INTERNATIONAL REPORT 2020

DanChurchAid, June 2021

actalliance

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Cover: Regina lives in Turkana Central, Kenya. She is married to Charles and they have three children and one foster daughter. In August 2019 the family became part of the kitchen garden project, which has helped them improve nutrition and given them the possibility to sell surplus vegetables at the local market. **Cover photo:** Jakob Dall **Writers:** Staff in DCA Country Offices, staff in International Department, Engagement Department and Finance Department **Editorial staff:** Stephanie Rahbek Simonsen, Natasha Gredsted, Karen Birgitte Rasmussen **Design:** Anne Mousten **Print:** PRinfoTrekroner A/S **General Secretary:** Birgitte Qvist-Sørensen **DanChurchAid:** Meldahlsgade 3, 1613 Copenhagen V **Contact:** phone +45 33 15 28 00 / mail@dca.dk / nødhjælp.dk / danchurchaid.org

01. Statement from the General Secretary

In 2020 the COVID-19 pandemic revealed the inequality, poverty, racism, and the indignity suffered by too many people worldwide.

United Nations (UN) General Secretary Antonio Guterres compared the pandemic to an X-ray that shows the fractures in the fragile skeleton of the societies we have built: "It is exposing fallacies and falsehoods everywhere: The lie that free markets can deliver healthcare for all ... the delusion that we live in a post-racist world. The myth that we are all in the same boat."

Indeed, as the COVID-19 pandemic spread globally, it appeared to be setting off a devastating feedback loop.

It was evident that people in developing countries and people from lower economic strata in rich countries were likelier to catch the disease. They were also likelier to die from it, and even for those who remained healthy, they were likelier to suffer loss of income or healthcare due to quarantines and other measures. Rights violations against women and girls similarly increased at alarming rates.

The pandemic is speeding up the deeply worrying, growing pressure on a rules-based global order and multilateral collaboration stemming from nationalism and anti-democratic movements - even within Europe. Consequently, there is increased pressure on civil society organisations (CSOs) and Human Rights Defenders (HRDs).

Our partners have been challenging this during the year, often at the risk of their own lives. It is clearer than ever that we cannot take space for civil society for granted, and that DanChurchAid (DCA) is part of a global civil society under pressure.

Civil society and we in DCA must be the watch dog reminding states about their responsibility to respect fundamental rights. At the same time, as an international, humanitarian Non-Governmental Organisation (NGO), it is our raison d'être to ensure that global collaboration includes people in need. There is a lot of work ahead of us. World Bank expects the COVID-19 induced new poor in 2020 to rise to between 119 and 124 million. It is the first time since 1998 that global poverty reduction is going backward.

There is a need for extraordinary efforts that can boost the economy in developing countries and push back against human rights and democracy backsliding – at the same time as vaccines are made available. Action must be taken if the words behind the ambition of Build Back Better and Greener is to be anything other than a catch phrase.

2020 has been a year of action in DCA, despite – and because of – the pandemic. We experienced our busiest year ever in our 99 years of providing humanitarian aid to people in need. DCA responded to the needs of approximately 4 million impoverished, marginalised and vulnerable people – an increase of approximately one million people supported compared to the previous year.

However, we could not have adapted to the pandemic in such a successful way had it not been for the support and flexibility from the Danish Ministry of Foreign Affairs (MFA) and our international donors, and the support from our popular anchorage and private donors.

DCA's annual income in 2020 was 889.0 million DKK. It is an increase of 11.6% compared to 2019. More than half of our projects and programmes in cooperation with our 205 partners were implemented in Africa, followed by the Middle East and Asia – reflecting the needs of the world.

Providing true justice to the enormous diversity of exciting results and achievements of DCA and our many partners is truly challenging.

However, this report seeks to compile, analyse, and present the results and achievements across our 19 country programmes (CPs).

Our programming is guided by the DCA International Strategy 2019-2022 and the Global Results Framework (GRF), and DCA measures its achievements and success against our four long-term goals of Save Lives, Build Resilient Communities, Fight Extreme Inequality and Create Engagement.

As you look through this report, you will learn about results achived by DCA's different CPs, and you will notice how DCA, with our partners, has contributed to significant and real change for women, children, youth, and communities.

[**Kenya** / Jakob Dall]

02. Executive Summary

DCA amidst the global pandemic

2020 was marked by the COVID-19 pandemic affecting all DanChurchAid (DCA) country programmes (CPs). Parallel to the health crisis, restrictions to curb the spread of the virus had immense socio-economic and human rights consequences severely impacting the most vulnerable populations in the 19 countries where DCA works.

As this annual report documents, DCA's decentralised structure with local partners and strong national staff at its core made it possible to continue, adjust and expand its programmes to fit the new reality.

DCA's 205 partners played a crucial role in a significant expansion of programmes to include, among others, awareness-raising and sensitisation about COVID-19; water, sanitation and hygiene; women's rights and gender-based violence; and economic recovery – even in situations with restrictions and lockdowns.

The fact that a quarter of these partners are women-led contributed to a specific focus on addressing the gendered consequences of the pandemic. Local faith actors (LFAs) played important roles in sharing sound health information, combatting stigma, providing basic services, and countering the disturbing increase in gender-based violence during the pandemic.

COVID-19 thus serves as strong proof of the importance of localisation, and never has the critical role of the most local responders been so well recognised and highlighted. As a signatory to Charter4Change (C4C) and the Grand Bargain(GB), DCA increased the commitment to transfer funds directly to local and national partners and upgraded its Danish and global advocacy in this regard.

Yet, the pandemic also challenged DCA's operations. Restrictions on movement and gathering of people curtailed the opportunities for training and seriously

reduced opportunities for economic empowerment through the marketing of produce and services. The pandemic tested DCA's ability to act fast, flexibly, and innovatively while maintaining a strong focus on the humanitarian and development needs as they changed throughout the year.

For instance, DCA's cash and voucher assistance (CVA) programmes continued with some minor adjustments during the year. The contactless nature of electronic cash transfers showed its strength and proved effective in reducing transmission risk when cash can be distributed by the touch of a button.

DCA also saw the importance of itself as a learning organisation with a digital mindset. DCA adapted quickly into online solutions when COVID-19 disrupted travel and working practices in 2020, and physical capacity development initiatives and training of partners had to be cancelled. Moreover, many activities were not disrupted at all.

DCA's project portfolio saw significant growth in 2020 compared to 2019, with an additional 60 projects. This can be explained by natural growth in-country programmes, but the COVID-19 pandemic was certainly a significant driver.

Locally-led responses

Out of DCA's 889.0 million DKK record high annual income in 2020, the humanitarian assistance took up 57%, an increase compared to 2019. During the year, DCA has addressed increasing needs in several fragile and conflict-prone countries like **Central African Republic (CAR)**, **Iraq**, **Lebanon**, **Libya**, **Mali**, and **Syria**.

This report illustrates how DCA's interventions strive to put locally-led responses at the forefront and how DCA works with an integrated approach to the humanitarian-development-peace nexus supporting livelihoods, deconflicting local drivers of violence, and responding to critical protection needs including the clearance of mines and other remnants of war.

It provides numerous examples of how DCA has addressed famine, provided cash while supporting financial inclusion and return for millions of displaced people – not least for women – and how mine action is improving access to livelihoods, infrastructure, and housing.

The report will elaborate on how DCA, between 2016 and 2020, together with partners cleared more than 3.5 million m2 of residential and agricultural land in **Lebanon**, **Libya**, and **South Sudan**. How DCA continued to reach vulnerable, conflict-affected families in hard-to-reach areas in **Syria** implementing cash, shelter repair and protection activities in areas with no or few other humanitarian actors. How DCA's cash and fresh-food voucher programmes in **Ethiopia** and **South Sudan** benefitted refugees and other vulnerable groups while stimulating the local market, and how DCA in **Mali** combined income-generating activities with activities countering violent extremism amongst youth

.

Increase in private sector partnerships

While working in long-term partnerships with strong national and local civil society organisations (CSOs) is a cornerstone in DCA's partnership approach, developments in recent years have seen an increase in the diversity of DCA's partnership portfolio. Partners from the private sector, research institutions, informal social movements, and social/business entrepreneurs are offering new and complementary capacities, networks, and technical skills.

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 even more essential.

DCA's engagement with private sector actors continued to flourish in 2020 with a strengthened focus on green solutions, job creation and sustainable financing models. Since 2019, DCA has added three new private sector partnerships to the portfolio, now consisting of 12 projects. DCA increasingly engaged local private sector and civil society partners in multi-stakeholder consortia with Danish and international knowledge partners as a precondition for ownership and long-term sustainability.

In **Ethiopia**, DCA successfully handed over the management of milk collection hubs from the "Access to Better Dairy" Danida Market Development Programme (DMDP) project to self-governing farmer groups. The project demonstrated a replicable model of connecting local farmers, dairy companies, and extension services, resulting in improved incomes and livelihoods of 400 farmers.

A third of all projects relate to climate change

Climate change challenges the lives of poor and vulnerable communities in the countries where DCA is engaged. Thus, addressing climate change continued to be a core priority to DCA during the year.

DCA further developed innovative approaches to increasing food security while promoting adaptation to climate change. For example, in **Kenya** where DCA,

together with private sector partners and a local Non-Governmental Organisation (NGO), promoted digital weather monitoring for smallholder farmers.

Approximately a third of all DCA projects relate to climate change, and in 2020 initiatives to mainstream climate and environmental concerns continued. The ambition is still that all projects should consider both the need to adapt and the potential to mitigate climate change by 2022.

In 2019, an internal climate policy was adopted, and efforts were taken to reduce emissions related to DCA interventions in 2020. Emissions that could not be reduced were compensated through tree planting in **Uganda**, an option Danish companies also were offered in 2020 through new climate partnerships. Apart from compensation, DCA also continued to offer opportunities for Danes to reduce their emissions through 116 second-hand shops and a growing number of Wefood shops.

The climate crisis cannot be solved by DCA alone, and therefore it continued to be a prioritised advocacy theme. In 2020, DCA could note several advocacy results, both in Denmark, in partner countries, and in the international climate debate.

DCA continued to lead the climate change advocacy work of the ACT Alliance (ACT) and supported several partners, pushing their own governments to act. As an example, an increased focus on adaptation, and specifically for local communities, both in Denmark and internationally through the global commission on adaptation, can be linked to DCA and partner initiatives.

Direct support to human rights defenders (HRDs)

According to Freedom House the condition of democracy and human rights has grown worse in 80 countries since the pandemic began. Adding to an already depressing trend, COVID-19 measures restrict freedom of assembly and freedom of speech disproportionately, and this impacts almost all of the countries where DCA works, which report a further shrinking civic and political space.

In many contexts where DCA works, risks for HRDs are increasing, and DCA has prioritised developing new and innovative ways to support HRDs and CSOs under pressure and protect their ability to hold duty bearers accountable.

With a specific focus on women and youth, DCA has provided direct support for at-risk HRDs in, among others, **Bangladesh**, **Cambodia**, **Myanmar**, **Palestine**, **Uganda**, and **Zimbabwe**. This includes training on documentation of violations, digital security, the mobilisation of inter-religious protection against hate-speech, physical security, medical and emergency support, and legal aid as well as small grants to individual HRDs.

Despite the concerning international developments with increased restrictions on most political and civic rights, there has been progress related to DCA's goal of Fight Extreme Inequality at a local level. DCA has seen significant progress and important results of strengthened capacity and empowered rights holders, increased participation in decision-making processes by rights holders, and demands for gender-equitable governance. This has been supported by DCA's Danish and global advocacy on the promotion and protection of a rules-based global order, including cross-European high level political mobilisation in support of this.

At national level, at least DCA experienced a glimpse of hope from one of the 19 countries where DCA works, with the peaceful elections in Malawi that lead the way to a much more inclusive government.

Financial strength paving the way to gender equality

Finally, under lockdown policies, many women have been forced to stay in homes where they are not safe or secure – forced to live with abusive partners or parents.

DCA sees financial strength as a fundamental premise for general equality. During 2020, DCA addressed women's lack of economic empowerment. Enterprising women and female-run start-ups can invest and create opportunities for the women involved, their families, and their communities – and in that way influence social development.

Women who earn their own money are better equipped to stand their ground in the face of threats of abuse and repression, and an independent financial position also yields better opportunities for joint control over the household budget and leverage inside and outside the home. In **Palestine**, a DCA project resulted in the economic empowerment of 40 young women, who stand out as role models for increased gender equality. Through the project, they were empowered with technical and freelance skills relevant to local and global markets.

A prominent feature of DCA's localisation advocacy in 2020 has been to support the role of women and women-led organisations. Out of 205 DCA partners with 346 signed cooperation agreements implementing projects in 2020, 49 of the partners are women-led.

[**Cambodia** / Conor Wall]

03. DCA in Numbers and Financial Management

03.1 Total income and expenditure

DanChurchAid's (DCA) annual income in 2020 was 889.0 million DKK. This figure represents an increase of 11.6 % compared to the income in 2019, and the highest income achieved in DCA's history. DCA's income was 99 million DKK more than the 2020 income target of 790 million DKK. Funding from the Danish Ministry of Foreign Affairs (MFA), the European Union (EU) and other international donors increased between 2019 and 2020. The grants from the Danish MFA amounted to 110.6 million DKK from lot CIV, 105.9 million DKK from lot HUM, and 15.6 million DKK from single grants. Both the unearmarked and earmarked funds raised by DCA in Denmark increased between 2019 to 2020. Table 3.1 shows DCA's income from 2016 to 2020.

TABLE 3.1 OVERVIEW OF DCA'S INCOME FROM 2016 TO 2020 IN MILLION DKK.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020

TURNOVER – MILLION DKK	ACTUAL 2020	2019	2018	2017	2016
DCA Unearmarked	138.1	135.9	142.2	147.2	150.4
DCA Earmarked	24.1	21.4	23.8	23.1	37.6
Danish MFA grant	232.1	220.6	200.9	215.5	168.5
EU grants	125.9	111.3	98.9	91.6	66.0
International donors	351.6	283.7	202.8	206.3	157.5
Other income and fees	17.2	12.7	6.3	7.8	6.4
Total turnover	**889.0**	**785.5**	**674.9**	**691.5**	**586.4**

The highest contribution in 2020 came from the Danish MFA and international donors with 26% and 40% respectively, followed by 18% from private contributors in Denmark and 14% from EU grants. Figure 3.2 shows the sources of DCA's funding in 2020 by percentage.

FIGURE 3.2 OVERVIEW OF DCA'S FUNDING SOURCE IN 2020 IN PERCENTAGE.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020.

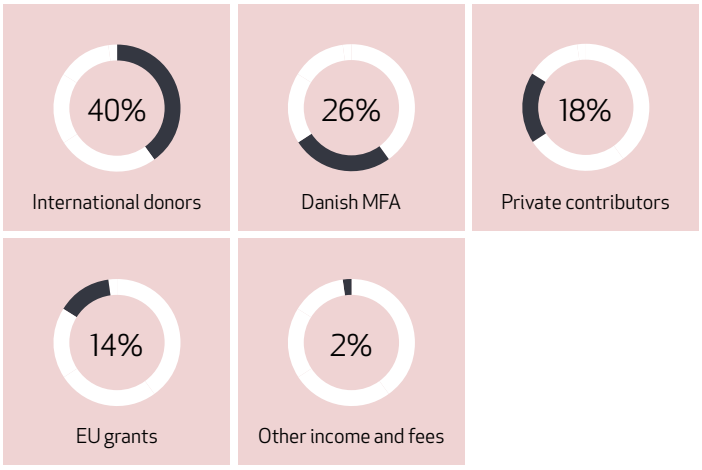


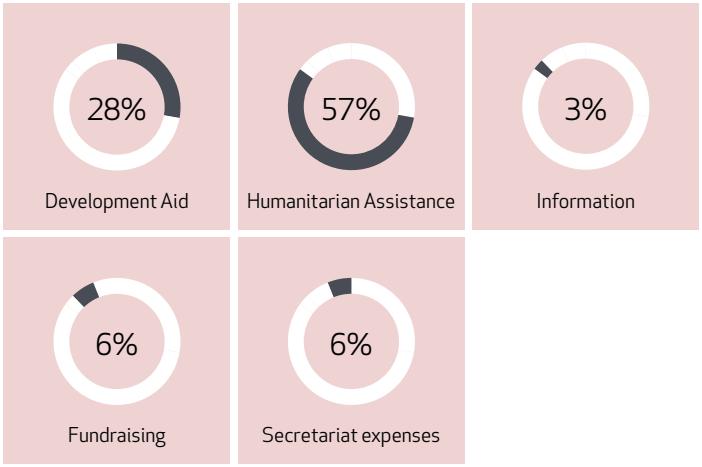
Table 3.3 shows the total cost for DCA's development aid and humanitarian assistance work between 2014–2020. The total cost in 2020 was 742.4 million DKK, which was an increase of 13% compared to 2019. t.

TABLE 3.3 OVERVIEW OF TOTAL COSTS FOR DEVELOPMENT AID AND HUMANITARIAN ASSISTANCE WORK FROM 2014 TO 2020 IN MILLION DKK (EXCLUDING ADMINISTRATION FEE). NOTE: SINCE 2018 DCA HAS NOT SEPARATED HUMANITARIAN FUNDING INTO HUMANITARIAN ASSISTANCE AND HUMANITARIAN MINE ACTION BECAUSE DCA'S PROJECTS HAVE BECOME MORE INTERTWINED.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020.

COST – MILLION DKK	2020	2019	2018	2017	2016	2015	2014
Development Aid	245.1	243.8	251.1	272.2	208.4	239.8	226.1
Humanitarian Assistance	487.3	404.8	175.5	180.3	136.7	173.5	138.1
Humanitarian Mine Action			131.5	125.1	110.3	91.5	80.3
Total	**742.4**	**646.6**	**558.0**	**577.6**	**455.4**	**504.8**	**444.5**

Figure 3.4 shows DCA's total cost in 2020 by different categories. The largest cost category was humanitarian assistance (57%), which is an increase compared to 2019 (52%), and the second largest was development aid (28%), which decreased slightly compared to 2019 (31%). The increase in humanitarian funding is mainly because DCA has been successful with its fundraising and because more development countries (e.g. Zimbabwe and Myanmar) are applying for humanitarian funding compared to previous years.

FIGURE 3.4 OVERVIEW OF DCA TOTAL COSTS IN 2020 BY DIFFERENT COST CATEGORIES (INCLUDING ADMINISTRATION COST).
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020.

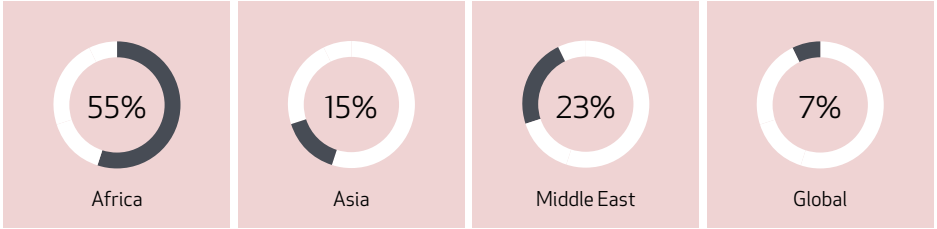


Most of DCA's projects and programmes are implemented in countries in Africa and 55% of the total funds were used there. 15% were spent in Asia, 23% in the Middle East, and 7% at the global level. Table 3.5 and Figure 3.6 show the geographical distribution of funds in million DKK and percentage. As planned, the focus for DCA is Africa, with North Africa/Middle East as the second largest region. Sudden emergencies may influence the balance between regions from one year to another.

TABLE 3.5 GEOGRAPHICAL DISTRIBUTION OF COST IN MILLION DKK (EXCLUDING ADMINISTRATION FEE).
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020.

CONTINENT	TOTAL DEVELOPMENT AND HUMANITARIAN AID (MILLION DKK)
Sub-Saharan Africa	407.7
Asia	110.5
North Africa/Middle East	168.7
Global	55.5
Total	**742.3**

FIGURE 3.6 GEOGRAPHICAL DISTRIBUTION OF COST IN PERCENTAGE.
ANNUAL REPORT, FINANCIAL STATEMENT 2020.



STRATEGIC OBJECTIVE: **By 2020 DCA's fundding base is sustainable and diverse.**

DCA is making progress towards a sustainable and diverse funding base for its programmes and projects. In 2020 DCA increased its funding from international donors by 52.6 million DKK compared to 2019. Table 3.7 shows an overview of the international donors DCA received funding from in 2020 and how much funding was received from the individual international donor. The overview also shows

that the actual funding exceeded the budget for 2020 by 61.9 million DKK, equivalent to 14%.

Looking at the international donors separately, the major positive changes are the funding from World Food Programme (WFP) (931%), United States Aid for International Development (USAID) (71%), United Nations Office for Project Services (UNOPS) (70%) and Bureau for Population, Refugees and Migration (US/BPRM) (68%). The budget goals was not reached for EU funding, but still had a positive development with an increase of 13% compared to 2019. Diversification of financing sources and increase in turnover with specific donors also comes with challenges. Donors have different compliance requirements and ways of working, so DCA is closely monitoring the development of the engagement with e.g., United Nations(UN) organisations globally. Generally, UN organisations are quite reluctant to finance administration and sufficient direct costs. Often tough negotiations on budget and project design happen at very late stages of finalising cooperation agreements leaving short time for project implementation and making it very difficult to plan for staffing and longer-term sustainable projects.

TABLE 3.7 OVERVIEW AND ACTUALS FOR INTERNATIONAL DONORS 2017, 2018, 2019 AND 2020 IN MILLION DKK. "OTHERS" INCLUDE ACT IN ACTUALS 2017.
SOURCE: ANNUAL SPECIFICATION TO FINANCIAL STATEMENT, 2017, 2018, 2019 AND 2020.

DONOR	BUDGET 2020 (MILLION DKK)	ACTUAL 2020 (MILLION DKK)	ACTUAL 2019 (MILLION DKK)	ACTUAL 2018 (MILLION DKK)	ACTUAL 2017 (MILLION DKK)
EU Grants	**136.7**	**125.9**	**111.3**	**98.9**	**91.6**
EuropeAid		69.9	62.7	57.2	51.7
ECHO		56.0	48.6	41.7	39.9
US Donors	**56.7**	**85.7**	**53.8**	**50.4**	**51.3**
USAID		55.4	32.4	30.2	31.8
PMWRA, Department of State		19.6	15.3	13.4	4.0
BPRM, Department of State		10.1	6.0	6.7	2.4
US DOS, Department of State		0.7	-	0.2	13.0
UN Donors	**85.0**	**93.1**	**68.2**	**36.9**	**36.5**
OCHA		3.4	9.2	4.7	8.5
UNDP		17.4	18.2	13.0	9.6
UNHCR		5.8	20.0	6.4	5.8
UNICEF		15.2	12.4	6.9	3.2
UNOPS		9.2	5.4	5.2	8.9
WFP		29.9	2.9	0.2	-
Other UN Agencies		11.9	-	0.6	0.4
ACT Alliance	**59.4**	**78.9**	**59.5**	**40.4**	**N/A**
Other Donors	**47.8**	**63.9**	**102.2**	**77.1**	**118.5**
Total	**385.6**	**447.5**	**394.9**	**298.8**	**297.9**

Table 3.8 shows the top five donors supporting projects under three of DCA's global goals - Save Lives, Build Resilient Communities and Fight Extreme Inequality. The Danish MFA and European Civil Protection and Humanitarian Aid Operation (EuropeAid) supported projects under all three global goals, and the Danish MFA provided the highest funding within all three global goals.

TABLE 3.8 TOP FIVE INTERNATIONAL DONORS SUPPORTING PROJECTS UNDER DCA'S THREE GLOBAL GOALS IN MILLION DKK.
GLOBAL PARTNERSHIP AND RESOURCE MOBILISATION (GPRM) ACTUALS 2020 PROJECT TURNOVER DATA.

SAVE LIVES (MILL. DKK)		BUILD RESILIENT COMMUNITIES (MILL. DKK)		FIGHT EXTREME INEQUALITY (MILL. DKK)	
Danish MFA HUM	96.9	Danish MFA CIV	57.7	Danish MFA CIV	32.6
USAID	51.9	ECHO	15.0	EuropeAid	16.7
EuropeAid	42.4	EuropeAid	10.9	BPRM	8.8
ECHO	41.0	Crown Agents (DFID)	10.5	NCA	7.3
WFP	29.6	UNDP	10.0	PSI	7.2
Total	**262**	**Total**	**104**	**Total**	**72.6**

In 2020 DCA received funding from 72 international donors in addition to funding from the Danish MFA. Table 3.9 shows the top 10 donors that supported DCA in 2020, the Danish MFA is still number one, followed by EuropeAid and European Civil Protection and Humanitarian Aid Organisation (ECHO). New donors on the top 10 donor list are WFP, Diakonie Katastrophenhilfe (DKH) and Church of Sweden compared to 2019.

TABLE 3.9 TOP 10 DONORS IN TERMS OF FUNDING TO DCA.
SOURCE: GLOBAL PARTNERSHIP AND RESOURCE MOBILISATION (GPRM) ACTUALS 2020 PROJECT TURNOVER DATA.

TOP 10 DONORS	AMOUNT (MILLIONDKK)
Danish MFA	232.1
EuropeAid	69.9
ECHO	56.0
USAID	55.4
WFP	29.9
DKH	25.7
Norwegian Church Aid	21.2
PMWRA	19.6
Church of Sweden	18.4
UNDP	17.4

03.2 Financial Key Performance Indicators

STRATEGIC OBJECTIVE: **By 2022 DCA's financial Key Performance Indicators (KPI's) and tracker system strengthen decision making at global and country level.**

The general trend in the annual reporting from the country offices (COs) indicates that the majority of DCA's programmes have made progress in terms of strengthening their fundraising and funding base. All DCA's COs are measured on financial key performance indicators (KPIs), and it helps the COs and DCA headquarter (HQ) to strengthen the planning and decision making at country and global level. COs continue the positive development from 2019 of being successful in ensuring a fair distribution of costs covered by donors.

The high success rate with fundraising also comes with challenges. In some cases, donor requirements come with special compliance requirements, in areas such as safeguarding, anti-corruption, counter terror legislation etc., and takes time and resources away from direct project and programme work. Part of this work is covered by some donors and part of it is covered by DCA's own funds. The main challenge in 2020 has been the COVID-19 pandemic, which resulted in unforeseen situations and costs and, among others, led to evacuation and relocation of staff in several countries. The following highlights examples of countries that have experienced unexpected growth in their turnover in 2020.

In **Central African Republic (CAR)**, DCA experienced a growth in turnover compared to previous years and funds allocated to the country programme (CP) have been spent accordingly and followed DCA internal and donor financial guidelines. Monthly planning and financial indicators review with the programme team was identified as key driver to successful management of the programme finances. DCA's CP in CAR reported that there is a need to improve the agility in adapting expenses deriving from the evolving situation and context and unforeseen scenarios. The context in CAR evolved continuously following an election, a deteriorating security situation, and the outbreak of COVID-19, which resulted in a call for flexible budgeting.

In **South Sudan**, DCA managed to reach a total turnover of 111.5 million DKK against the budget of 90.2 million DKK which is 24% more due to funding from DKH and other donors. The actual overhead/administration/time registration for 2020 remained as 5.9%, equivalent to 4.6 million DKK on direct project costs of 78 million DKK. Despite being successful with the annual turnover in 2020, the South Sudan CP has plans for improvements in 2021. Better integration and understanding between programmes will support efficiency in covering office cost and salaries from donor projects through cost allocation and time registration, reduction in own funds by covering more time registration from donor projects, and more fundraising efforts from other donors like European Commission, Directorate-General (DG), ECHO and UN.

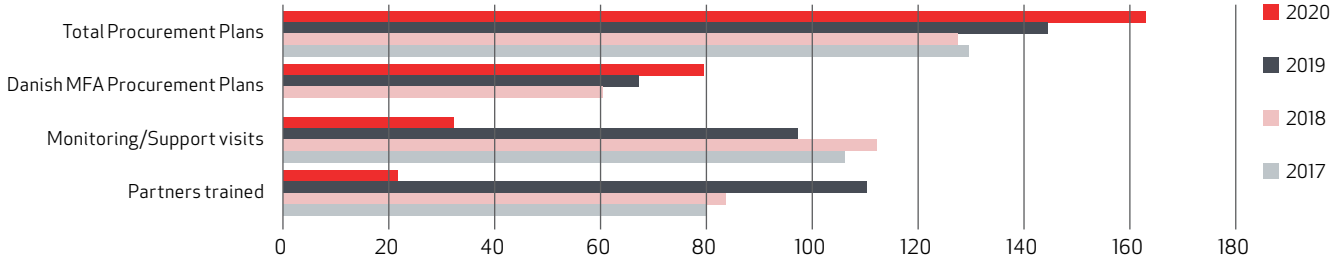
In general, DCA has experienced an increase in multi-year humanitarian projects and in flexible funding for humanitarian programming in the period 2016-2020. DCA's accounting figures show an increase in multi-year humanitarian funding of 278% from 2016-2020, which gives DCA more flexibility and predictability in DCA humanitarian programming.

03.3 **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.**

As with many other aspects of DCA's work during 2020, some procurement activities have been affected by the COVID-19 pandemic. DCA has a strong focus on capacity strengthening of partners and works with support and monitoring visits and the facilitation of physical training activities, in combination with online learning, as important tools. Figure 3.10 shows these activities have not been implemented on the same scale as previous years due to COVID-19.

FIGURE 3.10 DEVELOPMENT IN PROCUREMENT ACTIVITIES.
SOURCE: ANNUAL REPORT, FINANCE AND PROCUREMENT SECTION 2, 2017-2020.



Some COs report that they have shifted towards remote monitoring of partners' procurement files in 2020, and some report that they did not manage to review procurement documentation during 2020. 11 COs reported procurement to be a strategic objective (SO) in 2020, increased from nine in 2019. The strategic work is often directed towards working with partners on drafting procurement plans and capacity strengthening. As Figure 3.10 shows, there has been a 28% increase in approved procurement plans over the last two years, which affirms this increased strategic focus. Two of the 11 COs reported that the COVID-19 pandemic has had a negative effect on the SO.

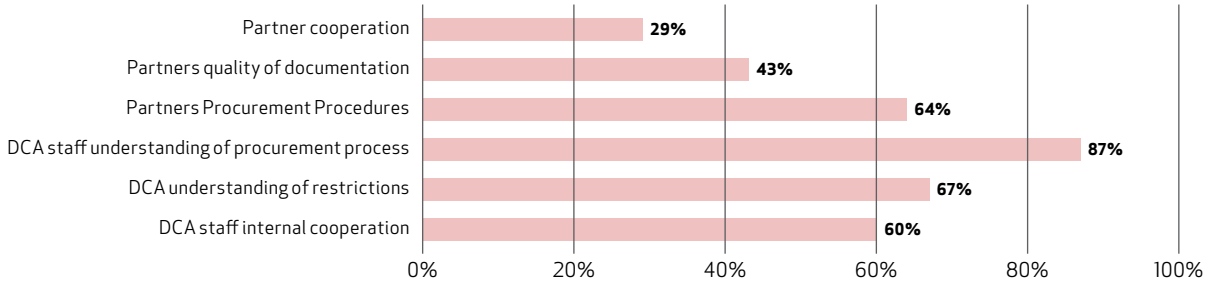
DCA does well overall during audits and procurement costs are rarely declared ineligible. For the ECHO 2020 HQ audit, this was also the case. DCA received a recommendation to make more use of framework contracts for running costs (ECHO Audit Report 2020/20-BA204-02: page 14). A USAID audit had no procurement related findings and no procurement costs were declared ineligible (Federal Award Compliance Examination/720fda19gr00016).

Since 2013, DCA has worked intensively with online learning and since 2015 DCA has rolled out five on-demand procurement e-trainings to partners. As of 2020, these e-trainings were completed a total of 2794 times. Of these, 50% were completed the last two years, and implementing partners count for a total of 61% of all completions.

Users of the procurement e-trainings generally provide positive feedback, and in 88% of the 913 completed evaluations, users find that the e-trainings have improved their procurement knowledge and they feel better equipped to factor procurement into their daily work.

In a survey based on 16 procurement and logistics staff at COs, 71% of the respondents answered that procurement e-trainings have had a 'large or moderate positive effect' on the quality of procurement by partners and 47% for DCA's own project and programme staff. The top three positive effects are shown in below Figure 3.11.

TABLE 3.11 TOP THREE ANSWERS FROM MULTIPLE CHOICE QUESTION ON POSITIVE EFFECTS OF PROCUREMENT E-TRAINING.
SOURCE: DATA FROM SURVEYMONKEY 'A SURVEY ON THE EFFECTS OF PROCUREMENT E-TRAININGS' MARCH 2021.



