

DanChurchAid
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Abbreviations

ACT	Actions by Churches Together
AVR	Armed Violence Reduction
BAC	Battle Area Clearance
CAN	Climate Action Network
CAR	Central African Republic
CEDAW	Committee on the Elimination of Discrimination Against Women
C4C	Charter for Change
CHS	Core Humanitarian Standard
CO	Country Office
CSO	Civil Society Organisation
CSW	Commission on the Status of Women
DCA	DanChurchAid
DFID	Department for International Development
DRC	Democratic Republic of Congo
EOD	Explosive Ordnance Disposal
ERW	Explosive Remnants of War
EU	European Union
FAO	UN's Food and Agricultural Organisation
FBO	Faith Based Organisation
GB	Grand Bargain
GBV	Gender Based Violence
HR	Human Resource
HRD	Human Rights Defenders
HQ	Head Quarter
ICBL	International Campaign to Ban Landmines
ICBLCMC	International Campaign to Ban Landmines and the Cluster Munitions Coalition
IDP	Internally Displaced Persons
IED	Improvised Explosive Device
IHL	International Humanitarian Law
IHRL	International Human Rights law
INGO	International Non-Governmental Organisation
ISIS	Islamic State of Iraq and Syria
KPI	Key Performance Indicator
LGBTQIA	Lesbian, gay, bisexual, transgender, queer, intersex, asexual
L2GP	Local to Global Programme
LWF	Lutheran World Foundation
MA	Mine Action
MDG	Millennium Development Goals
MFA	Ministry of Foreign Affairs
MMC	Manual Mine Clearance
NGO	Non-Governmental Organisation
ODA	Overseas Development Aid
PaRD	Partnership on Religion and Sustainable Development
PRS	Palestinian Refugees from Syria
PSE	Psycho Social Education
PSS	Psychosocial Support
SDG	Sustainable Development Goals
ToC	Theory of Change
UN	United Nations
UNFCCC	United nations Framework Convention on Climate Change
UPR	Universal Periodic Review
USAID	United States Agency for International Development
WCC	World Council of Churches

Introduction

DanChurchAid (DCA) was founded in 1922 by representatives of the Danish Evangelical-Lutheran Church wanting to support victims of World War I. Up to this day, the Danish Evangelical-Lutheran Church continues to be a key part of the DCA's constituency and provide the foundation and moral license to operate.

DCA's legal mandate is outlined in our DCA statutes. Our purpose is to empower the world's poorest in their struggle for a dignified life. This effort is based on a Christian world view and anthropology as well as respect for human rights and the equal worth of all human beings. DCA organises aid and assistance at local, national and global levels, in close cooperation with churches and other cooperative partners, and engages with people's movements and political powers to influence decision makers to improve conditions for the world's poorest. DCA works in a non-discriminatory way for the neediest, irrespective of their religion, gender, political conviction, race, nationality or ethnicity, disability or sexual orientation. We adhere throughout to our own value base to be compassionate, proactive, responsible and respectful.

This revised International Strategy covers the period 2019-2022 and forms an integrated part of the eight years (2015-2022) Global Strategy. The four overall global goals remain the same, whereas the global situational analysis, the intervention areas under each of the goals and DCA's cross cutting commitments have been updated to reflect contextual changes and broader global humanitarian and development trends.

The strategy is based on DCA's organisational Theory of Change which was finalised in early 2018. This revised international strategy was finalised in late 2018 following an internal process that involved a large part of DCA's international department and the wider organisation, our civil society partners, the DCA Board and the Partner Group Representatives.

[**South Sudan** / Mikkel Østergaard]



01 Global Situation Analysis

01.1 A Changing World

The world has achieved remarkable progress in reducing poverty measured both in absolute numbers of people living in extreme poverty as well as in number of poor countries. Although this progress is remarkable, it has not been sufficiently inclusive nor sustainable. Even today, a small percentage continue to attain immense wealth while more than 600 million people live in extreme poverty, 815 million people go hungry and more than 100 million people, 65 million of which are forcibly displaced, depend on humanitarian assistance. This puts immense pressure on Overseas Development Aid (ODA), humanitarian resources and the systems that manage them.

In answering to this challenge, the World has united around Agenda 2030, and governments, civil society and the private sector stand united behind the 17 Sustainable Development Goals (SDGs). These goals are exciting because they provide a new framework for development; instead of being something richer countries give poorer countries, sustainable development is envisaged as a joint effort that can only be achieved in true and equal partnership, and aid must thus be supplemented by partnerships and cooperation. This is an exciting and promising agenda, which will have to be implemented in a very complex and ever-changing world where armed conflicts, violent confrontations, climate change-related disasters, poverty and extreme inequality continue to cause fragility and human suffering:

Proliferation of arms, land mines and explosive remnants of conflict coupled with disregard of International Humanitarian Law (IHL) and International Human Rights Law (IHRL) by both state and non-state actors continue to endanger civilians and limit the space for humanitarian and civil society actors to respond effectively and safely.

Climate change is leading to more unpredictable and extreme weather. In the absence of sufficient adaptation measures, productivity of crops and livestock will decrease and will disproportionately affect the poor and marginalised to cause human suffering and fuel voluntary as well as forced movement of entire populations.

Economic, political, social and cultural inequality affects people's access to information, technology, markets and influence in decision-making bodies. Discrimination and exclusion based on ethnicity, gender, age, religion and severe human rights violations are widespread in vulnerable communities, whether poverty, conflict or climate change may be the underlying factor.

Gender determines access to development gains and realisation of rights: women continue to be victims of violence and assault, experience discrimination in access to decision-making, access to jobs, and economic opportunities. Women are more likely to live in poverty than men. However, women are also agents of change and responsible for economic stability in many families.

An increasing proportion of contexts where DCA operates is affected, or influenced by, global refugee and migration trends, and effects on host countries and neighbouring countries alike require DCA to consider its implications. DCA is adamant that with a strong human rights-based identity, innovative and comprehensive programming experience and presence through our significant network of partners, we have much to contribute in refugee and migration programming and policy discussions. In the 2019-2022 strategic period DCA will position itself as a go-to-NGO on human rights-based programming in host countries – DCA will bring in insights from our programs to shape policy on migration and refugees. We shall further push for Danish and European cooperation with third countries in relation to refugees and migrants to be in accordance with international human rights and refugee law, well informed and based on facts. We will voice the need for Danish and European policy responses to reflect that all people – also migrants – should enjoy rights and protection. Finally, through our networks, we shall engage in following through on the United Nations (UN) Global Compacts on Refugees and Migration, including in their implementation through specific policies and programmes at Danish and European Union (EU) level.

Whether due to armed conflict, climate change, extreme inequality or poverty, too many people and communities throughout the developing World face challenges in attaining sustainable livelihoods and decent employment opportunities. This fosters disillusion and unrest - and kills hope.

These challenges are exacerbated by demographic changes, growing peri-urban poverty and an increasing number of young people who do not benefit from economic growth is a challenge to the responsibility of states to include and care for all, to the capacities of societies, and to ecosystems. And while youth should always be the drivers of future change, young people are more likely to live in extreme or moderate poverty despite having a job (38% of working youth as compared to 26% of working adults). Unemployed or disenfranchised young people are easy targets for human smugglers, militias and rebel groups

or religious extremists. But there is hope because young people are also creating new social movements and fighting for justice and accountability.

The space for civil society actors is under significant pressure in many places, particularly in failed and repressive states but also in traditionally stable and democratic societies. Erosion of support for and/or the active disregard for human rights by duty bearers represents an impediment for all aspects of development and exacerbates inequality.

Human rights defenders and other civil society actors are subject to constant threats and harassment. Since 2012, more than 72 countries have enacted or seriously considered legislation or other means of restricting the ability of groups to organise, express themselves and operate. While critical civil society actors continue to explore innovative strategies and to find new spaces in which to engage, this activism is increasingly at severe risk to themselves and their organisations. Those at greatest risk are those that challenge economic and political interests as well as those opposing traditional gender and societal norms.

Over the past two decades the role of faith and faith actors in societal change processes has gained increased recognition and appreciation. However ambiguous that role may be, because religion can be both part of the problem and an important part of the solution, religion can never be ignored.

Sustainable development can only be achieved if changes of policy and behaviour are rooted in peoples' convictions, beliefs and values. Religious actors and faith-based organisations are therefore indispensable in achieving the sustainable development goals.

01.2 A Changing Political Environment

Across Europe and North America, we see an increasing divide between globalists and nationalists, and the latter increasingly challenge the perception of, engagement in, and legitimacy of Overseas Development Aid (ODA) and instead give preference to domestic issues. While this a

legitimate point of view, it fuels the already widespread 'disenchantment with aid' and threatens to undermine public support and eventually funding for the crucial work undertaken by development agencies, multilateral institutions and civil society organisations, which all strive to achieve sustainable development not only at home, but also abroad.

In Europe the 2015 refugee and migrant crisis prompted a political landslide in many countries and the parties that wanted to close Europe off to migrants and refugees completely gained considerable traction. Because of both external and internal developments, "migration management" is now at the top of any domestic agenda – at EU or national level. The influx and integration of refugees and migrants is linked directly to both economic and social policies, and this cannot but affect both expectations to and policies guiding ODA and humanitarian priorities.

We are thus witnessing an increased politicisation of aid – a process that has been ongoing for at least the past two decades. It is now openly recognised that aid is a tool for the advancement of national or European security and economic interests. Consequently, more attention and funding is given to countries and regions that produce migrants, with the primary purpose of funding being to address internal the EU political challenge of migration.

This poses a challenge to the humanitarian imperative and the notion of 'leave no one behind'.

The withdrawal of traditional donor countries from several developing countries further accelerates the gravitational shift in economic and political power from West to East. When western governments shift priorities and geographic focus, new actors such as Russia and China as well as non-state actors are ready to fill the gap and offer to increasingly totalitarian states everything from basic services to people and 'no strings attached' funding, as well as the policies and means for suppressing people.

Foreign direct investments together with improved taxation, migrant and diaspora remittances have led to decreased

aid dependency which has in turn weakened the normative position traditionally held by western ODA donors for better and worse.

01.3 DCA is Fit for Purpose

As a consequence of the systemic changes and the impetus created by the Sustainable Development Goals, old and new development actors are re-organising, changing strategies and adapting plans to be faster, more effective, flexible and agile. New alliances and partnerships are being forged between governments, cities, private sector and civil society actors and faith-based movements.

The UN wants to identify "New Ways of Working" and more than 30 national donors and multilateral agencies have signed up to the Grand Bargain commitments which give renewed emphasis to the collective action and people-centred approaches needed to reinforce and strengthen local and national capacities in times of crisis. There is a widespread recognition of the need for humanitarian, development and private sector actors to align more effectively with local partners – especially in high-risk, fragile environments.

The Sustainable Development Goals (SDGs), the Grand Bargain (GB) and the "New Ways of Working" all challenge the traditional silos of the aid architecture and compel all stakeholders to bridge the divides between development, humanitarian and peace systems.

DCA, as a multi-mandated organisation with a long track record of working across the humanitarian-development-peace nexus, is well-equipped and fit for spanning systems and breaking down silos; DCA can engage in multi-stakeholder platforms and work with partners and communities in both local, national and global arenas to alleviate humanitarian needs and create and long-term sustainable development.

That said, as the world and political environment around us continues to change and challenge us, DCA must and will adapt to stay current, relevant and fit for purpose.

[Kalobeyei Settlement, Kakuma, Kenya - school meal / Michael Drost-Hansen]



02 Our Contribution to Change

02.1 The Changes We Want to See

DCA envisions a world without hunger, poverty and oppression, in which social movements and political powers constantly work strongly and actively for a just and sustainable distribution and use of the earth's resources.

This vision rests on a belief that progress towards a better world for all is possible, peace can prevail, individuals, communities and societies can freely express themselves and develop, and that resources and influence can and should be shared more equitably. This vision implies that as a civil society organisation we can contribute to these changes.

We acknowledge that change can be spontaneous, cannot always be planned and sometimes change takes on a life of its own. Positive change can happen quickly: one major event, crisis or conflict can be the turning point. Sometimes it is a confluence of events at the right time. Sometimes it happens in incremental steps, sometimes two steps forward and one step backwards. DCA's entire scope of work is organised around a belief in change opportunities - windows of opportunities which we can plan and prepare for but can never decide exactly when they will appear.

