good foundation for sustainability and for the youth to continue their exploration of their future opportunities for livelihoods and influence.

Political engagement and digital security. While civil society actors in **Cambodia** face increasing control and restrictions, DCA and partners implemented five projects that focused on youth as the primary beneficiaries. The number of youths engaged in the program were 4,418 (of whom 2,482 were women) and they focused on various priorities: gender equality, and Lesbian, gay, bisexual, transgender queer, intersex and asexual (LGBTQIA+) rights; policy engagement - particularly access to information, freedom of expression and promoting the SDGs; and enhanced digital and physical security.

Conflict reduction. Resilience building increasingly faces challenges from conflicts at different levels. In four countries, DCA and partners had to address this in various ways. In **CAR** and **Mali**, vulnerable youth changed their role from being agents of conflict and carrying arms to engaging in livelihood activities and becoming agents of peace and development in their local communities.

In **Nepal**, the youth in one municipality managed to raise 13,150 USD of local funding towards organising sensitisation programmes and income-generating activities with the Dalit community, which ultimately supported peace and harmony in the community and wider society.

More than half of DCA's CPs reported on their work to 'empower youth as a primary stakeholder'. DCA is well on track to engage youth in building their futures and contributing to development.

At DCA HQ-level, DCA supported the programmes with technical advice and CD and interacted with ACT-EU on resilience issues. DCA conducted five online, three-hour, demand-driven interactive webinars across the organisation and added new topical training courses on the DCA learning platform fabo.org. DCA conducted three face-to-face training sessions for DCA staff and partner staff in Uganda, Cambodia and Malawi on the topics of market-based approaches and agroecology. The training added a birds-eye view and global perspective to the local challenges, included field visits, and promoted cross-learning. DCA produced several technical action guides for use by local staff and partner field staff, an Environmental Resilience Monitoring Tool and position papers on current issues. Moreover, DCA signed an MoU with an international partner to facilitate access to key agricultural technical guidance in local languages. In cooperation with DCA's youth organisation (NU) in Denmark, we marked World Food Day by distributing organic "broken" rice and information materials on food and climate outside three WeFood stores – this action was covered on radio by the national Danish Broadcasting Corporation and on DCA social media platforms.

In DCA programmes, empowerment of youth focuses mainly on creating locally based economic empowerment and engaging them in local decision-making and conflict reduction. This helps to reduce migration. With 42% of all projects targeting youth in 2019, DCA is moving towards achieving the 2022 indicator for targeting youth (72%).

As mentioned in the introduction to 5.5.2, reporting from DCA programme countries focused on indicators that DCA particularly wanted to highlight (DRR, market-based projects and youth empowerment). Six to nine countries have reported positive changes towards those indicators as described above. Some of the other resilience building outcomes reported across programmes were related to economic, environmental and social resilience.

Economic resilience building: In many programmes, rights holders gained increased access to resources such as land (in the Uganda programme 8,290 acres of communal land was secured tenure) and with diversification of crops and animal species broadened their commercial activities and cash income (in Kenya vegetable yields increased 340%, 6,400 households in Cambodia reported significant increases in income and 5,400 farmers in Zimbabwe benefitted from selling their increased production of small grains).

Environmental resilience building: Climate change adaptation formed a large component in programmes, and in addition to water management measures, one common outcome in many programmes came from diversification using climate resilient crops (e.g. cassava, amaranth, quinoa) and animal species (small livestock). Vulnerability to seasonal changes was reduced in almost half of the programmes by indoor mushroom production in both rural and urban settings. Tree planting helped improve the local micro-environment and in one project area in Malawi vulnerability to disasters was reported to be reduced by 50%.

Social resilience building: In all programmes, social structures were strengthened. Village Savings and Loans Associations (VSLA) (e.g. in Malawi DKK 380,000 were shared out between 2,500 VSLA members, of whom 75% were women; in Uganda 500 VSLAs were digitalised for higher efficiency and security for members), rice banks, agricultural cooperatives, various women's groups and DRR committees all contributed to social cohesion, increased self-esteem and increased dialogue with duty bearers. In Zimbabwe, DCA succeeded in integrating principles of agroecology in the new Zimbabwe Agricultural Policy Framework following community and partner engagement. In all programmes, DCA focused specifically on increasing women's role; however, in Bangladesh they acknowledged a challenge as in some cases only 10% of group members were female.

GLOBAL ADVOCACY SUPPORTING BUILD RESILIENT COMMUNITIES

Strategic Objective: DCA's advocacy activities at global and national levels promote responsible business and climate change.

DCA in 2019 continuously supported and facilitated roundtables, panels and public events at international level to promote responsible business conduct principles and practices. For example, at the UN Annual Forum on BHR, where DCA together with the Danish Mission to Geneva co-hosted a roundtable for 50+ Nordic Stakeholders on the evolving legal landscape related to BHR. The roundtable successfully kick-started a Danish debate on potential models for mandatory human rights due diligence in Denmark, as well as enabled a greater focus on Denmark's role in supporting development of National Action Plans on BHR in DCA focal countries, such as Uganda and Ethiopia. DCA's continuous engagement with the BHR agenda has also furthered collaborations with key stakeholders within the field, such as the Business and Human Rights Resource Centre, International Service

for Human Rights and ACT sister organisations, to ensure dissemination of information and awareness raising at international and local level.

Climate change continued to be a prioritised advocacy theme for DCA and for partners in **Nepal, Uganda, Malawi and Zimbabwe**. Internationally, the cooperation within the ACT Alliance has been prioritised, with many good results (e.g. in relation to both climate adaptation and loss and damage) where ACT members have been able to work together on a joint call for action in many parts of the world. The UN climate talks have been followed by a joint delegation, with ACT members and DCA partners (incl. Nepal, Uganda and Zimbabwe) led by DCA, and efforts have also been made to mobilise and support national advocacy, to ensure that parties deliver on their UN commitments and have high ambitions and a constructive approach when attending UN meetings. As an example, the ACT Forum in Zimbabwe contributed to the national Emissions Reduction Bill and the Wetlands Guidelines, and in Malawi, a partner contributed to the National Resilience Strategy. There has been a focus on topics which are of major concern to DCA partners and southern ACT members, including climate finance, adaptation and loss and damage.

CONCLUSION – OVERALL ANALYSIS OF PERFORMANCE AND CHANGES

In 2019, the rich and diverse activities of DCA and partners have contributed towards achieving the "Build Resilient Communities" goal as seen in the numerous examples above. DCA and partners have contributed to progress for community rights holders in the focus areas of DRR, market-based projects and youth empowerment and in the three categories of resilience building efforts. DCA has applied innovative techniques, technologies and methods and facilitated synergy effects between activities, partners and other stakeholders.

Examples of how DCA's work has influenced change

In **Cambodia** DCA supported four partners to implement projects and activities that link the products of smallholder farmers, agricultural cooperatives and/or producer groups to the market and private sector. The projects facilitated the signing of 18 contracts between farmers' organisations and companies to sell organic rice and vegetables. In addition, these projects linked producers to other companies and buyers to sell their produce in shops, informal markets and some supermarkets. The connection to different market channels increased the price competition from buyers and enabled farmers to obtain premium prices and stronger links to the market. In 2019, sales amounted to 1,400,000 kg of rice, 89,601 kg of vegetables and 22,765 kg of live chicken, generating a total income of USD 622,636.

In **Nepal**, DCA piloted a digitalised VCA in 2019, which was jointly led by the local community and local government in the earthquake affected Benighat Municipality in Dhading and the flood affected Saptakoshi Municipality in Saptari. The VCA helped to strengthen understanding of different hazards and risks, and community DRR action plans were developed. Community-based disaster management communities (CDMC) in the target areas organised and mobilised for disaster risk management at the local level and involved and influenced local planning processes. Regular mock drills in different hazards scenarios were regularly conducted by the CDMC in working areas to ensure that communities are prepared in the event of a disaster.

05.5.3 FIGHT EXTREME INEQUALITY AND GLOBAL ADVOCACY SUPPORTING FIGHT EXTREME INEQUALITY



The Fight Extreme Inequality goal includes 4 intervention areas: Space for Civil Society and Protection of Human Rights, Inclusive Participation in Decision-Making, Equitable Distribution of Resources through Inclusive and Accountable Institution, and Combating Discrimination and Promoting Rights of Excluded Groups. Cross-cutting commitments of gender equality, rights-based approach and religion and development are mainstreamed throughout the intervention areas. Additionally, global advocacy supporting Fight Extreme Inequality supported the country programmes and create linkages between the national and global levels.

In particular this is exemplified by the support given to partners in Universal Periodic Review (UPR) processes but also by commissioning research studies, such as exploring the importance of implementing a human rights based approach at all levels to achieve the SDGs and through strategic advocacy efforts made possible due to DCA and partners' long-term relationship and presence in a country. DCA also continued to combat discrimination and promote rights of excluded groups. Below is an analysis of the strategic intervention areas under the Fight Extreme Inequality global goal.

STRATEGIC INTERVENTION AREA: Space for civil society and protection of human rights defenders (HRDs)

Strategic Objective: By 2022, DCA supports HRDs across CPs, and has developed and tested new modalities for operating in more restrictive environments.

An essential part of DCA's work is to promote a diversified, vocal civil society. Civic rights, which ensure equal social opportunities and equal protection under the law, regardless of race, religion, or other personal characteristics are therefore a cornerstone in DCA programming, yet it is becoming increasingly difficult to secure these rights. Several countries are experiencing a negative political climate and reporting a shrinking civic space, which can be a devastating hindrance to programme implementation, partner dialogue, and participation in human rights networks and processes. In some cases, this negative climate is putting partners and staff at risk. DCA HQ administers an HRD emergency fund to ensure rapid support to vulnerable HRDs without putting the surrounding activities, local partners, or staff at risk.

At country level, DCA CPs have trained and supported individuals and networks of HRDs in their advocacy work and promoted active participation in UN UPR processes

and other national and international forums. Activities in Malawi, Palestine, Cambodia, Myanmar, Nepal and Uganda have included empowering community members to claim their rights and speak up against injustice and lack of accountability by raising awareness of basic human rights. Moreover, legal assistance and compliance advice has been provided to rights holders affected by social service delivery injustices and human rights abuses. Additionally, COs have been supporting partners in documenting violations of human rights, addressing restrictive NGO laws, increasing access to justice and legal aid, and participating in local, national and international forums for the defence of human rights and the shrinking civic space. Some COs have supported partners in physical and digital security and how to use social media and the internet in a safe and protected manner. A focus in, for example **Malawi** and **Nepal**, has also been on working with national and local grassroots teams at district level to engage duty bearers on accountability and empowering youth and women to speak up against violations of human rights in a protected manner. In primarily humanitarian settings like **CAR**, **Mali** and **DRC**, DCA has not yet started working directly with support to HRDs on civic space but supports increased participation and rights promotion.

At HQ-level, DCA has been active in promoting the agenda of combatting shrinking civic space through several initiatives such as co-organising an international conference in Copenhagen hosted by Global Focus and the MFA on civic space, co-hosting a side event at the High Level Political Forum in New York promoting two DCA/ACT studies on the role of faith actors for civic space (see section on Global advocacy supporting Fight Extreme Inequality) and participating in several working groups. Furthermore, resources on advocacy and civic space are available to DCA staff, partners and other ACT members through the ACT Academy accessible on the learning platform fabo.org.

STRATEGIC INTERVENTION AREA: Inclusive participation in decision-making

Strategic Objective: By 2022, DCA's country programmes are implementing projects which support the inclusion of youth in the fight against poverty and underlying factors as a primary stakeholder.