[**South Sudan** /Mikkel Østergaard]

04. Organisational and Contextual Changes

04.1 Major changes in the organisation and its context

Responding and managing the COVID-19 pandemic in many ways tested DanChurchAid's (DCA) ability to act fast, and be adaptive, creative and flexible, while maintaining a strong focus on the humanitarian and development needs as they changed throughout the year. When international flights got cancelled across almost all countries in April and May 2020, DCA decided to relocate almost all international staff. Most staff were asked to return to their country of origin awaiting the developments of the pandemic and regulatory frameworks imposed by national authorities.

International staff at the DCA programmes in **Cambodia**, **Myanmar** and Cox Bazar, **Bangladesh** were all relocated to Bangkok, from where programmes and staff were managed remotely. This relatively early decision to relocate all international staff meant that only few DCA international staff were stuck or isolated for a prolonged period. As flights resumed and as the national authorities responded differently to the pandemic internationally, DCA international staff gradually returned either through commercial flights or through the World Food Programme (WFP) humanitarian flight mechanism that DCA also signed up to.

Though remote management and the increasing adaptation of different online management and communication tools was useful and important, it became clear that DCA's decentralised structure with country offices (COs) and strong national staff and partners was a key factor and crucial to ensure not only continuation of existing programmes, but also allow DCA to respond to the increasing needs leading to a significant expansion of these programmes to include relevant COVID-19 related interventions, even in situations with restrictions and lock downs.

In a Danish context, the COVID-19 pandemic had huge impact on many of DCA's engagement projects and activities. Cancellation of the annual door-to-door collection, prolonged closure of second-hand shops in the beginning and end of the year, and cancellation of all the visits to country programmes (CPs) planned in cooperation with the Danish Folk High Schools and Boarding Schools all had a very negative impact on the ability to engage, motivate and recruit volunteers.

During 2020, the new DCA Project and Programme Manual (PPM) and the associated Programme and Project Documentation system (PPD) were finalised and rolled out across all CPs. In combination, the PPM and PPD

further align DCA's standards and procedures across all CPs and strengthen the documentation of results as well as compliance towards key commitments and policies. This enhances quality assurance and allows DCA to track and document progress and results at a global level. The increased level of digitalisation of data also strengthens the ability to make cross references and analyse data across the organisation. This boosts the goal of stronger institutional learning and innovation.

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.**

To remain relevant and agile, DCA regularly adapts its organisation and operations in response to changes in trends/events at both global and local levels. During 2020 some of the organisational, thematic, or operational areas that received extra attention include the following:

In recognition that a greater share of DCA CPs are implemented in fragile countries with a higher degree of insecurity, additional resources were allocated to safety and security and a separate unit was established, lead by Head of Safety and Security reporting directly to the International Director. A roving Safety and Security Advisor is part of this unit with the main responsibility to advise and support CPs with the security and safety analysis and framework. A revised Safety and Security policy is expected to be rolled out across the organisation in the first half of 2021.

During the first two months of the COVID-19 pandemic, the Crisis Management Team met two to three times a week to make decisions and act when required. With the establishment of the Safety and Security Unit, a weekly Safety and Security Management Meeting is held where representatives from the DCA Human Resources (HR) unit also participate.

At the outset of 2020, a conscious decision was made to allocate and focus relevant internal resources at headquarters (HQ) and at COs towards documentation and learning. Between 2018-2020, DCA conducted 115 project evaluations, nine programme evaluations and two global thematic evaluations. Learning from evaluations and annual global results feed into thematic policies and guidelines including 10 Thematic Action Guides for CO staff and partners developed in 2020 across thematic programme interventions in the International Strategy. Learning from research initiatives drives innovation, strengthens project and programme design, guides implementation, and influences selection of new partnerships. From 2018-2021 DCA conducted over 70 research and learning papers across DCA programmes. During 2020, 35 DCA global learning webinars were organised with participation from DCA partners and staff. This has strengthened cross organisational learning and provided a good foundation for the strategic development related to the Danish MFA strategic partnership application in 2021, and the revision of DCA's global strategy in 2021-2022.

DCA has broadened its partnerships and relations to include not only civil society organisations (CSOs) and representatives from governments and donors but to a larger degree also research institutions, representatives from different private sector companies and associations, development banks and finance institutions as well as labour units and trade councils. To strengthen DCA's positioning and the coordination of DCA's stakeholders across the organisation a Press and Stakeholder Management unit (PSM) was created. The PSM unit supports the General Secretary and the senior management with political and stakeholder analysis, position and advocacy papers and media and press relations.

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

In January 2020, the first module of a DCA leadership course was offered to the first group middle managers across the organisation. The purpose of the course is to reinforce DCA values, organisational culture, and leadership ethos and development across the entire organisation to adapt in a fast changing and complex world. Complexity is a fundamental element of leadership and DCA leaders are faced with numerous complex challenges speckled with change paradoxes that need to be managed. The leadership course is developed by DCA together with the University College Copenhagen and offers a tailormade mandatory three-year internationally recognised leadership diploma to all managers in DCA. The aim is to improve DCA's clarity in communication, direction and prioritisation of decisions, and ongoing ability to question and reflect on the daily practices to keep DCA focused on personal, interpersonal and organisational development.

As described earlier in this report, 2020 was in many ways a very special year requiring both agility and perseverance by all staff. To support the prolonged period of remote management due to self-isolation and restrictive operational environments, HR organised a series of drop-by sessions for middle managers focusing on staff motivation and online communication and facilitation skills.

To strengthen DCA's organisational and competence development, an organisational development specialist was recruited in 2020. Besides providing support to management on organisational issues including revision of the employee development review (EDR), competence development and organisational learning, the organisational specialist also started preparation for a cross organisational Employment Satisfactory Survey that will be implemented in 2021. A new Staff Handbook for DCA HQ was also finalised while work continued revising DCA's expatriate manual.

[**Kenya** / Jakob Dall]

05. Programme Results

05.1 Introduction - Overview of DCA's global programmes

In DanChurchAid's (DCA) country programmes (CPs) the following global goals are addressed: Save Lives, Build Resilient Communities, and Fight Extreme Inequality. DCA works in contexts demanding varied multi-disciplinary approaches and holistic, flexible, and innovative responses. The interlinkages between the three global goals enables DCA to operate across the humanitarian-development-peace nexus and to address needs, rights, and vulnerabilities in a coherent, comprehensive and sustainable manner. Country Offices (COs), partners and numerous other stakeholders are engaged in a collective endeavour to achieve the global goals and contribute to achieving the Sustainable Development Goals (SDGs), counteract a shrinking civic and humanitarian space and address protracted crises. DCA's fourth global goal – Create Engagement – is addressed in Chapter 8. DCA's strategic hierarchy is shown in Annex 11. 2.

For DCA, this means supporting the vulnerable and poor in 10 intervention areas across 19 CPs. These intervention areas range from rapid emergency response to demining activity; from building sustainable livelihoods to reducing communities' vulnerability to disasters; from promoting good governance and strengthening civil society to reduce discrimination and inequality. A summary of DCA's activities is presented below:

In 2020, DCA and partners worked with 306 projects across all intervention areas in DCA's CPs in Africa, Asia, and the Middle East. DCA's project portfolio saw significant growth in 2020 compared to 2019, with an additional 60 projects. To some extent this can be explained by natural growth in CPs, but the COVID-19 pandemic was certainly a significant driver, with an additional 30 projects in rapid humanitarian response – of which a large portion were related to the COVID-19 response programming. Separately, the **Ethiopia** CP saw considerable growth, increasing its portfolio by almost 50%. DCA's CPs in **Zimbabwe**, **Uganda**, **Palestine**, **Iraq** and **Cambodia** also experienced increases.

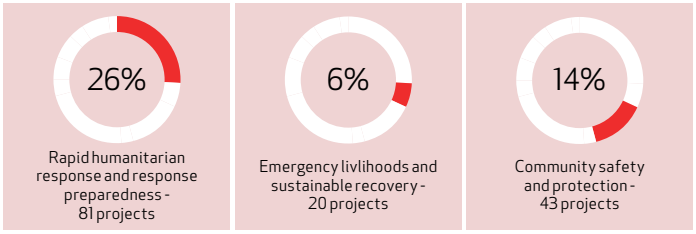
Altogether, these projects were able to respond to the needs of four million impoverished, marginalised and vulnerable people – also representing an increase of approximately one million people supported compared to the previous year. These figures primarily represent individuals supported directly by DCA. The programmes worked with approximately equal numbers of men and women at 52% female and worked broadly across all age groups.

Approximately two-thirds of DCA's projects engage local and national partners with DCA's technical and financial support (refer to section 7.1 for detailed information about DCA transfer of funds to partners), and one-third was directly implemented by DCA. The proportion of projects implemented through partners varies widely across CPs. For example, in **Ethiopia** and **Central African Republic (CAR)**, most projects were implemented by DCA, but for **Malawi**, **Nepal** and **Myanmar**, the vast majority were implemented through partners. Increasingly, DCA also works in partnership with other international Non-Governmental Organisations (NGOs) through consortium projects. In 2020, DCA participated in a total of 32 consortium projects and took the lead role in 15, reflecting the broader trend towards increased use of this modality across the sector.

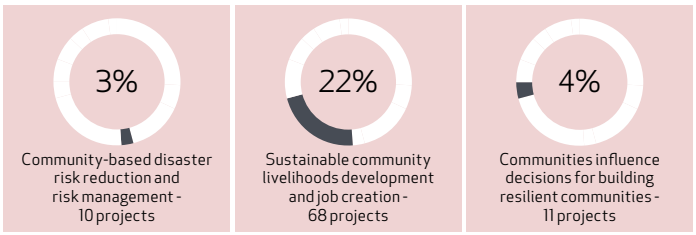
Figures 5.1.1 to 5.1.4 provide a breakdown of DCA's global activity across CPs and intervention areas. Broadly speaking, these demonstrate that DCA's largest areas of activity are concentrated in rapid humanitarian response, community safety and protection, and sustainable livelihoods and job creation. Geographically, programming is relatively evenly split across DCA's CPs with larger country programmes in **Nepal**, **Palestine**, **Ethiopia**, and **Cambodia**. On a global scale, DCA's rapid humanitarian response work reaches the largest proportion, inflated through COVID-19 support programming in 2020, while **Zimbabwe**, **South Sudan** and **Syria** were notable for reaching larger numbers through relatively few projects. The people-reached figures do not reflect the large numbers of people reached indirectly through activities such as advocacy and mass awareness-raising. CPs with large components of advocacy programming, especially in **Uganda** and **Cambodia**, supported millions more indirectly.

FIGURE 5.1.1 PERCENT OF ACTIVE PROJECTS IN 2020 - BY INTERVENTION AREA
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

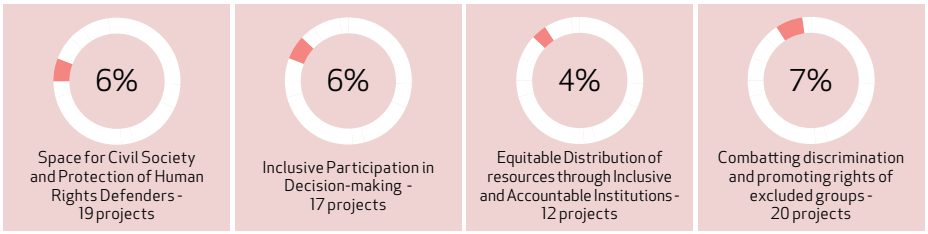
SAVE LIVES



BUILD RESILIENT COMMUNITIES



FIGHT EXTREME INEQUALITY



OTHER

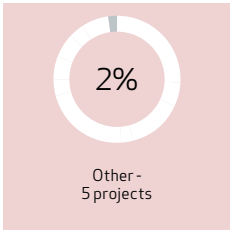


FIGURE 5.1.2 PERCENT OF ACTIVE PROJECTS IN 2020 - BY COUNTRY PROGRAMME
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

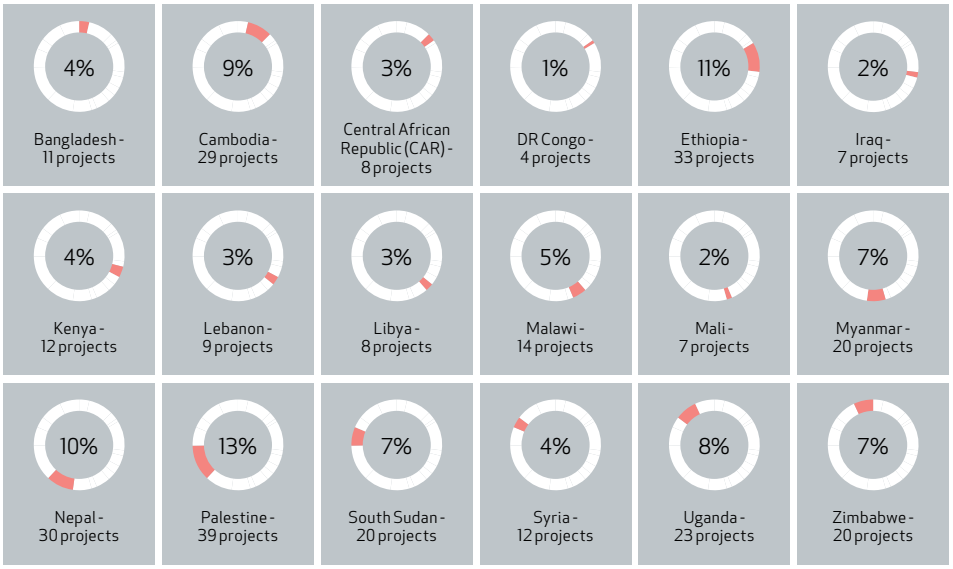
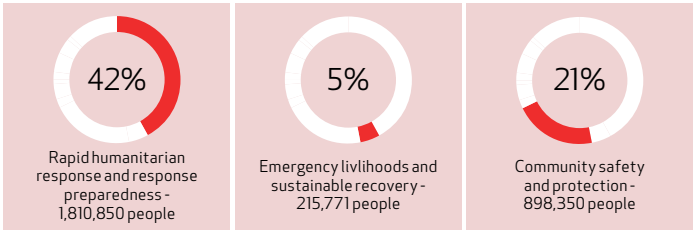
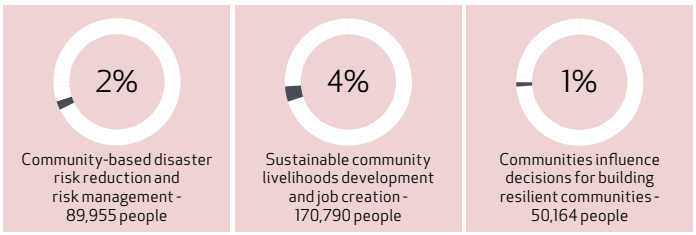


FIGURE 5.1.3 PERCENT OF PEOPLE REACHED THROUGH ACTIVE PROJECTS IN 2020 - BY INTERVENTION AREA
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

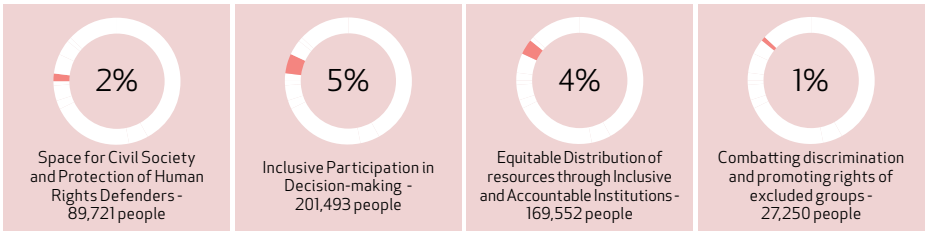
SAVE LIVES



BUILD RESILIENT COMMUNITIES



FIGHT EXTREME INEQUALITY



OTHER

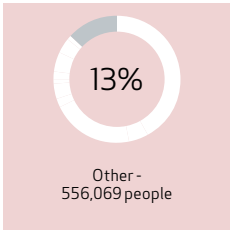
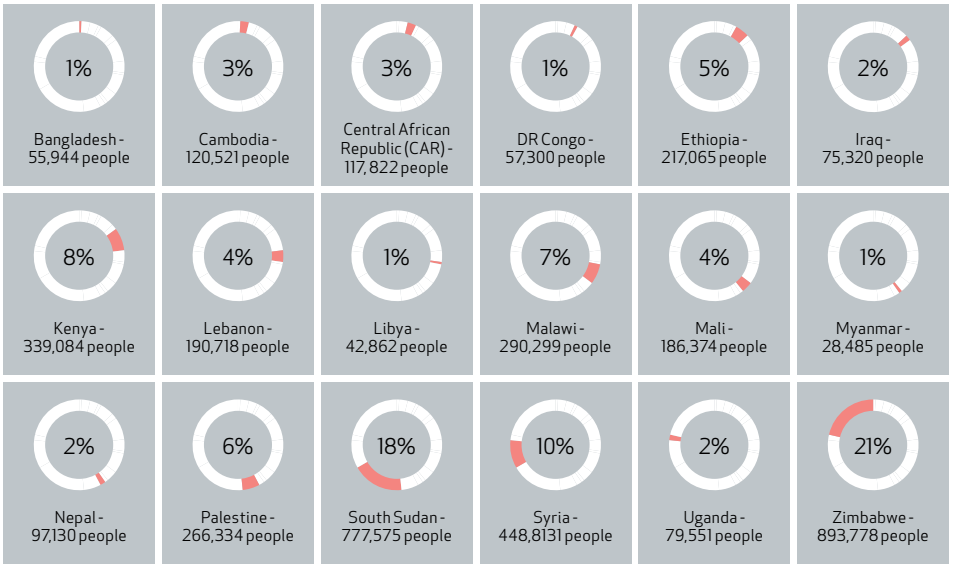


FIGURE 5.1.4 PERCENT OF PEOPLE REACHED THROUGH ACTIVE PROJECTS IN 2020 - BY COUNTRY PROGRAMME
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.



05.1.1 Major contextual changes that have influenced the implementation of Country Programmes

DCA is working in dynamic and fast changing and often fragile environments, which makes its work unpredictable and puts high demands on its ability to adapt programming, partnerships, and management. The following presents a snapshot of some of the main contextual changes in each of the countries.

The severe crisis in **CAR** continued with a steady increase in violations of human rights and international humanitarian law despite the signing of the Political Agreement for Peace and Reconciliation in 2019. 25% of the population is internally displaced or in a neighbouring country, and the return of displaced people has slowed down considerably. Due to COVID-19, activities in several projects were suspended and strategic changes were made to help prevent the disease in the programme's intervention zones.

In **Mali**, a coup d'état led by the military took place in August when the Malian president and Prime Minister were arrested, and the National Assembly dissolved. Sanctions were imposed but lifted when a transitional government was established with democratic elections to be held within a year. Throughout the year, conflict continued to unfold and take the form of armed combat between self-defence militias and radical armed groups. Due to conflict, the first half of 2020 proved deadlier than any year since Mali was thrown into turmoil in 2012.

The humanitarian situation in the **Democratic Republic of Congo (DRC)** has been marked by violence in the Northern and Central-eastern regions resulting in significant displacements. The rule of law in the DRC continues to be weak and almost non-existent in the Eastern provinces. Outside the big cities, the government was hardly able to keep territorial control, especially in rural areas. Although armed groups are the main alleged perpetrators, inter-community conflicts arising from land disputes are also severe by emptying villages and leaving populations without shelters in the aftermath of attacks. The continuation of the cycle of violence characterised by the abuse, abduction and killing of civilians in several zones of the North-Kivu limits humanitarian access. DRC also faced COVID-19 with Kinshasa being most affected.

As **South Sudan** completed its ninth year of independence, a third of its population remains displaced by the conflict, including 1.7 million internal displaced people (IDPs) and 2.2 million refugees. While COVID-19 has been a major challenge in 2020, severe flooding also increased displacement further and reduced access to trading routes. In several areas, inter-communal violence or low-intensity armed conflicts have been witnessed in 2020 and increased militarisation, driven by small-arms proliferation, is further enabled by a weak rule of law. United Nations Mine Action Service and National Mine Action Authority ordered stand-down of clearance teams between April and September 2020 due to COVID-19. Gatherings, meetings, trainings and distributions as became challenging, and this delayed project implementation and forced adjustments to ongoing projects.

In **Zimbabwe**, climate instability severely affected agricultural performance during the 2019/20 season resulting in massive food insecurity. The political situation remained polarised and fundamental freedoms were curtailed through extrajudicial arrests, abductions and closure of civic space for opposition leaders, human rights activists, journalists and labour activists. The outbreak of COVID-19 exacerbated the situation. Restrictions to curb the spread of the pandemic were conflated with repressive agendas and tendencies. The lockdown especially hit those relying on the informal sector and petty trading. With reduced face-to-face meetings, DCA switched to technology-based modalities for trainings and information dissemination.

In **Uganda**, a growing proportion of youth registered to vote and to compete for political positions although the electoral campaign was characterised by the security forces dispersing political gatherings and detaining political candidates. Although COVID-19 closed Uganda's borders in March, spontaneous refugee movements brought 25,241 new asylum-seekers bringing the total to 1.44 million refugees. Nevertheless, international funding for humanitarian response kept declining. The pandemic threatened gains in structural transformation and poverty reduction and hazards such as floods and locusts. Religious leaders addressed the increased gender-based violence (GBV) trends in the country and challenged the religious fundamentalism related COVID-19, e.g., by addressing stigmatisation.

In 2020, **Kenya** witnessed the worst outbreak of desert locusts in 70 years, which caused major crop damage and hunger. In addition, climate change contributed to heavy rains and flash flooding, resulting in lethal landslides. The 'Building Bridges Initiative' dominated the political headlines in Kenya and a report released in October outlined a path for far-reaching constitutional reforms. The impact of COVID-19, particularly school closures, increased the risk for girls being exposed to not only female genital mutilation, but also child marriage, teen pregnancy, and sexual violence. The lockdowns and stay-at-home directives have affected not only women's participation in livelihoods activities, including saving groups, but also limited their access to information on the available social safety and protection services.

While the policy environment remains favourable for NGOs operating in **Ethiopia** in 2020, there are still insecurity and armed conflict in the country. The war resulted in mass displacement both domestically and across the border to Sudan, and it resulted in devastation of infrastructure in Tigray, and loss in livelihood and death from both the resistance force in Tigray and from the Ethiopian government. There was limited humanitarian access to the displaced people but also to those who require food support under normal circumstances. The COVID-19 pandemic also significantly affected livelihood and overall economic performance slowed down. Ethiopia

encountered desert locust infestation, drought. and floods in parts of the country. Internal conflicts increased and the country experienced the burning of churches and mosques. Religious leaders and the elderly have played an important role in reconciliation, including between different political parties. Prominent women from different sectors also mobilised to become agents of peace and to reconcile conflict in different parts of the country.

In **Malawi**, 2020 was characterised by widespread demonstrations, which were organised by civil society along with increased incidences of mobs, burning and pulling down of government infrastructure, and torching of police formations. As a COVID-19 measure, the government attempted to implement a total lockdown, but the civil society filed for an injunction, which put the implementation on hold until the government could come up with a way to protect the country's poorest and most vulnerable citizens. In February, the Constitutional Court ordered fresh presidential elections, which were conducted peacefully and fairly in June. With the new government in place, more positive change is expected, e.g. with the NGO amendment bill that was withdrawn by the Government.

In **Myanmar**, the national elections in November and the global COVID-19 crisis were key contextual changes in 2020. There was little progress with regards to rule of law and protection of human rights. In general, fundamental freedoms for religious minorities such as the rights to freedom of expression, assembly and association were frequently restricted and civil society groups, faith-based organisations, journalists, activists, and Human Rights Defenders (HRDs) remained at high risk of harassment, repression, and prosecution. This had in turn a major impact on the elections, the on-going Peace Process and social cohesion in Myanmar. Increased conflicts and movement restrictions have made accessing Northern Shan and South-East Myanmar riskier for staff and partners whilst also creating significant physical and administrative obstacles for successfully delivering activities. New forms of instability in markets caused by various factors, including COVID-19 in 2020, immensely affected livelihoods.

In **Bangladesh**, COVID-19 led to an extended lockdown, which caused reduced incomes and business closures. Sustained school closures and limited access to remote learning solutions, resulted in an alarming increase in child labour by 49% and child marriage by 20%. Political instability and perceived bias of law enforcement towards refugees over locals increased. The overall living conditions of the displaced population continued to deteriorate. Acceptance of the Rohingya population by the host decreased rapidly and social unrest prevailed. Outbreaks of violence in camps; likely related to weapons, drugs gangs, and low employment for the host community, resulted in frequent protests and threats to NGOs who work with the Rohingya population. The government reiterated the priority to repatriate the Rohingya refugees to Myanmar and to relocate 100,000 Rohingya refugees to an island to "lessen overcrowding in camps". The government increasingly made requests that breach humanitarian principles, but the NGO Platform and donor community supported the NGO community. Overall, theories of change of respective implemented projects were kept the same. However, the implementation methodologies and some activities were postponed, shifted or changed in order to adapt to the mentioned above contextual changes.

In **Cambodia** the tourism sector and the garment sector were badly hit by the COVID-19. The agriculture sector was, however, quite resilient and even boosted production. Civic space has been shrinking continuously and the pandemic was used by the government to further limit freedom of expression, reign in independent media outlets and curb the right to assembly. Social movements have also been less mobilised due to restrictions of gatherings and travel. Cambodia faced the partial suspension of access to the European Union (EU)-market under the Everything but Arms initiative as a consequence of the government's poor human rights record; however, an increased influence of Chinese investment has reduced the impact of these sanctions. COVID-19 measures such as social distancing and travel restrictions were felt during programme implementation throughout 2020. In-person events had to be cancelled or moved online, workshop sizes were reduced and access to rural communities was limited.

Nepal's nationwide COVID-19 lockdown impacted both industrial and agricultural productions. Demand for consumption and production slowed down, resulting in unemployment for many Nepalese. This was further aggravated by the return of thousands of labourers/other migrants who were stranded in foreign countries, including India. At the beginning of the lockdown, the government released several notices to ensure that international NGOs were not distributing direct cash to the affected/at-risk communities in Nepal. The shift of governments priority to health and to economic recovery led to revisions of contingency plans at various levels. The DCA Nepal CO greatly utilised the flexibility provided by the Danish International Development Assistance (Danida) Frame Grant and reallocated significant amounts to respond to COVID-19 crisis and modify the activities to support recovery.

Palestine remained affected by protracted occupation and violations of International Humanitarian Law, human rights, and human dignity. Violations included threats to life, liberty, and security as well as forced displacement, demolitions, restriction to movement and natural resources and livelihood. Elections in the United States (US) brought hope as the new administration announced support to the two-state solution and a will to restore relations and renew aid to Palestinian refugees. The COVID-19 pandemic disproportionately impacted women and girls resulting in increased responsibilities with the economic downturn, school closings, and limited frontline-healthcare provision.

Lebanon's longstanding severe economic problems

were exacerbated by COVID-19 and the Beirut blast. High unemployment and near hyper-inflation have pushed up poverty levels, increased food insecurity and exacerbated pre-existing inequalities. The widespread dissatisfaction with governing elites over corruption along with the failure to address crises reached new levels after the Beirut blast in August 2020. The blast led to an increase in DCA humanitarian response, and the contextual changes have allowed DCA to broaden its humanitarian and nexus interventions in Lebanon.

Political turbulence and instability continued in **Iraq**. In 2020, more than 150 attacks carried out by ISIS were reported across Central and Western Iraq and an increased tension between the US and Iran led to multiple attacks on US assets, including two separate rocket strikes on Erbil Airport. With over 300 Turkish airstrikes, Turkey's conflict with the Kurdistan workers party exacerbated tensions within the Kurdish Region of Iraq (KRI). The global COVID-19 led to countrywide lockdowns enforced throughout KRI and Federal Iraq. Furthermore, the forced closure of IDP camps across KRI and Ninewa governorate seriously impacted IDPs across the country, forcing many to return to their areas of origin. DCA primarily implements through national partners who provided vulnerable families with cash, food and Personal Protection Equipment (PPE) to help mitigate the economic effects.

In **Libya**, armed conflict escalated in southern Tripoli with the involvement of Russian military contractors as well as Turkish military advisers. Libya's peace process remains fragile with much tension caused by the subject of elections. COVID-19 was a parallel challenge, and the pandemic also exacerbated an already serious unemployment problem. DCA's office in Sirte was ransacked and some equipment stolen after the withdrawal of the Misratan forces. Operations in Sirte have since been greatly reduced and run via remote management. The security situation made access to various areas very difficult and planning of future operations in the South and more remote eastern towns and cities was put on hold.

Syria's war went into its tenth year with a humanitarian crisis of immense proportions and the worst in terms of displacement. Due to fighting in Idlib and the Turkish incursion, one million people were forcibly displaced from October 2019 to February 2020. Northeast Syria is among the most affected regions with 500,000 IDPs out of its 2.2 million people. COVID-19 restrictions such as periodic border closures, movement restrictions and curfews reduced household access to livelihoods and education, and major currency depreciations led to warping of markets and devaluation of salaries, drastically limiting purchasing powers. The majority of DCA's Syria CO local teams were able to continue operations in 2020 through remote management from Erbil. However, all search and clearance activities had to be put on hold as these require the presence of international experts on the ground.

Across the DCA CPs, COVID-19, the rise in conflicts, shrinking civic space and climate changes have increasingly challenged the work of DCA and partners.

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

All DCA CPs reported how the COVID-19 pandemic negatively affected change areas in the CPs Theory of Change (ToC) and that alternative methodologies, additional project interventions related to COVID-19 were necessary. Project activities needed to be adapted to restrictions on movements and social gatherings, and some were delayed or cancelled. Overall, all CPs were able to continue operations and managed to adapt activities to the changes in context. Several countries (**Myanmar**, **Palestine**, **Cambodia**, **Nepal**, **Iraq**) report that DCA was able to deliver on changes because of strong relationships with local partners and other stakeholders and because DCA and its partners have gained trust in the communities and with local duty bearers due to the continued commitments and community-based approaches.

In **Kenya** the contextual changes had significant, adverse consequences for the achievement of the CP outcomes. The COVID-19 lockdown, movement restrictions and physical distancing requirements created an unstable programming environment due to limitations in public gatherings for project engagements and trainings. However, adaptations to the CP enabled DCA and its partners to work with communities by leveraging the use of technology in conducting meetings and in implementing trainings. Other means were bulk SMS, toll free numbers and use of local FM to provide communities with information on project activities and COVID-19. Communities became more receptive to the use of online platforms and church leaders have adapted to technology for access to and dissemination of information, counselling services and religious services. This enhanced programme delivery and connectivity, leading to improved communication and engagement.

In 2020, seven DCA CPs' ToC expired, and four were granted extension due to the changes in context, making a participatory development of a CP ToC challenging. It has been difficult to evaluate current programmes and plan new programmes with participation from partners, stakeholders, and HQ staff. However, despite limitations, five CP evaluations were conducted and seven CPs started preparations for new programme design in 2021. Annual ToC critical reflection workshops were completed in a lighter version as travel restrictions hindered staff, partners, and headquarters (HQ) advisors to meet. In **Malawi**, programme design workshops to establish the new joint country programme between Norwegian Church Aid (NCA) and DCA were facilitated online, and in **Kenya** a critical reflection workshop was also facilitated online by HQ staff.

05.1.3 Global COVID-19 Reporting

As highlighted, one of the main contextual changes in 2020 was COVID-19. Based on input from DCA COs, the World Health Organisation (WHO), the United Nations (UN)

and other international actors, DCA developed a COVID-19 response strategy based on its existing mandate and areas of expertise with a focus on integrating activities in existing programming and developing standalone interventions. The COVID-19 response strategy focused on 1) awareness raising and sensitisation about COVID-19; 2) Water, Sanitation and Hygiene (WASH); and, 3) access to address basic needs and economic recovery shown in figures 5.1.5 and 5.1.6.

In 2020, the global COVID-19 crisis affected all CPs across all the intervention areas. All countries imposed restrictions to curb the spread of the pandemic, creating not only a health crisis but also severely impacting the vulnerable and at-risk populations' livelihoods as seen in figure 5.1.7.

All DCA programmes applied COVID-19 preventive measures during implementation ensuring that physical distance and hygiene were kept up to standard. Many projects also integrated COVID-19 components into existing programming or obtained funding for additional projects as see figure 5.1.8. and 5.1.9.

In most of DCA's COVID-19 interventions, Local Faith Actors (LFAs) have played important roles from sharing sound health information and WASH, cash or food delivery in, for example, **Ethiopia**, **CAR**, **Nepal**, **South Sudan**) to comprehensive roles in countering COVID-19 derived GBV, minority stigmatisation or infringement of social and civic rights (**Myanmar**, **Uganda**, **Malawi** and **Zimbabwe**). In **Bangladesh** and **Kenya**, restricted access for DCA staff to certain areas underlined the benefit of localisation; in addition the scaling up their operations to provide essential COVID-19 response, LFAs took lead and ownership of DCA programmes during the absence.