We always strive to be effective, courageous and innovative, and we remain committed to saving lives while fighting for lasting justice and rights for all. On this basis we pursue three mutually reinforcing global goals:

1. **Save Lives:** Individuals and communities affected by crises are protected, able to withstand and recover from shocks, and live dignified lives.
2. **Build Resilient Communities:** Individuals and their communities enjoy resilient livelihoods, and they influence institutions at all levels and live in safety, dignity and justice.
3. **Fight Extreme Inequality:** All individuals believe in and claim human rights and entitlements, and live their full potential, in a just and equitable society. They enjoy accountable and responsible governance with equitable access to all human rights.

02.2 Global Agreements, the SDGs and Human Rights Create the Impetus for Change

International human rights and humanitarian law remain DCA's overall reference frame. But whenever we assess ideas, design interventions and implement strategies, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, The Paris Agreement on Climate Action, the Grand Bargain and the consensus paper on Ecumenical Diaconia provide important references for our own work and provide the standards to which we will hold legal and moral duty bearers accountable.

The Sustainable Development Goals (SDGs) present an avenue for global cooperation, and provide, particularly when linked to human rights standards and mechanisms, an important global framework for furthering sustainable and equitable development. National governments have the primary responsibility for implementing many of the global goals. However, instead of the asymmetrical relationship often seen in the interactions between developed and developing countries, the SDGs present a framework for cooperation around the delivery of global public goods and respect for human rights. Civil society and the private sector play an important role, notably in developing effective, sustainable and innovative responses in dialogue with poor and conflict-affected communities and in ensuring that human rights are respected and promoted in the SDG implementation strategies of both state and non-state development actors.

Sustainable Development Goals and DCA Global Goals

DCA remains committed to respecting human rights standards and principles in all our work. Human rights standards are therefore indispensable as our overall reference point. In addition to our overall rights-based approach, SDG's 5, 16 and 17 cut across all our work and partnerships.

DCA's strategy for achieving results towards the Global Goal to Save Lives is to increasingly pursue blended implementation approaches and

deliberate synergies that will also contribute to DCA's two other organisational goals. Conversely, the achievements towards those goals will support and enable strengthened results towards the Save Lives goal. In achieving this Global Goal, DCA will contribute directly to SDGs 2, 5, 10, 11, 16 and 17.

DCA's strategy for engaging to Build Resilient Communities covers a broad range of issues that all contribute to absorptive, adaptive and transformative resilience. Resilience requires the synergy of many components, and DCA addresses the local, national and international barriers that may be environmental, financial, social, political etc. Hence, our work on resilience contributes to most of the SDGs, and notably SDGs 1, 2, 5, 8, 10, 11, 12, 13, and 15; 16 and 17 are applicable to all goals.

DCA's strategy for Fighting Extreme Inequality is rooted in ensuring that state and non-state actors meet their obligations and responsibilities according to international law and related guidelines. This is reinforced through working towards ensuring space for a diversified civil society at local, national and international levels, including the aims to ensure that duty-bearers are accountable and responsible, ensure non-discriminatory practices and equitable distribution of resources. Lastly, DCA works to nurture and develop individual belief in and claims for human rights and entitlements, and that individuals are active citizens who enjoy accountable and responsive governance through participation and inclusion; DCA will contribute to SDGs 1, 3, 5, 8, 10, 16 and 17.

02.3 Organisational Commitments and Way of Working

DCA is well positioned to address complex crisis and development challenges with comprehensive solutions that span a set of distinct tools and approaches, from the local to the global level. In this strategic period, DCA will continue focusing on finding comprehensive responses to

crises and development challenges through leveraging our multiple mandates and competences that cut across the humanitarian-development nexus.

DCA will utilise its triple role as a development, humanitarian and advocacy actor to strengthen long term thinking in humanitarian response to increase resilience in protracted crises and address structural inhibitors to solutions. In addition, we shall apply our experience and competence in humanitarian mine action and armed violence reduction and explore synergies in conflict or post-conflict settings. We will insist on finding new solutions through a dedicated effort to drive innovation and digital solutions.

DCA's work is based on strong values and commitments and enjoys a diverse funding base; we can act independently and ensure agility and flexibility in our implementation of strategies and programmes. We will use this strategic period to further add on to our current organisational capacities, ensure we are fit for pursuing our defined goals, and to further develop our identity as a multi-mandated organisation.

ADVOCACY

DCA's advocacy work aims to influence policies, decisions, norms and practice as well as "thinking" in the broader sense. The purpose of DCA's advocacy is thus not to ensure a "license to operate" or increased funding, but rather to improve the political framework conditions that enable the realisation of DCA's overall purpose and vision. This means that DCA acts as an advocate with or for the world's poorest.

We never perform this role in isolation. We always seek cooperation and partnerships to amplify our voice, build coalitions and create ownership. The primary – and indeed natural – avenue for this work is our partners in the ACT Alliance and ACT EU as well as our local partners. But we also seek cooperation with like-minded International Non-Governmental Organisations (INGO's), knowledge institutions and private sector actors. We share knowledge, build capacity and act in unison.

At the global level, DCA promotes development, and adherence to, international standards and agreements by international duty bearers, such as the EU, UN, governments and the private sector. The global advocacy work is partner led, i.e. we listen to our partners, and global advocacy

initiatives are carried out in cooperation with partners, through support to partners, and by DCA on behalf of partners. At the same time we have a strategic approach to alliances, where we engage with an aim of obtaining results.

At country level the focus is determined in the country strategic plans, partner advocacy strategies and the specific country context which might limit the space available for DCA and/or partners to do advocacy. There is a strong emphasis on access to decision-making and policy formulation. There are close linkages between DCA global advocacy and advocacy carried out on a national level by partners. Capacity building is therefore an integrated element in our advocacy approach with the aim of helping our partners to implement advocacy actions on their own.

In Denmark, our Danish constituents expect DCA to contribute with opinions, value statements and constructive advice in our areas of expertise. This is consistent not only with our identity as a faith-based and human rights-based organisation but is also part of our mandate.

DCA's approach to influencing EU policy processes is two-pronged: on the one hand we will engage in EU policy processes as part of our Global Advocacy work, and on the other we will engage at country level when developments at the EU level affect the fulfilment of our purpose and vision in-country.

DCA wants to be a constructive and knowledgeable partner in all our interactions. All our advocacy work is evidence based. This means that we appreciate solid documentation and research, which helps us to reinforce our positions and navigate "fake news" and misleading documentation. We want to build our relationships on trust and predictability. When identifying problems, we also want to point to solutions and courses of alternative action. We want to be a preferred conversation partner in the areas where we have a mandate, knowledge and experience. Likewise, we wish to trust other organisations to lead the conversation when we do not have a direct stake in the matter at hand.

A broad spectrum of stakeholders from formal politics (parliament and government), policy implementation and advice (government and civil servants), public opinion (citizens and media, experts and opinion makers) as well

as the “development community” (other NGO’s) will be the targets of DCA’s advocacy efforts in Denmark and abroad.

PARTNERSHIPS

Partnerships are a founding principle of DCA – not just a way of working – and are fundamental to our values and identity. DCA will continue to prioritise partnerships as our most important comparative advantage and contribution to the changes we wish to see in the countries we work in. DCA’s partners include civil society organisations, churches, faith-based organisations, governments and other duty bearers, academic institutions, political parties, international regional and global institutions, networks and private sector actors.

ACT ALLIANCE MEMBERSHIP

DCA strongly believes in the strength of collective and coordinated effort and is a proud member of the ACT Alliance. The ACT Alliance is young (formed in 2010) but has already established itself as a significant actor on the global scene, for example as a strong voice in the international climate change debate and in the Grand Bargain commitment on localisation via Charter 4 Change (C4C). DCA will continue to leverage our membership of the ACT Alliance from local to global levels to achieve more and better impact through the power of the collective, while also strengthening the reach, impact and significance of the ACT Alliance in global debates.

PEOPLE AND COMMUNITY CENTERED

People and their communities are at the centre of DCA programming and advocacy efforts in all we do. We believe that the empowered individual or entire community is a key driver of change.

Individuals and communities are active and leading participants in their own development and crisis recovery. This is reflected in our Theory of Change (ToC), programme planning and implementation. Our work to influence structural and political change centres on people’s realities, knowledge and needs.

HUMAN RIGHTS AND

A HUMAN RIGHTS-BASED APPROACH

DCA has an organisational commitment to respect internationally recognised human rights through all our

operations, relations, and engagements. We therefore have clear expectations to employees, partners and business relations in this regard. In this strategic period, we will strive to continuously improve our human rights due diligence, bearing in mind the nature of our organisation, our engagements and risks. In keeping with our human rights-based approach, DCA believes that poor and conflict-affected communities have resources and skills that DCA, partners and other stakeholders must recognise and build upon. We are committed to further their participation and influence in the development of their own communities, regardless of their gender, ethnicity, age, religion or other characteristics. Through all our work, we facilitate the empowerment of the poor and communities so that they know and can act on their rights. We speak with them or on their behalf and facilitate their linkages to networks, decision-makers and fora from the local to the global level. We work to ensure that the poor and the communities we support can strategically engage with state and non-state actors, and we build the capacity of and sensitise state and non-state actors on their human rights obligations and responsibilities. We understand that to address the root causes of inequalities and poverty and to effectively further the SDG principle of “leaving no one behind”, we must support work that challenges and changes discriminatory norms, laws, and institutions. We will continue to use international human rights standards in our analyses and risk and impact assessments and we will facilitate the use of international human rights mechanisms and other international fora to further human rights in the countries in which we are engaged.

GENDER EQUALITY

Gender equality is a cross cutting commitment. DCA addresses gender equality both as a cross-cutting issue in all our work and through targeted interventions aimed at addressing specific gender equality issues such as barriers to women’s political participation, women’s economic participation, protection against gender-based violence, the active involvement of men and boys to foster gender equality etc. DCA also works from an intersectionality approach where we address gender together with other identity criteria like age, ethnicity, caste etc.

RELIGION AND DEVELOPMENT

Where we work, most people have a religious world view;

their faith is important to them and frames how they relate to others. Religion and religious institutions are strong actors for positive change and have the potential to positively influence values and norms but can also be misused to suppress people and create conflict based on religious and ethnic identity. DCA as a faith-based actor therefore recognises a responsibility to understand and include religious actors in our ToC and partner portfolio. Religion and development is a crosscutting commitment in DCA's work which is applicable and relevant to development, humanitarian (localisation) and advocacy work and to specific interventions where context and issues make it relevant.

CLIMATE CHANGE

DCA programs are increasingly being affected by climate change and there is a need to consider how all activities can become even more resilient and adaptive to withstand threats posed by droughts, floods and other extreme weather events. Climate change is a global challenge, and long-term solutions must be found at the national, regional and international level. DCA is therefore addressing climate change through development and humanitarian activities and as a global advocacy theme.

02.4 DCA's Theory of Change

In 2015, DCA began applying a Theory of Change (ToC) approach in our country programming processes to better understand and adapt to changing contexts and to strengthen synergies and links across our programme interventions.

We facilitate change by locating and empowering “drivers for change” in countries of operation and globally. Drivers for change can be religious, political, social, economic and/or technological forces. This strategy is directly influenced by an analysis of how DCA can work meaningfully with these drivers for change, in the local contexts, in Denmark and at international level. A key part of this includes forging and supporting effective partnerships with Civil Society Organisations (CSOs) and networks at different levels, with religious leaders and with faith-based organisations.

All country programmes operate at individual, local, regional, national and international levels. Linking efforts

at all levels is central to our evidence-based advocacy. Our advocacy aims to strengthen the world's poorest vis-à-vis not only their own governments but also international institutions and organisations, private sector actors, media, the Danish public and anyone else who has – or could have – an impact on their lives.

Our humanitarian efforts link explicitly to a human rights-based approach – this also applies to projects directly implemented by DCA in connection with humanitarian and mine action efforts. We encourage long term, holistic interventions aimed at making people resilient, safe and able to fight for their rights.

The diagram on the next pages illustrates DCA's organisational ToC which is based on the ToCs developed for the countries DCA works in and the partners and stakeholders we collaborate with.



Theory of Change



Our vision

A world without hunger, poverty or oppression where political and popular powers work for just and sustainable use and distribution of resources.

Our goals



Save Lives



Build Resilient Communities



Fight Extreme Inequality

Long term changes we will support and contribute to:

There is space for diversified and accountable civil society at local, national and international levels.

Individuals and communities affected by crisis are safe, empowered and self-reliant.

Individuals and communities use productive resources sustainably, practice diversified and sustainable strategies, and have equal access to and control of resources.

Governments and international communities, private sector and non-state actors develop and adhere to international conventions.

All individuals and communities live safe and protected lives, mitigate risks, absorb shocks and manage the impacts of shocks.