Inclusive, non-discriminatory and meaningful participation is an integrated part of the HRBA, and DCA is consistently working on strengthening and promoting this aspect in all activities. The political participation of women, youth and excluded groups is enhanced and targeted in several DCA programmes and is also key to addressing barriers

to participation for women and youth. Furthermore, DCA aims to create dialogue between and participation of people in peaceful co-existence.

Programme activities that supported the inclusion of youth, women and marginalised groups are very different across countries. DCA CPs have improved participation in local-level development initiatives and reduced poverty because most programme participants managed to achieve sustained income generation. Furthermore, programmes have reduced migration for targeted households because youth and women became more engaged in economic activities that enhanced their social acceptance and relevance in a community by participating in community-based initiatives. Some programmes have focused on including youth as rights holders in general programme activities.

DRC plans to create emergency jobs to offer young people the opportunity for an income outside armed groups, and Mali, Myanmar and Libya are all engaging youth and/or women in the peacebuilding process and as active citizens, partnering with organisations or networks. Yet other initiatives have targeted youth directly in economic empowerment interventions such as training, mentoring and coaching youth in innovative business and income generation interventions and in supporting youth leadership and participation in politics. These programme activities range from business, entrepreneurship and life skills training in Cambodia, Zimbabwe and CAR, and targeting youth as stakeholders in value chain projects and VSLAs in **Malawi**, to empowerment of youth through talent development in **Uganda** and **Kenya**, as well as enhancing employability and employment opportunities for both women and youth in **Palestine**.

The youth in **Ethiopia** are targeted as potential migrants or migration returnees for behavioural change interventions, skill training and provision of inputs including start-up capital. In **Nepal**, women and marginalised groups have been capacitated on various provisions of the government and are now participating in local level planning processes. They have also been able to influence the Local Government (LG) to allocate budget for the marginalised group promotion programmes and engaged with the LG in formulating different policies and provisions in favour of women and marginalised groups.

In **Malawi**, a youth movement of political leaders has been developed and partnership with two youth-led organisations have been established. Young women acting groups (YWAG) in political leadership positions have also been strengthened in Malawi where 24 YWAGs are working as forums for discussion of political participation of young women. Furthermore, community awareness meetings on the importance of women and young people's inclusion and participation in decision-making structures have been conducted and made the rights holders, especially women and young people, more aware of their responsibilities as citizens in the communities and their right to participate in decision-making positions at the local level.

In **Zimbabwe** Citizen Agency in demanding gender

responsive public services has become stronger and local authorities have designed participatory and inclusive budget making processes where women, youth and people living with disabilities can participate freely.

STRATEGIC INTERVENTION AREA: Equitable distribution of resources through inclusive and accountable institutions

Strategic Objective: By 2022, DCA's country programmes are implementing projects which support the fight against poverty with a focus on improving the accountability of public institutions at national and local levels.

In 2019, DCA supported and mobilised civil society, local communities and partners working to strengthen public, social, and political institutional accountability. Furthermore, DCA seeks to ensure an equitable distribution of resources by promoting transparency and inclusiveness in institutions which have the capacity of being duty bearers, protecting and fulfilling the rights of citizens. This increase in access to accountable service delivery, equitable resource distribution and prudent resource utilisation for rights holders ultimately contributes to reduced poverty and enhanced access to social justice. This work has been done by monitoring and challenging both national and local authorities such as district councils and local governments but also through dialogue and support for policy formulation processes.

DCA and partners are very keen to engage in constructive dialogue with duty bearers on specific issues that may be resolved peacefully wherever such an approach is allowed by local context. To facilitate the process of ensuring inclusive and accountable institutions which distribute resources in an equitable manner, many DCA CPs focus on engaging local and national duty bearers in dialogue, feedback, and platform meetings so as to constructively raise concerns and discuss specific challenges and their solutions. In countries such as Cambodia, Nepal, Uganda and Malawi monitoring, tracking, follow-up and documenting the activities of authorities have led to an increase in disclosure of public information on budgets and standards of services information for greater transparency. DCA partners have documented that actual changes in public activities, such as legal standards or service delivery, are realistic if civil society participates in dialogue meetings and demands transparency and accountability from duty bearers. In **Uganda**, the systematic inclusion of local faith actors (LFA) in local monitoring groups and dialogue with authorities has proven particularly effective. In **Cambodia**, DCA and partners engaged in the establishment of a CSO working group in order to have more regular dialogue with the government, while DCA in **Nepal** provided technical support to policies and mechanisms. Uganda strengthened the capacity of women political leaders to deliver on their mandate, especially with regards to gender responsive public policy; this result has advanced the national dialogue with focus on public pressure holding both legal and moral duty bearers accountable to social and gender justice. **Malawi** has had good experiences with a citizen

journalist approach and establishing community action groups.

Both Ethiopia and DRC are working in an environment where it is difficult to demand accountable institutions; nonetheless, both countries are reporting that they have plans to increase their activity in this area. Due to the revision of the CSO legislation in **Ethiopia**, which now allows NGOs to engage on issues such as improving local government accountability, DCA has initiated a social accountability approach and included this as a pilot at sub-objective level in the design of a partner implemented Fighting Extreme Inequality project to be initiated in 2020. **DRC** is contributing to the fight against poverty with a focus on improving accountability at local level by implementing Income Generating Activities in Education in Emergencies projects.

A main barrier to ensuring accountable duty bearers is often lack of awareness of rights and access to information. Therefore DCA projects and partners (e.g. Malawi, Cambodia, Nepal and Uganda) are addressing this by implementing training and testing new modalities (using apps) on how to engage with local authorities and disclose more public information in marginalised communities to make rights holders aware of existing laws and policies. Furthermore, **Nepal** is also using an e-governance system of local government continuous support for policy and laws formulation processes.

STRATEGIC INTERVENTION AREA: Combating discrimination and promoting rights of excluded groups (women, minorities, migrants, youth)

Strategic Objective: By 2022, DCA's humanitarian programmes use advocacy where possible to support the fight against poverty by reducing discrimination of the vulnerable and marginalised.

In 2019, DCA advocated for the inclusion of vulnerable groups within the protection sector. DCA also combated discrimination and promoted the rights of excluded groups by targeting duty bearers and pushing them to address abuse of power by authorities towards specific groups in the population. At community level, marginalised and vulnerable communities such as female-headed households, migrant communities, IDPs and people with disabilities were supported and empowered as rights holders to stand up to and fight structural discrimination and promote affirmative action. In some countries (Myanmar, Libya, Bangladesh), DCA engages with NGO forum platforms and Humanitarian Country Teams, which enables collective advocacy in favour of localisation and humanitarian support to hard-to-reach areas. Furthermore, such engagement provides a platform where DCA can influence various advocacy strategies while promoting our local humanitarian partners' voices into processes occurring at the International NGO/UN/ Government level. In other countries, such as **Uganda**, DCA addresses negative stereotypes and discrimination of marginalised and vulnerable groups in collaboration with faith leaders.

DCA's involvement in combating discrimination and

protecting and promoting rights of marginalised and vulnerable groups is often based on a long-term plan regardless of whether this is within a humanitarian or a development setting. Advocacy on basic services such as access to health and education in the most vulnerable part of a community in **South Sudan** led to broader national advocacy initiatives on protection and GBV. Furthermore, twin 2019 studies (literature and field research in South Sudan) on 'Triple Nexus, Localisation and the Role of LFAs by DCA and ACT document that LFAs have particular access to and represent marginalised and excluded groups. The reports qualify the barriers for greater cooperation between International NGOs and LFAs and suggest ways forward in overcoming these barriers. These reports have been used for 'localisation' advocacy vis-a-vis ECHO and UNOCHA.

DCA believes that building up trust and access over time and adherence to a continuous dialogue with duty bearers is key to an effective advocacy strategy against discrimination and exclusion. This approach entails perseverance in critical dialogue with opinion leaders, such as LFAs and community leaders, while at the same time enhancing responsiveness to the necessary critique which often results in sustainable progress. In **Bangladesh**, DCA engages in the development of sectoral strategies, where issues such as discrimination against the vulnerable and marginalised are prioritised. These strategies are then shared in Dhaka and higher levels. In **Libya**, DCA attended monthly coordination meetings and upheld strong connections with targeted communities, including marginalised communities such as those with physical or mental disabilities, migrant communities and the elderly. Furthermore, DCA contributed to the monthly protection working group that discusses relevant updates and issues within the protection sector in Libya, and highlights needs and caveats in project planning to address the most vulnerable within communities.

GLOBAL ADVOCACY SUPPORTING FIGHT EXTREME INEQUALITY

Strategic Objective: By 2022, DCA's advocacy activities engage a wider range of Danish and international actors, who speak out to defend and protect inclusive development, equality, democratic and civil space.

Global advocacy in support of the goal to Fight Extreme Inequality often – as outlined in the DCA International Strategy – mobilises and engages faith leaders, partners, HRDs and many others in joint global advocacy based on research and documentation.

DCA has led a process of attracting attention to the role of faith in SDG 16. First, a presentation at Christiansborg for the Parliamentarians' network on FoRB. Then, in March, DCA (with the Danish Network on Religion & Development and with the ACT Community of Practice on Religion & Development) prepared a sub-cluster on Faith and SDG 16 at the big Global Focus/MFA consultation on 'Civic Space in Development and Humanitarian Action', which led to recommendations for greater government and International NGO engagement with faith actors in the conference report. The Global Focus/MFA conference message was

then projected to the international scene and was a centrepiece at the General Assembly of Members of International Partnership on Religion and Sustainable Development (PaRD) in Copenhagen in May hosted by the MFA in partnership with the Network on Religion & Development. DCA provided substantive conceptual input with the HMC Unit, a Zimbabwean DCA partner speaker and key plenary moderation by the General Secretary. The recommendations, which were well covered in the PaRD report, have shaped its workstream on SDG16.

DCA provided technical and financial support to the Side-by-Side Faith movement for gender justice in movement building and formation of national chapters. Side-by-Side now has five regional and 15 national chapters, including in DCA programme countries like Kenya, Uganda, South Sudan, Malawi and Zimbabwe. The national chapters are actively putting gender equality in their national agenda and have initiated several pro-gender equality initiatives.

DCA has been part of the Danish annual delegation to the Commission of the Status of Women (CSW) for the last six years. DCA also supported ACT and played a key role preparing delegates for active participation at the CSW. ACT/Side-by-Side Faith Movement for Gender Justice co-hosted by the Permanent Danish mission to the UN a session at the CSW 2019. DCA contributed with expert and country knowledge about the status of and barriers to the rights of women and girls and of human rights in the Global South through the alliances and informed the Danish UN Mission and Danish Parliamentarians. Through cooperation with partners and DCA staff from Uganda, we were able to bring lesson from Uganda to the UN meeting and to support national advocacy in Uganda before and after the CSW. The result of this is strengthening of national gender equality advocacy in Uganda and visibility and credibility for DCA gender work at Danish and global levels.

The 2018 IDS research study commissioned by ACT Alliance, which covered four country studies and 12 desk country studies and highlighted the importance of civic space for the SDGs, was actively promoted in 2019 and used in several international advocacy initiatives, including the High Level Political Forum. Based on the IDS study findings, there is scope for more exploration of how the SDGs and development agenda may be used to further in-country implementation of human rights in DCA projects.

In August 2019, DCA conducted a global DCA seminar for all programme officers and HQ staff working with Fighting Extreme Inequality to strengthen capacity and synergy.

The process continued as a functional team with regular webinars for much appreciated learning.