In **Uganda**, the main COVID-19 activities were awareness and sensitisation for all the DCA partners into their COVID-19 response. For example, raising public awareness on COVID-19 and GBV prevention across the country using TV, Radio, and social media. Another partner specifically focused on addressing the effects of COVID-19 such as the increased cases of domestic violence during the lockdown and the need to increase assistance to GBV survivors.

In **Bangladesh**, households in the Rohingya refugee camps and host communities received awareness sessions on COVID-19. DCA also provided face masks, hand sanitiser, handwashing materials as well as training on their use and proper hygiene as well as follow-up support.

In **Iraq**, DCA provided vulnerable families with cash, food and PPE to help mitigate the economic effects of COVID-19 and the decreasing value of oil. Furthermore, DCA and a partner adapted catch up classes following temporary closure of schools and play therapy sessions to deliver activities online and thereby overcoming government restrictions on social gatherings.

In **Malawi**, DCA partners were involved in creating awareness on COVID-19 prevention and funds in existing projects were reallocated so partners could distribute soap, buckets and face masks in target communities. DCA also solicited funds to help people obtain food and other basic need resources and through sensitisation of GBV issues, resulting in reduction of GBV cases amongst the target group. DCA also engaged famous musicians and comedians, Symon and Kendal, in the dissemination of the messages through video clips/slots.

FIGURE 5.1.5 ADDITIONAL ACTIVITIES DUE TO NEW FUNDING
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

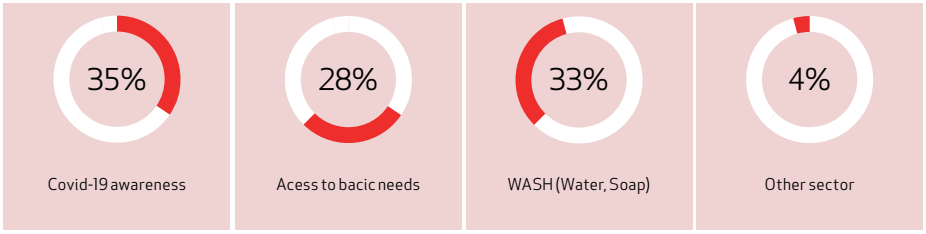


FIGURE 5.1.6 EXISTING ACTIVITIES BUT ADOPTED
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

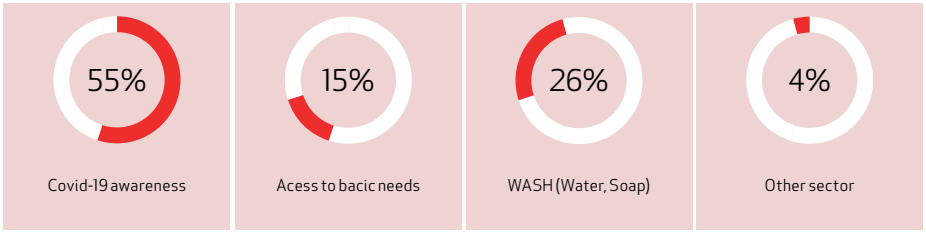


FIGURE 5.1.7 HOW DCA'S INTERVENTION AREAS WERE AFFECTED BY COVID-19
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

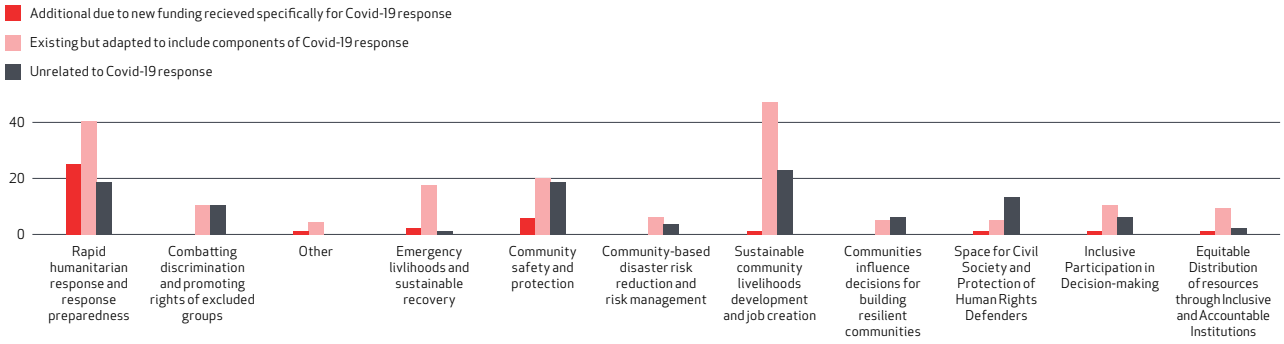


FIGURE 5.1.8 HOW PROJECTS IN DCA COUNTRIES WERE AFFECTED BY COVID-19
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

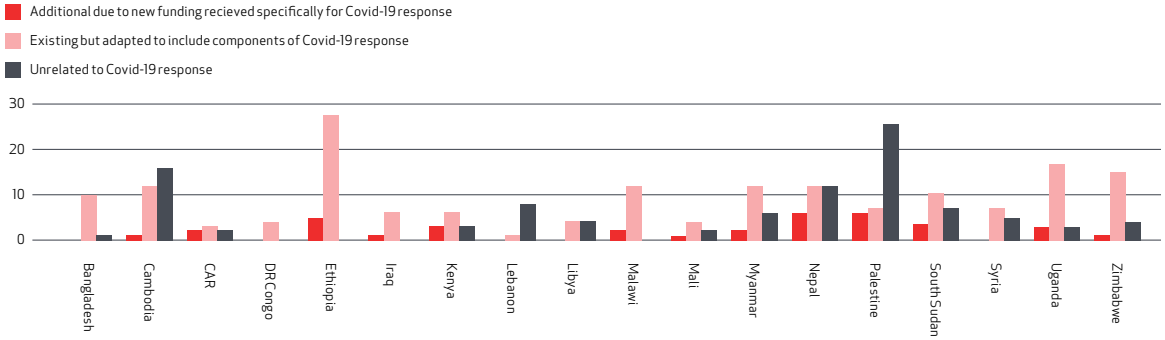
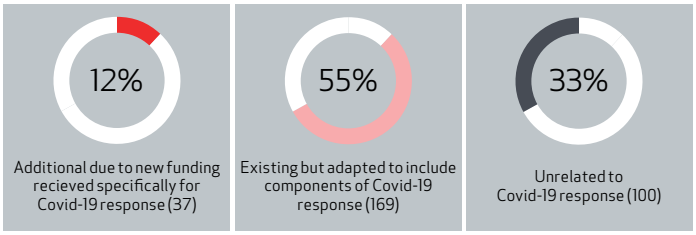


FIGURE 5.1.9 HOW ALL DCA PROJECTS GLOBALLY WERE AFFECTED BY COVID-19
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



05.2 Save Lives

05.2.1 Introduction to global goal

This section outlines an overview of DCA's work in support of the Save Lives global goal, presented through three intervention areas of work: rapid humanitarian response and emergency preparedness; emergency livelihoods and sustainable recovery; and community safety and protection. This is complemented by a short section presenting DCA's work on advocacy in support of the Save Lives goal, since DCA believes that addressing structural causes is an essential complement to direct action. Performance in each intervention area is demonstrated through a case study of outcome level results, reported against four key outcome indicators (KOI).

There was incremental progress against four Strategic Objectives for the 2019-2022 period under the Save Lives global goal. These are areas of work that have been prioritised for attention and growth in the DCA portfolio during the strategic period. For Save Lives, this includes: i) greater attention to capacity building of humanitarian partners, ii) taking a longer-term development perspective; iii) holistic protection programming in humanitarian response and iv) increased focus on advocating in humanitarian response, particularly on the theme of localisation.

05.2.2 Strategic Intervention Areas: Rapid humanitarian response and response preparedness And Emergency livelihoods and sustainable recovery

FIGURE 5.2.1 % OF DCA PROJECTS WHICH DESIGNATED RAPID HUMANITARIAN RESPONSE AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

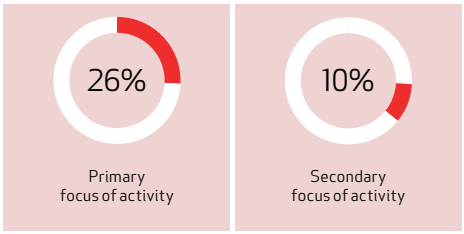
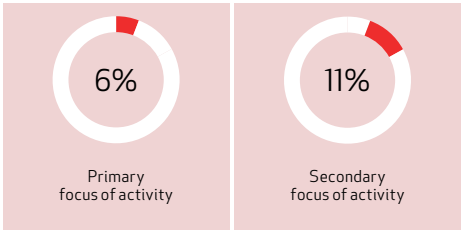


FIGURE 5.2.2 % OF DCA PROJECTS WHICH DESIGNATED EMERGENCY LIVELIHOODS AND SUSTAINABLE RECOVERY AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, rapid humanitarian response and emergency preparedness, and emergency livelihoods and sustainable recovery were a primary or secondary focus for 53% of projects implemented by DCA and its partners, across 17 DCA CPs see figure 5.2.1 and 5.2.2. These CPs represent a diverse range of contexts, ranging from those with a primary focus on active/post-conflict settings, protracted refugee crises and rapid response to emergencies taking place in countries where DCA has longer-term programmes.

In rapid humanitarian response DCA works across a range of humanitarian sectors, with a focus on cash-based interventions and protection. DCA looked to strengthen cash transfer programming as the primary vehicle for effectively and rapidly addressing the needs of crisis hit populations, and where possible taking a longer-term perspective, which typically includes supporting local market actors and ensuring market access, as well as supporting job creation where feasible to contribute to increased self-reliance and sustainable livelihoods.

In 2020, DCA continued to respond to many acute and protracted emergencies through partners or self-implementation. As examples of response to acute emergency, DCA continued to reach vulnerable, conflict-affected families in hard-to-reach areas in **Syria**, during the ninth year of the conflict. DCA Syria implements activities in areas with few or no other humanitarian actors, by adopting a combination of life-saving support like distribution of cash, non-food items, shelter repair and protection services. This was achieved despite the continuous COVID-19 lockdowns, restrictions, and border closures, preventing DCA Syria international staff from accessing North East Syria (NES) in periods. Also, in **Lebanon**, DCA responded through the ACT Alliance (ACT) sister agency NCA to the Beirut Blast by providing warm food to affected people and reconstructing apartments.

DCA and its partners continue to combine unconditional cash and provision of productive assets such as vegetable seeds to farmer groups as an effective modality in **South Sudan** to meet the needs of communities. Cash is relatively easy to get into remote areas, compared to more traditional means of assistance like major food distribution schemes. Also, communities prefer to receive cash because it provides them with the ability to choose for themselves what to purchase. DCA provides market-system-development support initiatives such as monthly price monitoring, physical market infrastructure support and peace building activities to facilitate a smooth flow of supplies.

KOI 1.1.: Percentage of the target population with acceptable food consumption score
KOI 1.2: Average Coping Strategies Index score for the target population

TABLE 5.2.3 **RESULT SUMMARY KOI 1.1.:** PERCENTAGE OF THE TARGET POPULATION WITH ACCEPTABLE FOOD CONSUMPTION SCORE
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

24% (range: -40 to 87%)	Average % positive change in acceptable FCS
18	# of project outcome results presented in case study, which were measured in 2020
8	# of country programmes represented by results
Approx. 400,000	Approximate reach of individual men and women in 2020 for presented projects
63%	Average % for presented projects
18 months	Average length of presented projects
DKK 236,657,245	Approved budget for presented projects
50%	% of presented projects implemented by DCA partners
18%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
56%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**9**
As expected	**5**
Not as expected	**4**

Full results are presented in annex 11.3, table 1

TABLE 5.2.4 **RESULT SUMMARY KOI 1.2:** AVERAGE COPING STRATEGIES INDEX (CSI) SCORE FOR THE TARGET POPULATION (DISAGGREGATED BY COUNTRY AND SECTOR)
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

-16.5% (range: -69 to 12%)	Average reduction in CSI score
17	# of project outcome results presented in case study, which were measured in 2020
6	# of country programmes represented by results
Approx. 433,000	Approximate reach of individual men and women in 2020 for presented projects
62%	Average % for presented projects
18 months	Average length of presented projects
DKK 187,605,791	Approved budget for presented projects
41%	% of presented projects implemented by DCA partners
16%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
71%	% of presented projects where, Danish MFA is a major donor

This project self-assessed as:

Better than expected	**10**
As expected	**7**
Not as expected	**1**

Full results are presented in annex 11.3, table 2

This case study presents results measured using the above indicators, which are often used by DCA in rapid humanitarian response and emergency livelihoods and are based on the results of 23 projects (18 FCS/17 CSI) in 10 CPs, which have measured one or both of the indicators at outcome level in 2020 (**Bangladesh**, **CAR**, **Ethiopia**, **Kenya**, **Mali**, **Nepal**, **Palestine**, **South Sudan**, **Syria**, and **Zimbabwe**). Summary tables of results are provided in tables 5.2.3 and 5.2.4.

The Food Consumption Score (FCS) assesses whether households are consuming enough of the right kinds of food, while the Coping Strategy Index (CSI) acts as a proxy indicator by assessing negative coping strategies in food insecure communities – essentially asking the question 'What do you do if you don't have enough to eat? A positive change in FCS implies improved food security and/or nutritional diversity, while a negative change in average CSI score implies reduced use of negative coping strategies – both acting as a proxy indicator for improved food security in vulnerable populations. Overall, the presented results demonstrate a positive trend of a rising FCS and a falling CSI. Highlights of the results are presented below:

In several cases, DCA distributed multi-purpose cash and e-vouchers as a strategy to improve food security which reduces transaction costs when compared to delivering in-kind food distributions. This allows recipients to make their own choices while also supporting local markets. In **Ethiopia**, for example, cash was transferred to 2,450 households, which contributed to a significant improvement in the FCS and CSI scores.

Although used to improve access to basic food needs, DCA often combines cash support with initiatives to improve the diets of vulnerable community members, ensuring a proper range of nutrients – often for families with very young children. In **Nepal** cash and voucher distribution was accompanied by the distribution of nutritional awareness brochures, and in **Ethiopia** e-vouchers were limited for spending on fresh food and accompanied by cooking demonstrations to improve knowledge on nutrition-sensitive cooking methods. In **Kenya**, it was reported that 81% of the respondents had adopted use of crickets, which DCA is pioneering as a healthy and affordable alternative source of protein.

Similarly, DCA often seeks to combine cash distributions with other forms of livelihood support, by taking a longer-term nexus approach. This ensures that supported communities are better able to support themselves. In **Ethiopia**, the most vulnerable recipients in two refugee camps were also supported with livelihood and self-reliance activities such as backyard gardening, small business development, fishery and irrigation agronomy. In **Kenya**, it was further reported that agricultural technologies were adopted by 57% of the supported communities, whilst agronomic production practices were adopted by 71%. In **Nepal**, the projects introduced rice-duck farming technology and fish farming backyard gardening and seed distribution for poor families.

During 2020, the COVID-19 pandemic significantly affected implementation and results of DCA-supported activities, and naturally also increased socio-economic challenges for targeted communities, affecting food security. In **Zimbabwe**, initially-positive results were affected, since movement restrictions increased vulnerable household sizes temporarily, meaning more mouths to feed. The pandemic has also meant that, where possible, DCA has adapted its activities to respond to the new threat. In **Mali**, activities were adapted to raise awareness of the COVID-19 threat and train workers to sew masks. In Ethiopia a project was amended to include COVID-19 prevention and liquid soaps, disinfectant, laundry soaps, and bathing soaps.

STRATEGIC OBJECTIVE: **By 2022, DCA's country programmes have sufficient partners that are prepared to lead and implement quality humanitarian response and promote community driven response where possible.**

DCA remains committed to supporting and enabling partners to lead and implement quality humanitarian response and to promote community-driven response. DCA supported both new and existing partners in strengthening their capacity in financial management and recruitment systems as well as on humanitarian assessments, Sphere, Core Humanitarian Standard (CHS), Cash and Voucher assistance (CVA), GBV and gender mainstreaming in CVA and other projects.

In **Uganda**, local responders' capacity in disaster response was enhanced. The four district local governments (Arua, Terego, Madi-okollo and Terego) were able to produce district contingency plans which included major hazards, vulnerabilities, and capacities in their respective districts. DCA and its partners also effectively responded to the COVID-19 outbreak through distribution of multi-purpose cash grants and non-food items (NFIs) in Imvepi and Rhino Camp and Palabek settlements.

In **Myanmar**, DCA, along with four partners in the Southeast and three partners in Shan, delivered relief assistance to newly and previous displaced populations. In total, 11 trainings were completed related to implementing humanitarian response. The trainings covered a wide array of topics like psychosocial support (PSS), first aid, Explosive Ordnance Risk Education (EORE), cash, financial management and COVID-19 awareness and risk communication. In addition, two new partners were trained on survivor and community-led crisis response (SCLR) methodology.

In **Democratic Republic of Congo (DRC)**, DCA strengthened the capacity of a partner on demining land for Agricultural purposes in the East of DRC.

In **Nepal**, DCA strengthened and scaled up the shock-responsive social protection system. The Nepal programme enhanced the preparedness capacity of 30 local representatives and officials including local Civil Society Organisations (CSOs) to deliver cash in emergency based on standard operating procedures. A

local emergency operation centre was established, and forecast-based contingency planning was introduced, which resulted in support to 425 of the most vulnerable individuals/households of flood-prone wards to access bank accounts that enable smooth cash transfer in time of crisis and for financial inclusion in the longer-term.

In **Zimbabwe**, DCA has systematically used the partner assessment tool (PAT) enhance capacity of partners under the Sizimele consortium. The same approach was used to provide continuous support to European Civil Protection and Humanitarian Aid Organisation (ECHO) project partners as well as those that are partnered with under the World Food Programme (WFP) Urban Social Assistance project. Partners received technical support on procurement management, logistics and accounting procedures, as well as monitoring and evaluation and evidence building. 2020 PAT results show improved compliance to CHS by partners.

Local2GlobalProtection (L2GP) is focused on action research and associated programmatic innovation relevant to survival, protection and recovery of affected individuals and communities in a multitude of humanitarian crises. During 2020, L2GP offered programmatic, learning and advocacy support on the use of SCLR to DCA's CPs in **Iraq**, **Palestine**, **South Sudan** and **Myanmar** as well as to other actors in the Philippines, Kenya, Haiti, DRC and Mali. SCLR supports citizens and communities as they lead their own responses. The approach also helps international actors to deliver on their Grand Bargain and Charter for Change (C4C) commitments to localisation, participation, transparency and cash. Responding to COVID-19, L2GP led an interactive and real time research and exchange of advice with community-led responses to the pandemic. More than 30 updates were exchanged between more than 50 participants from across the world.

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 2020, DCA and its partners maintained a focus on emergency livelihoods and sustainable recovery despite the COVID-19 pandemic and were able to provide more multi-year grants to humanitarian partners to provide an enabling environment to take a longer-term perspective on the humanitarian programming. DCA's cash and voucher programmes continued with some minor adjustments during 2020. The contactless nature of electronic cash transfers showed its strength proved effective in reducing transmission risk as the cash can be distributed by the touch of a button with minimal contact. In 2020 DCA led a Cash Learning Partnership (CaLP) working group on group cash transfers which resulted in the development of internationally recognised guidelines to be used as a component of the SCLR approach or independently where cash transfer to a group of people can help achieve relevant results.

In **Kenya**, emergency assistance is now mainly delivered through multi-purpose cash that, in addition to addressing the immediate basic needs of the target households, also helps stimulate the local economy through cash injection. Most DCA humanitarian interventions have a financial inclusion component, which ensures that target groups, in spite of the crisis they have to contend with, are given a chance to build back better their livelihoods in a sustainable way as early as possible through Village Savings and Loans Association (VSLA), business skills training and market linkages.

In **DRC**, the programme was successful in increasing school attendance in targeted communities through Education in Emergency interventions. The economic supports provided through the training of community champions and providing them with structured mentorship during their outreach work has strengthened community awareness of GBV, including how to access support services.

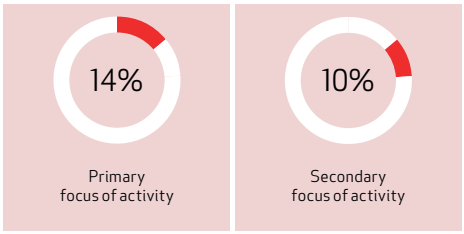
In **Ethiopia**, DCA implemented humanitarian response projects in Gambella, Afar, Waghimra and Bale programme areas. The fresh food e-voucher support in Gambella, for South Sudanese refugees, has improved refugees' access to food, and also stimulated the local economy involving local traders who engaged in fresh food business for the e-voucher. DCA also responded to the drought situation in Waghimra through provision of animal feeds, NFI for water collection, and cash to address the priority need. This intervention has helped animals survive through the drought period, contributing to critical asset protection.

In **CAR**, vulnerable households received an electronic coupon which was being loaded with cash on monthly basis to purchase food. Some households bought food that they were able to process to resell and build up income. At the end of the project, the evaluation showed that about 80% of the households used part of the food to build up a source of income over the medium-term to cope with the economic consequences of the COVID-19 pandemic. Examples include women opening tea places or making bread (mandazi) to generate additional incomes.

In **South Sudan**, the programme continued to use market-strengthening initiatives to minimise any changes in prices that may arise due to the cash that has been introduced. To this effect, the CP worked with traders to facilitate the transportation of goods from neighbouring countries to the local markets, provided small grants to some small-business women, and rehabilitated market stalls and storage facilities. All these interventions were aimed at ensuring that the markets are well supplied with the basic goods, hence ensuring constant supplies and pricing.

05.2.3 Strategic Intervention Area: Community safety and protection

FIGURE 5.2.5 % OF DCA PROJECTS WHICH DESIGNATED COMMUNITY SAFETY AND PROTECTION AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, Community Safety and Protection was a primary or secondary focus for 24% of projects implemented by DCA and its partners, across 17 DCA CPs, see figure 5.2.5. This included 20 humanitarian mine action projects, which typically comprise area clearance and EORE activities. A major achievement for DCA in 2020 was the completion of a multi-country project, funded by the Dutch Ministry of Foreign Affairs between 2016 and 2020, where DCA achieved the release of more than 3.5m m2 of residential and agricultural land contaminated by landmines and Explosive Remnants of War (ERWs) comprising 2,524,967m2 in **Libya**, 378,093m2 in **South Sudan** and 566,773 m2 in **Lebanon**. This land is now primarily used for housing, infrastructure, and agricultural purposes, meaning that 700,000 rights holders are now able to move freely in their communities. Of these, almost 200,000 received EORE and awareness sessions.

Typically, DCA also seeks to ensure a comprehensive approach, which ensures communities affected by physical mine and explosive items-related threats are also provided protection and PSS for victims – and DCA is focusing more efforts on this during the strategic period.

KOI 1.3A.: **Percentage of trained rights holders demonstrating safe behaviour towards the dangers of Explosive Remnants of War/Landmines.**
KOI 1.3B.: **Percentage of rights holders reporting improved safe access to areas previously contaminated by explosive remnants of war.**

TABLE 5.2.6 **RESULT SUMMARY KOI 1.3A:** % OF TRAINED RIGHTS HOLDERS DEMONSTRATING SAFE BEHAVIOUR TOWARDS THE DANGERS OF EXPLOSIVE REMNANTS OF WAR/LANDMINES.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

55% (range: -28 to 99%)	Average % positive demonstrated change in behaviour (Note: calculation does not include 8 projects reporting proxy results)
15	# of project outcome results presented in case study, which were measured in 2020
5	# of country programmes represented by results
Approx. 500,000	Approximate reach of individual men and women in 2020 for presented projects
51%	Average % for presented projects
22 months	Average length of presented projects
DKK 102,886,591	Approved budget for presented projects
27%	% of presented projects implemented by DCA partners
35%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
13%	% of presented projects where, Danish MFA is a major donor

This project self-assessed as:

Better than expected	**10**
As expected	**5**
Not as expected	**0**

Full results are presented in annex 11.3, table 3a and 3b

TABLE 5.2.7 **RESULT SUMMARY KOI 1.3B:** PERCENTAGE OF RIGHTS HOLDERS REPORTING IMPROVED SAFE ACCESS TO AREAS PREVIOUSLY CONTAMINATED BY EXPLOSIVE REMNANTS OF WAR (ERW)
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

66% (range: 2 to 100%)	Average % positive change in perception of access
6	# of project outcome results presented in case study, which were measured in 2020
3	# of country programmes represented by results
Approx. 100,000	Approximate reach of individual men and women in 2020 for presented projects
59%	Average % for presented projects
32 months	Average length of presented projects
DKK 48,310,327	Approved budget for presented projects
17%	% of presented projects implemented by DCA partners
15%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
0%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**1**
As expected	**5**
Not as expected	**0**

Full results are presented in annex 11.3, table 4

This case study presents results measured using KOI 1.3a and b, which are often used by DCA in their humanitarian mine action (HMA) interventions and are based on the results of 16 projects in **Lebanon**, **Libya**, **Mali**, **South Sudan** and **Syria** (1.3a:15/1.3b:6), which have measured one or both of the indicators at outcome level in 2020. Given the volatility of these contexts, the results also include a number of projects in Mali and Syria where similar indicators were measured immediately after mine risk education training, acting as a proxy for anticipated behaviour change. Summary tables of results are provided in tables 5.2.6. and 5.2.7.

Many of the results are related to a multi-country projects implemented by DCA between 2016 and 2020 in **Lebanon**, **Libya**, **Mali** and **South Sudan** CPs. The use of standard measures across countries provides greater opportunities for comparison across diverse operating contexts and has been used as the basis for the findings below.

Through provision of EORE, DCA raises awareness and knowledge and constitutes safe behaviour on the threat and risks posed by Explosive Ordnances (EOs). Through baseline and endline surveys, DCA strives to measure increased knowledge and the perception and action of safe behaviour. The results for all four countries **Lebanon**, **Libya**, **Mali** and **South Sudan** showed an increase in rights holders demonstrating safe behaviour over the four-year period. Lebanon shows the highest average score with 99% of the surveyed people demonstrating increased safe behaviour towards the risks and dangers of ERW/ mines.

One of the assumptions prior to the intervention was that increased knowledge about ERW/mines would lead to safer behaviour towards the risk and dangers of contamination. However, the projects also measured improved knowledge, and this did not perform as well as behaviour, implying other factors contributing to behaviour change alongside EORE. This reflects the problems of measuring change in the complex and volatile contexts where DCA is implementing.

However, the project also recorded positive beneficiary perceptions towards improved livelihoods because of clearance activities. In **Lebanon** the average of direct rights holders reporting improved livelihoods reached 100% across all disaggregated groups. In **South Sudan** the average number reached 95% and in **Libya** 91% of the surveyed direct rights holders reported improved livelihoods. Additionally, the projects also recorded beneficiary perceptions which indicated improved access to services and infrastructure following DCA's clearance activities. The average in **Lebanon** reaches 100% whereas **South Sudan** reports 95% of the surveyed direct rights holders reporting improved access to services and infrastructure.

While the measurement challenges in volatile contexts are noted, it is considered that the multi-country project recorded strong evidence of the contribution of clearance work and EORE to behavioural change, improved access to services, and improved opportunities for livelihoods in the affected areas. These changes are typical of other results reported of similar activities across the DCA portfolio.

STRATEGIC OBJECTIVE: **By 2022, DCA's protection 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 AND PEACEBUILDING".

The Triple Humanitarian Development Peacebuilding Nexus is the foundation for DCA's integrated approach

to life saving operations. Formerly referred to as "Safer Communities", DCA's approach integrates immediate HMA alongside community aspirations for durable peace and longer-term local development wishes.

In **Mali**, the use of improvised explosive devices (IEDs) by a range of armed actors is further a major disruption to civilian life. In response, DCA's HMA activities in 2020 offered to victim assistance and PSS services this included EORE, non-technical survey, and emergency first aid training to communities. DCA's approach links communities with HMA activities to wider programming complementing humanitarian needs with emergency cash and vouchers to address food insecurity and livelihood support. Referral pathways have been set up by DCA partners together with Protection sub–Cluster Mine Action Working Group, enabling protection cases to be guided to appropriate service providers. Income-generating activities and initiatives countering violent extremism target at-risk youth through economic integration activities and vocational training. DCA – NCA developed a joint report on climate change and conflict called Winning the Peace.

Decades of violent conflict left over 3.9 million people forcibly displaced in **South Sudan** (1.7 million IDPs, 2.2 million refugees) in 2020. Out of the country's 11.7 million population over 7.5 million needed critical lifesaving humanitarian assistance. Throughout 2020 South Sudan teetered between a return to war and severe famine. The grave situation during 2020 was further exacerbated by COVID-19 restrictions, reduced humanitarian funding, severe floods, and an uptick in low-intensity intercommunal violence. With contamination of EO still a major concern, DCA's HMA 2020 response included an integrated approach responding to critical protection needs, supporting livelihoods and addressing local drivers of violence. For example, HMA in South Sudan does not stop with only the physical clearance of EO from farmland, homes, schools, and key infrastructure but also handover of cleared land back to communities. This entailed inviting local authorities, if present and willing, to engage with local populations to jointly develop Community Safety plans (CSPs). CSPs establish not only the use of land but also seek to peacefully address local drivers of conflict through resilience projects promoting risk education initiatives, provision of training to communities on conflict management, and micro finance projects. In more settled areas, finance initiatives benefitted from establishment of DCA-supported VSLAs, as well as markets and livelihood support initiatives alongside education projects. Conflict management training was provided to communities to promote dialogue as a means to prevent violent disputes from arising. Inclusive participation between displaced persons and host communities was promoted through social cohesion activities. This is further reinforced with the provision training to frontline DCA staff and partners on gender equality, inclusion, and protection. Over seven DCA projects in South Sudan during 2020 had a mainstreamed gender and protection component. 2020 saw a new EU Emergency Trust Fund for Africa project launched in South Sudan with a focus on women's empowerment and engaging men through accountable practices.

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.**

In 2020, DCA's global advocacy efforts in support of humanitarian programming have been significantly influenced by the COVID-19 pandemic. Key advocacy messages have related to food security, GBV, freedom of movement and assembly, and localisation. The pandemic has demonstrated the unique role and added value of local frontline workers, including CSOs, human rights and women's rights activists, social movements, and LFAs.

As part of a continued strategic focus to promote the localisation agenda, DCA has worked through its existing networks at EU and global levels, including Voluntary Organisations in Cooperation in Emergencies (VOICE), ACT Alliance, International Council of Voluntary Agencies (ICVA), Grand Bargain working groups and C4C, to engage policy makers, UN stakeholders, donors, and EU member states to support policies that harness more complementarity among local, national, regional and international actors responding to the COVID-19 crisis and other types of crises. 2020 saw political commitment to localisation and partnerships with local actors from ECHO leadership leading to a breakthrough in EU Communication on Humanitarian Aid on localisation. The SCLR approach has been a key inroad to engage ECHO leadership assessing the existing possibilities in its own programming and funding modalities to support community and local ownership and more flexible and light due diligence procedures for local actors.

In **Libya**, DCA supported local actors to engage and exchange views through partner platforms and participate in meetings with other relevant stakeholders, such as local authorities to further advance the cause of locally-led responses and address the needs of IDPs by contributing to safe temporary locations, as well as safe and dignified returns.

A prominent feature of DCA's localisation advocacy in 2020 has been to support the role of women and women-led organisations (WLO)/women's-rights organisations (WRO). DCA developed, in collaboration with local partners and international NGOs, a policy paper that gathered a snapshot on the role of WLO/WRO. Furthermore, DCA has been active in providing input to Denmark's' National Action Plan on Women, Peace and Security adding emphasis on strengthening the involvement and participation of WLO/WRO. In 2020, DCA also joined the NGO-group to support the Danish government's role as lead of the Call to Action (CtA) on Protection from GBV to further strengthen understanding of localisation and a focus on women empowerment across the pillars of the CtA. In **South Sudan**, DCA supported partners in the commemoration of the 16 days of activism campaign giving voice to women who suffered GBV during the

COVID-19. A national launch of the campaign was organised by partners in addition to awareness raising sessions, community dialogue, school debates, radio talks and youth dramas on GBV prevention and protection. In **Bangladesh**, **Kenya**, and **Nepal** various advocacy initiatives were conducted by DCA and local faith-based and WLO partners prompted governments and local authorities to support and establish safe spaces and centres for women and girls at risk of violence and provide PSS to victims of sexual GBV.