All individuals and communities negotiate and influence decisions and decision-makers for increased resilience.

Post-crisis communities with increased resilience.

Moral and legal duty bearers are accountable and responsible, ensure non-discriminatory practices and equitable distribution of resources

Individuals claim human rights and are entitlements and are active citizens who enjoy accountable and responsive governance through participation and inclusion.

State and non-state actors meet their obligations and responsibilities according to international law (human rights, humanitarian and refugee law) and related guidelines

How we do it

So that **rights-holder and communities** are able to influence decision-making and claim their rights and entitlements.

So that **duty-bearers, power holders and institutions** behave responsibly and ethically.

Who we are —→

Strong accountable, collaborative and trusted partnerships.

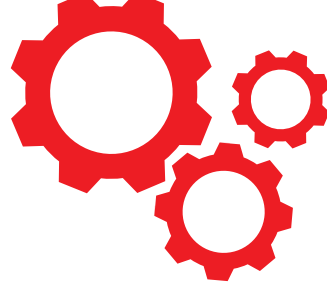
actalliance



DanChurchAid partners

What we do —→

Engage
Fund
Research
Connect
Train
Support
Empower
Advise
Implement



Change agents

Individuals • Communities and CBO's • Danish public • Multilateral organisations and agencies • Governments, civil servants and politicians • Human Rights defenders • CSO's and NGO's • Religious and moral leaders • INGO's • Businesses

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION
5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE AND JUSTICE STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS 	<div style="text-align: center;"> THE GLOBAL GOALS For Sustainable Development </div>		

1. No poverty
2. Zero hunger
5. Gender equality
8. Decent work and economic growth
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
15. Life on land
16. Peace and justice, strong institutions
17. Partnerships for the goals

03 Global Goals

DCA has a unique dual mandate which enable us to operate across the humanitarian-development-peace nexus. We bridge traditional aid systems and domains with new ways of working and engaging multiple stakeholders, partners and communities in collective efforts to achieve the sustainable development goals and address protracted humanitarian crisis. DCA works in complex political contexts in order to save lives, build resilience and fight inequality. In this strategic period, DCA will deliver development programmes that are adaptable to high-risk environments in fragile contexts as well as implement humanitarian interventions that address the long-term effects of an emergency on a population. The trust between communities, partnerships and service providers, which we support and help to improve over years, will be valuable resources for peace. We will enable our staff, partners and other stakeholders to collaborate across sectors and domains to achieve sustainable impact and change for people.

03.1 Save Lives

03.1.1 GLOBAL GOALS AND LONG-TERM CHANGES

Individuals and communities affected by crises are protected, able to withstand and recover from shocks, and live dignified lives.

- Individuals and communities affected by crisis are safe, empowered and self-reliant.
- Post-crisis communities with increased resilience.
- Governments and international communities, private sector and non-state actors develop and adhere to international conventions.
- State and non-state actors meet their obligations and responsibilities according to international law (human rights, humanitarian and refugee law) and related guidelines

03.1.2 CURRENT AND FUTURE CHALLENGES

- Armed conflicts and other violent situations, increased fragility, poverty and inequality, and the effects of climate change are currently the most significant causes of increasing humanitarian needs.
- More than 100 million people are currently in need of humanitarian assistance; of these, 65 million are displaced and some 22.5 million are refugees, while the majority, some 40 million, are internally displaced persons (IDPs) fleeing armed conflict and violence.
- Unpredictable and extreme weather conditions are resulting in more frequent and destructive natural phenomena (drought, floods, cyclones) leading to more frequent crises and increased conflicts over already scarce resources (e.g. water, land) as well as fuelling migration.
- Most current large-scale crises are protracted, with refugees and IDP remaining reliant on humanitarian assistance for years.
- The strain on host communities is severe, driving discontent and conflict, and reversing development gains and peace dividends.
- Since 2015, there has been a reversal in the previously downward trend of casualties of landmines and Explosive Remnants of War (ERW). This continued increase is largely a result of more mines/ERW/IED casualties recorded in countries experiencing armed conflict, with civilians representing most of the casualties. Improvised Explosive Device (IED) represent a substantial and increasing threat.
- An increasing burden of needs is putting pressure on the humanitarian system, governments and host-countries despite increases in humanitarian funding.
- Sustainable political solutions to major conflicts driving displacement have yet to materialise.
- A decrease in respect for international humanitarian, human rights and refugee law among formal and moral duty bearers.
- Humanitarian aid is becoming more politicised, with humanitarian assistance increasingly linked to security agendas and migration management.
- The safety of humanitarian workers and blockage of relief items are increasingly denying access to populations at risk, with resulting grave humanitarian consequences.
- Attacks on civilians and civilian infrastructure (hospitals, churches, mosques, schools) are on the rise with the international community not willing or able to respond and prevent.

03.1.3 STRATEGIC INTERVENTION AREAS

While upholding the flexibility to respond to humanitarian crisis as per need and as needs, vulnerabilities and capacities are identified, DCA will build its humanitarian activities, including our rapid humanitarian responses, around three core approaches for which DCA either has or will build the required specific competences:

- 1)** Increase protection, humanitarian mine action including risk awareness, safer communities and community-led protection approaches as well as a focus on gender-based violence;
- 2)** Improve livelihoods and sustainable recovery including a strong cash component and community based resilience, micro cash grants and the use of new and emerging technologies in assessment, targeting, monitoring and evaluation;
- 3)** Improve DCA's understanding and not least documentation of current and new humanitarian-development-peace nexus activities. These approaches will be pursued through partner, co- or direct implementation depending on actual context and availability of partners with the required set up and skills and/or potential to develop them. We will always uphold established humanitarian principles and standards, develop professional excellence, undertake relevant and sensitive advocacy to achieve humanitarian goals and to strive for appropriate innovation wherever possible.

Rapid humanitarian response and response preparedness

- a)** Improve rapid response capacity in DCA and with DCA partners with a focus on cash-based interventions and protection.
- b)** Strengthen humanitarian decision making in DCA through improved context, conflict and needs assessments and the use of digital methods for data collection, targeting, registration, monitoring and reporting.
- c)** Strengthen DCA's surge capacity for rapid deployment in crisis situations.
- d)** Develop and implement tools, guidelines and new intervention modalities to strengthen DCA's reach and impact across the humanitarian-development-peace nexus.
- e)** Increase DCA's programming and advocacy in major population movement crisis situations to further DCA engagement and response.
- f)** Build partners' capacity for increased and timely local response to crisis situations
- g)** Promote and pursue survivor and community-led crisis responses.

Strategic Objective 2022: 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.

Emergency livelihoods and sustainable recovery

- a)** Expand and further develop cash transfer programming as the primary vehicle for effectively and rapidly addressing the needs of crisis hit populations.
- b)** Increase collaboration and develop new collaboration models with financial service providers focusing on needs assessments, targeting, beneficiary registering, accountability measures and financial inclusion.
- c)** Support local market actors (including host populations where applicable) to ensure that crisis hit populations have access to functioning markets (good price and acceptable quality within reachable distance).
- d)** Expand the use of community cash grants systems to enhance first responders and community needs in both immediate response, recovery and for potential long-term resilience.
- e)** Support job creation in the aftermath of disaster to contribute to increased self-reliance and sustainable livelihoods that are market based (both agriculture and other) to ensure sustainable economic recovery.
- f)** Strengthen the use of new digital technologies in emergency responses and recovery.

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

Community safety and protection

- a)** Strengthen DCA's conceptualisation and operationalisation of its work in protection and identify options for protection mainstreaming and protection specialisation in areas such as humanitarian mine action, community-based protection and self-protection. All protection activities will have a special focus on age, gender and diversity issues.
- b)** DCA will strengthen focus on preventing gender-based violence and sexual exploitation in humanitarian work.
- c)** Design and implement comprehensive protection responses to community needs though leveraging the combined DCA competences within the disciplines of DCA safer communities, self-protection and humanitarian action.
- d)** Production of independent analysis and documentation of locally-led responses (L2GP).
- e)** Conduct lifesaving clearance operations (Explosive Ordnance Dispose (EOD), Manual Mine Clearance (MMC), Battle Area Clearance (BAC)) and further operationalise IED response options in response to acute needs in complex emergencies.
- f)** Counter the proliferation of weapons and ammunition through Weapons and Ammunitions Management.
- g)** Incorporation of psychosocial support as a key component of community-led safety and protection.
- h)** Strengthen the use of evidence in planning, implementing,

monitoring and impact assessment of Mine Action operations.

Strategic Objective 2022: 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.

03.1.4 GLOBAL HUMANITARIAN POLICY AND ADVOCACY PRIORITIES

In response to growing humanitarian needs and decreasing regard for international law and international humanitarian law, DCA will ramp up our humanitarian advocacy efforts and engagement in relevant networks to influence key humanitarian policy agendas:

- a) Enhance DCA and ACT Alliance advocacy interventions in support of Grand Bargain and Charter for Change (C4C) commitments regarding localisation, protection, cash, community-led responses and the humanitarian-development-peace nexus.
- b) Strengthen DCA's positions and advocacy on refugee and migration policy, including engaging in implementation of Global Compacts on Refugees/Migration and negotiations regarding climate induced displacement.
- c) Uphold and advocate for adherence to International Humanitarian Law and International Human Rights Law, also when developing soft law instruments.
- d) Leverage the involvement of national partners, local NGOs and CSOs in international advocacy efforts to reinforce DCA policy positions from a strong evidence base.
- e) Strengthen DCA engagement in and support for the International Campaign to Ban Landmines and the Cluster Munitions Coalition (ICBL/CMC).
- f) Leverage operational experiences and conduct research to establish an evidence base for strengthened programming in humanitarian crisis, including establishing potential linkages between humanitarian mine action outcomes and development/humanitarian outcomes. Where relevant and possible, collaborate with independent thinktanks and research institutions to strengthen the credibility and dissemination of such research.

Strategic Objective 2022: 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.

03.2 Build Resilient Communities

03.2.1 GLOBAL GOAL AND LONG-TERM CHANGES

Individuals and their communities enjoy resilient livelihoods, and they influence institutions at all levels and live in safety, dignity and justice.

- All individuals and communities live safe and protected lives, mitigate risks, absorb shocks and manage the impacts of shocks.
- All individuals and communities use productive resources sustainably, practice diversified and sustainable livelihood strategies and have equal access to and control of productive and natural resources.
- All individuals and communities negotiate and influence decisions and decision-makers for increased resilience.

03.2.2 CURRENT AND FUTURE CHALLENGES

At the global level, communities and individuals that DCA works with experience a range of major challenges:

- Increasing levels of inequality in access to and control of natural, political, economic, social, and cultural resources.
- Rights holders are not always not aware of their right to a life in dignity and justice, nor do they have access to the means to realise these rights.
- Structural barriers to engage in meaningful and profitable sustainable employment opportunities.
- Rights holders lack the means to withstand the increasing pressure from private sector actors attempting to control input and output markets, and from the research agenda and political decision-making, which makes it increasingly complicated for communities to build resilient livelihoods.
- Climate change: often located in marginalised areas, the world's poorest experience higher risks in connection with unpredictable weather and market irregularities and biases, they are hit harder by loss and damage due to climate change, and they may be affected and even displaced by conflicts over access to resources.
- The world's poorest suffer disproportionately from insecurity, uncertainty and instability if affected by displacement and internal and international migration.
- Women and youth suffer from additional discrimination and unequal treatment in the process of accessing resources and influence, and often do not receive a fair share of development gains and rights fulfilment.

03.2.3 STRATEGIC INTERVENTION AREAS

DCA has considerable capacity and strength in supporting communities to build resilience using a set of thematic policies, cross-cutting commitments and guidelines for good practice. These will continue to form the backbone of our future resilience work combined with new themes and innovative methods and technologies. Our resilience work will link to the

SDGs to adjust to global trends and benefit from DCAs comparative advantages as well as to the strategic intervention areas under Save Lives. We will improve resilience by scaling up income generation from sustainable production, promote access to decent and sustainable jobs, promote sustainable and climate friendly development, and improve disaster preparedness and risk reduction. Where relevant, we will work on community resilience in urban areas under the same strategic framework. In all cases, our target group continues to be rights holders who are marginalised and/or discriminated against due to gender, age or ethnicity – especially women and youth.

Community-based disaster risk reduction & risk management

- a) Promoting and financing new technologies and practices that help communities understand, prepare for and adapt to climate change and protracted hazards, including during prolonged crisis situations.
- b) Facilitating knowledge sharing, modelling and best practice on local and global Disaster Risk Reduction and Community Based Disaster Management systems.
- c) Implementing Mine Risk Education and related protection measures such as armed violence reduction, victim assistance and psychosocial support.
- d) Engaging with relevant stakeholders on conflict resolution by mediation and inclusive dialogue with local protection stakeholders and social cohesion – primarily at community level.
- e) Facilitating access to means of diversification of livelihood strategies – inputs and knowledge.