In 2019, DCA **Palestine** with partners has continued international advocacy, reaching out to and briefing more than 100 duty bearers and opinion-formers from Denmark and 15 other EU member states. Over the past year this included visits to Copenhagen and Brussels to meet with parliamentarians and decision makers while delegations of EU decision-makers and media were hosted in Israel-Palestine. Among issues presented were specific examples of international law violations such as obstruction of humanitarian assistance as well as the general trend of a deteriorating human rights track record by all parties to the conflict.

CONCLUSION – OVERALL ANALYSIS OF PERFORMANCE AND CHANGES

In conclusion, there has been significant progress and importance related to the Fight Extreme Inequality Global Goal. Activities have focused on strengthening capacity and empowering rights holders by raising awareness of rights and responsibilities, encouraging effective participation in decision-making processes, and demanding for gender-equitable governance. Activities have increasingly addressed the underlying root causes of discrimination and exclusion and have included religious actors and other duty bearers for transformative change. Furthermore, documenting violations of human rights and participating in various processes defending human rights, with a focus on marginalized groups, women and youth have been a priority in many of the CPs. Several COs report that it is continuously difficult to operate under a shrinking civic space, which unfortunately constrains their room to manoeuvre. Some CPs (e.g. Bangladesh, Zimbabwe, Mali, Libya, DRC, Ethiopia, Kenya, South Sudan) are working in contexts where a human rights agenda is challenging to apply directly, but where activities related to participation in decision-making, promoting rights of excluded groups and equitable distribution of resources through accountable institutions have been possible to implement. Overall, the Fight Extreme Inequality goal, supported by DCA's cross-cutting commitments (see Chapter 8), provided a significant contribution to the achievement of the DCA vision. However, it is also clear that DCA needs to continue being innovative and progressive in how to use digital technology, communication and programme/project approaches to continuously overcome the barriers of a shrinking civic space where accountability, transparency, inclusiveness and participation are put under pressure and where discrimination and lack of basic civil rights are on the rise.

Examples of how DCA's work has influenced change

In **Zimbabwe**, efforts were made to improve local governance and service delivery by enhancing citizen demand for improved engendered (inclusive/accountable) service delivery and transparent and accountable use of public resources. As a result, engagement between Local Governments (LG) and citizens has been increased by strengthening the voice and capacity of marginalised women, men, youth and people living with disabilities to claim their rights from responsive and accountable LG authorities. Additionally, LG authorities were capacitated to implement inclusive policies, plans and budgets and by enhancing local and national level advocacy for clarity on the nature and form of the devolution being implemented. This engagement has resulted in citizens managing to access services and obtain their entitled compensation in instances where services were not available despite citizens paying. Citizen Agency in demanding gender responsive public services has become stronger and LGs have designed participatory and inclusive budget making processes where women, youth and people living with disabilities can participate freely. Citizens have also successfully pushed for LGs and central government to be transparent. LGs now publish budgets on local notice boards.

In **Myanmar** basic human rights training has created awareness and empowered community members to demand and enjoy their rights in areas such as equal participation and access to justice. Multiplier training and Change Agents meetings reached people who were active in their community where systemic human rights violations were occurring but who lacked knowledge of human rights. Awareness of gender-based violence and other human rights violations was shared in the community and strengthened other stakeholders to ensure sexual assault-cases were reported and resolved by the authorities and that free and fair elections were held in the local communities.

In **Uganda** the Fight Extreme Inequality work aims to enhance capacity and awareness on rights and responsibilities of marginalised groups, especially women and young people, to effectively participate in decision-making processes and demand gender equitable governance. Specifically, the programme promoted gender and social justice with faith-based organisations and cultural institutions through harnessing their potential role. Faith leaders are progressively driving the gender justice agenda through contributing to the legal and institutional framework. In 2019, faith leaders

coordinated by the ACT Alliance gender working group contributed to the Sexual offences Bill which was cited to have weak penalties for sex offenders. In recognition of its contribution, ACT Alliance was designated by the movers of the Bill to be part of the Bill discussions representing faith leaders. A petition on more stringent laws to safeguard women and girls was also presented to the Speaker of Parliament by faith leaders coordinated by DCA and the ACT Alliance Advocacy officer. As evidence for the CO's commitment to profiling the role of faith actors in promoting gender justice, DCA Uganda received an EIDHR grant to promote interfaith work on gender justice, which has further positioned the CO as a credible actor on faith and gender justice work in Uganda.

In **DRC** the resilience of children affected by violence and abuses linked to conflict and displacement has increased through the development of more protective environments addressing the consequences of these incidents in 30 schools. Through DCA's activities, such as setting up mechanisms for standardised delivery of psycho-social support by trained teachers, community members have come to understand that both boys and girls have a right to education and should be provided with equal access. Discrimination against girls has decreased and this has allowed girls to receive education. Parents no longer cause support forced marriages in the beneficiary communities of our projects. Women are considered equally important with the same rights as men in the community.

Provision of Digital Audios to pastoralists and other community members in **South Sudan** contributed to raising awareness and bringing about change in perceptions and understanding of peace, conflict and conflict resolution. The project promoted peace, livelihood opportunities and alternative energy solutions for youth, men and women, which enhanced the capacity of rights holders to understand their rights, live peacefully and change their attitudes to cultural barriers and gender disparities. Furthermore, DCA partners were encouraged to collaborate and strengthen duty bearers' capacity to respect and adopt decisions to protect and fulfil the rights of rights holders. The DAPs peace messages brought together all stakeholders in identifying their roles as change agents, such as the role of women, chiefs, youth (girls and boys) and faith leaders in peacebuilding.

[Nepal / Jakob Dall]



06. Partnership for Change

DanChurchAid (DCA) remains committed to partnership development, localisation and strengthening of civil society. We closely monitor the balance between implementation modalities and the specific context in the country and uphold our commitments to Charter for Change (C4C), Grand Bargain as well as to ACT Alliance and global networks.

With country offices (COs) in 18 countries, DCA has a total number of 195 partners for project implementation

(signed cooperation agreements) out of which 145 partners have long term partnerships, see Table 6.1. DCA holds various types of partnerships. Besides civil society organisations (CSO), the partner portfolio includes networks, authorities, public institutions, private sector entities, research institutions and others. All partners contribute to the high quality of DCA's programming, to introducing innovative and new approaches and to increasing our outreach to ensure opportunities for poor and marginalised communities.

TABLE 6.1 NUMBER OF PARTNERS WITH COOPERATION AGREEMENTS.
SOURCE: ANNUAL REPORT, SECTION D PROGRAMME PROGRESS.

| COUNTRY | NUMBER OF PARTNERS WITH A CO-OPERATION AGREEMENT (PROJECTS) |
|---------------|---|
| Bangladesh | 3 |
| Cambodia | 15 |
| CAR | 3 |
| DR Congo | 1 |
| Ethiopia | 7 |
| Iraq | 2 |
| Kenya | 5 |
| Lebanon | 2 |
| Libya | 3 |
| Malawi | 18 |
| Mali | 3 |
| Myanmar | 21 |
| Nepal | 22 |
| Palestine | 22 |
| South Sudan | 11 |
| Syria | 4 |
| Uganda | 18 |
| Zambia | N/A |
| Zimbabwe | 35 |
| Total: | 195 |

06.1 DCA's Implementation Modalities

In line with the commitments to localisation, DCA continues to carefully monitor how it channels funding, either through direct and co-implementation or implementation of activities through local CSOs, international Non-Governmental Organisations (NGO), research institutions and private sector partners – sometimes in consortia with DCA as lead. The choice of implementation modality is based on a range of factors such as the acute need for humanitarian aid, access, capacity of local partners, legislation etc.

Table 6.2 shows the implementation modality for the complete international programme in 2019. Of DCA's total expenditure in 2019 (785.5 million DKK), 648.6 million DKK went to DCA's international programme work, of which 188.8 million DKK (24%) was channelled through partners. Countries with a high level of turnover through partners include Palestine (66%), Nepal (62%), Myanmar (60%), Cambodia (53%), South Sudan (52%), and Malawi (50%). Countries with a lower turnover through partners include Iraq (23%), Ethiopia (17%), Uganda (17%), Bangladesh (4%), CAR (2%), DRC (1%) and Libya (1%).

TABLE 6.2 TOTAL INTERNATIONAL PROGRAMME IN 2019 ON IMPLEMENTATION MODALITIES IN DKK. THESE FIGURES ARE BASED ON DCA'S TOTAL PROGRAMME EXPENDITURE.

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2019

| | PARTNER IMPLEMENTED | DIRECTLY OR CO- IMPLEMENTED BY DCA | GRAND TOTAL |
|------------------------|------------------------|---------------------------------------|----------------|
| Development aid | 97,912,083 | 14,562,906 | 243,774,989 |
| Humanitarian | 90,896,565 | 313,915,249 | 404,811,814 |
| Grand Total | 188,808,648 | 459,778,155 | 648,586,803 |

DCA supports partners to be at the forefront of decision-making and funding:

In Bangladesh, DCA supported a partner in submitting a proposal for the Joint Response Plan, which provides an overall roadmap for the response for Rohingya refugees and host communities. DCA helped its partner to ensure that their experience, expertise and planning was captured in the plan. Further, DCA advocated for the partner to be included in the Global Education Cluster Workshop where various donors were present, which increased the partner's exposure among the donor community.

In Cambodia, DCA is currently the co-chair of the Humanitarian Response Forum (HRF), the local equivalent of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) cluster. DCA advocates for improved integration and streamlining or for a merger between the HRF, the Cambodian Humanitarian Forum (which is comprised of local CSOs) and the Joint Action Group (a group which meets throughout the year to coordinate disaster risk reduction (DRR) activities, comprised of both local and international CSOs). This will achieve greater efficiency of response efforts and enable better analysis of humanitarian emergencies and needs of communities as a result of having more accurate, up-to-date field level information provided by local actors on the ground.

06.2 Partner Portfolio including new partnership agreements and partner capacity development plans for local and national partners

PARTNER PORTFOLIOS

Working in partnerships with local CSOs remains a priority for DCA. Particularly in recent years, DCA has seen an increase in the diversity of the overall partnership portfolio that also includes working in consortia with other international NGOs, partnerships with research institutions, social entrepreneurs, informal social movements, private sector partners, and others. Across the DCA country programmes (CPs), DCA has signed a total of 242 cooperation agreements with 195 partners. DCA can sign more than one cooperation agreement with a partner if the partner is implementing more than one project. Overall, the number of partners is as planned, reflecting the different contexts of DCA's CPs. It is important that the CP's portfolio is comprised of partners with different thematic and strategic priorities, and that there is a mutual relationship of trust and shared interests. While the DCA partnership approach encourages long-term partnerships, a partnership portfolio also needs to be agile in keeping with changing needs of the context. The following is a snapshot of some of the DCA CPs and status of their partner portfolio.

In **Bangladesh**, DCA shifted all programmes to Cox's Bazar as part of the humanitarian response portfolio

and scaled down the Dhaka office, which also included a change in partner portfolio. In **Cambodia**, DCA focused on improving relationships with its existing 15 partners. Programme priorities were set on increasing capacity of key partners. In Cambodia, DCA noted partners that were experiencing challenges under new leadership and/ or organisational development limitations and conducted several key meetings/processes with management of these partners to help nurture, guide, and supported the partners to address these challenges. This resulted in significant improvements by the end of the year. In **Libya**, DCA ended its cooperation agreements with five partners because the funding that supported these partners through sub-grants ended in February 2019. DCA upholds close contact with these past partners to ensure whether any mentoring is still required, and the partners feel comfortable to reach out. The joint DCA/Norwegian Church Aid (NCA) CP in **Myanmar** has a substantial number of long-term partners. The partner portfolio is very diverse with small and distinct partners, some faith-based partners, as well as very large national partners.