DCA has also advocated for the recognition of local actors in the humanitarian-development-peace (HDP) nexus debate at EU and global levels, in particular on the role and agency of local actors in strengthening relationships, building capacities for peace and for conflict prevention and management within institutions and the broader society. In collaboration with ACT EU, DCA provided inputs to the Inter-Agency Standing Committee's Issue Paper on peace within the HDP-nexus and organised with EU institutions a global webinar on peace in the nexus.

05.2.6 Conclusion – Save Lives

Overall DCA's work under the Save Lives global goal performed well. All DCA programmes under the three main intervention areas were affected by COVID-19 but DCA staff and partners showed flexibility and agility to adjust activities and approaches as needed.

During 2020, the emergency response was interrupted by the pandemic but continued largely as planned providing life-saving support to the most vulnerable people through self and partner-implementation. Because of the health crisis and lockdowns, the number of vulnerable people grew rapidly and despite increased funding, DCA had to prioritise.

The situation did challenge some emergency livelihoods interventions during lockdowns, especially those in urban settings while interventions in rural setting continued relatively unaffected. CVA continues to be a core intervention type in DCA using a variety of different delivery modalities with the aim of creating improved financial inclusion of vulnerable people.

In 2020, DCA globally provided communities with access to over 2.5 million m2 of land cleared of landmines and EO-related threats, including farmland, schools, dwellings, and clinics. DCA's Triple Humanitarian Development Peacebuilding Nexus approach further supported many communities affected by mine-related threats with immediate cash assistance combined with longer-term PSS, and economic empowerment initiatives.

DCA's humanitarian advocacy contributed overall to improved focus among donors and key stakeholders on community-led action and acknowledgement of the unique role of local civil society actors in responding to crisis.

05.3 Build Resilient Communities

05.3.1 Introduction to global goal

This section outlines an overview of DCA's work in support of the Build Resilient Communities global goal, presented through three intervention areas of work: 'Community-based Disaster Risk Reduction (DRR) and risk management'; 'Sustainable Community Livelihoods and Job Creation', and; 'Community Influence on Decisions for Building Resilient Communities'. Performance in each intervention area is demonstrated through a case study of outcome level results, reported against two KOIs.

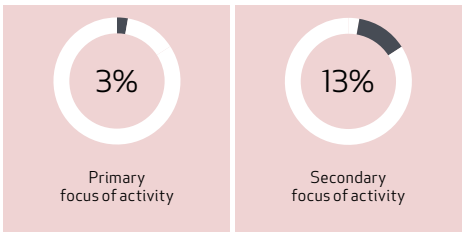
In addition, DCA made incremental progress against four strategic objectives (SOs) for the 2019-2022 period. For the Build Resilient Communities global goal, this includes i) greater attention to community-based programming in fragile contexts; ii) expanding the use of market-based approaches; iii) targeting youth as a primary stakeholder; and iv) an increasing focus on advocacy for responsible business and measures to be taken against the effects of climate change in adherence to the Paris declaration.

In terms of the integration of innovative approaches, six out of 11 projects approved under the DCA Innovation Fund for 2020 fell under the Build Resilient Communities goal, focusing on climate action, sustainable energy and digital information systems. One such example is a project

that pilots the Food and Agriculture Organisation 'Tool for Agroecology Performance Evaluation' in Cambodia and Uganda that promotes sustainability and climate adaptation and with the intention to upscale to all of DCA's agricultural resilience projects in the future.

05.3.2 Strategic Intervention Area: Community-based disaster risk reduction and risk management

FIGURE 5.3.1 % OF DCA PROJECTS WHICH DESIGNATED COMMUNITY-BASED DISASTER RISK REDUCTION AND RISK MANAGEMENT AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, community-based DRR and risk management was a primary or secondary focus for 16% of projects implemented by DCA and its partners, across 13 CPs, see figure 5.3.1.

DCA-supported activities are typically rooted in community action planning approaches to identify and respond to perceived environmental and climate-related hazards. (See KOI case study 2.1)

Increasingly, similar approaches are being adopted to support communities in fragile and conflict settings to address protection- and conflict mitigation-related concerns. During the strategic period, DCA seeks to expand its activities and experience in this area, alongside introduction of conflict-sensitivity-related approaches.

KOI 2.1.: Percentage households and communities demonstrably adopting preparedness measures

TABLE 5.3.2 **RESULT SUMMARY KOI 2.1:** % HOUSEHOLDS AND COMMUNITIES DEMONSTRABLY ADOPTING PREPAREDNESS MEASURES TO PROTECT LIVES AND LIVELIHOOD ASSETS THROUGH IMPLEMENTATION OF DRR
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

13%	Average % positive change in perception of access
4	# of project outcome results presented in case study, which were measured in 2020
3	# of country programmes represented by results
Approx. 50,000	Approximate reach of individual men and women in 2020 for presented projects
61%	Average % for presented projects
17 months	Average length of presented projects
DKK 11,139,016.70	Approved budget for presented projects
100%	% of presented projects implemented by DCA partners
40%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
50%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**2**
As expected	**2**
Not as expected	**0**

Full results are presented in annex 11.3, table 5

This case study presents results measured using KOI 2.1, which is often used by DCA in community-based projects to address DRR and is based on the results of projects in **Nepal**, **Palestine** and **South Sudan**, which measured the indicators at outcome level in 2020. A summary table of results is provided in table 5.3.2. Three key examples are highlighted below to illustrate how DCA facilitates community-based DRR, resulting in uptake of preparedness measures among communities in a range of fragile and vulnerable contexts.

In North Western **Nepal**, DCA and a partner worked with the District Disaster Management Committee and marginalised local communities in Kanchanpur district to adopt DRR measures to protect lives, livelihoods and assets from flooding. The targeted areas are increasingly vulnerable due to riverbank erosion, flooding and resulting silt deposition on agricultural land during the rainy season – and average annual rainfall is likely to increase with climate change. To respond to the risks, 15 community committees were trained on DRR and one local government was supported to establish emergency operation centres. The percentage of surveyed households having taken preparedness measures rose from 70% in 2019 to 78% in 2020, while the percentage of households stating that local government had DRR programmes in place rose from 19% to 30% of respondents.

In **South Sudan**, on top of numerous socio-economic and

political challenges, natural hazards posed significant risks to communities. In 2020, episodes of high rainfall from July to the end of 2020 led to significant flooding in riverine and low-lying areas in parts of Jonglei, Upper Nile, Unity, and Western Equatoria, including areas that were severely affected by the 2019 floods. Flooding displaced at least 150,000 people to higher ground, submerged or destroyed crops and cut off trade routes; in some cases, households were also temporarily cut off from accessing food assistance. To reduce disaster risks for 38,688 people, 55% women, DCA and partners trained DRR Committees to map potential flooding risks at community level and develop community action plans, supported rehabilitation of critical infrastructure, including roads, and provided cash for work to 890 households, who set up community infrastructure to manage flooding risks and protection gaps. As a result of these measures, 60% of surveyed target households reported improved preparedness for natural disaster compared to 33% in 2019.

In **Palestine**, DCA and partners worked with marginalised communities in the Gaza Strip to develop their own response plans and implement community initiatives to better withstand chronic and intermittent shocks and mitigate protection threats – according to their own collective aspirations. Targeting 8,664 people, 48% women, from four communities, the project provided trainings and coaching on organisational development for community protection groups and supported the implementation of eight community initiatives to address humanitarian needs related to COVID-19 based on a community-led needs assessment. The initiatives contributed to build the awareness on COVID-19, enhance preventive measures such as distribution of hygiene kits and improve resilience through maintenance and installation of water and sanitation infrastructure.

Overall, the above examples showcase how the empowerment of communities to make their own decisions and take community-led action, yields significant results in terms of communities taking up and sustaining preparedness measures. The examples illustrate how risk responses cut across natural disaster risk as well as risks arising from complex emergency contexts – and they show how DCA and partners link preparedness and emergency action to long-term resilience building, bridging across the humanitarian-development nexus. Lastly, the example from **Nepal** exemplifies how DCA and partners emphasise involving and strengthening the capacity of local government authorities in order to synergise community DRR efforts with local government policy, planning and budgeting frameworks.

STRATEGIC OBJECTIVE: **By 2022, DCA and its partners facilitate community-led programming which responds to identified risks in fragile and complex emergency contexts.**

In 2020, 16 of DCA's CPs reported on their work to facilitate community-based programming to strengthen communities' own efforts to identify risks and prepare for and respond to a wide range of shocks and stresses. DCA has been a strong advocate of community cash grants approach through the CaLP and Collaborative Cash Delivery Network and emphasises on the importance of communities designing and leading DRR initiatives to ensure community ownership and effectiveness of actions. In **Palestine**, 17 community groups collectively decided on, managed funds and implemented actions to reduce risks from current and expected hazards and addressed humanitarian needs at the community level. The effectiveness of community-led action was evident as COVID-19 hit the communities. Building on already established Protection Groups in the West Bank, the communities were able to respond quickly to COVID-19 by sharing information and addressing food insecurity among vulnerable households.

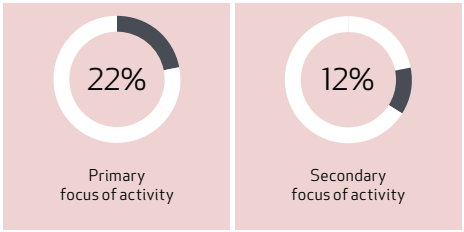
As communities face a wide variety of shocks and stresses, DCA programming considers a broad range of risks. In 2020, several programmes, including **DRC**, **Ethiopia**, **Kenya**, **Uganda** and **Zimbabwe** conducted conflict sensitivity analyses and worked with communities to mitigate conflict and build peace. In Kenya, for instance, community-led interventions proved effective in securing effective natural resource sharing agreements. The peace building and conflict mitigation led by DCA's partner were anchored in local, traditional Kenyan and Ethiopian cross border peace institutions, which made the efforts gain widespread grassroots ownership.

DCA and partners also respond to growing risks from climate change and environmental degradation by strengthening local government and community disaster preparedness and resilience measures, for instance in **Cambodia**, **Malawi** and **Nepal**. In Malawi, DCA and a partner collaborated with local disaster management authorities and communities to do improved settlement and land use planning and take resilience building measures following the devastating cyclone Idai, which hit the area in 2019 and the resulted in floods in January 2020.

Overall, the DCA portfolio demonstrates effective approaches to facilitate community-led programming, which supports communities to better respond to multiple hazards and complex risk dynamics. While projects show clear results in terms of community ownership and leadership in taking preparedness measures, the evidence of the extent to which communities are more resilient to shocks and stresses in the long-term is less documented.

05.3.3 Strategic Intervention Area: Sustainable community livelihoods development and job creation

FIGURE 5.3.3 % OF DCA PROJECTS WHICH DESIGNATED SUSTAINABLE COMMUNITY LIVELIHOODS DEVELOPMENT AND JOB CREATION AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



n 2020, sustainable community livelihoods development and job creation was a primary or secondary focus for 34% of projects implemented by DCA and its partners across 12 CPs, se figure 5.3.3.

DCA and partners have applied a variety of market-based approaches to reach goals of improved livelihoods and increased incomes, depending on the context and whether projects are implemented as part of long-term development interventions or as part of humanitarian assistance. In many cases, these take the form of agricultural support in rural areas (See KOI case study 2.2.), while in urban areas, this may also take the form of job creation schemes through vocational training centres.

Increasingly DCA has adopted comprehensive methodologies, working to address entire production systems through value chain approaches. DCA has also identified youth as a strategic focus, and efforts to increase engagement with young people are outlined in SO7.

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

TABLE 5.3.4 **RESULT SUMMARY KOI 2.2:** % OF TARGETED MEN AND WOMEN WHO HAVE INCREASED HOUSEHOLD INCOME DUE TO LIVELIHOOD IMPROVEMENT ACTIVITY
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

53%	Average % project participants reporting increase in income in 2020
18	# of project outcome results presented in case study, which were measured in 2020
8	# of country programmes represented by results
Approx. 180,000	Approximate reach of individual men and women in 2020 for presented projects
62%	Average % for presented projects
26 months	Average length of presented projects
DKK 124,033,190	Approved budget for presented projects
83%	% of presented projects implemented by DCA partners
26%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
50%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**5**
As expected	**11**
Not as expected	**2**

Full results are presented in annex 11.3, table 6

This case study presents results measured using the above indicator, which are often used in DCA-supported projects focussed on improving livelihoods of households and is based on the results of 18 projects in in **Cambodia**, **Ethiopia**, **Kenya**, **Myanmar**, **Nepal**, **South Sudan**, **Uganda** and **Zimbabwe**, which measured the indicators at outcome level in 2020. The projects were implemented in both stable development settings and Humanitarian-Development Nexus contexts, reaching at least 180,000 individuals, of which more than 60% were women. A summary table of results is provided in table 5.3.4.

Elements of capacity strengthening of both individuals and groups such as farmers' associations and women's groups cut across the economic resilience work, focusing on improvements in productivity, business management, linkages to buyers and service providers and strengthening of producers' organisations. In addition to this, financial inclusion, e.g. in the form of savings groups and links to financial institutions, is a key focus. Supply of farm input and technology also plays an important role.

In **Cambodia**, farmers, many of whom are women, were trained in improved farming methods, the establishment of a business, and management of farmers associations – as well as supported to link to relevant markets. This led to increased yields and incomes as well as better organisation of farmers and thus a better point of departure for negotiating with buyers. Similarly, farmers in **Uganda** were supported to organise and engage in

collective bulking and marketing of agricultural produce, which resulted in better prices for agricultural produce. In Northern **Kenya**, DCA and partners focused on involving producer groups in value chain development. Producer groups in the fishing and agricultural sector were trained in basic business management and in adapting their processing of produce to the needs expressed by buyers/consumers – some within the nearby refugee camps where DCA and partners also intervene with cash and entrepreneurship programmes. Financial inclusion is a key component in the work to Build Resilient Communities. In Kenya, VSLAs support income generation by ensuring access to capital for investing into production.

Across very different contexts, COs report that the main reason for success is the combination of DCA's key intervention areas. In projects where DCA applies a mixture of technical/vocational training; agroecological methods for increased productivity and climate adapted food systems; financial inclusion (i.e. opportunities for savings and loans); capacity strengthening in business planning and management; engagement of all market stakeholders; strengthening of organisational structures and accountability; and learning between rights holders, impressive results are realised and there is greater likelihood that results are sustainable in the long run. Many projects focus particularly on women's economic empowerment.

Another reason for success is that DCA manoeuvres with flexibility between long-term development interventions, Disaster Preparedness and Risk Reduction, and the more immediate responses to humanitarian crises. In cases of natural disasters or conflict leading to internal displacements, quick initiation of cash distribution helps to protect and sustain gains in productivity or asset building from longer-term development activities.

While some countries have experienced country-specific political or economic challenges, the overarching, common challenge in 2020 has been the COVID-19 pandemic. Most projects report that restrictions on movement and gathering of people curtailed the opportunities for training, and seriously reduced opportunities for economic empowerment through marketing of produce and services.

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

There was an increase to 10 CPs reporting on their work on this SO in 2020, compared to eight in 2019. Overall, market-based programming as an approach to building economic resilience of communities is on the rise in the interventions of DCA and partners and cut across both humanitarian and development settings.

In development and nexus settings, DCA and partners promote entrepreneurship and support smallholder producers in the role as suppliers into value chains. In humanitarian settings, DCA uses CVA to stimulate market demand and rebuild rights holders' agency in their role as consumers. Labour market assessments and value chain analyses are used to identify potential employment and income opportunities, particularly for youth and women, and guide the design of interventions.

A cross-cutting principle to DCA and partners' value chain and market interventions, is to stimulate long-term systemic change, using market incentives and multi-stakeholder dialogue to drive market inclusion and stimulate employment opportunities for rights holders. Whether intervening 'up-stream', among rural smallholder producers, 'mid-stream' among traders, or 'down-stream' among refugee or urban consumer populations, DCA strives to avoid distorting markets with handouts or creation of aid-driven structures. Instead, DCA insists on establishing win-win relationships and market-linkages which ensure a fair and profitable share to rights holders. More on how DCA works with the private sector is outlined in section 7.4.

In **Ethiopia**, DCA supported local fishermen in Gambella to market their catches to the huge number of South Sudanese refugees as one strategy to engage different stakeholders and strengthen market links. At the same time, via e-voucher interventions and local vendors, DCA supported the demand for local fresh fish. In **Myanmar**, DCA via partners implemented market-based projects which contributed to establish market linkages and build economic resilience in hard-to-reach communities. Through this approach, the projects also sought to facilitate increased social cohesion across ethnic and religious groups.

A survey in June 2020 on DCA value chain and market interventions highlighted key learnings and good practices, including the importance of supporting strong farmers' associations for their inclusion into relevant value chains and the role of DCA and partners as facilitators of linkages between farmers and other market actors such as buyers and providers of input and finance. Advocating for access to land and services and promotion of responsible business conduct are other key aspects of DCA's market-based programming work.

The survey showed that rural-urban linkages are increasingly a focus in market-based interventions. In **Zimbabwe**, where DCA has expanded its scope of work to vulnerable groups in urban settings, a systems approach is taken – working across entire value chains, from rural producers, over traders to urban consumers.

Another trend in DCA and partners' market-based interventions is the increased integration of digital solutions, e.g., for promoting formal financial inclusion of rights holders who are part of VSLA and for boosting climate resilience of smallholder producers, as in the case of the 'Agri-tech' private sector partnership in **Kenya** which started out in 2020.

The COVID-19 pandemic severely affected the economic

situation of vulnerable populations and DCA's market-based operations. It led to a recognition of the fragility of global value chains and the need for DCA and partners to focus on national, if not local, markets which are less at-risk in times of global crisis. At the same time, a focus on local markets supports DCA's wish to integrate localisation and environment and climate considerations in the work to build economic resilience.

STRATEGIC OBJECTIVE: **By 2022, DCA's established programmes implement projects which aim to empower youth as a primary stakeholder.**

In 2020, 11 of DCA's CPs reported on their work related to this SO. This represents a steady increase from seven CPs in 2018 to 10 CPs reporting on this indicator in 2019, demonstrating a positive and satisfactory development towards focus on youth as a target group. Meaningful and sustainable community development requires the involvement of youth and women, and DCA and partner's interventions largely give priority to youth and women, e.g., in value chain projects and specific outcome targets are set to further youth and women participation.

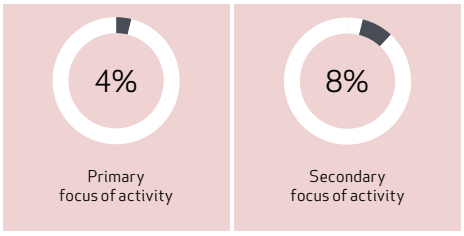
In **Kenya**, youth empowerment remains the centrepiece of DCA and Lutheran World Federation programming, targeting youth in refugee and the host communities. The projects focus on business/entrepreneurship skills training using a blended learning approach that has proved even more valuable under COVID-19 where physical learning was replaced and complemented by online learning. Talent development is also a key component, engaging youth through popular and participatory approaches like the Kakuma's Got Talent show, Kakuma Premier League and the Divas League. The finalists are mentored to convert their talents into livelihoods which makes the talent development a rewarding experience and incredibly attractive to the youths. Access to finance remains the biggest bottleneck to youth actualising their business plans and DCA, in consultations with other actors, is in the process of setting up a Youth Enterprise Fund to avail the much-needed capital to set up businesses run by youth.

In **Mali**, DCA entered a partnership with the youth-focused organisation Youth Association for Active Citizenship and Democracy for an innovation project targeting young men and women in the Mopti region. The objective of this project was to foster and encourage youth engagement and active citizenship and participation in local decision-making processes, as well as conflict prevention and peacebuilding initiatives. This was combined with a livelihoods component by strengthening the active participation and position of youth in their local communities through income generating activities. The youth applied their leadership skills by conducting advocacy with local authorities, parents, council members and community members on the specific needs of youth. This included advocacy on access to schooling, better sanitation and hygiene, and the need to address the lack of payment of taxes and high levels of corruption and fund embezzlement.

In **Palestine**, youth were engaged in establishing two innovative media platforms. One platform is a media lab with real-time responses on daily life challenges for the youth in East Jerusalem. The second platform is an English-language radio station broadcasting news, debates and dialogue programs. These platforms form an opportunity for youth to report breaches of human rights and international human rights law (IHRL) and they have empowered young female activists to transfer knowledge and raise awareness on women's rights in their surrounding communities. In the villages surrounding Bethlehem, 228 women were engaged in awareness sessions on how to handle GBV and early marriage and informed of rights related to divorce and domestic violence. 30 women approached a DCA partner for consultations after training and 86 women reached out for consultations through social media.

05.3.4 Strategic Intervention Area: Communities influence decisions for building resilient communities

FIGURE 5.3.5 % OF DCA PROJECTS WHICH DESIGNATED COMMUNITIES INFLUENCE DECISIONS FOR BUILDING RESILIENT COMMUNITIES AS A PRIMARY OF SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



The transformation of social structures contributing to vulnerabilities is best addressed by marginalised communities themselves. Under this intervention area, DCA seeks to empower communities to influence decisions on allocation and use of productive resources from the community through to national level to create an enabling environment for resilience building. Activities in this intervention area features as primary or secondary components of 12% of DCA's portfolio across 14 CPs, see figure 5.3.5.

During the current strategic period, DCA is especially focused on initiatives to promote responsible business conduct and climate action to support community resilience. Examples from 2020 include advocacy for resource allocation to DRR and resilience building from government budgets, working with local governments on increased community involvement in governance of natural resources, and dialogue with multiple stakeholders on responsible business conduct. Several interventions on community-led DRR and risk management, sustainable livelihoods, and empowerment of youth and women stakeholders have also emphasised the importance of communities engaging with decision-makers in local government, in businesses and at the community level to ensure that the voices of various groups are heard and that their priorities for resilience are addressed.

STRATEGIC OBJECTIVE: **By 2022, DCA's advocacy activities at global and national levels promote responsible business and climate change.**

Global climate change advocacy shifted the focus towards national and EU levels as global climate negotiation processes were postponed due to COVID-19. However, interaction with several governmental parties to the international negotiations continued to maintain good relations.

DCA contributed to four thematic reports – on the links between climate change and conflicts, the importance of climate friendly and resilient agriculture, and climate finance – which all generated both political and public debate in several countries. DCA contributed to develop climate mainstreaming guidance and delivered input on climate action to the new Danish development policy together with the Danish NGO community. In addition, DCA is collaborating with the UN Food and Agriculture Organisation to build evidence on the effects of adopting agroecological practices for climate resilience. The findings will guide DCA programming on agroecology as an adaptation strategy, as well as provide evidence for global and national-level advocacy.

In **Denmark**, DCA strengthened the link between the work of the international programmes on climate resilient food systems and the work in Denmark to reduce food waste and promote more climate-friendly consumption. The development impact of DCA's international work is now increasingly showcased to WeFood and second-hand shop customers, demonstrating how the proceeds from the Danish activities make a difference to communities at risk globally. In 2020, a new climate agreement initiative offered companies and individuals a carbon offset model, which allows for balancing out emissions while delivering concrete resilience benefits to communities through community-managed forests. The model has been developed in close collaboration with Tropical Farmer Connect (TROFACO) and University of Copenhagen.

DCA partners in **Kenya**, **Nepal**, **Uganda** and **Zimbabwe** were also engaged in advocacy on climate action and climate justice. In Nepal, partners engaged in dialogue with the government about the development of a revised national climate plan. In Kenya, DCA and partners engaged local governments on increased community engagement in governance of natural resources and climate action and in Uganda and Zimbabwe the ACT forums continued to engage in political dialogue about national climate policies. The ACT Uganda Forum worked with religious leaders to influence duty bearers to strengthen the structures that address climate change and to increase national-level funding to the relevant sectors. ACT also influenced the Parliament of Uganda to debate and pass the Climate Change Bill in 2020.

Working with Responsible Business Conduct (RBC) principles and practices is a key element in all of DCA's international private sector engagements. This constitutes the objective of developing best practices examples on how to strengthen a human rights-based approach (HRBA) to private sector development. Through the three Danida Market Development Partnership Programme (DMDP) projects in **Uganda**, **Ethiopia** and **Kenya**, DCA has successfully demonstrated the added value of ensuring an integrated approach to RBC, which has effectively influenced the Partnering for Green Growth and the Global Goals 2030 (P4G) facility to also include these expectations as key provisions and outcome expectations. The best practice examples are also utilised in key dialogue with policy makers, multi-stakeholder networks and cross-sector alliances, calling for continuous opportunities to strengthen sustainable development strategies by enabling RBC as a key driver.

In Uganda, DCA supported a partner to engage both state and non-state actors in RBC including supporting frontline HRDs in defence of their land rights. During the year, Resource Rights Africa documented cases of human rights violations (HRVs) for advocacy and engagement with the state.

Example of how DCA's work has influenced change

In **Palestine**, youth – and especially young women in urban areas – have very few livelihood opportunities and often face limitations and discrimination due to their gender. One DCA project addressing these challenges increased urban resilience by facilitating economic empowerment of 40 young women, who stand out as role models for increased gender equality. Through the project, they were empowered with technical and freelance skills relevant for local and global markets. This led to increased access to new job opportunities and income in the information and communications technology sector, not usually a sector for women in Palestine. The targeted young females were able to secure income, particularly through freelancing and social media platforms, and the total income of the target group was USD 18,762 during the project period. 36% of this amount was gained through social media platforms, 27% through local contracting and public relations, while 37% was gained through four freelancing platforms. Moreover, eight of the women established and maintained long-term contracts with international private companies, two maintained local short-term contracts with private tech companies in Gaza and another six entered short-term freelance contracts. The project provided safe workspaces for young women and contributed to shift mindsets of private sector employers to realise that young women graduates can stand out compared to their male peers.

05.3.5 Conclusion – Build Resilient Communities

In conclusion, the resilience work of DCA and partners is relevant to needs in the country contexts and project locations and delivers tangible results in terms of community-based DRR, economic empowerment through market-based solutions and communities taking action to influence decision makers to support resilience building. While most resilience projects are multi-dimensional in nature and cut across social, economic, and environmental dimensions, economic resilience building features most strongly in the reporting.

Under the SO on economic resilience building, the effects of market-based approaches and financial inclusion are well documented in terms of increased incomes and strengthened capacity of individual rights holders and producer groups to engage in value chains and access markets. Additionally, this contributes to asset building to create a buffer towards shocks and disasters. An internal review pointed out the increased focus on environmental resilience building and climate change action – particularly promoting the transition to agroecological systems for good environmental practice and sustainable inputs to value chains; a transition that contributes to a range of environmental, social, and economic resilience factors. Moreover, one innovation project spearheaded the introduction of the FAO TAPE tool for systematic monitoring and reporting on the transition to agroecology to be expanded over the next strategic period. DCA also implemented a cross-unit project developing methods for CO_2 compensation via tree planting in Uganda and climate resilient agriculture for building up biomass for carbon sequestration in the long-term. The financial inclusion and transition to agroecology promoted by DCA and partners have paved the way for strengthened social cohesion to facilitate community influence from local to national level, thus creating an enabling environment for resilience building. The results reported under the SO on community-based approaches to reducing risks, show how community-led action yields significant results in terms of communities taking up and sustaining preparedness measures. Lastly, at the global level, DCA's work to promote responsible business and climate action has generated public and political debate on topics including climate mainstreaming in Danish development aid, the relationship between climate change and conflict and best practices on HRBA in private sector development.

05.4 Fight Extreme Inequality

05.4.1 Introduction to global goal

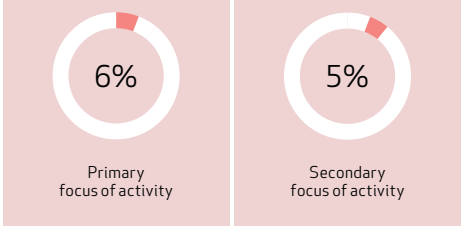
This section outlines an overview of DCA's work in support of the Fight Extreme Inequality global goal, presented through four intervention areas of work: space for civil society and protection of HRDs; inclusive participation in decision-making; equitable distribution of resources through inclusive and accountable institutions; and combatting discrimination and promoting rights of excluded groups. Performance in each intervention area is demonstrated through a case study of outcome level results, reported against three KOIs.

In addition, we have presented incremental progress against five SOs for the 2019-2022 period. For the most part, these are prioritised areas of work, identified for attention and growth in the DCA portfolio during the strategic period. For the Fight Extreme Inequality global goal, this includes i) testing new modalities to support HRDs; ii) greater attention to inclusion of youth, iii) increased focus on advocating for accountability of public institutions and iv) reducing discrimination of vulnerable and marginalised; and v) greater efforts to include a wider range of Danish and international actors on advocacy issues.

COVID-19 is generally agreed to have exposed and deepened already existing inequalities and caused a serious drawing back with regards to SDGs 5: Gender Equality and SDG 10: Reduced Inequality. In addition to its country-based work, DCA has documented and presented this in at the Danish MFA Contact Forum in May, at the launch webinar of International Partnerships on Religion and Sustainable Development (PaRD) COVID-19 response in April, and the USAID Evidence Summit on Strategic Religious Engagement in October – based on DCA programme experience as for instance documented in the DCA Learning Report: "DCA and partners' experiences working in the COVID-19 response". Main points have been the need to reinforce Agenda 2030 and the global human rights-based framework, interventions aimed at fighting extreme inequality, particular attention to effects for women and girls, and the evidenced potential of strategic engagement with LFAs in the global response.

05.4.2 Strategic Intervention Area: Space for civil society and protection of human rights defenders

FIGURE 5.4.1 % OF DCA PROJECTS WHICH DESIGNATED SPACE FOR CIVIL SOCIETY AND PROTECTION OF HUMAN RIGHTS DEFENDERS AS A PRIMARY OF SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, DCA's work to promote space for civil society and protection of HRDs was a primary or secondary focus for 11% of projects implemented by DCA and its partners across nine CPs, see figure 5.4.1. The interventions often involve ensuring HRVs are documented and reported at national and international levels (See KOI 3.1) and working to support and empower HRDs and marginalised groups and individuals. In many contexts where DCA works, risks for human rights workers are increasing and during the strategic period, DCA has prioritised developing new and innovative ways to support HRDs (See SO on support to HRDs and testing of new modalities in fragile areas)

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)

TABLE 5.4.2 **RESULT SUMMARY KOI 3.1:** NO. OF REPORTED CASES BY VICTIMS OF HUMAN RIGHTS VIOLATIONS RELATING TO BUSINESS AND STATE ACTIONS (DISAGGREGATED BY GENDER, VULNERABILITY AND TYPE OF VIOLATION)
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

10,460	# of human rights violations reported in 2020 in connection with 12 DCA-supported projects
12	# of project outcome results presented in case study, which were measured in 2020
7	# of country programmes represented by results
Approx. 100,000	Approximate reach of individual men and women in 2020 for presented projects
51%	Average % for presented projects
22 months	Average length of presented projects
DKK 19,794,854	Approved budget for presented projects
92%	% of presented projects implemented by DCA partners
63%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
100%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**5**
As expected	**6**
Not as expected	**1**

Full results are presented in annex 11.3, table 7

This case study presents results measured using KOI 3.1, which is often used in DCA-supported projects, where the focus is on encouraging and promoting the reporting of HRVs through national or international mechanisms. This is viewed as an effective way of protecting civic space and is often done by supporting rights holders to claim their rights and ensure that duty bearers are held accountable. The results are drawing on 12 projects active in **Malawi**, **Nepal**, **Palestine**, **Uganda** and **Zimbabwe**, which measured these outcomes during 2020. A summary table of results is provided in table 5.4.2.

In DCA's work, different approaches are deployed to strengthen rights holders and legal frameworks to which duty bearers can be held accountable. In **Uganda** and **Zimbabwe**, a cross-cutting approach is adopted, where faith-based actors are involved in the set-up of official reporting mechanisms connected to state structures. In Uganda, GBV cases were received through faith structures, and by applying faith-inspired tools combined with the human rights frameworks. This led to faith leaders mediating in 176 cases of domestic violence and contributing to referral of 216 cases to other GBV service providers. The success of working with faith-inspired tools and referring to human rights frameworks in mediating GBV cases in Uganda demonstrates the added value of working with cross-cutting commitments in DCA. In **Malawi** and Uganda referrals are also made to the relevant state structures, such as the police or other service providers. In both countries, a rise in violations was observed during strict lock down measures. In Zimbabwe, the cases are also referred to the corresponding human rights mechanisms, such as the Zimbabwe Human Rights Commission and the National Peace and Reconciliation Commission.