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

Sustainable community livelihoods development and job creation

- a) Expanding small-scale producers' opportunities for inclusion into value chains and markets, which enable them to benefit from agri-business and inclusive business models with relevant private sector stakeholders.
- b) Exploring and enhancing entrepreneurial opportunities for youth within both agricultural and non-agricultural sectors, including targeted skills development.
- c) Promoting sustainable agroecological production systems in small-scale agriculture and livestock in rural and urban settings, including training and support for farmers who convert from conventional systems for risk minimisation.
- d) Increasing access to finance and credit.
- e) Scaling up inclusive and responsible private sector engagement and functioning markets e.g. in agri-

business and value chain development, innovative use of technology, and specific skills development.

- f) Building up sustainable pro poor insurance systems, including for loss and damage, for producers and entrepreneurs.
- g) Supporting access to sustainable energy as an enabler of human, social and economic development.
- h) Capacitating communities to withstand increasing pressure from multi-national companies that increasingly control markets for inputs and outputs, the research agenda and political decision-making.
- i) Facilitating local to global solidarity, networks and information sharing to enhance negotiating power driven by rights holders.
- j) Making the potential benefits of technology and other types of innovation in agriculture, markets, banking, weather data, and monitoring of state budgets benefit the poorest and most marginalised without discrimination, surveillance and security risks.

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

Communities influence decisions for building resilient communities (mainly transformative)

Evidence shows that facilitating self-esteem, rights awareness, experience sharing, networking and ICT based knowledge sharing are powerful strategies to improve rights holders' resilience. When combined with technical knowledge, provision of livelihood opportunities in a broad sense, and advocacy, we can empower communities to take matters into their own hands and engage in dialogue with duty bearers. This awareness and dialogue is essential for achieving resilient communities that contribute to a range of SDGs.

- a) Organising communities and linking them to networks promoting awareness of and access to social services that can increase community resilience using media and ICT for information sharing and interaction across communities.
- b) Advocating to increase gender and youth inclusiveness in agriculture, value chains, agri-business and jobs for increased income – including addressing barriers for equal participation.
- c) Supporting reform of formal and informal structures to promote equal and sustainable access to productive resources and decision-making.
- d) Building and promoting new alliances and partnerships between governments, the private sector, civil society actors and faith-based movements to ensure the rights holders benefit.

- e) Strengthening and linking local and national resilience as well as advocacy actions to DCA advocacy and policy actions towards international level standards and processes.

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

03.2.4 GLOBAL ADVOCACY TO BUILD RESILIENT COMMUNITIES

Climate change is an important factor when building resilient communities. Because climate change is a global phenomenon, DCA engages globally with climate change policy in cooperation with partners and alliances. Global climate change advocacy will target global policy processes and will be closely coordinated with national and regional advocacy to promote tangible action and implementation of international agreements, in Denmark, the EU and partner countries.

Since business and private investments play an ever more important role in development, their relevance in our resilience – for better and worse – is increasing, not least in relation to land rights and local development.

- a) Climate change advocacy, in cooperation with partners and allies, links advocacy actions targeting global processes, such as the UN climate talks and international funds, and advocacy actions targeting decision makers at national and regional level, with the interests and needs of DCA partners facing the effects of climate change on the ground.
- b) DCA advocacy will promote responsible business with the aim of ensuring that private investments become a constructive development tool, promoting human rights, growth and sustainable development.
- c) DCA and partners will promote the implementation of the UN Food and Agriculture Organisation (FAO) Voluntary Guidelines at national and international levels to gain momentum for larger-scale achievements in production and participation.

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

03.3 Fight Extreme Inequality

03.3.1 GLOBAL GOALS AND LONG-TERM CHANGES

All individuals believe in and claim human rights and entitlements, and live their full potential, in a just and equitable society. They enjoy accountable and responsible

governance with equitable access to all human rights.

- There is space for a diversified civil society at local, national and international levels.
- Moral and legal duty-bearers are accountable and responsible, ensure non-discriminatory practices and equitable distribution of resources.
- Individuals believe in and claim human rights and entitlements and are active citizens who enjoy accountable and responsive governance through participation and inclusion.
- State and non-state actors meet their obligations and responsibilities according to international law (human rights, humanitarian and refugee law) and related guidelines.

03.3.2 CURRENT AND FUTURE CHALLENGES

The undermining of international legal standards and principles:

- Local and international duty-bearers, anti-rights groups and organisations are increasingly contesting international law (human rights, refugee and humanitarian law), undermining these essential frameworks for addressing inequalities, discrimination and human rights.
- National interests and nationalism, particularly in relation to (a narrow definition of) security and migration management, is overshadowing international law in foreign policy, including in aid priorities.
- Changes in people's value base and beliefs which does not embrace and own human rights as the normative concept of the 'good life'.
- Business entities registered in industrial countries but operating in developing countries/countries receiving humanitarian assistance are not legally obliged to adhere to international law standards

Shrinking democratic and civil society space:

- Legal and administrative restrictions on civil society, particularly Human Rights Defenders (HRDs), are increasing, in contravention to IHRL, and are further reducing the protection of vulnerable and excluded communities
- A range of measures, including anti-terror measures and discourse is being used to reduce the space for and delegitimise organisations protecting the rights of vulnerable groups (minorities, refugees, women etc.)
- HRDs (land rights activists, HRDs documenting corporate abuses, environmental activists etc.) who challenge powerful economic and corporate interests are specifically under threat, together with those challenging entrenched cultural and religious norms.
- There is an uneven or inadequate protection of HRDs by the international community

Unequal distribution of wealth and opportunities:

- Development gains are unequally distributed. Disparities

in access to resources, entitlements, and services contribute to social distrust, instability, conflict and migration.

- In many developing countries a small group of elites remain powerful and in control of both political and economic resources.
- Current private sector operations and investments in developing countries/countries receiving humanitarian assistance risk normalising unequal distribution of resources and opportunities.

Discrimination:

- Inequality caused by discrimination or segregation of certain population groups (e.g. women, ethnic groups, caste, religious minorities etc.) has led to chronic poverty among these groups, and its persistence over generations. For these groups, poverty reduction based on the trickle-down effect of economic growth has failed.
- Inequalities can be sustained through discriminatory social and religious norms (e.g. around gender, youth and caste) which have permeated the rules and practices of both formal and informal institutions; these inequalities can also be effectively challenged by religious leaders and actors through liberative interpretations of normative texts, value formation and example.
- Growing global migration and refugee streams have revealed significant national and international protection gaps and decreasing respect for IHL and IHRL
- Investments and private sector engagement in developing countries can be a driver for development, but without due consideration to international human rights standards and guidelines can also entrench inequality and discrimination.

03.3.3 STRATEGIC INTERVENTION AREAS

DCA maintains that the key barriers to equal opportunities for all lies in: exclusion from formal and informal political and economic processes; structural and systemic discrimination (e.g. around gender, youth, caste); and lack of adherence to international law (human rights, humanitarian and refugee law) and related guidelines. The excluded are often the rural poor, women, children and youth, those with disabilities, minorities and/or indigenous peoples, informal workers or (undocumented) migrants and refugees. In addition, certain groups often remain unrecognised due to stigma or political/religious pressure e.g. lesbian, gay, bisexual, transgender queer, intersex and asexual (LGBTQIA). Systematically addressing extreme inequalities is key to the “leaving no one behind” principle in the 2030 Agenda for Sustainable Development. DCA’s position is that fighting extreme inequalities is critical for addressing structural barriers, for furthering resilience within communities, and for responding to the underlying factors to conflict, and protection and humanitarian crises. As such, DCA’s work on

fighting extreme inequalities will complement its support for work on building resilient communities and saving lives. DCA is strongly positioned to work on issues of extreme inequality through strong value-based partnerships with community-based organisations and commitment to international law (human rights, humanitarian and refugee law) and gender equality.

Space for Civil Society and Protection of Human Rights Defenders

- a) Promotion of a diversified, vocal civil society, including social movements.
- b) Documentation and advocacy to promote international protection against IHRL and IHL violations and address restrictive NGO laws, illegitimate use of criminal, anti-terror legislation and administrative procedures to stifle dissent etc.
- c) Holistic protection support for local communities e.g. building of community-based protection groups and for human rights defenders e.g. physical security, digital security, psychosocial support, medical assistance, effective organisational risk management etc.
- d) Community-based legal empowerment strategies, including documentation of human rights violations
- e) Strategic partnerships, alliances and CSO engagements to address the role of businesses and their support for HRDs
- f) Dialogue with Danish companies and private sector networks on our mutual interest in open societies, highlighting the business case for civic space.
- g) Use of forthcoming international guidelines on business and human rights defenders to encourage stronger support by businesses for civil society and civil society space.

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

Inclusive Participation in Decision-Making

- a) Capacity-building and networking for furthering women and youth leadership in local governance structures (e.g. through informal processes for policy development and resource distribution, village committees, district committees etc.).
- b) Women and youth participation in elections (training of candidates, and supporting networks and furthering their capacity development if elected).
- c) Supporting community-based civic education for participation in elections and other local governance mechanisms.
- d) Addressing barriers to participation – power imbalances, norms, gender-based violence

- e) Encouraging multi-stakeholder initiatives for improving human rights due diligence of the private sector and for more effective community engagement in their initiatives.

Strategic Objective 2022: 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.

Equitable Distribution of Resources through Inclusive and Accountable Institutions

- a) Building community capacity for monitoring of government programmes, budgets and expenditure, and services.
- b) Building capacity for partner-based monitoring and tracking of business activities.
- c) Supporting national advocacy and lobbying on national budgets for equal access to resources and services.
- d) Supporting citizen journalism for monitoring use of government resources.

Strategic Objective 2022: 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.

Combating Discrimination and Promoting Rights of Excluded Groups

- Groups** (women, minorities, refugees, migrants, youth)
- a) Advocacy against discriminatory laws and practices, and for criminalizing discrimination and affirmative action (e.g. quotas for women, youth, minorities in decision-making bodies).
 - b) Supporting pro-rights religious value formation and representation and engagement with media, theatre, music and other cultural arenas to challenge negative stereotypes and promote behavioural change (gender, youth, minorities, refugees and migrants)
 - c) Sensitizing and engaging with faith-based actors as advocates for change (e.g. around issues of gender justice, sexual minorities, refugees/migrants)
 - d) Promoting a rights-based approach to migration management and protection in keeping with international human rights and humanitarian law standards

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

03.3.4 GLOBAL ADVOCACY SUPPORTING FIGHT EXTREME INEQUALITY

The closing of democratic and civil space is a severe challenge and poses significant risks to rights holders and

civil society. It is crucial that DCA continues to engage in global advocacy at multiple levels in the fight for a world where all rights holders can participate in decision making, where resources are distributed equally through inclusive and accountable institutions and where discrimination is contested, and the human rights of even the most excluded groups are respected. For DCA to be able to respond to the global erosion of the key values and standards necessary for more inclusive development and societies, particularly in relation to gender norms, protection, and civic freedoms, DCA will accompany partners, communities and faith-leaders in global advocacy activities as follows:

- a) Mobilise faith-leaders as critical actors protecting inclusive development, space for civil society and gender equality at international level through various platforms offered by the SDGs, the Commission on the Status of Women (CSW), the Human Rights Council and the Side by Side movement.
- b) Engage Danish and international state actors in the defence and protection of democratic and civil space, including the protection of human rights defenders.
- c) Support partners' participation in Universal Periodic Review (UPR) and the Committee on the Elimination of Discrimination Against Women (CEDAW) processes
- d) Engage in monitoring and documentation to ensure that anti-terror legislation is not used to control and restrict CSO space.
- e) Call for a strong and coherent Danish and European voice in international fora and in political dialogue on the protection of democratic and civic space and HRDs. This includes encouraging increased international engagement by Denmark on civic space as part of Denmark's upcoming membership of the Human Rights Council and at the UN High Level Political Forum not only for furthering respect for these values in themselves, but also as central to achieving inclusive development and the SDGs.

Strategic Objectives 2022: 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.