PARTNER AGREEMENTS

DCA CPs facilitate annual partnership meetings to ensure proper dialogue between DCA and partners. The dialogue sets joint strategic direction, establishes, maintains and deepens the relationship with local civil society partners, improves the clarity about how DCA and the partners best work together for shared benefit, and increases mutual knowledge and understanding. The partnership meetings result in a signed partnership agreement (PA) that documents what was discussed and what has been agreed during these meetings. The importance of the PA is that it supports the continuity in the dialogue with partners, and ensures accountability to the partner, DCA staff and donors. Table 6.3 shows the number of existing and new partnership agreements in 2019. There was a small decrease compared to reporting in 2018 due to changes in the different CP partner portfolios at the time of reporting and because the CP in Bangladesh moved the bulk of activities to Cox's Bazar. This is an area that DCA tracks to ensure that we stay committed to our partnership approach.

TABLE 6.3 NUMBER OF EXISTING AND NEW PARTNERSHIP AGREEMENTS IN 2019.

SOURCE: ANNUAL REPORT, SECTION D PROGRAMME PROGRESS.

| COUNTRY | NO. OF EXISTING PARTNER AGREEMENT | NO. OF NEW PARTNERSHIP AGREEMENTS | TOTAL |
|--------------------|-----------------------------------|-----------------------------------|-----------|
| Bangladesh | 0 | 0 | 0 |
| Cambodia | 5 | 0 | 5 |
| CAR | 2 | 1 | 3 |
| DR Congo | 1 | 0 | 1 |
| Ethiopia | 4 | 0 | 4 |
| Iraq | 0 | 0 | 0 |
| Kenya | 4 | 0 | 4 |
| Lebanon | 2 | 0 | 2 |
| Libya | 2 | 1 | 3 |
| Malawi | 7 | 2 | 9 |
| Mali | 1 | 0 | 1 |
| Myanmar | 3 | 2 | 5 |
| Nepal | 11 | 1 | 12 |
| Palestine | 1 | 0 | 1 |
| South Sudan | 8 | 5 | 13 |
| Syria | 0 | 0 | 0 |
| Uganda | 7 | 0 | 7 |
| Zambia | N/A | N/A | N/A |
| Zimbabwe | 12 | 2 | 14 |
| Total: | 70 | 14 | 84 |

ORGANISATIONAL DEVELOPMENT AND CAPACITY DEVELOPMENT

Organisational development (OD) and capacity development (CD) of staff in partner organisations continues to be a priority for DCA. The decision on which OD and CD initiatives to undertake in the CPs is taken between the DCA country management team and the partner organisation, often as an output of the partnership meetings and described in the partnership agreement. The Partnership Assessment Tool (PAT) provides a baseline and development plan for partner organisations and helps identify opportunities to further support partners in capacity and the need for organisational strengthening. Some initiatives are facilitated by external facilitators and others by DCA CO staff or headquarters (HQ) staff. Many of the CPs develop shared CD plans for partners (i.e. Myanmar, Nepal).

The CP reporting shows a significant amount of technical CD, which is directly connected to technical skills needed for quality project implementation. Most of the country reports also report on training conducted on financial management, anti-corruption, monitoring and evaluation and fundraising/proposal writing skills. COs and partners accessed various learning resources on the learning platform fabo.org to support technical capacity and organisational development. From an organisational point of view, access to the same learning sites on fabo.org across the organisation helped to ensure common understanding and practices on main policies and operational procedures. Several partners accessed these resources and a rollout to partners continues to be a focus. The following are examples of OD and CD initiatives in some CPs:

In Cox's Bazar, **Bangladesh**, DCA provided workshops and training on proposal writing, gender mainstreaming, community engagement, psychosocial support in education activities, use of core education materials, and training on implementing assessments. In **Cambodia**, DCA had a special focus on the OD, legal compliance and technical capacity of human rights defenders (HRDs). In **DRC**, DCA trained teachers in 30 schools on different topics including Explosive Ordnance Risk Education (EO RE), Active and Participatory Pedagogy, New National Primary Education Program, P-EAS, with several awareness sessions. The CP also improved the capacity of a partner within programmes and financial reporting.

In **Ethiopia**, DCA provided a number of capacity development training sessions for its Addis Ababa and field staff in areas of financial systems. Focus was also on developing the internal capacity for applying the human rights-based approach (HRBA) and passing this on to

relevant partner staff. DCA intends to strengthen its plans for more partner, organisational and staff CD in the coming year, cognisant of the changing CSO operational space. In **Iraq**, training was provided to partners on DCA finances, procurement and logistics, baseline assessments, report writing and technical delivery. In **Kenya**, DCA procurement and logistics staff conducted training to two out of the four existing partners. In **Malawi**, DCA organised and supported key CD interventions within finance for non-finance staff, agro-ecology, KOBO digital toolbox and strategy development. In 2020, the CP will explore increased opportunities for online learning.

In **Mali**, the CP is supporting partners' own CD plans, focusing on core organisational values and information sharing, organisational legitimacy and constituency, management systems, financial sustainability, and organisational project cycle performance. In **Myanmar**, DCA-NCA has reviewed seven new partner assessments and quick capacity assessment of partners on their OD needs. A capacity and compliance dashboard has been developed to prioritise the most demanding needs of partners and plan the training accordingly. In **Nepal**, 12 training events for partners have strengthened capacity on technical, innovation and thematic programmatic skills.

In **Palestine**, CD activities and organisational development interventions included a focus on digitalisation and data protection. Through ongoing assessments and monitoring of performance of partners project implementation, DCA/NCA updates its capacity development plans according to needs and ensures that all aspects of rights-based commitments, PANEL (Participation, Accountability, Non-discrimination, Empowerment and Link to Rights Frameworks) indicators, are on an acceptable level of performance. Additionally, DCA/NCA has built the capacity of seven partners in Gaza to implement survival and community led responses (SCLR). The new approach has been piloted successfully on the ground. In **South Sudan**, DCA strengthened partner capacity in procurement and logistics, gender mainstreaming, and the nexus approach, to ensure that partners have a good understanding of the linkages between humanitarian/emergency response, development and peacebuilding and to include this thinking in their programming to increase relevancy and sustainability.

In line with DCA's partnership model, the DCA programme in **Uganda** ensured joint resource mobilisation with partners, developing capacity of the local organisations in the process. As part of their capacity development, staff of local partners underwent training in Protection of Sexual Exploitation and Abuse (PSEA) and fraud and

anti-corruption and were supported to strengthen or to put in place policies on PSEA. In **Zimbabwe**, DCA piloted urban social protection interventions together with a partner. Urban resilience and social protection are a novel intervention and DCA is learning together with its partner.

06.3 DCA's commitment to Charter for Change and Grand Bargain

Strategic Objective: By 2022 DCA's advocacy has resulted in donors increasing funding to support Charter for Change and localisation in DCA programmes

TABLE 6.4 AGGREGATED FIGURES FOR C4C REPORT IN PERCENTAGE, SHOWING PERCENTAGES FROM 2019, 2018, 2017 AND 2016.

SOURCE: DCA'S FINANCIAL MANAGEMENT SYSTEM, MACONOMY

| | 2019 | 2018 | 2017 | 2016 |
|--|------|------|------|------|
| The percentage of humanitarian funding transferred to local and national partners based on DCA's total expenditure | 19 | 20 | 24 | 30 |
| The percentage of development funding transferred to local and national partners based on DCA's total expenditure | 33 | 34 | 33 | 35 |
| The percentage of humanitarian and development funding transferred to local and national partners based on DCA's total expenditure | 24 | 27 | 28 | 32 |

In addition, in 2019 DCA transferred almost 27 million DKK directly to partners to support OD. This is in addition to the funds allocated for CD of partners related to projects and compliance requirements. This builds on the understanding that local partners are often better positioned to lead humanitarian response and decide what type of CD initiatives are relevant for them. The response is also likely to be more locally led, more adaptable to local needs and less influenced by donor and international NGO requirements and priorities.

CPs (e.g. **Palestine, Nepal, Uganda, CAR**) support women-led organisations (WLOs) and women's rights organisations (WROs) in order to increase women's participation, women's empowerment, and gender equality at all levels of society. This has given WLOs/WROs an opportunity to influence decision-making nationally and has enabled more sustainable outcomes for communities as activities are anchored with all groups in communities.

Furthermore, CD and quality partnerships have been promoted with donors at country level to support and fund the localisation agenda. In CPs (e.g. **Bangladesh, Myanmar**) DCA ensured that local partners' experience and expertise was captured in humanitarian country plans and joint response plans and partners were encouraged to join coordination forums and relevant

As a signatory to C4C and Grand Bargain, DCA is committed to fund local and national partners directly, and systematically measure the multi-year investment to support partner CD. In 2019, DCA transferred 19% (90,896,565 DKK) of total humanitarian funding directly to local and national partners while 33% (97,912,083 DKK) of DCA's development funding was transferred to local and national partners. This represents a slight decrease from 2018 where the figures were at 20% (77,001,831 DKK) and 34% (86,891,731 DKK), respectively. DCA's transfers directly to national and local partners in 2019 are shown in Table 6.4.

sector presentations and clusters. In other contexts (e.g. **Cambodia**), DCA is advocating for improved integration and merging of internationally led humanitarian coordination forums with national NGO forums that are usually comprised of local CSOs. This will achieve greater efficiency of response efforts and enable better synergies and coordination between local and international actors on the ground.

DCA continues to support joint consortia with local partners, including faith-based partners, and is committed to enhancing their humanitarian response capabilities. In CPs (e.g. **Nepal, South Sudan, Uganda, Zimbabwe**), DCA engages local partners and community-based organisations (CBOs) in consortia to lead various aspects of the response. The capacities of these organisations in humanitarian response have been enhanced, which enabled more beneficiaries to be reached with humanitarian assistance. This work includes facilitating closer relationships between donors and local NGOs.

In some countries, certain donors and UN agencies are still not supportive of the localisation agenda - not even when international NGOs are ready to play the role of co-implementers with a focus on CD, monitoring and management. Equally, some donors are very reluctant to cover the costs associated with project implementation,

and endless negotiations delay project implementation negatively, which affects those in need. While the UN's mandate as a coordinating body in the humanitarian sector is crucial for overall quality of many interventions, their role as project and programme implementers could in some situations be challenged.

06.4 Private Sector Engagement

Strategic Objective: By 2022 DCA has demonstrated value and effectiveness in working with the private sector in projects in country programmes.

In 2019 DCA's strategy to engage the private sector demonstrated tangible results on the ground and replicable models in five CPs. A total of nine projects were reported as benefitting from working with the private sector: Cambodia (4), Ethiopia (1), Kenya (2), Uganda (1), and Zimbabwe (1).

In **Cambodia**, 18 new contracts between farmers' cooperatives and buyers were signed and five new projects were established linking smallholder farmers to markets through cooperative and social enterprise structures, for example in rice and insect production. In **Zimbabwe**, engagements with the local private sector enabled improved access to markets for smallholder farmers for high value agricultural produce and livestock. Contracts worth 200,000 USD benefitting smallholders were achieved under the Sizimele Resilience project. In **Ethiopia**, 400 farmers were trained in improved milk production through a dairy project supported by the Danida Market Development Partnership Programme (DMDP). DCA also formed a Partnering for Green Growth consortium with Novozymes, Arla Foods Ingredients and others to develop nutritious, affordable foods. In Uganda, DCA demonstrated a successful nexus model that engaged refugee and host community farmers in agricultural production and income generation by facilitating access to negotiated land through the country's land use policy. In the DMDP-supported Fresh Fruit Nexus project, more than 100 farmers were trained and certified in organic farming in refugee areas and organised in village savings and loans association (VSLA) groups with a view to doing farming as a business. DCA also entered into partnership with the World Resources Institute to strengthen learning on energy and agriculture links. In **Kenya**, DCA facilitated links between local fishing communities and local market vendors in the Kakuma refugee settlement.