A focus on gender equality through DCA's HRBA is also demonstrated through work in **Nepal**, where DCA and a partner worked to combat discrimination especially against Dalit women by encouraging more reporting to the local government. In this case, women's groups are established and capacitated on policy advocacy as well as made aware of the opportunities available for reporting HRVs. A DCA partner established a digital HRV System for reporting, documentation and dissemination, through which 5,543 HRV cases were documented in 2020. Almost half of the cases were GBV and 26% were children's rights violations. The project led to women's groups campaigning against specific HRVs and consequently rights holders collaborating with local duty bearers such as the police to combine their efforts against child marriage.

In **Palestine**, the focus lies on identifying, verifying, and reporting violations of International Human Rights Law (IHRL) and International Humanitarian Law (IHL). During the reporting period, a DCA partner documented

8751 HRVs, including violations of access to education, displacement incidents and violence incidents. One of the aims was to inform the public discourse and use the documentation of cases as an advocacy tool to influence policy makers and substantiate the demand for an end to the occupation. The DCA partner who documented the HRVs is internationally respected as a primary source for information feeding into media coverage on the occupation. The programming led to the significant result of contributing to a UN resolution being passed on the issue of implementing the recommendations from Independent Investigation Committees on protests in the occupied Palestinian territories and the 2014 aggressions towards Gaza. Further, the reporting under this programming regularly influences discussions in the Security Council on Palestine.

STRATEGIC OBJECTIVE: **By 2022, DCA supports HRDs across country programmes, and has developed and tested new modalities for operating in more restrictive environments.**

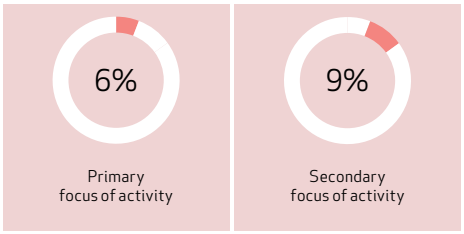
Research done by Freedom House shows that the COVID-19 pandemic is worsening the 14 years of uninterrupted decline in freedom; the condition of democracy and human rights grew worse in 80 countries since the pandemic began. DCA countries reported a further shrinking civic and political space due to COVID-19 mitigation measures, restricting freedom of assembly and freedoms of speech disproportionately. Similarly, The Global State of Democracy Initiative reports severe COVID-19 restrictions to Freedom of Religion and Belief (FoRB). The rule of law 2020 index list based on fundamental human rights shows that DCA supported civic space and HRDs in some of the most repressive countries in the world with **Myanmar** in the bottom together with **Bangladesh**, **Cambodia**, **Uganda**, **Zambia** and **Zimbabwe**. Globally, nine DCA country offices and 11% of DCA projects are providing direct support to HRDs at risk.

In the CPs, DCA has developed and sustained several modalities for operating in restrictive environments. DCA has trained and supported individuals and networks of HRDs in understanding their human rights and documenting violations in **Bangladesh**, **Nepal** and **Palestine**. In **Cambodia**, DCA has provided digital security training for HRDs and in **Myanmar** DCA has initiated a partnership with an organisation with high expertise on digital security. Also in Myanmar, DCA has mobilised inter-religious FoRB protection against hate-speech accusing religious minorities of causing spread of COVID-19 virus. DCA has provided physical security training in Cambodia, Malawi and Nepal and provided medical and emergency support to partners in Cambodia and to HRV survivors in Nepal. DCA has provided legal aid to partners in Palestine, Cambodia and **Uganda** and provided small grants to support human rights organisations, and individual HRDs in both countries. In Cambodia, Palestine and Nepal, DCA has supported organisational development, supporting legal compliance and organisational risk assessment. As examples of results from DCA's increasing access to legal justice work and public interest litigation, partners in **Zimbabwe** took Harare City Council to court challenging the failure by the council to provide water. The court ordered the City Council to provide clean water daily. In Nepal, three human rights help desks have been established in Sudurpashchim, Karnali and Lumbini Province. To contribute to long-term structural change, DCA has supported partners in addressing restrictive NGO laws and developing HRD protection laws in Nepal, **Malawi** and initiated discussions in Uganda.

DCA HQ administers an emergency fund to ensure rapid response to HRDs at urgent risk, ensuring that partners and other HRDs in intervention countries obtain support when needed. The fund has in 2020 supported legal aid to HRDs under attack in **Palestine** and **Uganda** and provided PSS and livelihood support to women HRDs and torture survivors in **Zimbabwe**. DCA has also supported the process of establishing the Claim Your Space Rapid Response Fund at Globalt Fokus and been engaged in the working group on shrinking civic space and provided input for various advocacy efforts promoted by Globalt Fokus.

05.4.3 Strategic Intervention Area: Inclusive participation in decision-making

FIGURE 5.4.3 % OF DCA PROJECTS WHICH DESIGNATED INCLUSIVE PARTICIPATING IN DECISION-MAKING AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



DCA's work to promote inclusive participation and decision-making partners seeks to promote engagement of youth and women in local decision-making processes through empowerment, capacity strengthening and representation in local governance structures. This seeks to promote citizen participation and inclusion in decision-making. In 2020, these programming strategies were a primary or secondary focus for 15% of projects implemented by DCA and its partners across 10 CPs, see figure 5.4.3. Although DCA continues to work with a range of marginalised and disempowered groups, young men and women have been identified as a strategic priority for the 2019-2022, recognising the importance of this rapidly growing segment of the population.

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

TABLE 5.4.4 **RESULT SUMMARY KOI 3.2:** NO. OF INDIVIDUALS FROM MARGINALIZED GROUPS WHO PARTICIPATE IN POLITICAL DECISION-MAKING PROCESSES (DISAGGREGATED BY GENDER AND VULNERABILITY)
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

Approx. 9,000	# of individuals with improved confidence or participation in political decision-making through 8 DCA-supported projects.
8	# of project outcome results presented in case study, which were measured in 2020
4	# of country programmes represented by results
Approx. 77,500	Approximate reach of individual men and women in 2020 for presented projects
69%	Average % for presented projects
29 months	Average length of presented projects
DKK 21,519,147	Approved budget for presented projects
100%	% of presented projects implemented by DCA partners
47%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
100%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:

Better than expected	**4**
As expected	**4**
Not as expected	**0**

Full results are presented in annex 11.3, table 8

This case study presents results measured using KOI3.2, which is often used in DCA-supported projects, where the focus is on developing the capacities and opportunities of marginalised individuals and groups by increasing their knowledge, confidence, networking opportunities and recognition. This leads to marginalised citizens taking on decision-making roles; actively and effectively participating in political decision-making processes; demanding quality social services; and influencing public policy – all of which contribute to increased responsiveness from duty bearers. In several projects, DCA has combined political and civil empowerment and leadership training for marginalised groups with economic empowerment approaches, which has enhanced the success of the work.

The case study is based on the results from 11 projects in **Malawi**, **Nepal**, **Uganda** and **Cambodia**, all of which were implemented through DCA partners and reached over 110,000 people, of which a majority were women. A summary table of results is provided in table 5.4.4.

In **Cambodia**, DCA's partner trained women, Women Human Rights Defenders (WHRDs), and Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) individuals in advocacy and human rights. 89% of the target group reported increased confidence to claim their rights, and 91% of targeted WHRDs and LGBTQ+ activists report that they implement digital security and/or enhanced advocacy strategies because of the project.

DCA in **Malawi** trained 213 young members of Area Development Committees (ADCs) and Village Development Committees (VDCs). This was combined with empowering young men and women economically through the membership of VSLA groups. A major impact of the projects in Malawi in 2020 was the inclusion of two youth (one male and one female) into the membership of Nsanje Full Council, the highest decision-making body for this district. In 2020, youth representatives in the governance structures have contributed significantly to enhance accountability and improve service delivery in Nsanje District, for instance mitigating mismanagement of funds and increasing budgeting for the construction of a clinic, a bridge, and a school block.

In **Uganda**, 220 community members, men and women, were trained in citizens' rights and responsibilities and monitoring government projects within their communities. With the acquired knowledge, the community members were able to highlight service delivery challenges in health centres and education institutions, including limited maternity services and low staffing, and poor community infrastructure such as roads. 125 women political candidates were trained to strengthen their competence in running successful political campaigns in preparation for the 2021 elections. Women candidates who were trained in Abim and Katakwi districts participated in political party primaries which is a key step to secure party membership and leadership.

Also at community level, the projects in **Malawi** strengthened the inclusion of women in leadership positions and decision-making in community structures. DCA mobilised communities and facilitated the inclusion of women in ADCs and VDCs and trained women as paralegals, and their capacities were built in leadership, advocacy, case management, court procedures and handling of cases of HRVs. This led to the election of 133 women into various development committees at community level, of which at least two were executive.

In **Nepal**, DCA has strengthened inclusive decision-making at the community level, with a focus on Dalit women. DCA has trained 29 women's groups with 365 members and six Dalit Networks with 159 members on gender equality and social inclusion; caste-based discrimination and untouchability issues; and policy, advocacy, and leadership development. As a result, 159 women have been elected to leadership positions at community level, of which 23 have been elected to high level leadership positions. DCA's partners in Nepal have also facilitated vital registration for marginalised individuals, including 149 citizenship certificates, 199 birth certificates and 58 marriage registrations. This enabled women and marginalised people to enrol in social security schemes to receive nutrition support, livelihood support, social security allowance, scholarships and security allowance – all services that were otherwise not available to them.

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.**

Under DCA's global goal to Fight Extreme Inequality, the CPs aim at including youth in decision-making processes to increase their livelihoods. The approaches to that can look very different and while some projects target youth specifically with their economic empowerment projects or they aim at setting up groups and networks for youth that are capacitated to advocate for their own priority issues, other CPs include youth as rights holders in their general programme activities.

The economic empowerment initiatives have different priority activities. In **Cambodia**, youth are targeted with vocational and life skills trainings, and they are then supported in getting access to jobs. In **Ethiopia's** CP, the youth are supported in establishing their own businesses after having completed the trainings. Through these projects, there has been a great impact on youth as well as families in reducing poverty and illegal migration. In **Palestine**, the vocational training initiatives in the West Bank and Gaza, contributed to significant change in the socio-economic status of the graduates in terms of livelihood enhancement and social change through increased participation in the community activities and achieving independence. Other projects focus on creating sustainable income generating activities, such as in East Jerusalem, where the establishment of alternative community tourism has increased youth employment in a range of professions.

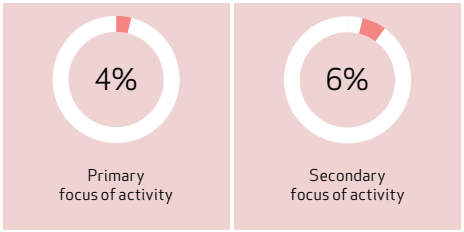
Another focus area of DCA's CPs is training in entrepreneurship. In **CAR** for example, 15 youth groups were trained on how to set up an income generating activity and become self-reliant. Based on the business proposals that they developed under the scope of the project, six groups were awarded start-up capital and received further support and monitoring. In this context, it was observed that participating youth reduced their engagement in violent activities and instead focused on gaining an income and sustaining their families.

In the CPs of **Kenya** and **Mali**, the programme activities engaged youth as active agents of change. In Kenya, close dialogue in the Youth Peace Parliament has strengthened the voice of youth from refugee and host communities and they are now influencing decisions by local leaders and CSOs. Similarly, in Mali, the Youth Act for Peace project aims at fostering and encouraging youth's engagement and active citizenship and participation in local decision-making processes, as well as in conflict prevention and peacebuilding initiatives.

In **Myanmar**, a significant aspect of the programming is to increase networking of the established youth groups and connect them to national and international youth organisations for increased advocacy on relevant topics. In **Malawi**, as rights holders, the youth engage with the ministries as duty bearers, and long-term partners of DCA have gained credibility as youth groups who are being heard in discussions at the national policy level. The projects in Malawi ultimately aim at supporting youth leadership and participation in politics by including young women in party structures.

05.4.4 Strategic Intervention Area: Equitable distribution of resources through inclusive and accountable institutions

FIGURE 5.4.5 % OF DCA PROJECTS WHICH DESIGNATED EQUITABLE DISTRIBUTION OF RESOURCES THROUGH INCLUSIVE AND ACCOUNTABLE INSTITUTIONS AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, DCA's work to promote equitable distribution of resources through inclusive and accountable institutions was a primary or secondary focus for 10% of projects implemented by DCA and its partners across nine CPs, see figure 5.4.5. In this area of work, DCA and its partners seek to ensure that national and local authorities better respond to the needs of rights holders through a range of activities to promote engagement and monitoring by communities of resource-related decisions and allocation. During the 2019-2022 strategic period, DCA has prioritised this area of work, reflecting the importance of good governance and the importance of engaging duty bearers as part of an HRBA.

KOI 3.3: KOI 3.3: No. and type of key changes observed in duty bearers which have demonstrable links to DCA-supported citizenship empowerment activities.

TABLE 5.4.6 **RESULT SUMMARY KOI 3.3:** NO. AND TYPE OF KEY CHANGES OBSERVED IN DUTY BEARERS WHICH HAVE DEMONSTRABLE LINKS TO DCA-SUPPORTED CITIZENSHIP EMPOWERMENT ACTIVITIES
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS

219 instances including 45 significant changes	# of instances of improved dutybearer practice (including 'significant 'policy or budget changes) in favour of rightsholders
11	# of project outcome results presented in case study, which were measured in 2020
5	# of country programmes represented by results
Approx. 160,000	Approximate reach of individual men and women in 2020 for presented projects
59%	Average % for presented projects
26 months	Average length of presented projects
DKK 16,509,048	Approved budget for presented projects
100%	% of presented projects implemented by DCA partners
65%	% of active projects with primary focus on rapid humanitarian response and emergency livelihoods presented in case study
82%	% of presented projects, where Danish MFA is a major donor

This project self-assessed as:	
Better than expected	**4**
As expected	**7**
Not as expected	**0**

Full results are presented in annex 11.3, table 9

This case study presents results measured using KOI 3.3, which is used to capture longer-term changes resulting from advocacy and citizenship empowerment work of DCA and its partners. The case study is based on the results from 11 projects in **Cambodia**, **Kenya**, **Malawi**, **Uganda** and **Zimbabwe**, all of which were implemented through DCA's partners and benefitted 160,000 people, of whom the majority were women. Overall, the results demonstrate that DCA's work to empower citizens and duty bearers contributed to 219 changes and improvements in duty bearer policy and practice during 2020 in the areas of improved transparency, service delivery, and prioritisation of citizen's needs. Of these, 45 were significant changes involving allocation of resources or policy change – and likely to lead to sustained improvements in the lives of rights holders, while the remainder can be described as single instances of improved responsiveness by duty bearer actors – and are indications of more emergent accountable governance.

The general structure of programming in the presented projects include capacity strengthening of community leaders, creation of platforms or fora where communities engage in dialogue on their priorities, development of village development/investment plans, followed by more responsiveness of duty bearers, being held accountable by trained rights holders. A summary table of results is provided in table 5.4.5, and the results are further elaborated through examples from three country programmes outlined below.

Communities in **Cambodia**, especially youth and women, were trained and consequently successfully advocated for their priority issues. They demanded accountability and responsiveness of duty bearers, which led to changes, especially around land tenure security. In Koh Kong, the provincial administration publicly announced an offer of 585 land titles to impacted communities by sugarcane planting, which was a highly public and intensely debated case of land grabbing.

Similarly, in **Malawi** the focus was on engaging youth and women. The communities were made aware of the "service charters" and community scorecards to hold duty bearers accountable. This led to improvement in service delivery on such issues as potable water, building and maintenance of health and education infrastructure, and bridges. The engagement/interface meetings between duty bearers and rights holders helped the duty bearers to always make references to village action plans when initiating new development projects to see if they are on the people's priority needs. The engagement has led to permanent platforms during which rights holders engage with duty bearers on social service delivery and rate the performance of delivery of social services.

In **Zimbabwe** and **Uganda** projects have worked to hold duty bearers accountable by organising and empowering the local residents' associations to engage with the local government through dialogue. In Zimbabwe, this dialogue and engagement resulted in the adaptation of a more inclusive and transparent budgeting. The project has led to increased engagement with citizens on service delivery issues by Local Authorities including requesting citizens' input and holding service delivery meetings with Resident Associations and citizens. Changes were observed in approaches to revenue collection in three Local Authorities (Harare, Mutare and Masvingo). For example, in a bid to improve revenue collection, Masvingo City Council introduced payment of debts in instalments,

whilst Mutare City Council now has a ward retention fund. A major achievement for the advocacy of DCA and its partners was to influence the new National Agriculture Policy Framework of **Zimbabwe**, where the project has influenced stakeholder acceptance of agro-ecological production as a sustainable practice for addressing climate change and environmental degradation.

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.**

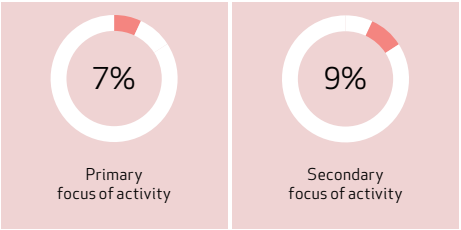
In 2020, DCA supported and mobilised civil society, local communities and partners working to strengthen public institutional accountability in **Cambodia**, **DR Congo**, **Ethiopia**, **Malawi**, **Nepal**, **Zambia** and **Uganda**. DCA seeks to ensure an equitable distribution of resources by promoting transparency and inclusiveness in state institutions at local and national level. These efforts assume that an increase in access to accountable service delivery, equitable resource distribution and prudent resource utilisation ultimately contributes to reducing poverty and enhancing access to social justice.

To facilitate the process of ensuring inclusive and accountable institutions that distribute resources in an equitable manner, DCA CPs focus on engaging local and national duty bearers in dialogue, feedback and platform meetings with the intention to constructively raise concerns and discuss concrete challenges and solutions. This is the case with DCA participation in the Government–NGO Forum in **Ethiopia** and when providing inputs to the **Cambodian** SDG Reporting and the National Strategic Development Plan. In **Nepal**, DCA supported local government offices in developing complaint handling systems that cater the need of the most vulnerable. As a result, 606 complaints were filed by vulnerable groups demanding relief support during COVID-19. To improve local governance further, a mobile-based application called SMART Palika App was promoted in selected municipalities in Western Nepal, promoting direct access for citizens.

Another methodology to support more inclusive and accountable institutions is monitoring and challenging national and local authorities, also at court. In **Cambodia**, DCA partners have succeeded in pushing 111 public institutions at national and sub-national level to disclose public information on critical issues for greater transparency. In **Zambia** and **Malawi**, DCA partners have followed up on expenditures and allocation of development resources and delivery of quality social services at district and national levels. Through these investigations in Malawi, funds abuse and mismanagement were uncovered and, in some instances, materials were recovered and funds were repaid. The suspected cases of abuse and mismanagement were submitted to the Office of the Ombudsman for further investigation and possible prosecution. Partners in **Zimbabwe** took Harare City Council to court with the support of DCA challenging the failure by the council to provide water and the court ordered the City Council to provide clean water daily. After the ruling, the Harare City Council started providing water using 14 trucks with water tanks, they sunk several boreholes and revived others. Furthermore, they procured water treatment chemicals that were enough for them to increase the amount of water they could treat at the treatment plant.

05.4.5 Strategic Intervention Area: Combatting discrimination and promoting rights of excluded groups

FIGURE 5.4.7 % OF DCA PROJECTS WHICH DESIGNATED COMBATTING DISCRIMINATION AND PROMOTING RIGHTS OF EXCLUDED GROUPS AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY.
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS



In 2020, work to combat discrimination and promote rights of excluded groups was a primary or secondary focus for 16% of projects implemented by DCA and its partners across 10 CPs, see figure 5.4.7. In this area of work, DCA and its partners are focussed on advocacy against discriminatory laws and practices, supporting pro-rights religious value formatting and sensitising and engaging with faith-based actors as advocates for change. During the 2020 strategic period, DCA has prioritised a focus on expanding its work to support migrants as a vulnerable group, alongside existing target populations. An additional priority is to promote wider engagement of Danish and international actors in advocacy, as means to access greater leverage over targets of advocacy initiatives.

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 2020, DCA combated discrimination and promoted the rights of excluded groups by targeting duty bearers and pushing them to address exclusion and power abuse by authorities towards specific groups in the population. In contrast, DCA advocated for the full inclusion of vulnerable and disadvantaged groups. At community level, DCA empowered marginalised and vulnerable communities such as female-headed households, prisoners, migrant communities, IDPs and people with disabilities as rights holders to fight structural discrimination and promote affirmative action. Such advocacy took place in cooperation with NGO forum platforms, national faith councils and humanitarian country teams. This enables collective advocacy in favour of localisation. It also provides a platform for DCA to influence broader advocacy strategies with promotion of partners' voices in processes at national and international NGO/UN/Government levels.

DCA's humanitarian programmes' use of advocacy in 2020 include many COVID-19 examples: In **Kenya**, DCA engaged with local faith leaders in the North-Western Turkana Region as trusted actors by both sides to inform refugee inhabitants in Kakuma about their rights and obligations, but also to dialogue with camp authorities and police to secure humane enforcement of COVID-19 curfew regulations. The same partners also effectively advocated for prisoners' rights to protection from COVID-19 and rolled out a major campaign through local pastors and other faith leaders against GBV and for protection of women's and girls' rights – reinforced at national level by the National Council of Churches Kenya (NCCK). As a result, partners reported much more efficient cooperation than usual with authorities on COVID-19 prevention. In **Bangladesh**, in the Cox Bazar refugee camp for Rohingya refugees from Myanmar, COVID-19 closure temporarily blocked DCA staff from staffing the GBV protection centres and programme in the camp. But due to prior DCA advocacy with the Rohingya Muslim leaders, these imams – who had initially been sceptical towards this DCA intervention – assumed local leadership and secured ongoing GBV activities during closure.

In **Uganda**, DCA worked with the Inter-Religious Council of Uganda (IRCU) during COVID-19 to support them to push for civic space and to hold government accountable. For instance, during COVID-19 IRCU addressed the government of Uganda after officials distributed food in urban centres but excluded urban refugees. In response, the government developed new strategies to include urban refugees with WFP and United Nations High Commissioner for Refugees (UNHCR). IRCU actively works with all major faiths to counter stigmatisation, religious fundamentalism, and GBV. The network cooperates in support of peaceful coexistence, focusing on tolerance and appreciation of diversity, including religious diversity (FoRB).

Experiences such as described above of the potential and necessity of engaging LFAs in the COVID-19 response led DCA to engage in critical dialogue with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) through DCA networks in PaRD and ACT. This because in OCHA's first draft Global Humanitarian Response Plan for COVID-19 March 2020 – the authoritative plan for all COVID-19 response - LFAs were not considered but excluded from the list of relevant local actors. DCA addressed this in PaRD's global conference on COVID-19 response in April at a gathering of Ministries of Development, UN and other multilateral organisations and CSOs/ Faith Based Organisations (FBOs) as well as through the ACT office in New York. This led in the July update from OCHA to an entire section on the 'essential role of local and national organisations and groups, including faith-based' with multiple faith-based examples.

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.**

According to SDG 17, inclusive development requires engagement with all relevant actors. In 2020 DCA has played a leading role in demonstrating and documenting the key role LFAs have played in COVID-19 response. The DCA Learning Report: "DCA and partners' experiences working in the COVID-19 response" makes clear, that LFAs have been instrumental in service provision such as WASH, cash, food and sound health information, in strengthening community resilience through the stimulation of courage, hope and meaning, and also in a comprehensive protection of safety and rights. LFAs in **Uganda** and **Kenya** effectively protected rights of women and girls against increased GBV in quarantined families, of citizens whose civil and social rights were curtailed by draconic COVID-19 measures. LFAs were often the better placed to defend, such as in **Malawi**, where DCA through ACT-educated LFAs used their privileged space to defend diversity and inclusivity.

DCA with the ACT took that message to Danish political actors such as the MFA Contact Forum with the Minister of Development and to global actors like EU, PaRD and WHO which for the first time ever in a pandemic co-authored – with DCA on the editing board – a set of "Practical considerations and recommendations for religious leaders and faith-based communities in the context of COVID-19" that could be shared through programmes in time to regulate not only Easter, Ramadan and Passover seasons, but also address very practical issues around e.g. Muslim burial practices. Experiences from programmes and advocacy were used by DCA and ACT EU to produce a toolkit for "Engaging with local faith actors and communities" launched to EU stakeholders and EU Delegations on October 7th, 2020.

In 2020, DCA continued focus on advocacy for Gender Equality/SDG 5 through technical and financial support to the Side-by-Side Faith Movement for Gender Justice (S-b-S). Through S-b-S, DCA takes national agendas to global fora like PaRD and the UN Commission on the Status of Women (CSW). As part of the Danish CSW delegation DCA supports partners' messaging and in 2020 co-organized with S-b-S a high-level Side Event with Sweden, Denmark, South Africa, and United Nations Population Fund (UNFPA) on the push back against women's rights and how 'faith actors on the front line are pushing back against the push back'. Unfortunately, all CSW events were cancelled due to COVID-19, but the relations were used in follow up.

DCA's private sector focus was reflected in continued global advocacy support to programmes in 2020: business continues to constitute a key risk towards the enjoyment of fundamental human rights and civic freedoms. DCA raises concerns, through support to human rights and environmental defenders, and initiates dialogue with private sector actors and policy makers to enable alliance building. DCA is also the main driver in cross-sector dialogue on provisions of mandatory human rights due diligence to be developed in Denmark and the Nordics. Key emphasis of DCA's engagements has been on securing inclusion of rights holders' perspectives in

the consultations, as well as actions to secure meaningful stakeholder engagement and access to justice to be key in due diligence practices of private sector actors.

In support of IHL and IHRL adherence in Israel-Palestine and a rules-based global order in general, DCA **Palestine** in 2020 with partners continued international advocacy and engaged with duty bearers and opinion makers. As a result, 50 former heads of states, foreign ministers and commissioners wrote a joint open letter in wake of the release of Trump's Middle East peace plan. There was coverage in main media in 18 EU countries and 1080 Members of Parliament (MPs), including more than 50 Danish MPs, took public action to push back against the Israeli annexation plans.

Example of how DCA's work has influenced change

In response to COVID-19, DCA faith actor partners in **Uganda** have provided credible information; WASH and hygiene; and food and cash distribution. They have also migrated faith life and spiritual support to safe online encounter via Facebook and messenger and radio. They have stimulated courage, hope and meaning through counselling – all needed for a community to pull through and be resilient. And they have nurtured inclusivity to avoid that anyone in the community is left behind– whether from rumours, stigma, or social marginalisation. In **Malawi**, a project demonstrates how change can be brought about on a structural level by strengthening reporting systems. After initiating dialogue on community level between faith and community leaders, by-laws were strengthened to protect women and girls from GBV. This shows the effective synergy between the three cross-cutting commitments of DCA. The meetings facilitated by the project also led to discussions between religious leaders and the ministries about strengthening child protection laws and establishing effective instruments to end child marriage in Malawi.

05.4.6 Conclusion - Fight Extreme Inequality

Overall, the COVID-19 pandemic has exposed and deepened existing inequalities in 2020 and contributed to increased restrictions on many civic and social rights across most DCA countries. Nonetheless, the increased attention in 2020 to these rights infringements during COVID-19 has also made more visible that DCA's intervention areas are relevant and effective. DCA has seen significant progress and important results of strengthened capacity and empowered rights holders, increased participation in decision-making processes by rights holders, and demands for gender-equitable governance. See for instance 5.4.3. above where systematic Dalit women's empowerment in Nepal robustly increased female participation in community leadership including high level positions and addressed the needs of female migrant workers returning due to COVID-19 by including them in social security schemes through vital registration processes. DCA interventions have also led to documented changes in duty bearers' behaviour attributable to DCA and partners' interventions. Both at local and national levels local actors that are often side-lined have gained prominence. See for instance 5.4.5. above where strong local faith actors' mobilisation on gender rights protection during lock down in Kenya led to improved recognition by government and more efficient cooperation than usual. Similarly at a global level, advocacy for local marginalised DCA partners' role in rights protection during COVID-19 led to a turnaround by OCHA and increased recognition of the value of localisation. DCA activities have continued to address the underlying root causes of discrimination and exclusion, for instance by promoting cooperation between faith actors and women's rights organisations and by including religious actors and other duty bearers for transformative change.

[**Nepal** / Jakob Dall]

06. Achieving Change through Cross-Cutting Commitments

06.1 Human Rights Based Approach

DanChurchAid (DCA) mainstreams the Human Rights-Based Approach (HRBA) through the Participation, Accountability, Non-discrimination including gender equality, Empowerment and Link to rights framework principles leading to outcomes across the humanitarian, development, and peacebuilding nexus. All DCA Country Programmes (CPs) work with gender mainstreaming and women's rights as an integral part of the HRBA, and gender as part of the rights-based approach also cuts across DCA's resilience approach, as projects promote economic, environmental, and social rights of individuals and communities, with a focus on women and vulnerable groups.

STRATEGIC OBJECTIVE: **By 2022, DCA integrates use of reporting mechanisms like UPR and CEDAW to ensure nobody is left behind, and our management processes reduce risks in relation to human rights violations.**

All country offices (COs) are working with an HRBA and DCA COs in **Cambodia**, **Myanmar**, **Palestine** and **Uganda**, have supported partners engaging with United Nations (UN) reporting mechanisms, contributing to the Convention to Eliminate all Discrimination Against Women (CEDAW) and Universal Periodic Review (UPR) shadow reporting.

In **Cambodia**, DCA has together with partners worked on a project enhancing the rights of women and Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) persons, contributing to the UPR reporting in 2019. In 2020 this, together with strong DCA advocacy, led to further efforts strengthening the rights of LGBTQ+ persons and women in the country. DCA together with partners contributed to the drafting of the country's first National Policy on Gender Equality as well as to lobbying for a domestic violence law and the national action plan for violence against women. The government agreed to amend the domestic violence law and the draft law of the Women's Ministry included recommendations from DCA's partners. The General Department of Identification set a goal of having 50% women in its workforce and the Ministry of Interior declared that steps should be taken to increase the proportion of women in decision-making positions.

Lastly, the Royal Government of Cambodia announced that LGBTQ+ education would be taught in schools in 2020 to help eliminate stigma and discrimination. This shows how DCA's work on community level is lifted to the international level through UPR and CEDAW reporting, through recommendations from the United Nations High Commissioner for Refugees (UNHCR), and through strong advocacy efforts is having an impact on improving the human rights situation for women and LGBTQ+ individuals on a national level by influencing the government to draft new laws and taking actions to promote equality and non-discrimination.

In **Palestine**, DCA partners succeeded with getting four women on the board the governorate emergency committee in Gaza by advocating for women participation through the localisation of the 1325 resolution. In the West bank a DCA partner succeeded in influencing the CEDAW committee to adopt recommendations addressing the Palestinian Authorities to eliminate discrimination against women, especially related to family status and penal code.

06.2 Gender Equality

STRATEGIC OBJECTIVE: **By 2022 DCA has increased focus on fighting gender discriminatory laws and practices and work proactively towards gender equality.**

19 DCA COs have reported on specific targeted activities in 2020 to promote gender equality; address unequal access to decision-making, opportunities and empowerment; address discriminatory norms and practices; and draft and implement gender responsive laws and policies.

DCA partners in **Palestine** increased their work on fighting gender discriminatory laws and practices, campaigning against gender-based violence (GBV), addressing women's lack of economic empowerment and working with faith-based actors to reflect on gender justice issues. DCA also trained Shari'a trainee lawyers to develop their knowledge, skills, and attitudes toward women's rights, and promote gender-sensitive court representations at Shari'a courts. The trained Shari'a lawyers gained increased knowledge on gender-responsive court representation and will

transfer their knowledge and skills to other Shari'a lawyers, thus contributing to sensitising the Shari'a courts in Palestine to gendered needs.

The DCA programme in **Bangladesh** had a strong focus on responding to and preventing GBV through training, education activities targeting female adolescents and youth as well as livelihood activities targeting 90% women. DCA strategically engaged men and boys as part of GBV prevention activities, including awareness raising sessions, to ensure that men are actively involved in GBV prevention.

In **Mali**, DCA has promoted the involvement and integration of women and youth in community committees and decision-making platforms. DCA's innovation project "Youth Act for Peace" was successful in garnering young women's involvement in mine action, and young women also benefitted from the youth-focused income-generating activities and entrepreneurship training.

DCA has in 2020 increasingly worked on enhancing women's economic empowerment, financial inclusion, and entrepreneurship opportunities. For example, in **Malawi**, DCA has supported vocational skills training for young girls in, for example, hairdressing, motorcycle mechanics, carpentry and tailoring, combined with grants for secondary education. This approach has aided in successfully reducing forced and child marriages. DCA's extensive work with Village Savings and Loan Associations (VSLAs) and cash-based programming have also been key methods to enhance women's financial inclusion, economic opportunities as well as decision-making in households and communities, while also providing improved networking opportunities for women to address specific needs and risks.