[Chandalala, Uganda / Mikkel Østergaard]



04 Geographic Focus

Currently, DCA has a presence in 19 countries most of which are categorised as very poor. Many factors influence the choice of countries, but DCA's strategic priority is to ensure that the highest proportion of our funding goes to:

- a) Countries in the low human development group
- b) The poorest regions within those countries
- c) The most marginalised groups in those countries

Other factors such as security, shrinking political space, donor priorities, funding availability and new, unforeseen opportunities to make a difference will also affect DCA's prioritisation of country presence and programmes during the strategy period. The following criteria are applied when DCA engages in a country.

Inequality: Poverty levels and the human rights situation in a given country will remain fundamental criteria defining where DCA engages. Positive development is tarnished in many countries by a significant growth in inequalities within societies, as a consequence of unjust structures, norms and institutions. DCA will work in countries with opportunities to facilitate more equal development, address root causes of severe poverty, promote equal rights for all and enable civic and political space.

Presence, history, experience and competencies: DCA values long-term presence and stability of engagement to work with the rights-based approach and achieve a greater impact, not least in its effort to build competent and sustainable civil society organisations.

Conflict, protracted crisis and displacement: DCA will always consider responding to a major humanitarian crisis. Decision on whether and how to respond to an emergency in a country where DCA has no presence will depend on several factors such as DCA's added value and ability to respond or the availability of funds. DCA also has the option of joining a collective response of ACT Alliance member agencies or other international and national actors.

DCA experiences a larger than ever push to address humanitarian situations while less attention is given to economic empowerment and livelihood opportunities. DCA remains committed to work in countries with humanitarian crises (the humanitarian imperative) and people living in extreme poverty ('leave no one behind'). As a multi-mandated organisation our country portfolio will represent a fair balance between the two. However, an increase in the scale of the programmes responding to humanitarian crisis is likely given the unprecedented humanitarian needs globally.

Security and political space: These are two ever-present risks for civil society and particularly human rights defenders, which are both following a global upward trend. These trends are assessed on an ongoing basis both

globally and locally. DCA will consider carefully how to engage in countries with high levels of insecurity, and when we do, we will design and follow specific implementation models based on humanitarian principles, sometimes incorporating *remote implementation* with local partners. A severe degradation of the security situation could be a trigger for DCA to disengage from a country for a shorter or longer period.

In view of the increasingly difficult operational context in many countries and DCA's engagement to promote human rights and counter shrinking space for civil society and human rights defenders, a scenario where a DCA office would be closed by a country authority cannot be excluded. DCA may decide or be forced to close an office but continue to fund partners to support local civil society and their important work. Alternatively, DCA may conduct part of the activities remotely.

04.1 Donor Policies and Priorities

Donor requirements, policy changes and priorities influence the choice of countries DCA decides to work in. DCA has a close partnership with the Danish Ministry of Foreign Affairs (MFA), based on a four-year (2018-2021) partnership agreement, the ongoing strategic cooperation and policy dialogue as well as project funding based on specific calls. In addition to the Danish MFA, DCA receives funding from other international donors e.g. the EU, Department for International Development (DFID), Dutch MFA and the United States Agency for International Development (USAID).

In this strategic period, it is foreseen that DCA's engagement in neighbouring countries will increase, because of donor preference for engagement with these countries.

04.2 Availability of Funding

The financial outlook of DCA country presence is another factor determining whether DCA will stay engaged in or leave a country. In situations where funding is decreasing over several years and eventually becomes inadequate to ensure a meaningful and cost-efficient presence, DCA may decide to withdraw from that country. This will, however, depend upon the ultimate rationale for DCA's presence in a country and thus the situation will always be assessed on an individual basis. DCA monitors the funding and financial performance of all its offices and operations closely. DCA will exit a country if it is determined that funding will continue to decrease and if efficiency indicators follow a continuous downward trend.

If funding to a country programme drops below DKK 5 million for two consecutive years, Senior Management will decide DCA's future presence in the country.

[Cambodia / Andreas Bro]



05 Partnership for Change

05.1 Introducing New Partnerships

Partnerships are not just a way of working but are fundamental to DCA's values and identity. DCA sees partnerships as our most important comparative advantage and essential to the changes DCA wishes to see in the countries where we work. For DCA, a healthy partnership is founded on shared values, visions and a mutual commitment to respecting human rights and gender equality. Strong partnerships build on mutual participation, learning, ownership and accountability. Based on Annual Partnership meetings and Partnership Agreements, DCA will support mutually agreed interventions for capacity building and organisational development of our core CSO and Faith Based Organisation (FBO) partners.

As a response to global changes, the increasingly complex humanitarian and development context, and DCA's organisational growth and development, DCA will adapt implementation modalities to match needs and circumstances. In the future, DCA will engage with and facilitate increasingly complex and diverse partner portfolios. DCA will increasingly co-implement, and in some situations implement directly where circumstances demand, donors and target groups expect, or where local capacity is not yet in place. In some situations, DCA must adhere to restrictive laws and regulations hindering local partners and organisations because of shrinking or closed civil society space. In other countries/regions, there are no civil society or only few local organisations to work with.

DCA will continue to leverage our membership of the ACT Alliance and networks from local to global levels to achieve more and better impact. DCA will increase cooperation with relevant private sector partners in global and local value chains to create decent, sustainable and human rights-aligned economic development and employment opportunities.

Besides giving priority to partnerships with CSOs and FBOs, DCA will (for shorter periods) work with organisations that have technical and operational capacity to complement those of DCA in support of programme goals to adapt to the changing contexts and emerging opportunities. Future partner portfolio considerations will have to consider partnerships with:

- universities, research institutions and global learning hubs and networks e.g. in larger consortiums and multiple stakeholder platforms.
- new, smaller humanitarian organisations for rapid and community led response
- youth organisations
- social movements and networks
- private sector stakeholders

DCA values all forms of partnerships but devotes special attention and resources to our CSO partnerships to build and encourage active civil societies in the countries we work in. CSO partnerships distinguish themselves from other partnerships through DCA's investment in organisational development of these partners and their presence through selected members on DCA's global partner group.

05.2 DCA's Implementation Modalities

05.2.1 PARTNER IMPLEMENTATION

DCA will maintain a strong emphasis on this implementation modality – and aim for this to gradually increase when expanding country programmes in countries where DCA has humanitarian programmes.

Legitimate and accountable civil society is important in healthy democratic and prosperous societies. DCA's philosophy is that a strong progressive civil society is a key change factor when transforming needs and rights of poor and marginalised groups into economic, social and political power for sustainable and equal development for all citizens. Moreover, CSOs and FBOs are essential for local ownership of both long-term development interventions and humanitarian work because they relate with rights-holders and they understand local problems, needs and dynamics. CSOs and FBOs act as a national voice for these groups and they challenge duty bearers to adhere to laws and international conventions. DCA will therefore continue to assist CSOs, FBOs and social movements – to be strong, autonomous, vibrant, professional, accountable and transparent, genuinely representing rights holders.

DCA selects partners based on agreement on common values and principles, programmatic relevance, technical skills and effectiveness. As a faith-based organisation with strong links to the Danish Church constituency and as a member of ACT Alliance, DCA looks for local ACT members and other FBOs with potential to be partners in the countries where DCA works, since they are often strong change agents and rooted in remote and poor areas. Another priority is to work with Gender- and Human Rights Organisations as well as networks and organisations with a strong constituency and legitimacy to conduct advocacy on behalf of the most marginalised. DCA will also prioritise partners that are able to work in the nexus between humanitarian assistance and development, and support partners to develop needed nexus capacities.

Organisational and capacity development of key local implementing partners to become more robust is a key priority. DCA will strengthen Annual Bilateral Partnership meetings and Partnership Agreements and ensure that these partners see DCA as a valuable strategic partner.

05.2.2 CO-IMPLEMENTATION

Where local CSO capacity is insufficient or where restrictions or opportunities require DCA to assume a stronger role in implementation of activities on the ground, we will co-implement with our traditional and new partners. DCA has increasingly had fruitful and good experiences with co-implementation which also gives DCA an opportunity to partner with various stakeholders on more equal terms and achieve a much bigger scale and impact. DCA will adapt internal systems to better support the co-implementing

modality. We will strive to gradually hand over responsibility for implementation to our local partners when possible, depending on the specific context.

05.2.3 DIRECT-IMPLEMENTATION

DCA will not replace civil society in the countries where we work. However, in some contexts particularly in crisis- and fragile situations, DCA may not be able to identify local partners with all the capabilities needed to respond in a timely fashion and effectively at a large scale. In such situations, we will either co-implement with local partners or directly implement. This is to ensure timely and effective responses to save lives, meet donor expectations and in addition gradually build the capacity of local partners and organisations in line with DCA's Charter-4-Change and localisation commitments.

In situations where there are no relevant CSOs, or the political situation does not allow local organisations to receive international funding, DCA may also resort to direct implementation or provide support to other INGOs. Such decisions are, however, always with the intention to build local capacities and avoid establishing a set-up for long-term direct-implementation (or other INGO implementation).

Direct implementation arrangements are reviewed every two years at country and senior management levels to ensure that we gradually build up local capacity and hand over implementation when and where conditions allow.

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

05.3 Private Sector Partnerships

DCA will engage the private sector as an important stakeholder and alliance partner in contributing to the SDGs. DCA's private sector engagement is based on a dialogue-oriented and solution-driven approach. The approach seeks to advance innovative SDG solutions through private sector partnerships while at the same time influencing business practices to promote respect for human rights.

DCA will engage in and build private sector partnerships where it contributes to the achievement of our global goals.

Private sector partnerships are not a goal, but rather an important enabler for developing sustainable solutions in line with DCA's goals and the SDGs. DCA will strengthen its role as connector and convenor in strategic alliances and consortia between the private and public sectors, academia, think-tanks and other resource institutions with a view to developing comprehensive solutions which tap into existing knowledge and resources. The strategic direction for DCA's private sector engagement in 2019-2022 includes

a focus on exploring the potential to unlock private capital flows, e.g. impact investments, to create and replicate solutions at scale.

CSOs play an important role as change agents in the pathway to promote inclusive, green growth and accountable business practices. DCA will promote adherence to the UN Guiding Principles on business and human rights vis-a-vis public and private sector actors, both in Denmark and the countries DCA works in. We will engage private companies and financial institutions – from small- and medium-sized companies to large pension funds and private investors – in a critical, constructive dialogue on how to promote investments which contribute to the SDGs and benefit the poor, while acting with human rights due diligence to “do no harm first”. DCA believes in real impact through early and ongoing dialogue with businesses, governments and other civil society organisations to promote sustainable solutions.

DCA takes an integrated approach to promote responsible business conduct through awareness-raising, evidence-based documentation, capacity development, and impact partnerships. These efforts are fundamental to improving enabling framework conditions, including stronger and more accountable institutions at all levels, as a precondition for sustainable growth in line with SDG 16. It is furthermore essential to multiply the effects of ODA and promoting sustainability in trade instruments and private investments in line with SDG 17 and “leave no one behind”.

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

05.4 ACT Alliance and Global Networks

Members of the ACT Alliance all have long track records of work, yet the Alliance itself is young (formed in 2010). With 140 member organisations (75 % from the global south), more than 25,000 staff members, and volunteers working in more than 100 countries, and a global combined expenditure of approximately 1.5 billion USD, ACT Alliance is the world’s largest network of protestant and orthodox humanitarian and development agencies. DCA has already established itself as a significant actor in the Alliance – both in policy advocacy and programme implementation. DCA will continue to use the ACT Alliance as a platform of actors with shared beliefs, values and visions to underpin global rights frameworks and to facilitate committed coordination and cooperation at national and global levels.

DCA will support ACT globally, engage in the National ACT Forums and cooperate locally with selected ACT Alliance members to pursue common goals. DCA will also use the momentum of a new ACT General Secretary, a new 2019-26 ACT Global Plan and DCA’s participation in

the ACT governing board, the board of ACT EU and active participation in advisory working groups and communities of practice and national ACT Forums, to focus engagement in the Alliance’s work where it adds most value to DCA’s work. This includes joint advocacy, leading the capacity building initiative ACTLearn, humanitarian coordination and selected programme integration as well as shared participation in global discourses around rights, climate change, religion and development, gender justice and cooperation with UN agencies e.g. alignment with the Agenda 2030 framework.