These projects demonstrate a good practice model for engaging national and international/Danish private

sector partners in the nexus between humanitarian and development efforts. Engaging the private sector has contributed to working more systematically with smallholder inclusion and job creation through inclusive business and enabling conditions. This cooperation has also strengthened DCA and partners' focus on long-term financial sustainability in market-based projects, once project funding ends, through new types of partnerships and financing modalities. Meanwhile, DCA and partners faced the challenge that working in multi-stakeholder consortia is complex and requires long-term investment and active stakeholder engagement to influence and change behaviour through inclusive business models.

DCA's approach to linking private sector engagements (PSE) in CPs with engagements in Denmark enabled synergies both at project and advocacy levels. DCA continued to work proactively with influencing business practices through a HRBA as a driver for long-term sustainability, with a focus on practical measures to ensure responsible business conduct (RBC) in private sector projects. Through workshops, human rights impact assessment reports, and network and cluster engagements, DCA continued to capture and disseminate learning on the integration of RBC measures in a development context both at local and Danish/international level, such as the UN forum on Business and Human Rights (BHR). In Denmark, DCA leveraged its networks to promote actions to fight food waste through the WeFood stores and joined the ONE/THIRD think tank on food waste, which combines alliances and actions to address SDG2 and SDG12.

The Danida Review of DCA's work highlighted the strategic approach to PSE as an example of DCA's added value. For example, DCA uses its HRBA approach to ensure a combined approach to Do No Harm/do good: corporate partners are held accountable for their responsibility to respect human rights in accordance with the UN Guiding Principles on Business & Human Rights while at the same time work with the private sector enabled income opportunities for smallholders in inclusive value chains.

06.5 ACT Alliances and Global Networks

Strategic Objective: By 2022, ACT's advocacy is focused on the strategic themes of gender equality, climate change, displacement, migration and Human Rights Defenders

2019 saw the identification and election of members to five thematic ACT Reference Groups on Gender Justice, Climate Justice, Migration & Displacement and Peace

& Human Security as well as Emergency Preparedness and Humanitarian Response. DCA is a member of four of these thematic ACT Reference Groups. The overlap between DCA's identified strategic themes in this Strategic Objective and the ACT selection of themes that have been singled out and prioritized through a Reference Group – and supported by the two cross cutting groups on Quality & Accountability and Policy & Advocacy – indicates an 80% fulfilment of the indicator: four of DCA's five themes are prioritized, and actually DCA also prioritizes the themes of the last two Reference Groups (Peace & Human Security and Emergency Preparedness and Humanitarian Response), and holds co-chair positions in each.

DCA has chosen to focus the measurement of DCA's major cooperation in the ACT Alliance by the level of cooperation and achievements in the field of joint advocacy. This is because DCA believes advocacy to be one of the strong aspects of ACT cooperation – both at and between local, national and international levels and with a specific potential of involving faith actors. DCA has decided to measure this goal on HQ-driven global advocacy. Examples of advocacy agendas strengthened by DCA in close cooperation with ACT include:

Gender: DCA has played a major role in preparing the ACT Global Equal Gender campaign, and DCA has specifically targeted the UN Commission on the Status of Women in coalition with ACT, PaRD and the Side-by-Side Faith Movement for Gender Justice. DCA as member of the Danish Delegation to CSW has played an active role in

capacity development of and support to the ACT team. DCA is recognised for the added value of creating broad faith-based alliances on gender advocacy across faith networks like the ACT Alliance, WCC, LWF and Side-by-Side.

Climate: DCA has taken a leading role in ACT Alliance climate advocacy spanning lobbying, campaigning, media work and research. The pooling of resources and the fact that many ACT members have close contacts with their governments is a key to the successful impact with both the UNFCCC and the Global Adaptation Commission. ACT provides formal contact to the latter and DCA/ACT contributions on SDGs, Gender and locally led adaptation are now visible in the flagship report of the commission which has invited ACT to be a partner in the 'action phase'. And through ACT, DCA has several results related to the UNFCCC talks. Most are linked to the participation of governments (dialogue with delegations and suggestions on request). The most positive result, which can be directly attributed to ACT engagement, relates to loss and damage finance.

Human Rights Based Approach and HRDs: DCA has, with the ACT Alliance, promoted the study, officially launched at the ACT EU General Assembly in May on the interrelation between shrinking civic space and the SDGs at several events so as to influence and inspire decision-makers (UN organisations, national governments and donors etc.) to move to counter trends towards closing civic space and putting HRDs at risk.



07. Engagement in Denmark

This chapter focuses on various ways in which DCA created engagement and awareness and provided the Danish public with opportunities to act for the benefit of the world's poorest in 2019.

07.1 Major changes in the organisation's popular anchorage and outreach in Denmark

In 2019, DCA continuously worked to evolve our engagement strategy in order to meet an increased demand from donors, volunteers and other actors to create and manage actor's experiences to make them both relevant and giving. Creating engagement is no longer only about purpose but also about the actor's personal experience. The efforts made to create popular anchorage and outreach is therefore increasingly donor-driven and takes into consideration the actor's social identity and need for meaning, belonging and ability to act on an issue. For DCA, creating engagement therefore means making donors, volunteers and other actors realise that they possess the ability to make a change, getting them to act on that realisation and making them feel good when they do so.

In 2019, DCA's image score (a complex key performance indicator indicating the average evaluation of ethics,

action, effort, relevance, administration of funds and credibility) increased slightly, and DCA is still the 6th most respected NGO in Denmark (based on monitoring of 36 Danish NGO's). Overall DCA maintained its level of brand recognition with a slight increase in assisted brand identification to the 4th (87.2 %) most identifiable brand out of 36 NGOs. (2018: no. 5, 88.2%).

In 2019, DCA's total amount collected from private donors was 154.2 million DKK, which was a decrease compared to 2018 (159.3 million DKK). However, the Give a Goat campaign – with its simpler and concrete message about creating real change and getting something back - increased compared to 2018 and had its best fundraising result since 2007 (2018: 5.1 million DKK, 2019: 5.8 million).

07.2 Major results from use of Project and Programme Related Information (PRI) funds

Young people are a key target group for DCA's programme-related information. DCA has reached this target group in different ways, e.g. the campaign called "Tag Del". This campaign is part of the Parish/door-to-door Collection and engages adolescents and their parents in development work and the SDGs. The main activity of this on-going campaign is a "caravan",

where former DCA volunteers visit confirmation classes, boarding schools and associations for children and youth to share and discuss their experiences from developing countries. All Danish parish priests receive the affiliated teaching resources. “Tag Del” focuses on how Danish youth can become actors for change themselves. In 2019, the concept of development aid became tangible for approximately 9,400 young people who met the “caravan” and in that way became involved in worldwide development and DCA’s work.

Another example of how DCA reaches youth is DCA’s travel portal Go Global, which allows mainly young people to travel either as volunteers, apply for an internship or join a folk-high-school or boarding school. In 2019, there were 393 participants who created engagement around the SDGs in general and SDG13 and SDG15 in particular. The trip is an experience of a lifetime and all participants are subsequently involved in voluntary work, such as introductory speakers on the “Tag Del” caravan. Go Global is also part of the foundation of DCA’s youth organisation (NU) which engages youth in many different activities, such as campaigns, running cafes and organising events. NU’s 358 members work to promote SDG1.

The wider public is another key target group for DCA’s programme-related information. The campaign Give a Goat communicates development aid to the wider population by engaging Danish celebrities who are willing to spend time on promoting development aid. The celebrities are invited to visit DCA programmes and upon return use their influence to reach new and wider target groups and share their experiences and programme information. This initiative allows DCA to engage target groups who would otherwise be out of reach. In 2019, musician and entertainer Chili Klaus (Klaus Piilgaard) visited Malawi. The campaign reached 6,151,700 readers and provided an added value of 1.3 million DKK for the written press alone. The idea of using ambassadors, whether they are former volunteers or celebrities, is also a feature of the study tour for DCA gatekeepers. In 2019, 10 Key Parish Collection-volunteers went to Nepal to visit DCA programmes and upon return they shared their experiences and new knowledge with local media and through local events.

See 7.5 for PRI funds used on church related partners.

07.3 Strong communication with meaningful opportunities of action

Strategic Objective: By 2022, DCA’s dialogue strategy ensures that DCA is known and respected as a humanitarian and development actor in Denmark.

DCA continuously works to earn the trust and engagement of individuals, networks and partners who want to

act to benefit the world’s poorest. DCA believes that when others act to support DCA they confirm their own connection to DCA as well as increase DCA’s brand recognition and respect among the public.

In 2019, DCA had 234,186 Facebook followers making DCA number one compared to other Danish NGOs on social media. 650,754 unique visitors were recorded on DCA’s Danish website. In 2019, Danes gave their opinion by interacting with DCA on Facebook, Instagram and Twitter 1,286,707 times. DCA’s content has a very wide scope, but the goal is always to engage the audience and show how DCA, together with donors, volunteers and other actors, help change people’s lives. This engagement may be by posting humorous videos with our ambassadors to get people to share the content, or it may be by posting images of the work DCA does in the poorest parts of the world to gather kind support from our followers or for our fundraising activities.

Timewise, Danes spent 1,074,066 volunteer hours with DCA in acting through e.g. DCA’s retail shops and youth network (NU). In 2019, DCA had 3,118 mentions in the Danish media despite less media momentum around development and humanitarian aid.

07.4 Relevant and coherent dialogue building on relations

Strategic Objective: By 2022, DCA has a stronger relationship with all actors who support DCA in Denmark.

DCA continuously works to maintain and extend engagement through dialogue and building strategic relations, meaning that DCA works to ensure ongoing, relevant and personalised dialogue with all actors.

In 2019, the unique recipients reached via email number 278,368 (2018: 184,795 recipients) and via SMS reached 213,677 (2018: 169,313 recipients). The numbers increased compared to 2018 because DCA has become more focused on initiating actors’ interest in DCA’s purpose and activities (lead generation) and this initial interest is often followed up by email or SMS. The emails and SMS build on this initial interest and expand the relationship via relevant storytelling. Furthermore, a targeted dialogue flow through email and SMS ensures that DCA engages its supporters continuously throughout a year and offers meaningful opportunities for actions. This again ensures that the supporters feel connected to DCA and strengthens the relationship.

The number of telemarketing dialogue sessions reached 85,278. Face2Face dialogue was closed in 2019 due to inadequate improvements on profitability. Furthermore, DCA closed the magazine in 2019 because it was not a cost-effective solution and due to a greater focus on digital media.

In 2019, 47,413 private donors supported DCA's work regularly with an average monthly donation of 100 DKK. The total number of payments from private donors was 654,522 (2018: 658,642). The total amount collected in Denmark was 154.2 million DKK compared to 159.3 million DKK in 2018.

07.5 Equal partnerships as a driving force for communication and action

Strategic Objective: By 2022, DCA focus on partnerships with youth, social movements and church related groups, and scale communication and action with these partners to reach new target groups.

For DCA, creating engagement implies offering to be an active and accountable partner in change. DCA is born out of partnerships – with people who believe in a dignified life for all.

An important foundation for DCA's work is a strong and very widespread church-related support base that provides a natural relationship with churches, parishes, church related partners and private persons who wish to support international development aid through faith-based organisations.