DCA HQ continued its work to develop learning, programme and project implementation resources and support gender mainstreaming across DCA. DCA has been actively engaged in the ACT Alliance (ACT) global gender campaign "Created Equal" and supported joint global advocacy processes, both through the ACT Alliance and Side by Side faith movement (S-b-S) for gender justice. In cooperation with the Danish Family Planning Association, Sex & Samfund, and Maternity Foundation, DCA has engaged in a project to share knowledge and build capacity on gender equality and sexual and reproductive health and rights in humanitarian situations, which has led to a series of webinars where the three organisations have shared experiences from the CPs and facilitated discussions across Danish civil society.

06.3 Religion and Development

STRATEGIC OBJECTIVE: **By 2022 DCA develops faith-sensitive projects which partner with religious actors in our advocacy work for pro-rights change.**

Reporting on progress under this cross-cutting commitment has come from all DCA countries, except **Cambodia**, which starts in 2022. Reflecting the international discourse on Religion and Development, the DCA organisational priority of engaging more and better with religious actors for rooted and sustainable change is being adopted and rolled out in DCA's programmes. As illustrated below, this is exemplified in interventions around nexus, peace, protection, livelihoods, climate change, gender equality, civic space, democracy, and human rights and, in 2020, not least in COVID-19.

Many of the predominantly humanitarian DCA CPs report a general, sometimes systematic liaison with faith community leaders as key informants for the interventions, making use of local faith actors' (LFAs) knowledge of the areas of intervention and populations of concern in **Iraq** and for broad community acceptance in **Democratic Republic of Congo (DRC)** and **Lebanon**. In Bengazi, **Libya** this relationship identified a strong community wish for clearing Muslim graveyards so community members can now pay their respect in a safe environment. Some of these countries also cooperate with LFAs specifically on peace, protection, and social cohesion as in **Central African Republic (CAR)** and **South Sudan**, but also in programme countries like **Myanmar** and **Zimbabwe** where LFAs with their innate and historic conflict transformation role support sustained conflict mediation and reconciliation work.

DCA has extensive engagement with LFAs on climate change in many countries. In **Kenya**, an innovative resource sharing programme across four counties – where communities often have conflict over scarce water resources and grazing lands – was enabled with respected and influential LFAs who stepped in and acted as mediators and key stakeholders in the dialogue and negotiations to secure sharing. As a result, communities' livelihoods improved substantially.

LFAs have for many years been important DCA partners in fighting extreme inequalities of rights and resources. In Zambia in Lusangazi of Eastern **Zambia** DCA partners organises LFAs and media for 'Reality Visits', one of which focused on human rights violations (HRVs) in the mining industry. Immediately after the visit salaries were doubled and provision of appropriate personal protective equipment (PPE) was secured. And in the Kuyanjana Faith in Action programme faith actors are mobilised for effective advocacy against inequalities and improved governance in the 10 targeted districts.

In the fight against gender rights inequalities DCA has comprehensive experience of engagement with LFAs as change agents for transformation of community practices of gender discrimination, GBV and Harmful Traditional Practices in **Bangladesh**, **Nepal**, **Mali**, **Zambia** and **Myanmar**. These changes lead to empowerment, increased income, and better nutrition at household level, for instance in **Ethiopia**. In **Palestine**, where family issues such as marriage age, divorce, custody and inheritance

fall under religious jurisdiction, DCA has worked with the Evangelical Lutheran Church in Jordan and the Holy land– the only faith community with a Personal Status Law that provides gender equality – to share this in trainings and theological reasoning with other faith traditions.

Since 2018 it has been an ACT priority for all national ACT Forums to cooperate with the National Council of Churches. This is not systematically reported on, but DCA is involved in such cooperation in **Kenya**, **Malawi**, **South Sudan**, **Zimbabwe**, **Zambia** and **Uganda**. DCA is also engaged with inter-religious platforms or networks in many countries; in Uganda this is with the IRCU, just as DCA through ACT at the global level is engaged in PaRD – the global interreligious and multi-stakeholder organisations including governments, multilateral organisations and civil society organisations (CSOs)/faith-based organisations (FBOs) – and serves as one of three co-chairs.

06.4 Youth

STRATEGIC OBJECTIVE: **Youth: 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 and DCA is constantly developing methodologies supporting youth across the development, humanitarian, and peace (HDP) building nexus by supporting young men and women gaining more influence in decision making in their societies and at the same time obtaining financial independence. 17 COs have specifically reported on this strategic objective (SO) in 2020, which is four countries more than last year, indicating a growing organisational engagement in promoting the inclusion and participation of youth across all countries.

In 2020, DCA scaled up youth skilling programmes in both the development and humanitarian settings, based on the successes of previous similar programmes. DCA promotes a model of supporting youth in influencing their local communities and at the same time supporting them in obtaining financial independence across the HDP nexus. In **Bangladesh**, DCA continued to be a leader in Cox's Bazar in the field of non-formal education for youth and adolescents as well as integrated GBV/Education programming. DCA was a critical member of the Cox's Bazar inter-sectoral Youth Working Group, which engages with youth and adolescents in the camps and host community to identify challenges as well as solutions. Through this activity, young men have been targeted to enhance their role in promoting gender equality and reduce GBV. DCA was one of four partners chosen to lead the development of the Education Sector's COVID-19 response. Through its work with the Youth Working Group, DCA developed a literacy and numeracy package that became the academic component of a sector-wide home-learning kit for Rohingya youth and adolescents during COVID-19. Additionally, DCA finalised its curriculum for youth and adolescents that will become the standard curriculum across the Education Sector response. DCA also initiated a new youth intervention supported by the United Nations Population Fund (UNFPA) targeted at providing life skills and life enhancement opportunities. The project uses curricula that is contextualised and delivered by Rohingya youth mentors who support youth peer learning.

In **Uganda**, young climate activists were involved in climate awareness and advocacy. Efforts also continued to support youth to organise themselves into groups/associations/movements to enable them to engage better in collective advocacy as well as to access funding opportunities from both the government and the private sectors. DCA and partners were proactive in identifying and linking the youth to such opportunities.

06.5 Climate Change

STRATEGIC OBJECTIVE: **By 2022 DCA projects considers the possible effects of climate change on project activities, and the possible emissions caused by implementation of projects.**

In 2020, DCA took active part in cooperation on climate mainstreaming, facilitated by the Danish NGO network ''Globalt Fokus''. The cooperation has cut across humanitarian and long-term development activities and has produced a climate mainstreaming self-assessment tool to support non-governmental organisations (NGOs) in assessing the extent to which climate change risks are considered in programming along with any potential negative impacts of project activities. DCA further initiated a capacity-strengthening initiative together with four other Danish NGOs on accounting for the emissions generated by organisational operations. This work continues into 2021 and is expected to inform DCA's work to implement actions and measure progress on the organisational commitment to align with the global climate ambition of the Paris Agreement. Within DCA, various efforts to mainstream and report on climate change continued during 2020, including the reporting on climate focus in projects as per the Rio Markers and the development of an action guide to inform programming for climate action.

At country level, 16 COs reported to have taken environment and climate action to varying degrees in 2020. This engagement cuts across offices engaged in humanitarian mine action, humanitarian interventions as well as long-term development work.

In **Bangladesh**, Rohingiya refugees and host communities depend on the forest for fuelwood and timber for camp structures. The high influx of refugees has increased pressure on forest resources - and deforestation in turn increases the risk of soil erosion, landslides, and flooding, putting people at risk. In 2020 DCA therefore contributed to reforestation by planting 5,000 trees in one camp. Similarly, DCA in **Uganda** contributed to mitigate the

negative environmental impacts from refugee camps in Northern Uganda through livelihoods initiatives linked to reforestation and increased access to efficient cooking technologies.

In **Nepal**, DCA and partners continued successful initiatives on green livelihoods and resilience building. DCA coordinated with the local authorities in Western Nepal to establish a green fund, which will be utilised to support the green enterprises in the region. The use of resource-efficient and low carbon building materials was scaled up in nine additional districts of Nepal and the local governments were supported to develop policies to support climate-friendly construction materials. In 2020, the emission of approximately 2,000 tonnes of CO_2 was avoided using compressed, stabilised earth bricks instead of fired bricks with brick-mortar foundation. Other examples include the work of DCA in **Zimbabwe** to promote climate resilient agricultural practices to adapt to increasing frequency and severity of drought, including the use of agroecology techniques to strengthen soil fertility and enhance soil moisture conservation as well as solar power for water abstraction.

In **Libya**, DCA is considering environment and climate in its mine clearance activities. DCA adheres to the International Mine Action Standards 10.70 – 'Protection of the Environment' chapter, which describes practices and procedures to mitigate damage to the environment and covers disposal of debris and rubble, protection of air quality and burning of vegetation. At the same time, DCA in Libya tries to source its procurement locally, when possible, to limit emissions related to transport of goods.

Since the adoption of the DCA internal climate policy in 2019, several COs have taken action to limit any negative environmental and climate effects of their activities by engaging staff in dialogue on how to green operations. In **Cambodia**, DCA rolled out an office climate related policy called "GO GREEN", which focuses on saving energy on electricity, transport sharing and reduced use of single use plastic. Inspired by this, some partners also introduced a climate or environment policy.

06.6 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**

Learning processes at DCA proved both resilient and progressive in 2020. DCA continues to host the fabo.org platform, but in 2020 further launched the Fabo Community. This shift positions DCA as a key facilitator to connect International NGOs and CSOs around the world to accelerate change, save resources, and unleash exchange of resources. The ongoing development of Fabo, DCA-hosted, member driven, learning community for CSOs, facilitates space for learning and co-creation among civil society – with a special focus on actors in the countries where DCA works. Fabo reached 23 members by the end of 2020 and over 12,000 users from more than 1,500 NGOs increasing by more than 350 users monthly.

DCA also continues to foster its own communities of practice (CoPs) in thematic areas such as innovation, building resilient communities, and security. DCA staff also actively participate in other key CoPs. For example, on a global level through the ACT, or on a national level in the Shelter Working Group in **Syria** or the Mine Action Forum in **Lebanon**.

When COVID-19 disrupted travel and working practices in 2020, DCA was already well-positioned as an organisation that works with digital learning tools. Not only were existing activities adapted quickly, but COVID-19 resources were quickly compiled across thematic areas such as conflict sensitivity, gender, and the specific role of faith-based actors. Moreover, because DCA has already taken steps to utilise online learning tools to reduce costs and climate impact, many activities were not disrupted at all. For example, DCA has used a blended learning approach to conflict sensitivity since 2020 and also driven the online, global ACT Advocacy Academy since 2018, which saw the largest cohort of applications and graduates ever in 2020. As another example, DCA has used e-trainings for procurement since 2015, and their ongoing popularity with nearly 3000 completions, and user satisfaction are a good example of how DCA was well-prepared for truly remote capacity development.

In 2020, DCA initiated two key learning processes. First, an "Enhanced Compliance Tracking Process" to further systematise core organisational knowledge. For example, automated re-certification cycles for key accountability trainings, such as staff code of conduct and complaints handling, will help ensure all staff are up to date related to key skills and knowledge. Further, a new competence-based learning model with more focus on practical, on-the job learning enabling learning to be more efficient and desirable for staff in their daily work. These developments alongside the existing momentum from the Fabo community will promote a rich learning system that places DCA as a proactive driver of learning internally and beyond.

06.7 Innovation

STRATEGIC OBJECTIVE: **Innovation: By 2022, DCA systematically identifies, tests and scales up innovation in our programmes and operational functions to support our strategic goals.**

DCA has an integrated approach to innovation focusing on becoming an innovation fit organisation able to implement and scale new funding or programmatic models. This is done through the DCA innovation fund and the Innovation CoPs across DCA COs and partner organisations. The innovation fund supported 11 pilot initiatives in 2020

ranging from digitally-based innovations supporting easy assessable learning for partner organisations globally, empowerment of youth in **Myanmar** through a collaborative music making app and youth building their own resilience through co-learning and co-creation in **Mali**.

A good example of a pilot initiative in **Nepal** is the forecast-based financing model and disbursement system. The initiative developed an integrated digital database system for targeting vulnerable people during an emergency which is operated through a digital interactive platform by local government. The initiative included engagement of financial service providers for a cash mechanism which was linked to the digital interactive platform. In consultation with the municipality authorities, the project mapped out the financial service providers at municipal level and provided basic orientation for cash transfer in emergency. The project facilitated the opening of bank accounts for 425 of the most vulnerable households so they were able to receive rapid social protection support through the local government social protection system. By using the new system, the Saptakoshi municipality and DCA together responded to 444 affected people, with automated rapid cash transfer in December 2020.

Further examples of country-based innovation initiatives include **Cambodia's** first horticulture seed bank, reintroducing indigenous seed varieties to stop the rapid loss of the country's agricultural genetic resource. **Uganda** introduced adoption of sustainable energy solutions in refugee hosting areas. In **Gaza**, a new desalination technology with potential to increase the availability of water for irrigation and thus productivity with over 40% was introduced. In **Kenya**, testing of a model for sustainable funding for youth entrepreneurship programmes in Kakuma was initiated.

In 2020 DCA saw the consolidation of several initiatives such as the Khmer Smart Farming app. During 2020, the app was redesigned to become an Agroecology Hub with access to information that can empower and inspire farmers throughout **Cambodia** to become more resilient. COVID-19 impacted the promotional activities that were initially planned, and therefore, hindering users to access the new interface. For 2021, focus is on scaling-up the app through a set of promotional events and digital marketing strategies.

DCA has a strong focus on learning across borders and programmatic elements. Webinars, sharing of cases, accompaniment, support from technically specialised functional teams in the Policy, Learning and Advocacy Unit and the Fabo.org learning platform are part of the learning ecosystem for innovation. Learning is an important basis for assessing the scalability to other contexts.

12 countries reported on the strategic objective in 2020, up from 11 in 2019 and eight in 2018. This indicates that innovation is becoming a more integrated element in the programmatic work in general.

[**Zimbabwe** / Mathilde Berg Utzon]

06. Partnership for Change

Since 1922, working with partners has been at the core of DanChurchAid's (DCA) work and is embedded in its statutes. Most DCA country programmes (CPs) have long-term strategic objectives (SOs) on how DCA can strengthen the strategic dialogue, mutual trust, capacity building and organisational development with civil society organisations (CSOs) and faith-based organisations (FBOs) in line with DCA's Partnership Policy. In 2016, when DCA signed up to the Charter for Change (C4C) and Grand Bargain commitments, DCA has worked on how it can implement localisation in the CPs. In recent years, DCA CPs have also seen a growth and diversification of the partner portfolio, which is a response to the fact that inclusive and sustainable change requires engagement with a much broader range of partners and new types of stakeholders. DCA has also worked with larger grants, and consortia models involved with new actors like private sector and social movements/enterprises.

Across 19 COs, DCA had a total of 205 partners with 346 signed cooperation agreements implementing projects in 2020. Of these, 49 of these projects are women-led i.e., where the Chief Executive Officer is female and 50% of the management group is women as seen in Table 7.1.

The partner portfolios differ from country to country but are constituted of a diverse group of local and national CSOs, FBOs, activist groups, private sector entities, networks, social movements, alliances, private and public knowledge institutions, and government authorities.

All partnerships ensured high-quality implementation of DCA programme objectives, where engagement with marginalised and poor communities was essential and also used innovative and new approaches for the benefit of the rights holders.

TABLE 7.1 NUMBER OF PARTNERS WITH COOPERATION AGREEMENTS
SOURCE: ANNUAL REPORT, SECTION D PROGRAMME PROGRESS.

COUNTRY	NO. OF PARTNERS WITH A COOPERATION AGREEMENT	SPECIFY HOW MANY OF THE OF PARTNERS WITH COOPERATION AGREEMENT ARE WOMEN-LED ORGANISATIONS	TOTAL NO. OF COOPERATION AGREEMENTS
Bangladesh	3	1	3
Cambodia	19	8	44
CAR	1	1	1
DR Congo	2	0	2
Ethiopia	7	1	9
Iraq	5	1	5
Kenya	8	1	8
Lebanon	6	2	6
Libya	1	0	1
Malawi	16	3	27
Mali	3	0	5
Myanmar	29	9	31
Nepal	20	5	49
Palestine	21	4	49
South Sudan	13	1	35
Syria	0	0	0
Uganda	19	5	24
Zimbabwe	32	7	47
Total:	**205**	**49**	**346**

07.1 DCA's Implementation Modalities

In alignment with its partner approach and localisation commitments and strategic priorities, DCA closely monitored the channelling of funding to programme implementation, through partners, or for direct and co-implemented projects. The factors influencing implementation modality include the need for fast humanitarian support, availability of partners, Do No Harm principles, access to affected areas, knowledge and trust with local community actors with sufficient capacity, and legal frameworks and alignment of values with DCA.

In table 7.2, the three implementation modalities are shown for the entire DCA international programme in 2020. Of DCA's total turnover in 2020 was 865,343,886 million DKK, a total of 742,334,172 DKK was spent in programme work. Of this amount, 220,652,714 million DKK was channelled as direct funding to partners and the remaining 521,681,458 was spent DCA direct implemented or co-implemented programmes. The top five DCA countries with a high rate of partner-implemented projects were **South Sudan**, **Zimbabwe**, **Palestine**, **Myanmar** and **Malawi**.

TABLE 7.2 TOTAL INTERNATIONAL PROGRAMME IN 2020 ON IMPLEMENTATION MODALITIES IN DKK. THESE FIGURES ARE BASED ON DCA'S TOTAL PROGRAMME EXPENDITURE.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2020

	PARTNER IMPLEMENTED	DIRECTLY OR CO-IMPLEMENTED BY DCA	GRAND TOTAL
Development aid	98,769,011	146,306,930	245,075,941
Humanitarian	121,883,703	375,374,528	497,258,231
Grand Total	220,652,714	521,681,458	**742,334,172**

DCA supports strengthening partners' funding and independence:

In **Kenya**, to make interventions more locally-rooted and sustainable, there have been deliberate efforts to involve private sector actors at key strategic levels, which is especially important for financial inclusion/access and job creation as this remains the biggest bottleneck to youth actualising their business plans. In Kenya, DCA has, in consultation with other actors, worked on setting up a Youth Enterprise Fund to avail much needed capital to set up businesses for the youth. The same year, formalisation of three partnerships with private sector actors took place, with two being local. The above translates to 60% of partnerships being with local Kenyan organisations.

In **Palestine**, efforts in advocating donors have resulted in more support to localised initiatives based on shifting the power to grassroots/communities to increase their involvement in the design and the implementation of projects. Donors included "PAX Peace" from the Netherlands and "Porticus" from Switzerland, that participated in ensuring the expansion and continuity of the localisation and the community-led approaches.

In **Cambodia**, DCA had a positive year fundraising with institutional donors. While this led to increased financial stability for many partners in many ways, it also added a layer of complexity to many partnerships that were formerly funded solely by the Danish Ministry of Foreign Affairs (MFA). The added layer of complexity refers to both donor requirements from United States Aid for International Development (USAID) that are new to both DCA and partners as well as some partners now receiving three to four different funding sources from DCA. This is complicated and demanding as DCA continues to learn about the nature of managing many large grants and working alongside partners to strengthen their capacities in performing as sub-grantees. Despite these changes and challenges, partners reported their overall appreciation for the continued support, as well as continued opportunities for capacity strengthening in technical and areas of organisational resilience.

07.2 Partner portfolio including new partnership agreements and partner capacity development plans for local and national civil society partners

07.2.1 Partner portfolios

Where the context allows it, DCA programmes have worked in partnerships with local CSOs and FBOs. In recent years, DCA's partner portfolios have grown and in 2020 they consist of a diverse number of different local organisations as well as international NGOs, research and knowledge institutions, private sector actors, social enterprises, informal networks, alliances and social movements and others. This has been a strategic direction for DCA as inclusive and sustainable change requires work with different types of local actors. It is also partly due to increase in financial turnover – especially an increasing number of consortiums where DCA can be lead or co-lead, and more partners can take lead – and the need to expand technical competences and outreach to respond faster to changes in local contexts. DCA prefers long-term partnerships where the relationship is characterised by mutual trust and dialogue as well as shared interest and values; however, in recent years DCA also signed more short-term time-bound agreements and memoranda of understanding with e.g., research institutions or technical service providers – often in consortiums.

07.2.2 Partner Agreements

DCA COs facilitate strategic annual meetings with selected partners. The agenda focuses on information sharing, joint strategic objective setting, joint fundraising, advocacy issues as well as organisational development, but the issues differ from context to context. These bilateral dialogue meetings have enhanced mutual

trust, understanding and knowledge between partners and DCA, as well as continuity and accountability in the relations. Based on these meetings, DCA and a partner sign a Partnership Agreement (PA) to document issues discussed and tasks agreed on for the coming year. Compared to 2019, there was an increase from a total of 84 to 106 in 2020. Based on feedback from the latest Core Humanitarian Standard (CHS) recertification, the Global Resilence Evaluation and internal reporting, DCA is aware that the intension with the PAs as a tool for documenting partnerships can work better. This will be addressed in 2021 when approving tools following the revised Partnership Policy.

07.2.3 Organisational Development and Capacity Strengthening

DCA continued to encourage and support organisational development of partners that propel transfer of power and decision-making to partners and enable them to take leadership of their own development. This support is based on partners' own assessment and DCA's funding is mainly to support strategic or institutional development plans, where funding is not ear-marked and often where other donors also chip in. This support is strongly rooted in established civil society that in return reaches out and synergises with more organic social movements, smaller community-based organisations, grassroots movements, and activists.

DCA distinguishes between capacity strengthening that relates to partners' organisational and/or institutional development, technical capacity building, and compliance. In alignment with its localisation commitments, DCA started in 2020 to revise its reporting systems and procedures in order to better measure and track the level of direct funding that is channelled to support organisational development of partners. Parallel to this, DCA COs and headquarters (HQ) were also engaged in discussions on partnerships agreeing on the need to further strengthen support for organisational development of partners. DCA's overall tracking and reporting of support to partners' organisational development is still a work in progress and the response reflects that tracking of this work has only recently started. Support to organisational development of partners varies according to context. In addition, support to organisational development was also severely delayed or hindered in 2020 by COVID-19. Whereas direct support to partners' organisational development increased manifold in some countries like **Mali**, **Iraq**, **Zimbabwe**, and **Cambodia**. Other COs' capacity development plans, e.g. in Kenya, were either delayed or put on hold. Hence in 2020, DCA's direct support to partners' organisational development amounted to 14.9 million DKK which is a decline from 27 million DKK in 2019.

Capacity strengthening, where DCA funding is more tied to implementation of projects, is supported at country level in trainings, annual meetings, in Theory of Change (ToC) workshops during programme design phase, and in peer-to-peer capacity sharing platforms, but also online via Fabo.org such thematic and technical webinars e.g., on procurement, anti-corruption or counter terror screening. Online trainings have increased in interest significantly during COVID-19 and DCA has, through Fabo and other online platforms, reached more partners in a cost-efficient way.

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

STRATEGIC OBJECTIVE: **Partnership modalities: By 2022 DCA's advocacy has resulted in donors increasing funding to support Charter for Change and Localisation in DCA programmes.**

As a signatory to C4C and Grand Bargain, DCA is committed to transfer funds directly to local and national partners and systematically measure the multi-year investment to support the institutional capacity and organisational development of partners. In 2020, DCA transferred 21% (121,883,703 DKK) of total humanitarian funding directly to local and national partners while 35% (98,769,011 DKK) of DCA's development funding was transferred to local and national partners. This represents a slight increase from 2019 where the figures were at 19% (90,896,565 DKK) and 33% (97,912,083 DKK), respectively. Across humanitarian and development funds this represents a total of 28% direct funding transferred to local partners. DCA's direct transfers to national and local partners between 2016 and 2020 are shown in Table 7.3. It is DCA's interest to monitor this development closely to make sure that DCA's CPs aim to increase the percentage of funding transferred to partners and advocating for donors to allocate funding for local and national CSOs.

TABLE 7.3 AGGREGATED FIGURES FOR C4C REPORT IN PERCENTAGE, SHOWING PERCENTAGES FROM 2020, 2019, 2018, 2017 AND 2016.
SOURCE: MACONOMY

	2020	2019	2018	2017	2016
The percentage of humanitarian funding transferred to local and national partners based on DCA's total expenditure	21	19	20	24	30
The percentage of development funding transferred to local and national partners based on DCA's total expenditure	35	33	34	33	35
The percentage of humanitarian and development funding transferred to local and national partners based on DCA's total expenditure	28	24	27	28	32

A key endeavour in DCA's advocacy work to support C4C and Grand Bargain has focused on bringing the conversation on localisation from 'Geneva to Goma' – i.e., to the country-level and closer to where the local actors are and identify practical steps and transformative options for fast-tracking localisation grounded in the priorities and feedback of local and national non-governmental organisations (NGOs). This work also served to catalyse joint action with other International NGOs and strengthen accountability to local partners on their localisation priorities. In **Kenya**, DCA has played an instrumental role in engaging the International NGO Localisation Working Group and to support its transformation into a C4C Network for Kenya. Likewise, in **Uganda** and **Bangladesh**, DCA has been active in country-level C4C/localisation working groups bringing local and global partners together in accelerating localisation at the country level.

In addition, DCA has supported a series of country briefs produced by Local to Global Protection (L2GP) that focus on national and local participation in humanitarian coordination and leadership, along with data on funding flows to local NGOs in a number of crisis-affected countries. In total, 10 country briefs were published during 2020. The briefs intended to make relevant country-level information more readily available and stimulated continued country-level dialogue about the Grand Bargain commitments – including commitments to support the role of national and local humanitarian actors and meaningful partnerships.

Finally, DCA commissioned in 2020 with other C4C signatories – NCA, Caritas Norway, Dutch Relief Alliance, and Kindernothilfe – research on the interlinkages between humanitarian principled aid and partnerships with the aim to reflect on the roles, diversity, and perspectives of local actors in delivering humanitarian aid in conflict settings. The research will be completed in 2021. In addition, DCA supported a study on alternative ways of capacity strengthening in **Myanmar** by providing local partners – from large national NGOs to small grassroot and community-based organisations – a platform to share and exchange views and perspectives on what good capacity strengthening means for local actors on the ground. The research, data collection and studies conducted by DCA in 2020 have served as key documentation for advocacy and tailored advocacy messages to donors pushing them to revise policies.

07.4 Private Sector Engagement

STRATEGIC OBJECTIVE: PARTNERSHIP: **Private Sector: By 2022, DCA has demonstrated value and effectiveness in working with the private sector in projects of country programmes**

DCA's engagement with private sector actors continued to flourish in 2020 with a strengthened focus on green solutions and sustainable financing models. Since 2019, DCA has added three new private sector partnerships to the portfolio, now consisting of 12 projects with four in **Cambodia**, two in **Ethiopia**, two in **Uganda**, three in **Kenya** and one in **Zimbabwe**. DCA increasingly engaged local private sector and CSO partners in multi-stakeholder consortia with Danish/international knowledge partners, as a precondition for ownership and long-term sustainability.

As the COVID-19 pandemic unfolded, the added value of working through partnerships was demonstrated as a risk mitigation factor, enabling project partners to adapt to market changes quickly. As food production in the agricultural sector became even more essential, project developments were able to continue through periods of lockdown due to swift action on the ground – for example by securing additional sanitary provisions to producer groups and providing spaces for rights holders to engage safely in smaller groups through social distancing.

In **Ethiopia**, DCA successfully handed over the management of milk collection hubs from the "Access to Better Dairy" Danida Market Development Partnership Programme (DMDP) project to self-governing farmer groups. The project demonstrated a replicable model of connecting local farmers, dairy companies, and extension services, resulting in the improved incomes and livelihoods of 400 farmers. In 2020, DCA also started implementation of the Partnering for Green Growth and the Global Goals 2030 (P4G) scale-up project: The Sustainable Food Partnership for Better Nutrition, with the primary objective to develop a biscuit with high nutritional value and locally sourced ingredients through knowledge exchange between local and global food and ingredient companies and CSOs.

Securing access to markets through responsible business models is a key consideration in DCA's CPs. In **Cambodia**, DCA supported almost 5000 small-holder farmers gaining access to new markets through organisation in agricultural cooperatives, thereby strengthening opportunities to engage collectively in negotiations with local market actors. In addition, DCA and partners facilitated the organisation of a Farmers Forum's, enabling farmers to voice concerns on negative climate change impacts, access to natural resources, and markets. This effectively empowered them in their dialogue with policy makers and off-takers.

In **Uganda**, DCA's cross-sector partnerships hold a distinct focus on creating livelihoods and job opportunities for refugees and host communities in the humanitarian-development nexus. In the Fresh Fruit Nexus DMDP project, DCA supported almost 500 farmers in gaining competencies in organic farming practices, together with the Ugandan export company Lishe. Farmers were able to generate better incomes by selling export products for a higher price to the global market and sell second grade products to the local market. The introduction of new crops, especially orange-fleshed sweet potatoes, have strengthened their awareness on nutritional benefits, and contributed to local market development and food security in the local host communities.

The Sizimele project in **Zimbabwe** also continued to

support farmers' resilience through agricultural and livestock value chains. Interventions have until now enabled the upscaling of community-led organisation of farmers to enhance utilisation of 'farming infrastructure' such as feedlots, dams, solarised boreholes, mushroom hubs, and processing centres, which support a holistic model for community engagement and long-term development impacts through local market developments.

In **Kenya**, private sector engagements focused on creating resilience and jobs for marginalised farmers through green transition and value chain development, adding two new projects in 2020. A DMDP project focusing on agritech and climate adaptation was launched in partnership with Danish and Kenyan private sector partners, targeting up to 4000 farmers in vegetable and chia production. As the swarm of locusts invaded the country, an innovative project was piloted, enabling smallholders to harvest the locusts and repurpose them as feed for livestock.

DCA's approach to enable sustainable development is continuously assessed and redirected to ensure a cross-cutting focus on green transition and access to financing through locally-led actions. The realisation of these interventions is strongly linked to the urgent need for action on climate change and responsible investments where DCA plays a key role in bridging different actors and sectors. DCA has secured project funding to proceed to work on locally-led climate adaption and green jobs to be commenced in Ethiopia and Kenya in 2021. The organic produce of the Fresh Fruit Nexus project in Uganda is exported to Europe by ship instead of plane to secure a more climate-friendly value chain. As mentioned earlier, DCA has launched a CO2 compensation product, where Danish companies that want to compensate their CO2 emissions, as part of a proactive climate policy, can sign a Climate Agreement. To deliver CO2 sequestration, DCA has developed a holistic model with the social enterprise Tropical Farmer Connect (TROFACO) to plant social trees in Uganda. Inclusion of concrete provisions to address the consequences of climate change and the need to counter environmental degradation are reflected through additional components included in risks management and due diligence practices.

07.5 ACT Alliances and Global Networks

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

DCA continues to be an active member of the Action by Churches Together (ACT) Alliance. The General Secretary is serving as the Chair of the global Board and DCA's COs actively participated in national ACT Forums.

DCA has chosen to measure DCA's major cooperation with ACT 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 across local, national, and international levels and with the specific potential of involving faith actors.

Examples of advocacy agendas strengthened by DCA's HQ-driven global advocacy in close cooperation with ACT are given below.

ACT has launched its flagship Gender Justice Programme to challenge patriarchy and other discriminatory structures of power. Churches, FBOs and networks are able to influence as norm setters, service providers, policymakers and as civil society leaders. As part of the programme ACT promoted capacity-building within the alliance and gender-positive programmes – on GBV, Sexual Health and Reproductive Rights, Economic justice, Transformative Masculinities, Family Law, and Migration and Displacement. ACT also positioned itself as a positive and forward-looking advocate for gender justice, especially by contributing to the implementation of the Sustainable Development Goals (SDGs) and by connecting the local to the global.

The Climate justice programme, led by DCA, continued with some adjustments due to COVID-19. As an example, ACT followed, through online engagement, the work of the Global Commission on Adaptation closely, and a number of advocacy packages were circulated to ACT members, to facilitate national advocacy while global processes are delayed.

Among many examples of ACT advocacy on Displacement, Protection and human rights defenders (HRDs) throughout 2020, two can be highlighted with extensive DCA HQ involvement: one was a strong call to nation states and the EU for protection of the boat refugees in the Mediterranean Sea and Greek Islands, where DCA played a mediating role between more sceptical Eastern European ACT members and Western European members. This led to a strong and balanced declaration supported broadly by all members, rather than a more radical one supported by a few. The second process highlighted the overlooked Azerbaijanian-Armenian conflict where DCA through the ACT Reference group on Peace and Human Security drew attention to the role of faith-actors in the region and their role as HRDs.

An unforeseen priority for DCA and ACT has been COVID-19 advocacy. A joint focus has been on three messages: the role of faith actors through trusted messaging in preventing spread of COVID-19 and embrace of vaccination; role of faith actors in comprehensive defence of social and civic rights affected by COVID-19 which only deepens existing inequalities; and finally, the demand for a global, fair, equitable, and criteria-based access to and distribution of vaccines.