DCA will also engage more broadly in networks to facilitate links between local partners and with global processes. DCA will contribute to strategic partnerships in relevant alliances, including the Lutheran World Federation, networks and political processes and platforms. Global connectedness is always based on local engagement, and DCA will support partner participation and will voice partner perspectives in relevant global fora such as World Humanitarian Summit and Grand Bargain, Cash Learning Partnership, Centre for Humanitarian Data, the Core Humanitarian Standards partnership, United Nations Framework Convention on Climate Change (UNFCCC), Climate Action Network (CAN) and the UN General Assembly and Commission (CSW) on the Status of Women. In close coordination with the ACT Alliance including World Council of Churches (WCC) and Lutheran World Foundation (LWF) and with the ‘Side-by-Side Faith Movement for Gender Justice’, DCA as a FBO uses the privileged platform of the CSW to build on local and regional faith-based work and raise a strong faith voice for Gender Justice and to conduct critical dialogue with such Christian and other religious actors that counter or restrict Gender Justice at local and global levels. Through ACT Alliance, DCA is represented in the Steering Committee for Humanitarian Response and the Inter-Agency Steering Committee, where DCA will actively help shape humanitarian policy at the most senior global level.

In Denmark DCA will contribute to – and coordinate positions towards – national and global policies and debates guiding sustainable development and accountability as a governance member of Global Focus, the World’s Best News, the 92-Group, Danwatch and the Danish Ethical Trade Initiative. DCA’s General Secretary represents Danish NGOs in “Udenrigspolitisk Råd” and will use this to co-shape Danish development policy and practice.

Strategic Objectives 2022: By 2022, the ACT’s advocacy is focused on the strategic themes of gender equality, climate change, displacement, migration and HRDs.

[Mali / Thomas White]



06 Achieving Change through Cross Cutting Commitments

06.1 Human Rights Based Approach

DCA will maintain its focus on human rights values and standards. While the SDGs provide goals and indicators, human rights standards will remain our compass when analysing contexts, developing and assessing strategies. DCA will continue to advocate and sensitise state actors (local, national and third states) towards accountability to international human rights and humanitarian law but will upgrade our dialogue and advocacy on the human rights responsibilities and abuses of corporate actors.

We will increase the use of technology in our advocacy work, including when documenting human rights abuses and violations, and will ensure that technologies are accessible to the poorest groups so that information can be more widely disseminated for mobilisation and advocacy. We will strengthen our targeting strategies and needs assessment methodologies to reach those “left behind”, monitor the degree to which we and our partners are reaching the most vulnerable groups and regions, and explore how technology and new partnerships can further this outreach.

We will upgrade work focused on building inclusive values and institutions, particularly around gender, and on strengthening gender-mainstreaming in our livelihood and humanitarian assistance work. We will build internal capacity on the UN Bill of Human Rights and CEDAW, further partner capacity and facilitate links for partners and community members to human rights mechanisms, particularly the Universal Periodic Review (UPR).

Finally, we will increase our efforts to identify, address and mitigate human rights risks across the organisation, not least in our relations with the private sector, through improved human rights risk and impact assessments and capacity-building.

Strategic Objective 2022: 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.

PANEL PRINCIPLES

Participation

Programmes and projects include institutionalised and accessible mechanisms for rights-holders to influence decision-making. These mechanisms must be safe, inclusive, transparent and accountable. Barriers that limit certain groups from meaningfully participating must be adequately addressed to facilitate equal participation.

Accountability

Programmes include activities that a) further transparency and address gaps in the response of relevant state and non-state actors to their human rights obligations and responsibilities, b) ensure that duty-bearers provide adequate access to information to rights-holders, c) facilitate access to remedies in the event of human rights abuses or violations.

Non-Discrimination and Equality

Programmes include activities that a) target the most discriminated women and men, b) address discriminatory norms, laws and practices, c) strengthen the strategic use of disaggregated data in needs assessment, project design, monitoring and evaluations to ensure inclusion and non-discrimination.

Empowerment

Programmes include processes where groups of marginalised men and women have increased awareness of their rights and entitlements, have enhanced influencing skills, and have strengthened their organisations and networks for claiming rights and accessing entitlements. In this strategic period, DCA will particularly focus on providing capacity development and the sharing of experiences.

Link to Human Rights and Humanitarian Law Standards

Programmes use internationally recognised human rights and humanitarian law and related guidelines in their analyses, strategies, and risk assessments. DCA and DCA partners make strategic use of relevant alternative reporting to UN and regional human rights bodies.

06.2 Gender Equality

DCA will continue to work towards gender equality. DCA addresses gender equality both as a cross-cutting issue in all its work and through specific targeted interventions aimed at addressing specific gender equality issues. DCA will focus on how gender intersects with other identities like age, ethnicity, religion etc. to create multiple forms of discrimination. A focus in the coming strategic period will be on addressing the discriminatory norms and stereotypes that perpetuate gender inequality. Faith leaders can have a central role in promoting transformational change for gender justice. While faith leaders can condone, justify or remain silent, they can also play an authoritative role in leading conversations to challenge and change practices often perceived as legitimated by faith. As a faith-based organisation, DCA has both a unique opportunity and a special obligation to work closely with faith leaders on strengthening a faith narrative that supports gender equality.

Strategic Objectives 2022: By 2022 DCA has increased focus on fighting gender discriminatory laws and practices and has prompted faith actors to work proactively towards gender equality.

06.3 Religion and Development

As a faith-based organisation, DCA recognises the responsibility to understand and include religious actors in our ToC and partner portfolio. DCA will use the privileged trust and value partnership that we have with progressive religious actors in focus countries, globally and in Denmark – and will use the strong starting point we have for dialogue with the less progressive actors. DCA will use this preferential access point strategically to reach and involve marginalised and excluded local target groups, remote areas without other structures, as well as to enter spaces of dialogue and advocacy on values and behavioural change from very local to national and global levels. DCA will partner with FBOs and religious leaders (of youth wings, women's associations and the often-male dominated formal hierarchies) to help build and include their strong moral voice in legal, policy and normative discourses around rights, gender equality, climate change, participation and civic space, where faith actors are often silenced last.

DCA will continue the development work and engagement with religious organisations as both a crosscutting commitment in all our development, humanitarian (localisation) and advocacy work and with specific interventions where context and issues make it particularly relevant (gender issues in Uganda for example, or intercommunal dialogue in Myanmar).

DCA will engage strongly in the strategic partnership with the Danish MFA on religion and development, including Freedom of Religion and Belief, around civic space, gender equality, capacity building for faith sensitive programming

and international exchange on policy and good practices (Partnership on Religion and Sustainable Development (PaRD), the Side-by-Side Faith Movement for Gender Justice, and the Joint Learning Initiative).

Strategic Objectives 2022: By 2022 DCA develop faith-sensitive programmes which partner with religious actors in our development and humanitarian advocacy work for pro-rights change that is rooted in beliefs and values.

06.4 Youth

In the period 2019-2022, DCA will strengthen its focus on youth in country programmes and with youth in Denmark. In some of the countries where DCA is working, religion and faith can be an entry point for youth groups to engage in social issues.

DCA will maintain current targeting principles: solid in-country analysis i.e. vulnerability, "leave no one behind", human rights violations, gender equality, poverty indicators and progressive youth groups/role models that can drive progressive change. DCA will seek to strengthen active participation of youth in project and programmes and advocacy work.

DCA Youth (NU) has a unique opportunity to gather Danish political party youth wings around a common agenda and make them work with their mother parties to adopt policies. In addition, DCA Youth and the youth parties can also work with the mother parties to create tomorrow's politicians. Further, DCA Youth will also focus on having access to politicians and ministers who want to demonstrate that they work with young people. DCA Youth has not embarked on activities like this before but is planning to do so within this strategic period.

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

06.5 Climate Change

Climate change is a threat to people and communities around the world. For projects supported by DCA it is important to consider the effects of climate change both as a slow onset of changes and as natural disasters that can jeopardize implementation and long-term development. DCA assesses the predicted climate change related effects based on recent science as well as local knowledge. A precautionary principle is applied to ensure that projects and communities become resilient, with a coping capacity to withstand the effects of climate change. DCA also acknowledges that supported activities may contribute to global warming. Efforts are therefore made to reduce and limit greenhouse gas emissions, and to incorporate a low carbon approach in plans and activities.

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

06.6 Learning

Learning is vital for DCA's organisational performance and agility and acts as a critical component for the change processes we are supporting globally. Learning processes constitute a complex ecosystem of interactions between individuals, including DCA staff, CSO partner staff, rights holders, and other partners and networks and their environments. In this strategic period, DCA will focus on transforming knowledge and experiences from this ecosystem into practical and applied learning that will enhance our staff competences, programme and project quality, innovation and accountability.

DCA International Strategy necessitates a set of core and technical staff competences. These competences are critical for DCA staff and staff of DCA's partner CSOs. The core and technical competences will be pursued through tailored learning pathways, which include a sequence of analogue and digital learning activities and digital support tools.

Learning from experiences and sharing knowledge are critical not just to describe best practice but also to predict our next practice. Learning from experiences is the essence of the concept of learning loops through which reflection on the efficacy of our processes will be incorporated as a natural part of our work. To further ensure knowledge sharing and learning across DCA's work processes and structures, thematic communities/virtual community hubs will be established.

In the strategic period, DCA will have a special focus on improving the quality and cost-effectiveness of learning processes. This includes research-based improvements to the didactical quality of learning designs and mainstreaming DCA's values and the PANEL+ principles into the design. We will also include further mainstreaming of a blended learning approach, where analogue and digital learning environments are utilised, and we will establish partnerships with other organisations when possible.

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

06.7 Innovation

Innovation is prominent in the DCA core narrative and is a key component of the core DCA value of being 'Proactive'.

Innovation reflects DCA's constant effort to identify, test and implement better solutions to the problems we seek to address in a changing context. Over the past couple of years DCA has invested significantly in strategically supporting innovation across its program portfolio.

DCA's strategic framework for innovation forms the basis of our international innovation activities. The framework covers key organisational structures, processes and funding to support innovation across the entire innovation cycle, from idea to scale. This includes: a clear(er) definition of humanitarian and development problems that cannot be fully addressed by existing solutions; where a clear understanding of the problem(s) exists, we may focus on identification of potential new solutions to that problem; where potential new solutions to a problem are known, our approach can include testing of one or more solutions to move towards proof of concept for the solution's ability to solve the problem and/or further development of identified and tested solutions; and we may include eventual scaling of proven solutions across the organisation and to the wider sectors we work in. Focusing on the entire innovation cycle across our strategic priority areas, DCA will use a strategic approach to innovation. This approach will enable us to stay at the forefront of sector developments, help develop and promote more effective solutions to the local and global challenges we face, and take advantage of new opportunities offered by technology and new partnerships.

Partnerships are key to innovation in DCA's programs, in Denmark, internationally and in the countries and communities we work in. New partnerships with a variety of actors will be explored and developed specifically to support innovation to deliver on this strategy. This will include new and stronger partnerships with private sector, including technology providers and developers, research and science, civil society, community groups and others specifically targeting innovation to address the challenges we are facing. Moreover, during this strategy, more targeted innovation support will be provided to strengthen innovation in country offices, stronger coordination, learning and documentation of innovation processes will be supported across the organisation, and more dedicated innovation funding will be dispersed.

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



Wefood

Budget Müsli
Morgenknaus

5kr pr. stk

07 DCA's Engagement in Denmark

DCA has a solid base consisting of volunteers working in second-hand shops and WeFood stores (3,600), door-to-door collectors (20,000) and private donors (50,000) but we cannot take their support or loyalty for granted. Rather than being passive donors – or philanthropists – people increasingly expect a return on the money, time or attention they have invested in DCA. If their expectations are not met, they will look to other organisations or causes.

To this should be added the increased professionalisation of charitable organisations and what can be viewed as a saturated “market”. Organisations compete for loyalty and this means that any charity must be agile and be both present and personal while providing a plethora of actions and engagement opportunities for increasingly political and critical consumers.

Charities working in the Global South are met with an additional challenge: national entrenchment, globalisation critique, economic inequality and insecurity as well as a growing fatigue with refugees and migrants – political developments and the continuous battle for attention from ever more international charities means that we are often met with the question “why not help our own first?” This not only poses a fundraising and communication challenge but is also a political challenge for an organisation which has at its core an obligation to act as an advocate on behalf of the world's poorest.

In answering these challenges, it is more important than ever that DCA create engagement by Danes.

DCA understands engagement as feeling involved, being included and committed in relation to the world's poorest. It is not the feeling itself which is the overall goal, but the sum of actions originating from this engagement. Actions are defined as donation of money, time or voice. An example of this is DCA's second-hand and WeFood shops that support DCA's financial scope while creating awareness and affecting consumption patterns (SGD12).

This chapter will outline DCA's overall goal for its engagement work in Denmark 2019-2022, the four areas of strategic attention, and the affiliated strategic objectives.

The overall goal for DCA's engagement work is to strengthen communication and relations to individuals, networks and partners in Denmark and to act together with them to benefit the world's poorest.