DCA prioritises projects which allow DCA to reach local communities all over Denmark via network and umbrella organisations. These projects often extend over longer time periods. In 2019, the SDGs have been the overall headline of partnership engagement and activities. This has been the case in the 'Hope to Action' partnership with the Green Churches and the Young Men's Christian Association (YMCA-Scouts) in Denmark, which reach out to 8,500 child and youth members. By linking up with youth groups in Uganda, the activity has promoted involvement in SDG12 and SDG13 through activities, including a 'Climate Event' at the newly opened Youth Island. Likewise, DCA and Frivilligt Drenge og Pige forbund (FDF) involve children and youth in actions promoting sustainability (SDGs 12,13 and 15) by linking up to DCA partners in Nepal, while other junior and folk high schools focus on SDGs 1, 2, 15 and 17 in Palestine, Cambodia, Malawi and Zambia.

The SDGs are also a very strong base when it comes to working with pastors as gatekeepers to church offerings, as well as a topic for workshops and lectures presented by volunteers and DCA staff. More than 5,000 people

attended activities in 'The Sustainability Café' at the Library in Herning during the Danish Church Days arranged in partnership the National Council of Churches (NCCD) and the Regional Library among others.

A close cooperation between The Adventist Development and Relief Agency (ADRA), Dansk Missionsråds Udviklingsafdeling (DMRU) and The Lutheran Church Council on International Relations (MKR) resulted in the publishing of Verdensmålsbogen.dk – a Danish version of the 'The Sustainability Book – a Christian Perspective on the SDGs'. In early January 2020 the book was launched at DCA in print and online followed by wide distribution among Danish church-based partners.

07.6 Strong political voice and defender of values in Denmark and abroad

Strategic Objective: By 2022 DCA is among the most influential and insightful Danish NGOs known for a constructive approach and high level of knowledge. DCA influences policies and debates and always provides a pro-poor perspective both behind the scenes and for public debates.

In 2019, DCA continued to be an active voice in both the public and political debate on among others development policy, climate, and a rules-based global order. Together with several Danish CSOs, DCA contributed to mobilising support for a citizens-proposal about a climate law. More than 68,000 Danes signed the proposal, and the call was supported by thousands of people taking part in demonstrations and events all over Denmark. Climate change became an important topic in the national elections, and was followed by negotiations in parliament, and finally a cross-parliament agreement to adopt a climate law. DCA played an important throughout the process, and engaged with campaign, media, and dialogue initiatives. A central point, from a DCA perspective, was that the law includes a clear international commitment. DCA engaged in fruitful public and private conversations around the importance of a strong global and principled outlook in the platform of the new Danish government. DCA and partners were agenda-setters in Denmark and across Europe, in support of high-level initiatives flagging the importance of Europe taking the lead in protecting a rules-based global order in general and in the Middle East in particular. DCA continued its protective advocacy in generating Danish and European diplomatic response to IHL violations in program countries.

[Syrian refugee / Rikke Østergård]



08. Achieving Change through Cross-Cutting Commitments

08.1 Human Rights-Based Approach

Strategic Objective: By 2022, DCA integrates use of reporting mechanisms like Universal Periodic Review (UPR) and UN Committee on All Forms of Discrimination Against Women (CEDAW) to ensure nobody is left behind, and our management processes reduce risks in relation to human rights violations.

DanChurchAid (DCA) has an organisational commitment to respect internationally recognised human rights through all our operations, relations, and engagements. To live up to this commitment, DCA uses a human rights-based approach (HRBA) as a tool to integrate human rights into all plans and processes of projects and activities. The notion that DCA adheres to the application of a HRBA to development in all the countries we work in, means that all our projects and activities contribute to strengthening the capacity of duty bearers to meet their obligations and of rights holders to claim their rights. All DCA country programmes (CPs), projects and partners follow the PANEL principles of Participation, Accountability, Non-discrimination, Empowerment and Link to Human Rights standards and mechanisms. The HRBA ensures sustainable development and is essential in the efforts to achieve the Sustainable Development Goals (SDGs). Human rights are a cross cutting theme in the 2030 Agenda and emphasis is put on the notion that development will not be sustainable without a HRBA. In a research study – “Development Needs Civil Society: The Implications of Civic Space for the SDGs” – spearheaded by DCA, commissioned by ACT Alliance and conducted by IDS in 2018, the linkages between the human rights framework and the SDGs are explored and it is argued that HRBA and sustainable development are interdependent. The study makes the point that is essential to implement a HRBA to achieve sustainable development while achieving the SDGs leads to the fulfilment of human rights - a human rights/SDG nexus.

The application of PANEL principles in DCA CPs is founded in a strong non-discrimination commitment and focuses on vulnerable groups in society as key beneficiaries for project implementation. This focus is further strengthened though DCA's organisational focus on gender equality and youth as separate cross cutting themes (see below,

sections 8.2 and 8.4). Empowerment of vulnerable groups and the strengthening of participation in local decision-making are core principles that are visible in all project implementation across the Global Goals.

The effects of HRBA-related work in DCA can be seen in some very specific examples in **Nepal** where a DCA partner established a Help Desk in the National Human Rights Centre and provided legal aid support to 110 human rights violation cases, 38 domestic violence cases, three untouchability cases and six child marriages. DCA and partners have developed and applied specific tools to measure performance of public authorities in the efforts to strengthen the accountability and responsibility of duty bearers. DCA **Malawi** collected and documented the risks that human rights defenders (HRDs) undergo as they do their work, and this documentation will be shared and used for advocacy directed at key duty bearers to support and create a conducive space for HRDs. In **Palestine**, DCA partners sought to influence a policy and decision-making process through research and surveys, and provided the Palestinian government with evidence on priorities and themes for undertaking legal reform and to better understand gaps in the legal system, which prevent women from accessing their rights.

In DCA CPs, it is key to use reporting mechanisms, such as UN UPR and CEDAW, to ensure nobody is left behind, and several partners are involved in UPR and treaty bodies reporting to the UN to provide input on the performance of governments. In **Myanmar**, preparing UPR **Cambodia**, the review session took place in January 2019 and DCA COs and partners have supported the development of at least 11 joint UPR advocacy strategy plans to implement recommendations received by UN member countries. In Cambodia, DCA prioritised with partners the submission of CEDAW shadow report to the UN-CEDAW committee. The shadow report was successfully submitted in October of 2019. In **Palestine**, DCA and partners continued efforts to influence the Palestinian Authority to comply with international conventions and treaties it accedes to - especially CEDAW. Therefore, DCA's partner submitted a shadow report on Palestine, which highlighted issues relating to family status and penal code in order to influence the CEDAW Committee to adopt

these recommendations. In 2019, DCA in **Bangladesh**, integrated CEDAW into all education and gender-based violence (GBV)-led training for DCA staff as well as those targeting other actors.

Due to difficult circumstances in CAR, South Sudan, DRC and Ethiopia, no activities on the use of reporting mechanisms such as UPR or CEDAW were organised or implemented by DCA in these countries. Nevertheless, the country offices (CO) work with PANEL principles and are engaged in networks of CSOs, including human rights organisations, while planning to integrate the HRBA in programming activities in the future.

DCA engaged with partners on promoting respect for international humanitarian law (IHL), including securing humanitarian access. One example is protective advocacy to prevent forcible transfer of communities in Area C of the West Bank. This included advocacy to promote robust third state responses to demolition and seizure of humanitarian aid funded by the European Union (EU) and Member States. Due to pressure from a cross-party, cross-group coalition in the European Parliament, the EU Commission is currently discussing new diplomatic steps.

HRBA is at the centre of all work carried out by DCA. An action guide on HRBA was therefore formulated during 2019 to maintain a common understanding of the approach and how to implement it in programmes and projects. The study on the linkages and interrelation between the human rights framework and the SDGs is strengthening the application of HRBA in humanitarian settings and alignment with DCA's work on nexus, localisation and the SDGs. DCA continuously works on improving documentation and learning on its HRBA.

08.2 Gender Equality

Strategic Objective: By 2022 DCA has increased focus on fighting gender discriminatory laws and practices and working proactively towards gender equality.

All DCA CPs are working with gender equality mainstreaming as an integral part of DCA's HRBA both in long-term development and humanitarian work. The gender mainstreaming efforts pay attention to women's participation, gender disaggregated data and gender specific analysis of the different interests and situations of women, men, girls and boys.

The strategic objective of addressing gender-discriminatory laws and practices and deliberately addressing gender equality is addressed by most CPs. Several CPs (Myanmar, Malawi, Nepal, Uganda, Zambia and Palestine) have implemented comprehensive targeted activities promoting gender equality, addressing discriminatory norms and practices, promoting women's participation in decision-making and reducing women's labour burden. In **Myanmar**, DCA implemented activities covering legal aid, psychosocial support (PSS), anti-

trafficking, norm-changing and legal advocacy. Faith-leaders and other actors are involved where relevant. In **Nepal**, DCA strengthened women and Dalit groups and networks to actively fight back against GBV and untouchability. Harmful traditional practices (HRT) have been reduced and more women have been elected in vital decision-making positions in different community forums. Partners have supported the local government to formulate policies and laws to improve gender equality.

In **Palestine**, DCA worked to change discrimination in marriage law and to promote women's joint property rights in marriage. This work was supported by NGOs, human rights and political organisations, and five memoranda of understanding (MoU) were signed with CBOs/local NGOs working on integrating common marital property rights in their agendas and strategies. DCA supported a Gender Justice Conference to promote gender justice and advance women's rights in Palestinian faith-based institutions. In **Uganda**, DCA worked intensively with engaging faith leaders to use their prophetic voice and status in society to speak out for social and gender justice. For example, the then Archbishop of the Church of Uganda led a marathon to mark the beginning of the 16 Days of Activism on violence against women. Uganda also supported women taking up leadership roles in society, which resulted in 80% of women within Community Based Monitoring Groups taking up leadership roles. One national women's network continued to share gender recommendations from the UPR Committee, which facilitated the development of gender action points and recommendations for the Government of Uganda. DCA was active in supporting the formation of a national chapter of the Side-by-Side faith movement in Uganda and in forming a regional chapter of the ACT Community of Practice (CoP) on Gender Justice.

In **Malawi**, DCA continued to implement projects on leadership and politics. The projects challenged stereotypes that political leadership is for men only and increased participation of women and youth. The Malawi programme also focused on resolving cases of gender-based abuse; 951 cases were reported on physical, sexual, and emotional abuse and of these, 854 cases were resolved. **Zambia** has implemented a comprehensive gender justice programme that addresses gender norms and practices and is working to transform harmful masculinity. **Zimbabwe** focused on gender and youth in achieving resilience by introducing labour saving technologies like solar powered boreholes, diesel-powered threshers, and drip irrigation to free up women's time.

Women assumed leadership positions in various committees, including male-dominated fields such as livestock management committees and pump minders, and promoted household asset ownership by females, including cattle which are traditionally for males only. These activities significantly reduced gender stereotypes. **Bangladesh** worked with gender mainstreaming and

with preventing GBV in the refugee response in Cox's Bazar and actively engaged men and boys, including faith actors, for promoting responsible partnerships and thus reducing practices of GBV. **DRC** and **South Sudan** supported equal access to education for girls and boys. Ethiopia successfully engaged faith leaders to influence community practices of gender discrimination and HTP, which disproportionately affect women. **Kenya** initiated work with national faith actors on gender justice. In **Lebanon**, DCA continued to work in accordance with the recommendations of the gender and diversity baseline assessment conducted in 2018, including ensuring that both men and women work in its teams and that the needs of male and female beneficiaries are considered.