[**Second Hand shop in Karise, Denmark** / Bax Lindhardt]

08. Engagement in Denmark

This chapter summarises DanChurchAid's (DCA) work to create engagement and awareness in Denmark, and thereby addresses DCA's global goal Create Engagement.

08.1 General status

In 2020, the COVID-19 pandemic affected all of DCA's planned engagement work in Denmark. Throughout the year, DCA continuously worked to adjust planned activities to meet the new conditions created by the pandemic and the lockdown that followed.

Specifically, the pandemic accelerated DCA's ongoing efforts to digitally engage the Danish public. The 2020 parish collection, planned in early March, was the first national fundraising campaign to be impacted by the escalating health crisis and the national lockdown. Within a few days, DCA transformed a traditional physical fundraising campaign, engaging many thousands volunteer collectors, into a fully-digital collection, resulting in a revenue of almost five million DKK. The innovation needed to make such an accelerated digital shift has enabled DCA to enhance the efforts to engage digitally with Danes and will be used and further developed in upcoming fundraising campaigns.

Despite the COVID-19 crisis the total amount collected from private donors in 2020 was 162.7 million DKK, which is an overall increase from 2019 (154.2 million DKK). The increase is in part due to the continuous adjustments to engagement and fundraising activities DCA has made throughout the year and in part due to Danes using digital platforms more actively during the lockdown. A prime example is the "Give a Goat" campaign – with is fully digital and is based on a simple and tangible message about creating real change. The campaign increased its revenue in 2020 compared to 5.8 million DKK in 2019 and had its best fundraising result since 2007 reaching seven million DKK.

An integral part of DCA's engagement work in Denmark is to communicate that it is possible to make a change on issues that matter. Danes engage with DCA out of a variety of reasons. Therefore, DCA is focused on presenting Danes with a wide range of opportunities to act and providing information on the change enabled by their support. This approach has been especially important in 2020, when many Danes have found themselves isolated and powerless amidst a global crisis. DCA has strived to offer an alternative: opportunities for action, hope and community.

It is DCA's experience, the health crisis of 2020 has made it evident to the Danish public that local and global conditions are interconnected. Therefore, the terrible health implications of COVID-19 aside, the pandemic has created a new platform from which to engage the Danish public in a dialogue on global development, humanitarian assistance and the Sustainable Development Goals (SDGs).

Despite the massive health focus of 2020, DCA maintained its level of brand recognition with a slight increase in assisted brand recognition to the third at 89.5% most identifiable brand out of 36 non-governmental organisations (NGOs) compared to fourth in 2019 at 87.2%. However, the unassisted brand recognition decreased slightly to sixth in 2020 at 7.3% from also sixth in 2019 but at 9.6%.

DCA is still the sixth most respected NGO in Denmark based on image score, which is a complex key performance indicator (KPI) indicating the average evaluation of ethics, action, effort, relevance, administration of funds and credibility. DCA was sixth in 2020 scoring 63.0% down slightly from 2019 where it was also sixth but scored 64.1%.

08.2 Select results on the use of PRI funds

Young people are a key target group for DCA's programme-related information. DCA engages with this target group in different ways, e.g., the campaign called "Tag Del". This campaign is an integral part of the yearly national fundraising campaign – the Parish 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. The aim is to share and discuss experiences from visiting programme activities in developing countries and thereby raising awareness and engagement. All Danish parish priests receive the teaching resources developed as part of the campaign.

Despite COVID-19 and the lockdown 7,000 young people still met "the caravan" in 2020, compared to 9,400 in 2019, thereby learning about DCA's programmatic work and becoming more engaged in development and humanitarian work as well as the SDG's. The slight decrease in numbers from 2019 was caused due to cancellations caused by COVID-19.

Another example of how DCA engages the Danish youth is the DCA travel concept "Go Global", which allows mainly young people to travel as volunteers, to apply for an internship or to join a folk-high-school or boarding school. As a result of the "Go Global" programme, 82 participants created engagement around the SDGs in 2020. The significant decrease in numbers compared to the previous year, 393 participants in 2019, was

caused by the COVID-19 pandemic, which forced DCA to cancel all planned trips from March onwards. 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 closely linked to DCA's youth organisation (NU).

The COVID-19 pandemic also forced DCA to rethink parts of planned programme-related information. Some planned activities had to be cancelled due to travel restrictions, such as production and press tours. Other planned activities could be modified; for example, the study tour for 10 DCA gatekeepers in relation to the Parish Collection was transformed into a two-day workshop for 35 DCA gatekeepers who engaged in DCA's projects through presentations, debates, guest speakers and information materials and hence deepened their relation to DCA.

The funds made available by cancelled activities were allocated to new programme-related information initiatives. Most significantly, a new DCA developed long-read publication, which is a supplement to DCA's summary edition of the international report and a tool for relationship management though 2,00 copies for donors, and central partners such as business, ambassadors, and DCA's general support base.

See 8.5 for Project and Programme Related Information (PRI) funds used on church related partners.

08.3 Strong communication

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 for the benefit families in the poorest parts of the world.

In 2020, DCA had 235,365 Facebook followers making DCA first compared to other Danish NGOs on social media with an increase from 234,186 in 2019. In 2020 there were 669,200 unique visitors were recorded on DCA's Danish website, compared to 650,754 in 2019. Danes gave their opinion by interacting with DCA on Facebook, Instagram, and Twitter 1,450,964 times in 2020, compared to 1,286,707 in 2019. 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, helps change people's lives. This engagement may be created by posting humorous videos with DCA ambassadors for the purpose of getting people to share the content or by posting images of the work done in the poorest parts of the world. All is done with the purpose of gathering support from DCA's followers or for fundraising activities.

In 2020 Danes spent 810,302 volunteer hours working with DCA e.g., in DCA's second-hand shops and NU. The decline in hours spent compared to 1,074,066 in 2019 was mainly caused by the COVID-19 restrictions and lockdown of DCA's 116 second-hand shops. It is important to note though, that despite COVID-19 DCA's Wefood shops, volunteer-driven shops with surplus food, saved 357.5 million tonnes of surplus food items from becoming waste, and DCA was able to open two new Wefood shops in 2020.

08.4 Dialogue and relation building

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 in Denmark through dialogue and by building strategic relations. DCA is committed to ensure an ongoing, relevant, and personalised dialogue with private donors and volunteers.

In 2020, DCA was able to communicate with 250,689 unique recipients via email compared to 278,368 recipients in 2019, and 298,053 via SMS up from 213,677 recipients in 2019. This means that the total number of recipients of emails and SMS combined in 2020 increased compared to 2019 due to DCA's increased focus on informing on and raising interest in DCA's purpose and activities.

DCA is focused on systematically following up on an initial interest from citizens with information and storytelling to expand dialogue further. Specifically, a targeted dialogue flow has been set up through email and SMS ensures that DCA engages interested citizens continuously throughout the year and offers meaningful opportunities for actions.

The number of telemarketing dialogue sessions reached 86,908 in 2020, slightly up from 85, 278 in 2019. DCA has recently worked strategically with matching information and dialogue with target groups. This has resulted in fewer but more qualified and longer dialogues, engaging Danes and expanding the number of people interested in contributing financially. In 2020, 48,153 private donors supported DCA's work regularly, compared to 47,413 in 2019, with an average monthly donation of 108 DKK up from 100 DKK in 2019. The total number of payments from private donors in 2020 was 649,716, which was a slight decrease from 654,522 in 2019.

08.5 Danish partnerships

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 individual people who believe in a dignified life for all and with fellowships of people who want to be part of global change. An important foundation for DCA's work is a strong and very widespread popular – and in particularly 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 (FBOs).

In 2020 all popular church communities as well as folk high schools and civil society organisations (CSOs) were highly influenced by the COVID-19 lockdown of society and the restrictions on gatherings later in the year. Some of DCA's regular activities implemented through partners were postponed, others had to be cancelled or reshaped to digital concepts.

Local churches were closed, and churchgoers did not meet for services or other local events, and they were not reminded of the people in need through the Sunday collection. With the purpose of keeping the awareness and engagement alive, DCA sought to reach the churchgoers through content on social media and advertisements in relevant media. On social media, voices of DCA partners in the countries where DCA works reflected on the pandemic, which worked as a mirror of common reflection on the consequences of COVID-19. Moreover, DCA partnership activities were heavily affected when partner boarding schools shut down, and close partners such as Young Men's Christian Association (YMCA) and Frivilligt Drenge og Pigeforbund (FDF) cancelled planned activities.

In general, DCA puts priority on projects which allow DCA to reach local communities all over Denmark either via partner networks or umbrella organisations. These relations often extend over longer time periods. All activities have been adjusted to the COVID-19 conditions.

In 2020, the SDGs were the overarching headline of partnership engagement and activities. FDF involved children and youth in the project GLOBUS that promoted awareness of SDGs 12,13 and 15 by linking up to DCA partners in Nepal. FDF held a leader academy and webinars, produced materials on print and online and implemented a wide range of activities targeting the 350 local FDF groups. Other Danish DCA partners, 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 entry points, as well as a topic for workshops and lectures presented by volunteers and DCA staff.

A close cooperation between The Adventist Development and Relief Agency, Center for Church-Based Development and The Lutheran Church resulted in the publication of Verdensmålsbogen.dk – a Danish version of the 'The Sustainability Book – a Christian Perspective on the SDGs'. In January 2020, the book and online version were launched. In August, a second printed edition followed, and new steps were taken to produce a digital tool focusing on SDG actions – locally and globally. This tool 'The SDGs from Word to Action' was produced by the DCA Learning Lab on fabo.org and it is planned to launch by Summer 2021.

08.6 A strong voice

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.**

The DCA advocacy work in **Denmark** was strengthened in 2020 through the establishment of a new unit for Press and Stakeholder Management (PSM). In cooperation with the DCA management, other groups in headquarter (HQ), and country offices (COs), PSM focused on the COVID-19 response, International Humanitarian Law (IHL) and International Human Rights Law (IHRL) violations in DCA's programme countries, the national budget, and the global climate strategy of the government. Several political developments attributed to DCA engagement could be noted, and both politicians and civil servants refer to DCA as one of the most constructive and reliable stakeholders in Danish development and climate debates. Concrete results include an allocation of 100 million DKK as new and additional climate finance, in the national 2021 budget, a strong COVID-19 support package for humanitarian and development organisations impacted by lockdowns, and an increased focus on adaptation and the needs for the most vulnerable countries in the new Global Climate Strategy. DCA also played a key coordinating role in generating public support for the protection of a rules-based global order by former prominent Danish and European leaders.

The above DCA-influenced public and political debates – from human rights promotion to innovative partnerships – are in alliance with an array of stakeholders. For example, a joint initiative through Globalt Fokus promoted climate solutions within Danish development aid and joint positioning on the new humanitarian and development strategy and human rights promotion with ''Fagbevægelsens Hovedorganisation''(FH), gaining significant traction (FH og nødhjælps-NGO'er: Gør menneskerettigheder "great again" - Altinget: Udvikling). Through its membership of the International Council of Voluntary Agencies (ICVA), as board member of Voluntary Organisations in Cooperation in Emergencies (VOICE), and as a signatory to both Charter for Change (C4C) and the Grand Bargain, DCA has been working collectively with other global actors influencing global policy and practice related to localisation and partnerships, climate and humanitarian action, the triple nexus, gender equality, and more. In its capacity as member of the board of International Campaign to Ban Landmines-Cluster Munition Coalition (ICBL-CMC), DCA has increased focus among policy makers and decision takers on the continued humanitarian impact of landmines and cluster munition and the need for states to fulfil their treaty commitments.

[**Iraq** / Payl Jeffrey]

09. Audits, Assessments and Reviews

In 2020, four external organisational assessments of DanChurchAid (DCA) were carried out:

1. The first phase of the Core Humanitarian Standard (CHS) recertification audit
2. The Directorate-General (DG) European Civil Protection and Humanitarian Aid Organisation (ECHO) ex-ante assessment for framework partnership agreement applicants
3. The United Nations Children's Fund (UNICEF) prevention of sexual exploitation and abuse (PSEA) assessment
4. The United Nations Office for Project Services (UNOPS) for its "delivering responsibility in vendor engagement" programme

Due to the COVID-19 pandemic which imposed traveling and logistical restrictions, the CHS recertification audit was carried out according to a different procedure. The audit was split up in two different phases, each receiving its own report, and all observations and interviews with staff were conducted remotely. The first phase of the audit started in September and was concluded in December, focusing on policy-level requirements and interviews with staff at headquarters (HQ) in Denmark. According to the auditors, no major weaknesses were found and DCA demonstrated that the organisation conformed with the CHS and was officially certified. The phase one report formed the basis of phase two of the audit that is carried out in 2021 and includes observations and interviews from country offices (COs) which will be reflected in the 2021 International Report.

The DG ECHO audit was finalised at the beginning of 2020 and therefore was not hindered by COVID-19 restrictions. The audit targeted assessing DCA's system of rules, controls and procedures against criteria set by the European Commission. Examples of topics concerning these criteria are DCA's financial status, ethical principles, e.g., anti-corruption and safeguarding) and operational capacity. For the audit, a desk study was completed at HQ on DCA's main policies and procedures, and personal interviews were conducted with relevant staff. No major non-conformities were found, and the lowest score was a seven out of ten. DCA qualified for a Framework Partnership Agreement with ECHO as well as being eligible as a programmatic partner.

In February 2020, DCA had to conduct a self-assessment for UNICEF on its organisational capacity for PSEA, after which consultants verified the results. Six pillars were investigated, ranging from policy to training and investigation. DCA did not provide sufficient PSEA training for temporary consultants and the adoption referral mechanisms were not adequate. Overall, the consultants concluded that DCA's organisational capacity is adequate and that the risks for sexual exploitation and abuse were low.

In October 2020, DCA was assessed by UNOPS on whether its procurement operations are in accordance with standards on health and safety, environmental management, integrity, equal opportunity, and human rights. While some observations were made and a correction plan was formulated for DCA to implement improvement measures, UNOPS found that DCA procurement capacity is adequate and lives up to its standards.

[**Uganda** / Yilmaz Polat]

10. Quality Management and Accountability

10.1 Complaints Mechanism

STRATEGIC OBJECTIVE: **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 2020, DanChurchAid (DCA) continuously supported and facilitated initiatives to strengthen the accountability and complaints frameworks at both headquarters (HQ) and country office (CO) levels.

The quarterly Complaints and Accountability Focal Points webinars have systematically been carried out with a high percentage of attendants and strong commitment. The topics discussed during the webinars have been the Core Humanitarian Standard (CHS), the Accountability Improvement Plans, and the Trafficking in Persons Compliance Plan. Moreover, the webinars were evaluated at the end of the year. The feedback was positive and the suggestions for improvement were translated into concrete action points to be considered and integrated for the webinars in 2021.

Additional activities to improve transparency and accountability were made when the Declaration of Conflict of Interest to DCA Board, Council and Senior Management was developed and signed by all relevant members and employees. The decision to make it mandatory for DCA Board and Council members to sign the DCA Code of Conduct was another step towards increasing the level of organisational accountability.

When DCA signed a contract with United States Aid for International Development (USAID) in July 2020, a Trafficking in Persons Compliance Plan was developed to meet the requirements. The annual certificate for human trafficking was then signed accordingly. The Trafficking in Persons Compliance Plan was presented at a Complaints and Accountability Focal Points webinar for further implementation at the relevant COs that received USAID funding, and it was shared with all relevant employees at HQ and CO levels.

The Code of Conduct was translated into Arabic, French and English and distributed across the organisation. DCA continued its commitment to the CHS throughout the year. Accountability improvement plans to assist the COs in meeting the standards and working systematically with each commitment and indicator were discussed at the Complaints and Accountability Focal Points webinars and followed up upon bilaterally with selected COs. Despite the challenges of the COVID-19 pandemic, the CHS recertification audit was initiated in September, and the first of two phases, was carried out conducting interviews remotely with staff based at HQ before the end of the year.

DCA is committed to influence and support partners to have a complaints system in place, and this was a recurring topic during the Complaints and Accountability Focal Points webinars. 142 of 205 partners had complaints systems in place in 2020, which is 69% of all DCA partners – an increase from 59% in 2019.

In 2020, a total of 2590 complaints were received globally, out of which 2579 were categorised as non-sensitive and 13 categorised as sensitive. This is an increase from 2019, when a total of 1681 complaints were received globally, of which 1595 were categorized as non-sensitive complaints and 85 categorised as sensitive. DCA saw an intensive increase in the number of non-sensitive complaints and a decrease in the number of sensitive complaints in 2020.

The reason for the increase of non-sensitive complaints can possibly be related to the COVID-19 pandemic, which has increased people's desperation, meaning more people need support. An example is in North East Syria (NES) where an increased number of households requested inclusion in assessments and contested existing selection criteria for support from DCA.

The explanation for the immense decrease of sensitive complaints received in 2020, which numbered 85 in 2019 and 11 in 2020, could also be influenced by the pandemic. Based on consultancies with selected COs, it has been highlighted that most employees have worked from home or even been evacuated for most of the year, and thus neither been able to be physically at work to identify breaches of the Code of Conduct, nor to create awareness, to remind and to encourage filing sensitive complaints. Finally, the lack of employee internal and external contact has made Code of Conduct violations less likely.

10.2 Monitoring and Evaluation

Initiatives to improve quality of Monitoring, Evaluation, Accountability and Learning (MEAL) practice continued

during 2020. At a global level, a second MEAL workshop was planned for 2020, which was postponed due to the COVID-19 pandemic. In 2021, DCA will proceed with developing and rolling out a revised MEAL policy with supporting tools, guidance, and plans to update its evaluation policy in 2022.

At the country level, 19 country programmes (CPs) reported a range of ongoing initiatives to strengthen monitoring and evaluation capacity. Several DCA CPs reported having upgraded DCA practices or a greater emphasis on monitoring and evaluation (M&E) strategic development in **Ethiopia** and **Cambodia**. Some programmes reported increased M&E capacity with **Kenya** and **Malawi** recruiting M&E personnel during 2020, but with plans to recruit dedicated M&E staff reported by **Iraq** and **Lebanon**. In **Mali** a temporary M&E officer was in place during 2020. **Nepal** and **Zimbabwe** reported activities to develop and support M&E capacity of implementing partners, whilst **Bangladesh** and **Nepal** also reported training of DCA staff on M&E practices. **Mali** and **South Sudan** reported rollout of digital collection tools to support monitoring practice.

DCA committed to working on two strategic objectives (SOs) relating to monitoring and evaluation during the strategic period. The first was prioritised from 2019 onwards as a mandatory requirement for all DCA programmes; the aim was to establish improved practice for basic monitoring and evaluation through clear definitions and measurement of indicators at output and outcome level. The second objective was prioritised from 2020 onwards with more coordinated attempts in DCA to improve use of evaluation by aligning with learning-oriented priorities.

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

This objective was selected to ensure alignment with the CHS indicator 2.7, which requires systematic, objective, and ongoing monitoring and evaluation of activities and effects. The 2020 CHS stage one recertification audit confirmed continued compliance by DCA on this issue at policy level. Country-level assessments will take place during 2021. At the country level, 19 CPs reported a range of ongoing initiatives. Generally, these initiatives reconfirmed commitments to established M&E practices, and several programmes confirmed having indicators in place from the outset of each project where both output and outcome indicators were identified. Several programmes reported increased initiatives to focus on outcome measurement practice (**Bangladesh**, **Libya**, **Malawi**, **Mali**, **Nepal**, **Syria** and **Uganda**) during 2020 and the remainder of the strategic period.

Further, DCA defined performance against this objective as having at least two measurements of indicators during the project cycle. In 2020, DCA's annual reporting system received outcome reports from 160 projects out of 306, which submitted 235 instances of outcome reporting aligned with DCA's key outcome indicators (KOIs), of which approximately 47% were verified as outcomes aligned with the KOIs, and therefore included in this year's KOI reporting. Altogether this represents a three-fold increase, since DCA's global results framework (GRF) was introduced in 2018. For 146 projects not submitting KOI reporting in 2020, it was not possible to fully verify M&E systems and reporting quality. However, as a broad indication, 60% indicated that was because outcome systems were in place, but KOIs were not relevant to the type of work; in other cases, 20% said the project started prior to KOI introduction or follow-up measurements were not planned during 2020. For 12%, outcome systems were not in place, but valid explanations were provided, such as short-term emergency projects, pilot or inception phase projects, or that DCA was implementing as part of a larger consortium. For 27% of projects not submitting KOI reporting, this was due to a lack of planned baseline or follow-up measurements, implying that basic M&E capacity to measure outcomes was not in place for 13% of the DCA portfolio in 2020.

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

DCA's evaluation policy identifies three kinds of evaluations: project, programme and thematic. In 2020, DCA commissioned five CP evaluations in **Uganda**, **Palestine**, **Malawi**, **Zimbabwe** and **South Sudan**, which systematically included a set of global learning questions to inform DCA's programme strategic priorities. Of 306 projects active in 2020, 44 were due to be evaluated, according to minimum thresholds outlined by the evaluation policy. Out of these, 21 completed the evaluation during 2020. In cases where evaluations were not completed in 2020, this was predominantly due to delays in project implementation and operational challenges so that evaluations were postponed to 2021. DCA's evaluation policy is due for revision in 2022 and will be updated to reflect recent organisational changes and current thinking on good evaluation practice.

DCA took further steps to strengthen learning-oriented

approaches to evaluation in 2020. A global thematic evaluation of DCA's global goal to Build Resilient Communities was commissioned in late 2020, employing a realist/theory-based approach and will play a key role in informing strategic orientation of programming in 2021, detailed in Chapter 3. In addition to the four organisational reviews, five CP evaluations were carried out in **Malawi**, **Palestine**, **South Sudan**, **Uganda**, and **Zimbabwe**. The evaluations were conducted according to DCA Evaluation Policy, including aligning with the Development Assistance Committee (DAC) criteria of e.g., relevance, effectiveness, efficiency, impact, and sustainability, which differed per evaluation to include other criteria such as climate change and nexus approach, and incorporated a set of global learning questions, aligned with organisational strategic priorities.

Summary of findings against DAC evaluation criteria from five CP evaluations in 2020 (Malawi, Palestine, South Sudan, Uganda, Zimbabwe)

Relevance: Overall the evaluations noted high relevance of DCA programmes to contexts and needs of targeted groups, with strong alignment to the DCA international strategy and vision. DCA's Theory of Change (ToC) approach was often assessed as a means for ensuring relevance, although awareness and engagement of partners was sometimes noted as a challenge. In **South Sudan**, a strong link between project activities and needs of the community was an important contributor to programming relevance, especially important considering the conflict-related context.

Effectiveness: The programmes were also assessed as effective with minor exceptions. In **Malawi**, partner capacity strengthening was found to be effective, although the evaluation noted that results of this sometimes varied from partner to partner. In **South Sudan** it was noted that the programme implemented projects with almost no delays and that it had a dynamic management of budget to be able to account for unexpected shocks, but increased attention is needed to climate change and gender protection, including better for safeguarding women relating to cash

Efficiency: DCA's partnership approach and strong financial management systems were highlighted as contributors to efficiency. Many of the evaluations highlighted M&E as an area for improvement, and in both **Uganda** and **Malawi** weaknesses in knowledge and information management were identified.

Impact: All evaluations stated that the CPs have had positive impacts on rights holders: Some examples referred to by the evaluations include increased rights holders' enjoyment of their rights in **Zimbabwe**, a strengthening of rights holders' claiming and monitoring of rights and gender equality in **Malawi**, an improved transparency, accountability, and responsiveness of the government in **Uganda**, a positive impact on environmental and social resilience in **Palestine**, and a positive impact on market interaction and reduced tensions in **South Sudan**. Challenges were noted in **Zimbabwe** due to an unfavourable macro-economic environment, political instability, and climate change as well as political will and motivation of Zimbabwe's government institutions alongside other factors.

Sustainability: All evaluations reported that various aspects of the country-specific programmes are likely to last beyond the programmes, generating long-term sustainable impacts in target communities, especially due to DCA's work through empowerment of citizens and local organisations and building resilience in target communities

Thematic Evaluation on building resilience communities.
In 2020, DCA also commissioned an external evaluation focusing on DCA's work to support resilience of poor and vulnerable communities in line with DCA's global goal to Build Resilient Communities. The evaluation undertook extensive research across six country programmes with 24 focus projects, combining literature review with primary research within the area of resilience. The conclusion was that, across all countries, rights holders reported positive changes in their lives, citing a wide range of beneficial activities and their contributions to social, environmental, and economic change that link to the resilience goal. Rights holders also communicated various challenges, including resistance to environmentally sustainable agricultural techniques, gender issues and tensions, and the adverse impacts of the pandemic, conflict, and natural disasters. Most projects appeared to be effective in achieving their stated output-level results, however, outcome-level changes are not measured and reported systematically.

10.3 Security and Risk Management

10.3.1 Counter Terrorism Compliance

Continuing the trend of 2019, an increasing number of international donors and states have required that NGOs apply strong counter terrorism measures. The rollout of the FinScan screening software and provision of training for the screening focal points at HQ and COs was central for DCA's compliance. To this end, an extensive training programme was developed and completed in December 2020. The full organisational operationalisation of the new screening procedures started immediately after completion of the training.

Furthermore, the procedures to the Counter Terrorism Compliance Policy have undergone several updates under the supervision of the Counter Terrorism Legislation Advisory Committee. Several adjustments were made to refine the governance of DCA's counter terrorism efforts and increase efficiency of the screening process.

10.3.2 Security Management

The most significant threat to staff safety and security in 2020 was the threat to staff health presented by COVID-19. At the start of the first wave of infections in March 2020, DCA formed an HQ Crisis Management Team to guide and support COs in their response to the pandemic. COs quickly adapted ways of working to minimise staff exposure to COVID-19 and evacuated international staff from countries whose health systems were assessed to not have the capacity to manage a health crisis of this nature.

While most international staff were able to return to their COs after the first wave, they faced, and continue to face, significant challenges with sourcing accurate COVID-19 tests and spent time in quarantine.

Despite best efforts, some DCA staff, international and national, including Country Directors, tested positive for COVID-19 in 2020 but fortunately all recovered without requiring intensive hospital care treatment.

The injury of a mine clearance colleague in an accident in **Lebanon** was a salutary reminder for DCA of the inherent dangers associated with Humanitarian Mine Action (HMA) work. The critical incident was reviewed and subsequent lessons learned helped the organisation further strengthen practices and reenforce awareness among colleagues of the dangers associated with this type of programme activity.

Another event of significance was the military coup in **Mali** in August 2020. Fortunately, this situation did not substantially impact DCA programme activities.

In the last quarter of 2020, DCA established the two new roles of Global Head of Safety and Security and Global Roving Safety and Security Adviser to increase its capacity to manage safety and security risks worldwide. The Global Head of Safety and Security is in the process of further developing DCA's Safety and Security Duty of Care Framework, which, once fully rolled out, will strengthen best practice standards further in all COs and for those travelling from HQ to COs.

As the title suggests, the Global Roving Safety and Security Adviser's key function is providing in-country mentorship and guidance for management and security focal points. The Roving Adviser's other key roles are to provide technical support in conducting risk assessments, developing measures to mitigate safety and security risks, delivering training, and ensuring all staff maintain currency with mandatory trainings such as Hostile Environment Awareness Training.

10.3.3 Risk Management

In 2020, the COVID-19 pandemic brought a severe increase in both severity and impact of various risks across DCA's COs. Aside from the increased risk of morbidity and death, the pandemic also increased the risk of failure to operationalise programmes and projects as travel was limited and logistics were constrained. Moreover, in some countries the pandemic increased the risk of looting and the decrease of presence of NGOs due to staff being recalled, which increased the risk of violence towards women.

To mitigate the risks brought by COVID-19, World Health Organisation (WHO) guidelines were strictly followed for programme and project implementation and personal protection equipment (PPE) such as hand sanitiser, masks and gloves were provided for staff and communities. Furthermore, security protocols and guidelines have been revised to make sure staff and resources are safe and hotlines were set up for urgent cases of gender-based violence (GBV). Also, budgets were adjusted to support COVID-19 responses, allowing COs to adapt working within the context of the pandemic.

In addition to COVID-19, both **Central African Republic (CAR)** and **Mali** reported that the deteriorating security situation due to general elections brought increased risks to staff safety. The COs responded by setting up permanent communication systems on the security

situation to keep staff informed and maintaining a record of staff whereabouts during the election day.

Aside from the new risks, several countries also reported changes in risk severity. Lebanon reported an increase in the severity of the risk posed by the deteriorating financial and economic situations such as near hyper-inflation, spiralling exchange rates and restrictions on the use and withdrawal of cash. To mitigate this, the CO increased communication with banks to agree to the withdrawal of funds and sometimes made project payments from outside Lebanon.

Mali reported an increase risk of car-jackings due to higher incidents throughout the country. Moreover, public transportation used by staff for access to field sites was targeted, increasing the risk of injury or death to staff and theft of critical assets. To mitigate this, strict observance of the curfew and off-limit zone was enforced, security procedures were put in place and implemented, and United Nations (UN) security reports were monitored on a continuous basis.

Nepal reported an increase in the severity of risk relating to violence, abduction, intimidation, and harassment due to an influx of migrant workers in Western Nepal. Poor access to resources, including food, led to an increase in the risk of domestic abuse. To mitigate this risk, the CO coordinated with UN Department of Safety and Security (UNDSS) and the Association of International NGOs in Nepal on safety security issues and updated security guides regularly.