The four areas for strategic attention for 2019-2022 are:

- Strong communication with meaningful opportunities of action
- Relevant and coherent dialogue building on relations
- Equal partnerships as a driving force for communication and action
- Documentation of results and use of resources for use by management

Documentation of results does not have its own paragraph or objective in the following but is a cross-cutting focus area.

07.1 Strong Communication with Meaningful Opportunities of Action

DCA measures engagement in action. Therefore DCA will make a specific effort during this strategy period to strengthen communication so as to support the action itself. DCA will do this based on i.e. general market analysis, market segment analysis, tests of products and implementation of a new brand platform.

DCA will communicate information and opportunities for actions through relevant and coherent dialogue which builds on strategic relations to actors (defined as donors, volunteers or partners).

DCA will ensure that communication, information and action happen in one dynamic movement -relevant communication motivates action for the benefit of the world's poorest. The action is an eye-opener that creates curiosity, which DCA responds to by providing information, which creates further engagement, which again can turn into additional action. At which point an individual enters this circular movement depends on the actor and the situation. The dynamic movement ensures that the individual is always given relevant opportunities to act.

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

07.2 Relevant and Coherent Dialogue Building on Relations

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

DCA will identify the individual actor's interests and needs

so that the following communication (letter, mail, text, phone call etc.) can be adjusted to them. The purpose of the communication is first to make the actor continue to act, but later to extend the engagement with DCA - via donation, time or voice.

DCA will increase the coordination of the total value chain. From the youth who interacts with DCA on social media (micro lead) to the ambassador who influences his/her entire network. And from the actor who donates two hours at the Parish Collection to the volunteer in the second-hand shop who donates his/her total inheritance.

DCA will make a specific effort during the strategy period to enrol volunteers, social movements and church-related partnerships in our strategic dialogue programmes.

DCA will strengthen the use and value of awareness in the relation building, including an increased focus on SDGs in the communication. DCA will develop a system for assessing and increasing the actor's level of understanding of development aid.

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

07.3 Equal Partnerships as a Driving Force for Communication and Action

DCA believes change can best be achieved through working together. To DCA, creating engagement implies offering to be an active and accountable partner in change. DCA is born out of partnerships – with partners believing in a life in dignity for all.

DCA will focus on equal partnerships as an engine for communication and action. Partnerships in Denmark give legitimacy and access to channels, target groups and

competences. We will measure, assess and prioritise partnerships according to their value for the world's poorest through the actions, relations and communication to which this partnership gives access. This means that DCA will not only value our partnerships on our common history and core values but also on the future value of the partnership and on whether the partnership accesses innovation and builds on the SDGs. The private sector has a growing interest in contributing to the SDGs and DCA will focus on this interest to create common ground for partnerships.

However, the coherence of the core values and common characteristics between DCA partners and DCA are important for the potential value. DCA will therefore also prioritise the partners in the ecumenical fellowship who will form a considerable part of the 2022 partner portfolio, including youth partners.

In the work with the partner portfolio, including prioritising and investment, DCA will develop and work with a mapping and priority model for partnerships. We will develop a method of estimating the expected lifetime value compared to the investment in resources, including measuring soft values such as branding, legitimacy and awareness.

Strategic Objective 2022: 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.

07.4 Strong Political Voice and Defender of Values in Denmark and Abroad

DCA has a strong normative foundation which should and will be used to seek influence on the policies and discourses in Denmark and globally that affect the world's poorest and the realisation of DCA's mission and vision. This includes:

- 1) regulatory debates such as aid policies and modalities;

- 2) broader frameworks such as general trade and foreign policies; 3) policies, principles and discourses guiding sustainable business, human rights and international law and convention.

In a time with growing xenophobia, isolationism and transactional views on international relations, DCA needs to take a clear stance and show courage in the public debates if we want to take our obligation to the world's poorest seriously.

To perform this role, DCA must have a high level of credibility and a strong network. DCA must be the go-to organisation on the issues where we have a knowledge and insights. We will take our humanitarian and development work as the starting point and whenever possible bring the voices of those affected directly into the public sphere.

Strategic Objective 2022: 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 provide a pro-poor perspective both behind the scenes and to public debates.



08 Financial Management

DCA will strive towards a long term financial development to make DCA financially more robust. The purpose of this is long-term sustainability, a higher level of flexibility in DCA's work and an increase in our impact in DCA countries. Long term specific indicators focusing on turnover, surplus, administrative percentage, equity in relation to turnover and solidity, were developed and approved by the board covering an eight-year period from 2015-2022.

Between 2019 and 2022 DCA will be committed to meeting the following financial indicators:

- Turnover reaches 750 million DKK in 2019 and 875 million DKK in 2022

- Yearly surplus is 5 million DKK
- Administration percentage is maintained at 8-8,5% in 2022
- Equity in relation to turnover is kept at the current level of 12%
- Solidity level is at least 20% each year, reaching 22% in 2022

Improving our cost-effectiveness at both Head Quarter (HQ) and Country Offices (COs) is a prerequisite for ensuring the required investments in turnover growth, investment in capacity and resources and prioritisation of investments in innovation. In recent years, we have

seen a decline in donor's willingness to cover indirect costs. This is further compounded by a move where DCA engages in larger consortia with other INGOs and has to share the administrative fee. To measure and keep track of developments over time in relation to our ability to recover cost from donors, including the level of administration fee per donor, is an increasingly important part of the quarterly financial Key Performance Indicators (KPIs).

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

08.1 Total Turn-over and Country Level / Value for Money and Robustness

The total turnover and associated cost of each DCA Country Programme and Country Office differs considerably depending on donor availability and interest, DCA partners and programme focus as well as the chosen operational model. Large scale humanitarian operations entail significant turnover; if DCA is directly responsible for implementing programme activities, or in cases where these are co-implemented with local partner(s), costs for staff, field offices and our operational capacity will drive DCA costs up.

In recognition of the likelihood that this difference will continue, we will pursue more proactive fundraising and thus expect a higher turnover in selected countries – most likely those with large scale humanitarian operations such as Ethiopia, Uganda, Libya, Syria and South Sudan.

We are entering a period where funding for humanitarian needs is likely to increase at the expense of more longer-term development funding. This will not only influence DCA and partner programmes and activities, but in some countries it will also influence the role of DCA and the way we achieve the global goals. As already indicated, DCA will in some places take a more direct role in the implementation of programme activities either in partnership with other local and international organisations or sometimes on our own. An increasing number of field-based staff, additional field offices, and more large-scale consortia-driven projects all contribute to an increased level of complexity which needs to be handled by DCA. DCA has recently strengthened the approval process for new direct implementation interventions. This will further complement the already existing new donor approval mechanisms and secure the good and robust growth that DCA will strive for.

Strategic Objective 2022: By 2022 DCA's financial KPI's and tracker system strengthen decision making at global and country level.

08.2 Diversification of Funding

Increasing international donor funding is a core part of DCA's strategy. DCA works to continuously expand and

diversify the international donor funding base, in a search for both new funding and new partnerships. In the strategy period this will include developing further partnerships with new donors, such as international foundations and philanthropy, climate change-focused funders that are increasingly relevant for DCA, and exploring innovative financing mechanisms such as impact investments, and various forms of crowd-funding.

The online ACT Performance Support Platform will be further strengthened to support continuous capacity development on fundraising and grants management for international donors.

08.3 Procurement

Professional and accountable procurement is essential to ensure efficient use of money and quality in projects. To achieve this DCA and implementing partners apply the DCA Procurement Manual which is based on best international practice, standards, and donor requirements.

The overall strategic objective for DCA procurement is to improve the knowledge and quality of procurement. This is achieved via an increased focus on capacity building of DCA and partner staff and timely drafting of Procurement Plans.

In the strategic period, DCA wishes to increase the number of procurement monitoring and support visits to partners, both to ensure quality in projects and adherence to rules but also to facilitate enhanced procurement capacity building.

DCA furthermore wishes to keep this focus and increase the use of the e-training to facilitate improved procurement knowledge and capacity at partner level.

One of the main tools for ensuring best value for money, effectiveness and donor compliance in projects is the Procurement Plan. For the Procurement Plan to meet its purpose it is important that it is drafted and ready when implementation starts. DCA therefore aims to increase the number of Procurement Plans available at project implementation start.

Globally, both DCA and partners are faced with high levels of staff turnover and diverse levels of procurement skills and knowledge. This is a challenge both at organisational and project implementation level.

Strategic Objective 2022: 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.

[Myanmar / Mikkel Østergaard]



09 Quality Management and Accountability

DCA is committed to the highest levels of quality management, accountability and learning at all levels of the organisation, and will continue working to enhance these areas of activity during the strategic period. DCA's approach to quality management and accountability has been built on its commitment to the Core Humanitarian Standard (CHS). In 2017, DCA became one of the first organisations in Denmark to be certified against the CHS standard. During the strategic period, DCA will continue to work on the areas of weakness identified during the certification audit and will further build on this through the strengthening of its human rights due diligence procedures following the adoption of an organisational Human Rights Policy commitment (approved in 2018). DCA will additionally work to improve systems and practices for the monitoring and evaluation of its work, introduce practices and policies to improve organisational learning, and continue ongoing work to improve and adopt accountability systems to ensure DCA remains responsive to the needs, concerns and grievances of key stakeholders and people in need.

09.1 Quality Management and Accountability

From 2019, DCA will enhance its quality management approach in four areas.

First, DCA will develop and adopt a policy to mainstream human rights considerations into the organisational practices and strengthen procedures to identify, prevent, mitigate and respond to any actual or potential human rights risks in our operations, partnerships and business relations.

Second, accountability to key stakeholders and those who benefit from our work will remain a high priority during the period. This means improving communication to stakeholders of DCA's commitments, including DCA's staff code of conduct and complaints mechanisms and ensuring that appropriate feedback systems are in place. To this end DCA will build on lessons from participatory feedback mechanisms. DCA will ensure that communities are aware of expected staff behaviour, including DCA's commitment to preventing sexual exploitation and abuse, and that DCA is recognised as an organisation that welcomes and actively addresses both feedback and complaints.

Third, DCA will continue to ensure that funds entrusted to DCA by both private and institutional donors are used as intended and not lost to corruption. DCA will introduce a risk-based approach to anti-corruption/anti-bribery training and spot-checks on financial management procedures. DCA will continuously contribute to experience sharing, advocacy and collective action across the sector on anti-corruption issues.

Finally, DCA will continue to address areas of weakness highlighted through the CHS audit. This includes developing and applying a more systematic and comprehensive approach to risk management, including as a response to the adoption of our Human Rights Policy, and developing policies and practices to ensure compliance with the EU General Data Protection Regulation (GDPR), which relates to peoples right to protection of personal data.

Strategic Objective 2022: BY 2022 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 an in our partner organisations.

09.2 Monitoring and Evaluation

In DCA, monitoring and evaluation plays a vital role in programming, as a mechanism to support management in tracking progress in results and assessing performance for purposes of learning and accountability.

DCA will review and develop stronger practices for monitoring and evaluation across the organisation DCA will also seek to enhance its ability to learn and improve from monitoring and evaluation, particularly through real-time data collection, analysis and response. Over time this will promote evidence-based decision-making amongst DCA and partners, and improve our ability to gain a holistic overview of DCA's work, its progress and effects. This includes mainstreaming experiences from DCA's work to integrate participatory feedback mechanisms across DCA's programmes, as described under 9.1, as well as mainstreaming use of digital data collection across the organisation.

DCA will improve documentation of outcomes and use evaluations for improved learning and performance. DCA will explore the outcome harvesting methodology alongside other efforts to measure and evaluate the impact of projects and programmes. DCA will ensure more consistent use of its evaluations to improve performance and organisational learning. This means a renewed commitment to respond to evaluation recommendations by the respective managers for application at project and programme level. An annual review of evaluations, recommendations and actions will allow identification of trends in evaluation quality at a global level to support organisational learning.

Strategic Objective 2022: By 2022, DCA's projects have clearly defined indicators which are monitored at output and outcome level. DCA's project and programmes are evaluated to strategically support evidence gaps identified through theory of change analysis.

[**Bidi Bid, Uganda** /Yilmaz Polat]



10 An Organisation That is Fit for Purpose

DCA is a multi-mandated organisation devoted to its civil society partners and to a partnership, partner-led and people-centred approach. DCA will, however, rely on blended models of implementation from community and partner-led over co-implementation to direct implementation to address and challenge unprecedented humanitarian needs, diverse contextual environments and diverse expectations from stakeholders.

The organisational structure required to handle programmatic, financial and contextual complexity needs constant adaptation and thus human resources, organisational approaches and structure. DCA will therefore enable human resource and organisational development.