DCA **headquarters** (HQ) developed various online learning resources on fabo.org on rights and gender equality and actively supported the formation and implementation of Side-by-Side that is growing stronger with 16 national chapters operating individually. DCA also actively engaged in the ACT global gender campaign "Created Equal" that focuses on improving ACT's gender work and strengthening local ACT forums in this endeavour. DCA HQ and Uganda CO participated in the annual CSW with participation of both women's rights organisations (WRO) and faith-based actors to advocate for a progressive agenda on social protection for women and girls. In 2019, DCA signed an MoU with the Danish Family Planning association (Sex og Samfund) to starting a closer cooperation on gender equality.

08.3 Religion and Development

Strategic Objective: By 2022 DCA develops faith-sensitive programmes to partner with religious actors in our development and humanitarian advocacy work for pro-rights change rooted in beliefs and values.

All DCA countries have reported on progress under this cross cutting commitment. The organisational priority of engaging more and better with religious actors for rooted processes of change in all DCA's programme work is being adopted by more and more countries where DCA works – not least in interventions around nexus, peace, protection, livelihoods, climate change, civic space, gender equality and human rights – in effect across all three DCA Global Goals.

In **CAR** and **South Sudan** and other conflict-ridden countries, DCA engages with religious actors for security and advocacy for the right to protection. In **Zimbabwe**, religious actors contribute with their innate and historic conflict transformation and peace role to lead to community development and livelihoods strengthening for improved resilience. Religious actors further play vital roles in both climate change mitigation, adaptation, and advocacy, such as in Zimbabwe, Kenya, Uganda.

DCA has particularly advanced experience from engagement with faith actors for transformation of

community practices of gender discrimination, GBV and HTP – changes that often contribute significantly to empowerment, increased income and nutrition at household level, such as in **Ethiopia**, **Uganda** and **Zambia**; in these countries best practices from a district pilot project were scaled up to a province-wide GBV programme "From Trauma to Resilience". **Bangladesh** has applied similar approaches in a refugee camp setting for critical transformation of gender norms and countering GBV. **Nepal** plans to build on such experiences and engage religious leaders in advocacy against GBV, gender and caste discrimination. **Malawi** has made much progress in working with religious actors to overcome barriers to sexual and reproductive health rights (SRHRs) – particularly from engagement of the in-school youth's own religious youth organisations using faith SRHR policies as the starting point.

Youth are also central in **Palestine's** work with Christian faith networks to train youth involved in advocacy for the rights of Palestinians and for strengthened interreligious relations with Muslims. Globally, religious inequality and the right to diversity – Freedom of Religion or Belief is a growing policy focus, and **Myanmar** in a major twin project with Iraq has engaged faith, youth and other actors in interfaith harmony and prevention of hate speech.

Promotion of human rights, free and fair civic space for all and national dialogue are key issues of faith partnerships in **Uganda**, **Malawi** and **Kenya**, whilst **Libya**, still without targeted projects, systematically liaises with faith leaders as key programme informants for community acceptance and access. Though no systematic reporting was provided, but Kenya and South Sudan have nurtured institutional relations and partnership with the National Council of Churches, which is an ACT Alliance priority for all national ACT Forums since 2018.

DCA HQ with the ACT Community of Practice on Religion and Development (R&D) has developed a 10-module interactive e-learning course on R&D on fabo.org. The course was launched at a UN Strategic Learning Exchange on R&D in Jakarta, November 2019, and is supported and co-branded by Danida, Swedish Mission Council, ACT Alliance, International Partnership on Religion and Sustainable Development (PaRD) and UNFPA while the European Union (EU) has shown great interest.

DCA presently serves for ACT Alliance as one of three co-chairs of PaRD and co-hosted its General Assembly in Copenhagen with the Danish Ministry of Foreign Affairs (MFA) and the Danish Network for R&D. This event served particularly to highlight the role of faith actors in building and protecting civic space (SDG16). Additionally, after many years of building faith actor evidence of relevance in change, the event articulated a strong plea for donor accountability in this field: how do donors relevantly incorporate local faith actors in policy, programme design and funding?

08.4 Youth

Strategic Objective: By 2022, DCA has increased its experience, knowledge and methodologies on working actively with youth groups, movements, and organisations, both in Denmark and internationally.

Inclusion and engagement of youth is a key cross cutting focus for DCA and a wide range of initiatives and activities were undertaken in 2019, spanning from mobilisation of local youth groups and organisations to engage in dialogue with duty bearers, over training youth in vocational and business skills, to organising visits from Danish high schools students to DCA programme countries – to mention some examples. For 2019, 13 country offices have specifically reported on this strategic objective. The organisation is well ahead on its work with youth, which is also reported in relation to the overall goals of Fight Extreme Inequality and Build Resilient Communities.

In **Kenya**, DCA continues to engage youth across both refugee and host communities around the Kakuma refugee camp in the North to encourage their active participation in 'youth parliaments'. The aim of these is to provide a platform for and amplify the voices of youth around issues affecting their rights and entitlements. DCA also worked with networks such as that of 'Young Global Leaders', which seek to stimulate entrepreneurship and leadership for youth. In the latter case, a blended approach is applied, using both face-to-face training and peer-to-peer consultations as well as online fora for discussion and advice to the youth. This initiative has been supported by the DCA Learning Lab and is a good practice example for how to work with youth using a blended learning approach.

In **Libya**, DCA has maintained strong relationships with youth groups and CSOs which carry out youth-based programming. Through cooperation with partners in Libya, DCA has included children and youth from all corners of society, including marginalised groups such as Internal Displaced People (IDPs), migrants, people with disabilities and members of female-headed households. Boy scouts and girl guides in places such as Sirte also maintain strong ties with DCA personnel. In this manner, by using existing networks of local actors, DCA can reach a wide audience of youth.

Similarly, in **Malawi**, DCA works with youth-led organisations. In 2019, one of DCA's youth partners, together with other youth organisations, developed the country's first ever Youth Manifesto to which presidential candidates signed up as their commitment to promoting youth development if they won the 2019 tri-partite elections. Another women-led youth partner took the lead in development of 'Youth Inclusion Guidelines' which were endorsed by district-level authorities and led to increased participation and election of young people in local leadership positions.

Many DCA country programmes (CPs) work to create possibilities for economic empowerment among youth, both via preparing them for employment and stimulating opportunities for them to become self-employed entrepreneurs (see also sections 5.5.2 and 5.5.3 in this report). In **Zimbabwe**, more than 2500 youth between 18 and 35 were targeted for entrepreneurship and business skills in 2019. Similar interventions were undertaken in **Nepal** and **Palestine**.

In terms of mobilising Danish youth, DCA's programmes in both Nepal and Palestine have been receiving Danish youth as part of DCA's Go Global programme. In **Nepal** this included organising home stays and community visits for students from different Danish high schools and boarding schools; the focus for the visits was to shed light on DCA and partners' work with climate resilience and to ensure cross-cultural exchanges. In **Palestine**, Danish youth were involved in planting olive trees and learning about DCA partners' work.

To support DCA country staff and partners and as part of DCA's CoP on Youth, a webinar was held in April 2019 focusing on 'Youth Entrepreneurship in Humanitarian Settings' (see <https://fabo.org/dca/youth>).

08.5 Climate Change

Strategic Objective: By 2022 DCA projects consider the possible effects of climate change on project activities, and the possible emissions caused by implementation of projects.

In 2019 a new Internal Climate Policy was adopted. The policy built on a consultation among staff and covers all direct and indirect emissions related to DCA activities, including projects supported by DCA. Implementation of the policy will be monitored annually to ensure and promote desired progress. Eight COs undertook initiatives in 2019 to address climate change while in **Cambodia**, **Malawi**, **Nepal** and **Kenya** COs have developed their own climate plans.

In 2019 an updated version of the "A story of sadness" report was produced. The report was based on recent science and describes expected effects to climate change in countries where DCA is engaged. The report is being used by DCA COs to ensure that projects are developed in line with science.

The ambition, to ensure that projects and activities are sustainable and climate-friendly, is shared by many Danish development NGOs. The Danish NGO platform, Globalt Fokus, with support from DCA, took the initiative to mainstream climate change in both development and humanitarian programs. The initiative will run for several years. DCA will continue to be an active and engaged participant, strengthening DCA's mainstreaming of climate change considerations in programming. In 2019, 34% of all DCA projects related to climate change, and the share

of projects contributing to mitigation have increased from 7% in 2017, to 9% in 2019.

In 2019, DCA initiated a process to revise, and develop, the existing practice for compensation of CO₂ emissions related to international travel. Opportunities and challenges were assessed, and this initiative will deliver a new, updated compensation practice in 2020.

08.6 Learning

Strategic Objective: By 2022, DCA's learning processes are strategic and systematically advanced through learning loops built into our organisational processes, competency-based learning pathways and thematic communities of practice (CoP).

DCA has continued with its systematic and comprehensive approach to learning. This means that in addition to a robust catalogue of learning opportunities, there was a focus in 2019 on both learning more effectively and sharing knowledge within and across organisations in dedicated CoPs.

DCA hosts the Fabo Initiative, which is a member-based learning network that uses the online platform, fabo.org, to develop and disseminate capacity development activities. This is done through creating and sharing learning opportunities together. Until 2019, Fabo (formerly ACTLearn) was a collaboration between European and Nordic faith-based organisations. Initial investigations into how to make Fabo more accessible began with a survey to all DCA partners. The strong response (50%) showed clearly that partners have a strong desire to share capacity and collaborate with others to meet their capacity development (CD) needs. In 2019, DCA took the first steps to make Fabo available for direct membership in the Global South, and to continue in 2020 and beyond, which will further support the localisation agenda.

In 2019, DCA launched 10 CoPs based on a 2018 learning ecosystem analysis. Using an evidence-based approach takes time to build momentum, but there has been some early success. For example, the Learning Community was used to launch member-demanded webinars and conversations, and the Innovation Community was used as the foundation to invest in projects across DCA. In addition to CoP development as a means of double-loop learning, an internal audit of core training showed overall compliance and familiarity with DCA's training catalogue but also revealed barriers to access for some staff. In response, line managers found solutions to overcome the barriers in direct response to the audit, which increased overall compliance significantly. These best practices are also an example of critical findings and solutions that can be shared in the CoPs.

DCA promoted learning technologies that will make the CSO sector more climate-friendly, efficient and agile. The DCA Learning Lab co-hosted a full-day event called

"Learning Tech for Change" (LT4C) open to all Danish CSOs. 52 participants from 25 organisations attended this event on how to use technology better, and LT4C is now a cross-organisational Danish learning community. DCA's Learning Lab also presented its learning ecosystem analysis at the Online Educators Conference in Berlin in 2019, which was well-received and one researcher commented in follow-up that DCA's approach is "ahead of the curve" even compared to private sector.

08.7 Innovation

Strategic Objective: By 2022, DCA systematically identifies, tests and scales up innovation in our programmes and operational functions to support our strategic goals.

2019 saw the consolidation of several initiatives to strengthen innovation in DCA:

The innovation fund supported 10 initiatives ranging from digital innovations in the fields of youth entrepreneurship, climate smart agriculture and financial inclusion to exploring new business models for DCA fields such as impact investments and micro-insurance. Initiatives were supported across DCA's country portfolio, including pilot activities in **Kenya, Uganda, Cambodia, Nepal, Palestine** and several other CPs.

Two innovation fund initiatives were continuations of initiatives started in 2018 with significant potential to create impact beyond the initial innovation pilot stage. These were the development of a mobile enabled peer-to-peer learning approach to support youth entrepreneurship in Kakuma refugee camp, **Kenya**, and the Khmer Smart Farmer application that provides a first-of-its-kind digital advisory platform to support the resilience of small holder farmers in **Cambodia**.