11. Annexes

11.1 Abbreviations

ACT	Action by Churches Together
ADC	Area Development Committees
AVR	Armed Violence Reduction
BPRM	Bureau for Population, Refugees and Migration
C4C	Charter for Change
CaLP	Cash Learning Partnership
CAR	Central African Republic
CEDAW	Convention to Eliminate all Discrimination Against Women
CHS	Core Humanitarian Standard
CO	Country Office
CoP	Community of Practice
CP	Country Programme
CSO	Civil Society Organisation
CSI	Coping Strategy Index
CSP	Community Safety Plans
CSW	Commission of the Status of Women
CtA	Call to Action
CVA	Cash and Voucher Assistance
Danida	Danish International Development Assistance
DAC	Development Assistance Committee
DCA	DanChurchAid
DG	Directorate General
DKH	Diakonie Katastrophenhilfe
DKK	Danish Kroner
DMDP	Danida Market Development Partnership Programme
DRC	Democratic Republic of Congo
DRR	Disaster Risk Reduction
ECHO	European Civil Protection and Humanitarian Aid Organisation
EDR	Employee Development Review
EO	Explosive Ordnance
EORE	Explosive Ordnance Risk Education
ERW	Explosive Remnants of War
EU	European Union
EuropeAid	European Civil Protection and Humanitarian Aid Operation
FBO	Faith Based Organisation
FCS	Food Consumption Score
FDF	Frivilligt Drenge og Pigeforbund
FoRB	Freedom of Religion or Belief
GBV	Gender Based Violence
GRF	Global Results Framework
HDP	Humanitarian-Development-Peace
HMA	Humanitarian Mine Action
HQ	Headquarters / Head office
HR	Human Resources
HRBA	Human Rights-Based Approach
HRDs	Human Rights Defenders
HRV	Human Rights Violation
ICBL-CMC	International Campaign to Ban Landmines-Cluster Munition Coalition
ICVA	International Council of Voluntary Agencies
IDP	Internal Displaced People
IEDs	Improvised Explosive Devices
IHL	International Humanitarian Law
IHRL	International Human Rights Law
IRCU	Inter-Religious Council of Uganda
KOI	Key Outcome Indicator
KPI	Key Performance Indicator
KRI	Kurdish Region of Iraq
L2GP	Local to Global Protection
LFA	Local Faith Actor
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus
M&E	Monitoring and evaluation
MA	Mine Action

MEAL	Monitoring, evaluation, accountability and learning
MFA	Ministry of Foreign Affairs of Denmark
MP	Members of parliament
NCA	Norwegian Church Aid
NES	North East Syria
NFI	Non-Food Items
NGO	Non-Governmental Organisation
NU	DCA's youth organisation
OCHA	The United Nations Office for the Coordination of Humanitarian Affairs
P4G	Partnering for Green Growth and the Global Goals 2030
PA	Partnership Agreements
PAT	Partnership Assessment Tool
PaRD	International Partnership on Religion and Sustainable Development
PPD	Programme and Project Documentation system
PPE	Personal Protection Equipment
PPM	Project and Programme Manual
PRI	Project and Programme Related Information
PSM	Press and Stakeholder Management unit
PSS	Psychosocial Support
PSEA	Prevention of sexual exploitation and abuse
RBC	Responsible Business Conduct
S-b-S	Side-by-Side faith movement for gender justice
SCLR	Survivor and Community-led Crisis Response
SDGs	Sustainable Development Goals
SO	Strategic Objective
ToC	Theory of Change
TROFACO	Tropical Farmer Connect
UN	United Nations
UNDSS	UN Department of Safety and Security
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UPR	Universal Periodic Review
US	United States
USAID	United States Aid for International Development
USD	United States Dollar
VDC	Village Development Committees
VOICE	Voluntary Organisations in Cooperation in Emergencies
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organisation
WHRD	Women Human Rights Defenders
WLO	Women-led Organisations
WRO	Women's Rights Organisations
YMCA	Young Men's Christian Association

11.2 **DCA's Strategic Hierarchy**

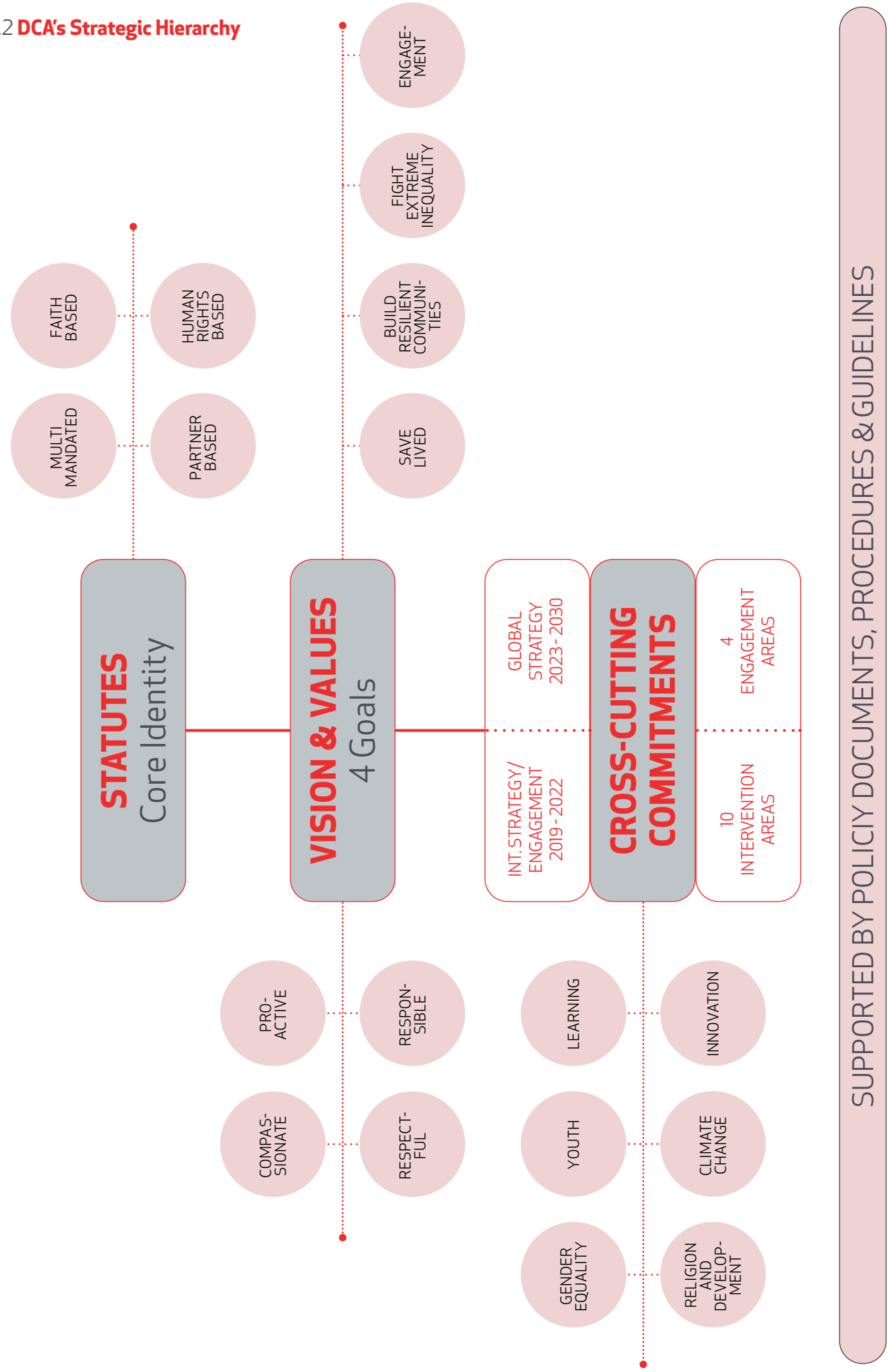


TABLE 1 **KOI 1.1:** % OF THE TARGET POPULATION WITH ACCEPTABLE FOOD CONSUMPTION SCORE (FCS) (DISAGGREGATED BY COUNTRY AND SECTOR)
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
DCA Country Programme	Project	Start	Main donor(s)	Length (m)	Budget	People reached in 2020 (%F)	Internal Assesment	FCA Acceptable - Baseline	FCA Acceptable - Endline
Bangladesh	Humanitarian assistance and resilience building for the Rohingya and the host community (#1010369-13)	OCT-19	ACT	14	DKK 1467526.77	10,495 (49% F)	Better than expected	72%	76%
CAR	Sécurité Alimentaire et Moyens d'Existence à Ippy (#SAMI) (#1010770-29)	MAR-20	EU	11	DKK 5758863.65	9,650 (48% F)	As Expected	13%	35%
Ethiopia	WASH and cash-based assistance among south Sudanese refugees in Gambella region of Ethiopia (#ECHO) (#1010331-49)	SEP-18	Danida	29	DKK 2539792.83	9,201 (95% F)	Worse than expected	22%	67%
Ethiopia	Improving Food Security of South Sudanese Refugees in Jewi Refugee camp (#1010331-57)	JAN-20	Danida	11	DKK 2999642.77	1,410 (96% F)	Worse than expected	12%	42%
Ethiopia	Cash based assistance for conflict affected South Sudanese refugees (#1010331-62)	APR-20	Danida	8	DKK 5500535.49	4,165 (54% F)	As Expected	28%	66%
Ethiopia	Humanitarian Response for Eritrean Refugees in Afar Region, Ethiopia _ Cash Based Interventions. (#1010331-45)	JUN-18	Other	21	DKK 6300566.03	17,785 (52% F)	Better than expected	10%	97%
Ethiopia	Food and Livelihood Improvement for South Sudanese Refugees and Host Communities in Gambella (#1010331-54)	SEP-19	US	11	DKK 10049016.72	4,800 (94% F)	Worse than expected	51%	64%
Kenya	Support to Refugees and Host Communities (#SR&HC) in Kakuma Refugee Camp, Kalobeyei Settlement and surrounding areas, 2020 (#1010375-15)	JAN-20	Danida	11	DKK 4933813.67	1,589 (67% F)	Better than expected	3%	54%
Nepal	SACAR-Strengthening Community Adaptive Capacity for Advancing Resilient Livelihoods (#1010327-57)	JAN-20	Danida	23	DKK 3247315.18	5,465 (58% F)	Better than expected	81%	75%
Nepal	SAPHAL-Sustainable Agriculture Promotion for Humanitarian Assist & livelihood Project (#1010327-58)	JAN-20	Danida	23	DKK 963000	2,411 (57% F)	As Expected	81%	75%
Nepal	Climate Resilient Livelihood and Good Governance Project (#1010327-59)	JAN-20	Danida	23	DKK 540350	2,647 (83% F)	Better than expected	71%	72%
Palestine	Strengthened food security and resilience in protracted humanitarian crisis. (#1010306-76)	FEB-20	Danida	22	DKK 9783079.62	6,508 (48% F)	Better than expected	45%	74%
Palestine	Strengthened food security and resilience in protracted humanitarian crisis. (#1010306-92)	OCT-20	Danida	2	DKK 536181.3	1,528 (49% F)	Better than expected	53%	83%
South Sudan	Cash and Livelihoods Based Humanitarian Response in Greater Upper Nile, Phase IV (#HRUN 4) (#1010342-11)	SEP-18	ACT	20	DKK 25,888,392	48,564 (56% F)	As Expected	81%	86%
South Sudan	Saving lives of flood-affected communities in Bor South County (#1010342-27)	OCT-20	Danida	2	DKK 1,000,000	3,780 (51% F)	As Expected	61%	70%
Zimbabwe	Urban Social Assistance Project (#1010268-90)	FEB-20	EU	13	DKK 30,871,750	143,506 (52% F)	Better than expected	34%	97%
Zimbabwe	Sizimele: Action for Building Resilience in Zimbabwe (#1010268-37)	JUL-17	UN	59	DKK 45,090,192	48,664 (67% F)	Worse than expected	83%	43%
Zimbabwe	DCA/WFP Urban Social Assistance Programme (#1010268-82)	NOV-19	UN	16	DKK 56,331,227	81,605 (53% F)	Better than expected	26%	76%

TABLE 2 **KOI 1.2:** AVERAGE COPING STRATEGIES INDEX (CSI) SCORE FOR THE TARGET POPULATION (DISAGGREGATED BY COUNTRY AND SECTOR)
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
DCA Country Programme	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**CSI Index Score - baseline**	**CSI Index Score - endline**
Ethiopia	Humanitarian Response for Eritrean Refugees in Afar Region, Ethiopia _ Cash Based Interventions. (#1010331-45)	JUN-18	Other external donor	21	DKK 6,300,566	117,785 (52% F)	Better than expected	28	6.32
Ethiopia	WASH and cash-based assistance among south Sudanese refugees in Gambella region of Ethiopia (#ECHO) (#1010331-49)	SEP-18	Danida-HUM/EU	29	DKK 25,395,793	9,201 (95% F)	Better than expected	42	13.9
Ethiopia	Improving Food Security of South Sudanese Refugees in Jewi Refugee camp (#1010331-57)	JAN-20	Danida-HUM	11	DKK 2,999,643	1,410 (96% F)	Better than expected	28.6	12.1
Ethiopia	Cash based assistance for conflict affected South Sudanese refugees (#1010331-62)	APR-20	Other external donor	8	DKK 5,500,535	4,165 (54% F)	As Expected	29.8	19.4
Ethiopia	Food and Livelihood Improvement for South Sudanese Refugees and Host Communities in Gambella (#1010331-54)	SEP-19	US	11	DKK 10,049,017	4,800 (94% F)	As Expected	69%	74%
Mali	People Act Against Covid-19 Together (#PAACT) (#1010774-42)	MAR-20	Danida HUM	9	DKK 800,000	84,445 (51% F)	Better than expected	19.7	2.42
Nepal	Climate Resilient Livelihood and Good Governance Project (#1010327-59)	JAN-20	Danida-CIV	23	DKK 540,350	2,647 (83% F)	As Expected	20.5	26
Nepal	SACAR-Strengthening Community Adaptive Capacity for Advancing Resilient Livelihoods (#1010327-57)	JAN-20	Danida-CIV	23	DKK 3,247,315	5,465 (58% F)	Better than expected	65.3	1.1
Nepal	SAPHAL-Sustainable Agriculture Promotion for Humanitarian Assist & livelihood Project (#1010327-58)	JAN-20	Danida-CIV	23	DKK 963,000	2,411 (57% F)	Better than expected	5.5	5.9
Palestine	Strengthened food security and resilience in protracted humanitarian crisis. (#1010306-76)	FEB-20	Danida-HUM	22	DKK 9,783,080	6,508 (48% F)	Better than expected	88	28.1
Palestine	Strengthened food security and resilience in protracted humanitarian crisis. (#1010306-92)	OCT-20	Danida-HUM	2	DKK 536,181	1,528 (49% F)	Better than expected	80.7	12
Syria	Saving lives, building resiliencies and providing humanitarian assistance to IDPs, returnees and over-burdened host communities in hard to reach areas of North East Syria (#1010772-41)	NOV-18	Danida	15	DKK 22,325,087	18,442 (52% F)	As Expected	14.5	17
Syria	Saving lives and improving vulnerable communities' abilities to cope with the effects of protracted conflict (#1010772-46)	JAN-20	Danida	14	DKK 14,300,000	69,733 (52% F)	As Expected	14.5	17
Syria	Saving lives and improving vulnerable communities' abilities to cope with the effects of protracted conflict (#1010772-52)	JAN-20	Danida HUM	11	DKK 1,066,599	2,514 (50% F)	As Expected	14.5	17
Syria	Improving vulnerable communities' abilities to cope with the effects of protracted conflict through shelter rehabilitation and psychosocial support (#1010772-54)	MAR-20	EU	11	DKK 7,836,683	10,597 (50% F)	As Expected	8.2	8
Zimbabwe	Sizimele: Action for Building Resilience in Zimbabwe (#1010268-37)	JUL-17	UN	59	DKK 45,090,192	48,664 (67% F)	Worse than expected	8.2	19.8
Zimbabwe	Urban Social Assistance Project (#1010268-90)	FEB-20	Danida-HUM/EU	13	DKK 30,871,750	143,506 (52% F)	Better than expected	20	2

TABLE 3A **KOI 1.3A:** % OF TRAINED RIGHTS HOLDERS DEMONSTRATING SAFE BEHAVIOR TOWARDS THE DANGERS OF EXPLOSIVE REMNANTS OF WAR/LANDMINES

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Baseline**	**Endline**
Lebanon	HMA Lebanon DUTCH Clearance 2016 - 2020 (#1010066-45)	SEP-16	Dutch MFA	47	DKK 15,055,684	52,706 (48% F)	As expected	99%	100%
Libya	Safer communities in South Sudan, Mali, Libya and Lebanon (#1010177-29)	SEP-16	Dutch MFA	47	DKK 6,655,426	9,299 (49% F)	As expected	83%	55%
Libya	Supporting Stabilization and Recovery in Libya through Mine Action Focussed in the City of Sirte (#1010177-38)	SEP-18	British Embassy	18	DKK 14,838,468	Not available	Better than expected	92%	98%
Libya	Emergency Response Derna, Libya (#1010177-39)	NOV-18	Dutch MFA	21	DKK 11,197,100	3,624 (54% F)	Better than expected	31%	97%
Libya	Fostering Stabilization in Benghazi Libya, through Integrated Mine Action (#1010177-42)	NOV-19	US	28	DKK 11,260,053	19,115 (50% F)	As expected	80%	90%
Mali	Humanitarian Mine Action & Cluster Munition Programme 2016-2020 (#1010774-21)	SEP-16	Danida-HUM	47	DKK 1,207,554	28,534 (47% F)	As expected	99%	97%
South Sudan	HMA South Sudan DUTCH Risk Education 2016 -2020 (#1010667-30)	SEP-16	Dutch MFA	47	Not available	18,451 (49% F)	As expected	100%	100%

TABLE 3B **KOI 1.3B:** % OF TRAINED RIGHTS HOLDERS DEMONSTRATING SAFE BEHAVIOR TOWARDS THE DANGERS OF EXPLOSIVE REMNANTS OF WAR/LANDMINES (IMPROVED AWARENESS AMONGST TRAINING PARTICIPANTS AFTER MRE SESSION)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Baseline**	**Endline**
Mali	POC II - Contribute to the protection of conflict affected populations, including those affected by the threat posed by explosive hazards, SALW and inter- and intracommunity conflicts in central Mali (#1010774-37)	OCT-19	UN	10	DKK 3,951,810	23,100 (48% F)	Better than expected	N/A	85%
Mali	PROVIE-A - Strengthening national capacity for an effective response to the needs of survivors of explosive hazards in the central region of Mali (#1010774-38)	OCT-19	UN	10	DKK 3,205,518	3,621 (46% F)	Better than expected	N/A	89%
Syria	Creating Safer Communities in North East Syria to Support Safe and Sustainable Returns (#1010772-45)	FEB-19	French MFA	19	DKK 11,199,113	195,659 (49% F)	Better than expected	N/A	100%
Syria	Saving lives and improving vulnerable communities' abilities to cope with the effects of protracted conflict (#1010772-46)	JAN-20	Danida	14	DKK 14,300,000	69,733 (52% F)	Better than expected	N/A	99%
Syria	Saving lives and improving vulnerable communities' abilities to cope with the effects of protracted conflict (#1010772-48)	DEC-19	ACT	4	DKK 2,758,693	78,474 (54% F)	Better than expected	N/A	100%
Syria	Explosive Hazards Clearance and Mine Risk Education in North East Syria (#1010772-50)	JAN-20	Other external donors	8	DKK 1,479,960	6,934 (51% F)	Better than expected	N/A	100%
Syria	Saving lives and improving vulnerable communities' abilities to cope with the effects of protracted conflict (#1010772-51)	APR-20	ACT	8	DKK 2,809,602	18,322 (56% F)	Better than expected	N/A	98%
Syria	Addressing the needs of children, adolescents and youth affected by armed conflict in North East Syria (#1010772-43)	JUL-19	ACT	8	DKK 2,967,610	4,066 (55% F)	Better than expected	N/A	98%

TABLE 4 **KOI 1.3B:** % OF RIGHTS HOLDERS REPORT IMPROVED SAFE ACCESS TO AREAS PREVIOUSLY CONTAMINATED BY EXPLOSIVE REMNANTS OF WAR (ERW)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Baseline**	**Endline**
Lebanon	HMA Lebanon DUTCH Clearance 2016 - 2020 (#1010066-45)	SEP-16	Dutch MFA	47	DKK 15,055,684	52,706 (48% F)	As expected	N/A	100%
Libya	Safer communities in South Sudan, Mali, Libya and Lebanon (#1010177-29)	SEP-16	Dutch MFA	47	DKK 6,655,426	9,299 (49% F)	As expected	N/A	95%
Libya	Supporting Stabilization and Recovery in Libya through Mine Action Focussed in the City of Sirte (#1010177-38)	SEP-18	British Embassy	18	DKK 14,838,468	Not reported in 2020	As expected	41%	66%
Libya	Fostering Stabilization in Benghazi Libya, through Integrated Mine Action (#1010177-42)	NOV-19	US	28	DKK 11,260,053	19,115 (50% F)	As expected	85%	87%
South Sudan	HMA South Sudan DUTCH Risk Education 2016 -2020 (#1010667-30)	SEP-16	Dutch MFA	47	Not available	18,451 (49% F)	As expected	N/A	100%
South Sudan	Enhancing safety for youth and children through sustainable and innovative Risk Education activities in Magwi, former Eastern Equatoria State (#1010342-23)	FEB-20	Other external donors	5	DKK 500,696	2,465 (47% F)	As expected	17%	90%

TABLE 5 **KOI 2.1:** % HOUSEHOLDS AND COMMUNITIES DEMONSTRABLY ADOPTING PREPAREDNESS MEASURES TO PROTECT LIVES AND LIVELIHOOD ASSETS THROUGH IMPLEMENTATION OF DRR ACTION PLANS (DISAGGREGATED BY COMMUNITY/HOUSEHOLD)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020				
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Indicator**	**Baseline**	**Endline**
Nepal	SAPHAL-Sustainable Agriculture Promotion for Humanitarian Assist & livelihood Project (#1010327-58)	JAN-20	Danida CIV	23	DKK 963,000	2,411 (57% F)	Better than expected	% of the respondents stating that the LG has DRR programs in the working area	70%	78%
Nepal	Climate Resilient Livelihood and Good Governance Project (#1010327-59)	JAN-20	Danida CIV	23	DKK 540,350	2,647 (83% F)	As expected		85%	86%
Palestine	Survival and community led response (#SCLR 2020) (#1010306-84)	FEB-20	ACT	10	DKK 635,667	8,664 (48% F)	As expected	# of communities in Gaza implementing resilience, humanitarian response and DRR activities prioritized in their action plans which were developed in a participatory manner with whole community	N/A	8 community initiatives
South Sudan	Strengthening Local Capacity for Improved Food Security and Livelihoods of Conflict-affected Population in South Sudan (#1010342-21)	JAN-20	Danida HUM	11	DKK 9,000,000	38,688 (55% F)	Better than expected	% of targeted HHs reporting improved preparedness for natural disaster	33%	65%

TABLE 6 **KOI 2.2:** % OF TARGETED MEN AND WOMEN WHO HAVE INCREASED HOUSEHOLD INCOME DUE TO LIVELIHOOD IMPROVEMENT ACTIVITY

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020			
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Population reporting increase %**	**Endline**
Cambodia	Support A Village (#1010279-35)	MAY-18	DCA (earmarked funds)	35	DKK 850,000.00	253 (79% F)	Better than expected	60%	
Cambodia	Women Empowerment (#1010279-46)	JAN-19	DCA (earmarked funds)	35	DKK 1,676,615.12	1,207 (80% F)	Better than expected	53%	
Cambodia	Accelerating Value Chains for ACs in Cambodia (#1010279-52)	JAN-20	DCA (earmarked funds)/Danida CIV	35	DKK 1,667,311.15	6,000 (58% F)	Better than expected	42%	
Cambodia	Sustainable food security and financial sustainability (#FS&FS) (#1010279-53)	JAN-20	DCA (earmarked funds)/Danida CIV	35	DKK 1,278,261.41	2,971 (33% F)	Better than expected	75%	60%
Cambodia	Livelihood Enhancement Action Program (#1010279-60)	JAN-20	DCA (earmarked funds)	23	DKK 1,425,807.97	10,847 (51% F)	Worse than expected	80%	
Ethiopia	Food and Livelihood Improvement for South Sudanese Refugees and Host Communities in Gambella (#1010331-54)	SEP-19	US	11	DKK 10,049,016.72	4,800 (94% F)	As expected	51%	
Kenya	Support to Agriculture and fish Production for Improved and Resilient Livelihoods (#SAFiP) (#1010375-17)	JAN-20	Danida CIV	11	DKK 1,462,119.87	1,790 (45% F)	As expected		3%
Kenya	Building Resilience Among Agro-Pastoralists For Sustainable Livelihoods (#BRAPAL), 2020 ADS - NRR. (#1010375-18)	JAN-20	Danida CIV	11	DKK 1,124,478.68	3,330 (57% F)	As expected		20%
Myanmar	KBC - ACT Joint Project for Building Resilience in Kayin State (#1010322-43)	JAN-19	ACT	35	DKK 2,518,693.00	Not reported in 2020	As expected		6%
Myanmar	Locally-led humanitarian responses and resilience initiatives in Northern Shan and Southeast (#1010322-60)	AUG-19	Other external donors	16	DKK 13,359,692.37	Not reported in 2020	As expected		90%
Nepal	SACAR-Strengthening Community Adaptive Capacity for Advancing Resilient Livelihoods (#1010327-57)	JAN-20	Danida CIV	23	DKK 3,247,315.18	5,465 (58% F)	As expected	47%	
Nepal	SAPHAL-Sustainable Agriculture Promotion for Humanitarian Assist & livelihood Project (#1010327-58)	JAN-20	Danida CIV	23	DKK 963,000.00	2,411 (57% F)	As expected	47%	
Nepal	Climate Resilient Livelihood and Good Governance Project (#1010327-59)	JAN-20	Danida CIV	23	DKK 540,350.00	2,647 (83% F)	As expected	48%	
South Sudan	Cash and Livelihoods Based Humanitarian Response in Greater Upper Nile, Phase IV (#HRUN 4) (#1010342-11)	SEP-18	ACT	20	DKK 25,888,392.15	48,564 (56% F)	Better than expected	75%	
South Sudan	Strengthening Local Capacity for Improved Food Security and Livelihoods of Conflict-affected Population in South Sudan (#1010342-21)	JAN-20	Danida HUM	11	DKK 9,000,000.00	38,688 (55% F)	As expected	40%	
Uganda	Building Resilience in South Karamoja (#1010328-64)	JAN-20	Danida CIV	35	DKK 550,678.70	1,500 (43% F)	As expected	51%	
Zimbabwe	Sizimele: Action for Building Resilience in Zimbabwe (#1010268-37)	JUL-17	UN	59	DKK 45,090,192.30	48,664 (67% F)	Worse than expected	3.7 to 1.7 (Avg. # of income sources per household)	
Zimbabwe	Village earmarking project (#1010268-65)	JAN-19	DCA (earmarked funds)	35	DKK 340,716.65	289 (68% F)	As expected	18%	

TABLE 7 **KOI 3.1:** TABLE 7: KOI 3.1: NO. OF REPORTED CASES BY VICTIMS OF HUMAN RIGHTS VIOLATIONS RELATING TO BUSINESS AND STATE ACTIONS (DISAGGREGATED BY GENDER, VULNERABILITY AND TYPE OF VIOLATION)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020		
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Results**
Cambodia	Promoting and Defending Rights in Cambodia (#1010279-55)	JAN-20	Danida CIV/ DCA (earmarked funds)	23	DKK 1,636,726.66	8,087 (45% F)	Better than expected	293 human rights violation cases (HRV) reported and 49 cases successful resolved
Malawi	Cash Emergency Response to Covid-19 Risk and Affected Population (#1010300-60)	JUN-20	Danida HUM / DCA (earmarked funds)	6	DKK 2,130,672.07	1,983 (60% F)	As expected	209 GBV cases reported in 2020.
Myanmar	LRC - Empowering and Mobilizing Community Volunteers as Change Agents to Enhance Access to Justice (#1010322-75)	FEB-20	Danida CIV	34	DKK 517,979.51	1,759 (59% F)	Worse than expected	331 HRV cases are registered by formal and informal institutions
Nepal	Enabling Local Democracy for Equal Rights Project (#1010327-61)	JAN-20	Danida CIV	23	DKK 676,240.00	27,523 (56% F)	As expected	265 HRV cases reported in 2020
Nepal	Women Empowerment project (#1010327-62)	JAN-20	Danida CIV	23	DKK 710,052.00	2,364 (84% F)	As expected	
Nepal	Increasing Access to Resources and Services for women from Dalit and Marginalised Group (#1010327-63)	JAN-20	Danida CIV	23	DKK 1,118,150.00	817 (86% F)	As expected	
Palestine	PCHR Documentation of violations of human rights _2019-2022 (#1010306-65)	JAN-19	Danida CIV	47	DKK 963,000.00	4,951 (8% F)	As expected	8571 HRV documented
Palestine	EAPPI 2020 (#1010306-83)	JAN-20	Danida CIV	11	DKK 267,500.00	46,953 (28% F)	As expected	288 HRV and IHL incidents reported; 226 incidents shared with international organisations.
Uganda	Faith for Gender Justice (#1010328-52)	AUG-19	Danida CIV	28	DKK 1,078,247.56	1,061,800 (40% F)	Better than expected	392 GBV cases reported
Uganda	Interfaith Action for Gender Justice (#1010328-60)	JAN-20	Danida CIV/EU	23	DKK 2,756,114.41	1,896 (48% F)	Better than expected	55 GBV cases referred for action.
Zimbabwe	Churches Convergence on Conflict and Peace Project (#1010268-101)	JUL-20	Danida CIV/EU	17	DKK 7,722,956.53	3,154 (53% F)	Better than expected	2 HRV reported in 2020
Zimbabwe	Enhancing Institution Capacity for Greater Impact- ZDD (#1010268-95)	MAY-20	Danida CIV	7	DKK 217,215.35	3,151 (39% F)	Better than expected	54 HRV cases channelled to platform for resolution

TABLE 8 **KOI 3.2:** NO. OF INDIVIDUALS FROM MARGINALIZED GROUPS WHO PARTICIPATE IN POLITICAL DECISION-MAKING PROCESSES (DISAGGREGATED BY GENDER AND VULNERABILITY)
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA				COMPARATORS		RESULTS IN 2020				
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**Indicator**	**Baseline**	**Endline**
Cambodia	Voices for Gender Equality (#1010279-31)	MAR-18	Danida CIV/EU	47	DKK 14,511,709.67	1,829 (69% F)	As expected	% of targeted women, WHRDs, and LGBTQ individuals report increased confidence to claim their rights.	N/A	89%
Malawi	Youths for Inclusion, Participation and Empowerment in Local Governance II (#1010300-46)	JAN-19	Danida CIV	23	DKK 1,183,351.10	36,619 (57% F)	Better than expected	#of youths that stand, vie and get elected for influential positions at different levels	213	213 VDCS + 2 district
Malawi	Women's Enhanced Citizenship and Economic Empowerment II (#1010300-48)	JAN-19	Danida CIV	23	DKK 1,984,280.51	3,599 (70% F)	As expected	#of rural women and youth who actively and effectively participate in political decision -making processes	N/A	133 women elected into various develop-ment committees at com-munity level in Neno and Nsanje
Nepal	Enabling Local Democracy for Equal Rights Project (#1010327-61)	JAN-20	Danida CIV	23	DKK 676,240.00	27,523 (56% F)	Better than expected	% of Dalit, ethnic minorities, youth, and women from marginalized groups in local, district/ municipality and national decision-making structures in partner impact areas	3.80%	27.80%
Nepal	Women Empowerment project (#1010327-62)	JAN-20	Danida CIV	23	DKK 710,052.00	2,364 (84% F)	Better than expected	% of Dalit, ethnic minorities, youth, and women from marginalized groups in local, district/ municipality and national decision-making structures in partner impact areas	69%	97.30%
Nepal	Increasing Access to Resources and Services for women from Dalit and Marginalised Group (#1010327-63)	JAN-20	Danida CIV	23	DKK 1,118,150.00	817 (86% F)	As expected	% of Dalit, ethnic minorities, youth, and women from marginalized groups in local, district/ municipality and national decision-making structures in partner impact areas	36.80%	32.30%
Uganda	Civic Engagement for Equitable Service Delivery and Gender Justice in in Katakwi and Amuria Districts (#1010328-66)	JAN-20	Danida	35	DKK 582,286.46	4,221 (50% F)	As expected	#of Citizens who monitor and engage duty bearers for improved service delivery	N/A	220
Uganda	Women's Voice and Strategic Influence in Leadership: Movement Building, Gender Justice and Accountability (#1010328-67)	JAN-20	CIVDanida CIV	35	DKK 753,076.89	506 (82% F)	Better than expected	#of women participating in elective leadership at district level in three regions of Uganda	N/A	125

TABLE 9 **KOI 3.3:** O. AND TYPE OF KEY CHANGES OBSERVED IN DUTY BEARERS WHICH HAVE DEMONSTRABLE LINKS TO DCA-SUPPORTED CITIZENSHIP EMPOWERMENT ACTIVITIES

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA						COMPARATORS	RESULTS IN 2020		TYPE OF CHANGE			SIGNIFICANCE OF CHANGE		
Country	**Project**	**Start**	**Main donor(s)**	**Length (m)**	**Budget**	**People reached in 2020 (%F)**	**Internal Assesment**	**# of changes identified in 2020**	**Improved transparency**	**Improved service delivery**	**improved prioritisation of citizens needs**	**Policy change**	**Resource allocation**	**Resource allocation**
Cambodia	EC Core Funding 2019-2021 (1010279-43)	JAN-19	Danida CIV	35	DKK 1,006,612.43	1,518 (58% F)	As expected	3			X		1	2
Cambodia	API Core Funding 2019-2021 (1010279-44)	JAN-19	Danida CIV	35	DKK 977,575.54	23,640 (43% F)	As expected	111	X					111
Cambodia	Women Empowerment (1010279-46)	JAN-19	DCA (earmarked funds)	35	DKK 1,676,615.12	1,207 (80% F)	Better than expected	42			X		42	
Kenya	Ugatuzi na Haki I (1010375-19)	JAN-20	Danida CIV	11	DKK 1,321,923.51	6,932 (55% F)	As expected	1			X	1		
Malawi	Enhancing Citizen Voice and Action in Local Governance and Development Process II (1010300-47)	JAN-19	Danida CIV	23	DKK 1,745,940.55	82,187 (55% F)	Better than expected	2	X					2
Malawi	Women's Enhanced Citizenship and Economic Empowerment II (1010300-48)	JAN-19	Danida CIV	23	DKK 1,984,280.51	3,599 (70% F)	Better than expected	2		X				2
Uganda	Civic Engagement for Equitable Service Delivery and Gender Justice in in Katakwi and Amuria Districts (1010328-66)	JAN-20	Danida CIV	35	DKK 582,286.46	4,221 (50% F)	Better than expected	6						6
Zimbabwe	Towards enhancing sustainable planning processes (TESPP) (1010268-31)	JAN-17	Danida CIV	47	DKK 1,483,568.90	10,846 (58% F)	As expected	4		X				4
Zimbabwe	Empowered citizens for equitable, quality and gender responsive local government service delivery project (1010268-73)	JUL-19	Other external funds	20	DKK 4,496,096.43	10,863 (63% F)	As expected	52	X					52
Zimbabwe	National Agro-ecology Centre of Excellence (1010268-76)	SEP-19	Danida CIV	15	DKK 872,986.38	291 (36% F)	As expected	1			X	1		
Zimbabwe	Inclusive Local Governance for Enhanced Service Provision (ILGESP) (1010268-97)	MAY-20	Danida CIV	7	DKK 361,162.45	14,305 (75% F)	As expected	3	X					3

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