An organisation-wide CoP on innovation was launched to bring on board 50 staff from HQ and 10 Cos and enable easy access to innovation resources while facilitating experience sharing and learning across the organisation.

11 countries reported on this strategic outcome for 2019, up from eight for 2018. Country-based innovation initiatives, several of which were funded through the DCA innovation fund, spanned the range of DCA's thematic focus areas and included the following: new digitally enabled approaches to mine action in **Libya**, increasing use of weather data to make small holder farmers more resilient in the face of climate change in countries such as **Cambodia** and **Zimbabwe**, and digitising village savings and loans associations and finding ways to increase financial inclusion in **Uganda** and **Malawi**.

[Kenya / Jakob Dall]



09. Quality Management and Accountability

09.1 Complaints Mechanism

Strategic Objective: By 2022, DanChurchAid (DCA) can demonstrate increased awareness of access to complaints and principles of expected staff behaviour (including sexual abuse, exploitation and harassment) among members of the communities we work in and in our partner organisations.

Throughout 2019, DCA has continued to focus on strengthening its complaints mechanism at headquarters (HQ), country office (CO) and partner levels. DCA has supported its global network of focal point persons who are engaged in implementing, maintaining, and improving complaints systems.

All focal point persons joined a five-day face-to-face workshop where challenges and best practices were shared as well as a refresher training on the Core Humanitarian Standard (CHS) and Listen, Learn, Act.

Terms of Reference were developed to enhance the tasks and expectations of the focal point persons, as well as a check list and timeline/Standard Operational Procedure to guide them in their daily work when handling complaints.

Other focus areas were initiatives on the development of a data protection guide and toolkit, a revised Code of Conduct and various initiatives to ensure systematic follow-up of mandatory online training for staff on compliance and accountability. These include CHS introduction, Code of Conduct, and a Child Safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA) policy.

DCA was highly committed to the CHS throughout the year and was subjected to the Maintenance Audit in December, with the positive result of only one observation and no corrective actions required.

DCA's commitment to accountability and compliance had a positive influence on the percentage of implementing partners that have complaints mechanisms in place.

The increased number of complaints received in 2019 indicates a strong commitment to support the implementing partners in setting up their own complaints mechanisms. In 2019, 115 out of 195 partners had a complaints mechanism in place, which is 59% of all partners. In 2017, 129 out of 173 partners had a complaints system in place, which was 75% of all partners. When comparing these numbers, it is important to note that in 2017 the partners were counted in only 11 countries (DCA's former focus countries) and in 2019 the partners were counted in 18 countries. The number of partners with a complaints mechanism decreased from 129 in 2017 to 115 in 2019, which reflects that fact that DCA no longer works with some of the partners we had in 2017.

As a result of the high percentage of partners with implemented complaints systems, a total of 1,681 complaints were received globally out of which 1,595 were non-sensitive complaints handled locally.

09.2 Monitoring and Evaluation

Strategic Objective: By 2022, DCA's projects have clearly defined indicators which are monitored at output and outcome level.

Strategic Objective: By 2022, DCA's project and programmes are evaluated to strategically support evidence gaps identified through theory of change analysis.

DCA has committed to working on two monitoring, evaluation, accountability and learning (MEAL) related objectives during the strategic period. The first was prioritised from 2019 onwards as a mandatory requirement for all DCA programmes; the aim here is to establish improved practice for basic monitoring and evaluation through clear definition and measurement of indicators at output and outcome level. The second objective is being prioritised from 2020 onwards in line with more coordinated attempts in DCA to establish learning and common standards for evaluation.

In 2019, DCA initiated rollout of its global results framework (GRF) with its 2018 global reporting. The GRF has been designed to emphasise outcome monitoring through identifying a small menu of 'Key Outcome Indicators' (KOIs) relevant to DCA's core area of work, which are integrated into project level monitoring systems where relevant. This procedure has been increasingly adopted during 2019 and 2020 and offers a tool to assess where DCA projects are effectively measuring outcomes.

In 2018, 51 projects out of 235 submitted 52 instances of outcome reporting aligned with DCA's KOIs, of which 75% were included in DCA's annual report. In 2018, reporting also included outcome monitoring, which was not aligned with DCA's KOIs. For 2019 reporting, 95 projects out of 247 submitted 142 instances of outcome reporting aligned with DCA's KOIs, of which 43% are included in DCA's annual report. In both years, instances which were not of sufficient quality and clearly identified as outcomes were removed. In a few exceptions, instances were removed due to confidentiality issues. This represents considerable progress in adopting DCA's KOI set within a relatively short timeframe. Feedback for projects not reporting on the KOIs indicated that that GRF indicators were not relevant for some 22%, whilst only 11% had not developed monitoring systems to measure outcomes and 24% had no had baseline data. Common reasons for this included operational challenges, acute emergency work and pilot projects. Future activities to support the rollout will include development of tools and guidance to support standardisation of indicator measurement with a view to ensuring comparability and quality of monitoring data.

Additional activities to improve quality of MEAL practice will continue during the strategic period. At a global level this will include development and introduction of enhanced standards and practices for all aspects of MEAL. In 2019, a global workshop on MEAL practice took place for the first time in DCA and brought together representatives of 15 country programmes (CPs) to discuss improved MEAL practices, feedback mechanisms and adoption of the global results framework. Efforts to improve MEAL capacity are also underway in DCA CPs in line with locally identified priorities. In 2019, significant achievements included efforts to increase dedicated MEAL personnel (**Mali** and **Ethiopia**) and improve the

MEAL capacity of DCA partners (**Cambodia, Myanmar, Nepal and Zimbabwe**) plus ongoing efforts to standardise monitoring practices at programme level (**Libya and Cambodia**).

DCA's evaluation policy remains in place but will need revision by the end of the strategic period. In 2019, 42 out of 247 projects were eligible for evaluation according to the thresholds applied by DCA's evaluation policy. Of these, 26 had completed evaluations by the end of 2019. In those cases where evaluations were not completed in 2019, this was predominantly due to delays in project implementation and operational challenges so that evaluations had been postponed to 2020.

09.3 Security and Risk Management

09.3.1 COUNTER TERRORISM COMPLIANCE

In June 2019, DCA's Board approved the Counter-Terrorism Compliance Policy (CTCP). The CTCP was developed to address changes in both the national and international legislative framework and an increased demand of contractual donor obligations, such as from USAID, to ensure that no resources and funds are made available to entities and persons who are linked to terrorism. The policy provides the standard for existing due diligence and compliance procedures that were already in place at DCA, such as the vetting and screening of service providers and local implementing partners. Furthermore, to ensure that DCA's compliance level meets the required international standard on counter terror legislation (CTL), the CTCP outlines the ethical principles of procedures for screening DCA staff and partners against counter-terrorism lists that are set-up for example by the United Nations and European Union.

While DCA is committed to adequate due diligence procedures regarding CTL, we are similarly committed to ensuring that no principles from its human rights-based approach (HRBA) and the General Data Protection Regulation are violated. To achieve this, DCA has been closely working with legal consultants to find the right balance of the way forward both for formulating and implementing the policy. Moreover, a specific governance body has been set up – the Counter Terror Advisory and Oversight Committee – that will provide guidance and

advice and arbitrate difficult cases that might occur during operationalisation of the policy. The committee will also make sure that the CTCP is always applied with respect for DCA's HRBA.

Complementing the CTCP, DCA has acquired software to make it easier for staff to carry out the required screening tasks. Internal procedures have been developed to determine who is being screened and how many times and to ensure that only a select number of people have access to the sensitive software. To this end, a focal point network has been organised with representatives from each CO that will perform the screening and additional vetting tasks and to ensure that the policy is implemented.

09.3.2 SECURITY MANAGEMENT

The overall levels of security threats to DCA increased slightly in 2019 with increased activities in countries and locations with higher threat levels as well as enhanced assessments and reporting by country teams. On two occasions deterioration in the security context necessitated evacuation for DCA in 2019; this was the case in Libya and North Eastern Syria due to increase in conflict activity and lack of humanitarian access in both countries, which affected areas with DCA operations. Most of reported security incidents are related to theft, harassments/threats to frontline staff, minor road traffic accidents or events of Civil Unrest that are unrelated to DCA but impact safe access. Generally, DCA has seen improvements in Security Risk Management as witnessed by decrease in incidents directly impacting or harming staff through vigorous awareness and timely decision-making in the Cos; for example there were two evacuations and numerous occasions of temporarily suspending activities, which all contributed to safeguarding staff. DCA continues to prioritise improvements to the Security sector through additional funding aimed at support to our Francophone countries and partner initiatives for 2020.

09.3.3 RISK MANAGEMENT

In 2019, DCA continued to actively work with its risk management procedures. This section outlines the most significant changes in DCA's risk management reported by HQ departments and COs in their risk management

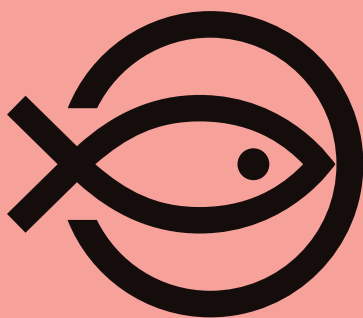
matrices (i.e. the appearance of new risks and changes in risk severity) and annual report narratives.

Malawi reported a new risk regarding organisational changes because of the merger with Norwegian Church Aid (NCA), which might cause problems with staff retention. To mitigate this risk, staff are continuously being updated by management and assured that the merger is not a result of reduction of funds but is aimed at achieving the opposite result of attracting more funding opportunities and improving and strengthening programme delivery.

In addition to this new risk, there has also been reporting of changes in risk severity (i.e. increase in likelihood of event and/or impact of the risk). The CO in **Ethiopia** increased the severity rating regarding the security situation in the Oromia and Amhara region due to ethnic conflicts. Mitigation has taken place in the form of mostly travelling by air, increased situation monitoring and continuously updating security plans. In **Syria**, while the withdrawal of US troops was anticipated, this took place much faster than expected, hence increasing the risk of harm to DCA staff. To remedy this, by the end of 2019 all international staff were evacuated, while national staff received duty of care emergency payments and were subsequently sent home to their families. In some COs, the severity for some risks went down. For example, in **Nepal**, the risk of exclusion from cooperation with national and local governments was reduced due to an increased recognition of the importance of the role of CSOs and communities in participating in the planning and decision-making process of social and economic infrastructure.

Other notable risks that were reported and are monitored closely are related to climate change. COs in **Uganda**, **Kenya** and **Ethiopia** maintained or increased the risk of recurrent floods and severe droughts, which are likely to worsen and could cause unprecedented damage to livelihoods, especially in the local communities and to the livelihoods opportunities of refugees. To mitigate this risk, contingency plans are always an integral part of programming, there is a strong emphasis on developing early warning mechanisms and a focus on strengthening community-based risk reduction. In **Palestine**, a continued concern raised was that Palestinian partners and CSOs perceive a new national and international focus on CTL as politically driven and anticipate that they will risk becoming more susceptible to legal prosecution in the future as a result.

At HQ each department has updated their risk management matrix and reported on incidents and developments that have occurred during the last year. One of the major issues raised in the HQ risk reporting is that it is unclear what will be the longer term impact of the COVID-19 pandemic towards communities in the countries where DCA operates, however it is clear that livelihoods have been significantly affected, and there are signs of an increased level of tension and potential conflict in most countries. Besides the negative impacts on health and livelihoods to individuals and communities the COVID-19 pandemic also resulted in several government lockdowns which in some cases were used to also clamp down on human rights activist and further curtail civil society space.



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