10.1 Leadership Development

A key factor in fulfilling the goals of this International Strategy is a gradual transition from a traditional leadership system to a delegated system. There will be a focus on management development and leadership in an international context with three leadership outcomes:

- **Strategic direction** so leaders at all levels create widespread collective agreement on DCA's three overall goals, their focus, and various factors needed for implementation.
- **Alignment** within DCA including coordination of knowledge and work across departments and units; across country offices and head quarter
- **Commitment and relation building** within the organisation to ensure staff engagement and development.

To retain our competent and loyal staff, and to recruit new competitive staff, leaders will ensure a high level of staff welfare, engage with staff on vertical and horizontal opportunities for competence and career development, access to learning loops as well as flexibility and room for innovation in fulfilling their tasks.

Leaders will encourage staff with specific competencies to participate in surge teams across DCA – as rapid response support to needs from country programmes. Leaders will facilitate Communities of Practice e.g. in functional teams across HQ units and COs, and thus create learning and feedback loops with a focus on professional (technical) upgrade, best practices, new methods and shared collective foresight on global trends.

10.2 Human Resource Management

Recruitment, retention, career development, technical competence building, leadership and management development is thus linked to DCAs' overall goal achievement. During the first year of the strategic framework we will align the support structure in HQ and the DCA COs. Due consideration will be made to both programmatic and contextual differences i.e. operational environment, security aspects, primary implementation model, scale and complexity.

DCA combines a decentralised decision-making structure with an HQ matrix support structure to promote responsiveness and flexibility. Decentralisation rests on a principled decision that programmatic decisions are taken as close as possible to civil society partners and affected communities. DCA country offices vary in size (from 15 to 90 full time staff) depending on programme size and focus. In-country management teams consist of a Country Director and two to five middle managers (Head of Finance, Operations Manager, Head of Programme etc.), depending on the type and scale of operation. At country level the management team is supported by relevant technical staff and technical focal points. A human resource support to DCA Country Offices in maintaining and further developing Country Offices as an organisation is needed and will be in focus in the coming years. Human Resource (HR) will support organisational change and development processes in the COs in close collaboration with Senior Management and will establish and support a network for HR staff across countries. This will lay the foundation for cross national sparring in the group and for HR to support with HR-tools.

Recruitment – including structured way of making new employees feel at home in the organisation and systematic staff induction using online tools and face-to-face meetings.

HR staff will support managers to develop the tools needed to conduct these meetings. Web-recruiting and transparent recruitment processes will continue as currently conducted. Retention includes timely, focused and dialogue-based feedback to staff as well as leaders to ensure a professional and inclusive environment that motivates and contributes to retention of key staff. Retention also implies competence development on areas with high technical standards, and pathways for career development.

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

This strategy requires several new/emerging competencies as well as maintaining already developed capacities based on 1) strategic intervention areas 2) cross cutting commitments 3) organisational approaches (e.g. partnerships, localisation and organisational learning) as well as 4) emerging areas of work (Psycho Social Education (PSE) / Protection / Youth / Urban / Nexus).

10.3 Organisational Change as a Constant

DCA in order to remain relevant and agile will continue to adapt its organisation to changes in the world in which we operate. Organisational change is thus a constant, and change management is a continual process. An organisational development plan will be developed to guide the growth and development of the organisation.

Organisational capacities, resources, plans and priorities will be revisited on a regular basis to remain relevant and fit for purpose, and to spur sustainable growth of the organisation. This applies to the capacities and resources

in place to implement and achieve objectives through programming, as well as those essential capacities that enable and facilitate ability to deliver change. Resource management is a critical part of the delivery on the strategy, as is the ability to match resources with ambitions.

10.4 Strengthen Support Structures in HQ

The context and the country programmes will require an agile and flexible HQ with support units that are relevant and increasingly directed by needs from the country programmes. DCA will therefore work to develop systems for making human resources, across a range of technical capacities, available within short time. These resources will be drawn from HQ as well as from those available in our country programmes. The emphasis in this strategic period will be to enhance the ability of DCA HQ to deploy personnel that can support and complement country programmes towards greater efficiency and accountability. While recognising the contextual differences between country programmes and the need to provide relevant and applicable support and advice, DCA will further align its support structure in HQ, i.e. finance, procurement, fundraising, ICT and HR, to further mainstream the decentralisation of management systems and decision making across all DCA Countries.

In line with DCA as a learning organisation, and the need to leverage knowledge and capacity across the humanitarian and development divide, DCA will realign its technical advisory and support systems and establish a functional structure across its HQ and field structures. Thematic functional teams will be established based on a 'community of practice' and 'learning ecosystem' approach. The teams will bring together technical competences from varied disciplines to identify new and innovative solutions

and models. The teams will be organised around the international strategy goals, prioritised intervention areas and cross-cutting commitments and principles.

10.5 The Role as the Enabler with Expertise in Certain Areas

The ability to develop, facilitate and lead strategic, meaningful and effective alliances across different sectors and stakeholders requires strong facilitatory skills. These must be combined with professional grant management capacity based on efficient, transparent and accountable systems and the ability to tap into existing knowledge and resources and combine different areas of expertise.

DCA will assess the balance between three distinct capabilities on a regular basis: a) DCA as an enabler and facilitator of cooperation and cross fertilisation; b) DCA as a professional, effective and transparent grant manager; c) DCA as a strong and innovative technical expert.

Strategic Objective 2022: 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.

ANNEX 1: Countries DCA works in



Despite progress on poverty reduction, an estimated 40 million people continue to live in extreme poverty in Bangladesh. The population is dense and the entire country is vulnerable to climate change impacts and natural disasters. Weak governance and poor management of natural resources exacerbate the vulnerability and risks. DCA works in the areas of economic empowerment (resilient livelihoods, sustainably food security and disaster risk reduction) to reduce people's vulnerability to shocks and disasters. In the strategic period, cooperation with the private sector on inclusive business will be scaled up for increased access to markets and increased employment opportunities. As of February 2018, more than 900,000 Rohingya refugees have been living in Cox's Bazar, Bangladesh, after fleeing violence and persecution in Myanmar. DCA is responding to the crisis from a protection perspective with a focus on creating safe spaces for women and girls and safer living conditions for the refugees. DCA will support partners' in their effort to take over these activities when DCA's direct implementation period is over.

Country programme vision:

A Bangladesh free from poverty and injustice where people's lives are safe, people live with dignity, enjoy their equal rights and are resilient to environmental threats & natural disasters.

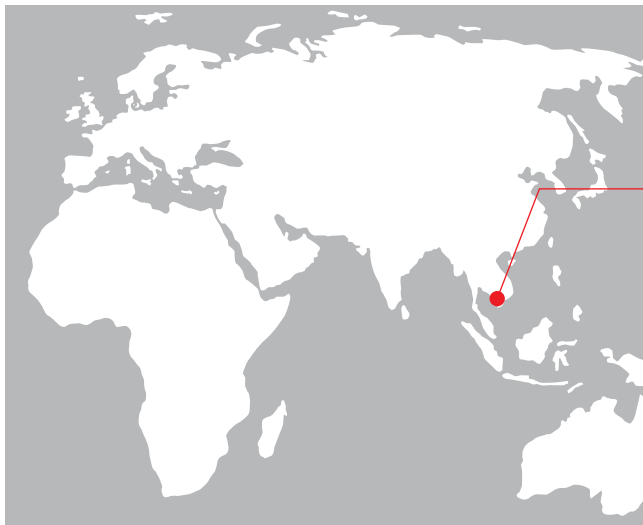
The ToC long-term changes:

1. Smallholders and marginalised farmers/producers can increase income and productive assets, afford nutritious meals year round, have better housing with water and sanitation facilities, and women are directly engaged in economic activities.
2. Reduced losses/damage from natural disasters and an institutionalised humanitarian response & DRR mechanism to build resilient community compliance with CHS.
3. Rohingya refugees in Cox's Bazar are protected against gender-based violence, disaster risks in camps is reduced, livelihood opportunities are increased via inputs and cash-based programming, and preparedness is increased to emerging crisis such as flooding, landslides and cyclones.
4. Advocacy activities have ensured a comprehensive refugee response in Cox's Bazar, where humanitarian space has been shrinking to intervene in GBV, education, livelihoods and with cash to vulnerable, affected populations.

In Bangladesh, we work towards SDGs: 1, 2, 5, 8, 10, 11, 12, 13, 15, 16 & 17.

During the strategic period (2017-19), DCA has been working with ToC long-term changes 1 and 2 in two geographical areas, Northwest Region (Rangpur Division) and Northeast Region (Mymensingh Division).

ToC long-term changes 3 and 4 relate to humanitarian response activities in two informal settlements in Cox's Bazar and the host community near these. DCA also intervenes in other camps through local partners and in consortia with other organisations. Jamtoli camp in Ukhia has 46,200 Rohingya refugees and Chakmarkul camp in Teknaf has 12,600 Rohingya refugees. High-risk area for flooding and landslides with expected up to 60% relocation due to natural disasters in 2018.



Cambodia



Despite strong economic growth and poverty reduction over the last two decades, many Cambodians survive at just above the poverty line and inequality levels in Cambodia remain high. Female-headed households and the rural poor are among the poorest. Most of the population depends on farming. The conversion of state-owned land to economic land concessions (ELCs) has led to land conflicts and arbitrary evictions. Restrictions to civil liberties are intensifying, limiting the space for critical civil society organisations, independent media, and the average Cambodian citizen to express dissent. Cambodian youth are increasingly engaging in civic affairs, with a focus on natural resource protection.

In Cambodia, DCA focuses on long-term development programming with human rights, gender equality and youth as key cross cutting priorities. We are developing strong market linkages in our livelihoods work with closer interaction with the private sector and advocating for improved legal and policy frameworks for protecting human rights related to land. DCA implements programming focused on resilience and climate adaptation techniques and supporting development of market linkages between agricultural cooperatives and the private sector. We support civil society, youth and communities to advocate for protection of rights, as well as advocating for enabling environment for civil society. We are also stepping up support for holistic protection strategies for partners working in this restrictive environment.

Country programme goal:

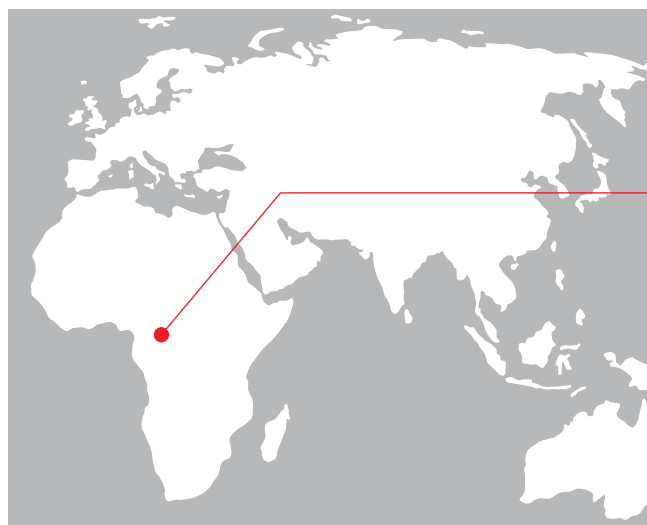
Because of our work, more women and men collectively demand improved quality of services, sustainable and accountable resource management, and social justice. They have improved their livelihoods and are more resilient to shocks and hazards. Duty bearers, especially at sub-national and community level, are more accountable and responsive.

The ToC long-term changes:

1. Well-coordinated, accountable and mutually supportive civil society represents and protects the interests of the Cambodian people.
2. Accountable government institutions secure just and sustainable access to agricultural land, water and other productive resources and services in a climate friendly way that promotes regeneration of natural resources for all.
3. Cambodians cope well with social, economic, and environmental changes and shocks.
4. Well-informed and resourceful women and men can identify options and are free to make positive choices for themselves as part of a supportive community network.

The programme will contribute to SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16 and 17.

DCA's geographical focus is: Battambang, Kampong Speu, Pursat, Siem Reap and Kampong Chhnang. Humanitarian target areas are: Battambang, Kampong Speu, and Kampong Chhnang.



Central African Republic



Central African Republic (CAR) suffers from being affected by conflicts for 20 years due to internal causes as well as influenced by violent conflicts in the neighboring countries. The current conflict originated in 2012 and the violence was most extreme at the end of 2013. Violent clashes have recently increased between criminalised armed groups and armed civilians on the civilian population, there has been widespread human rights violations, and entire neighbourhoods and villages have been burned down and whole cities emptied. Out of a population of 4.6 million people, 2.4 million people remain in need of humanitarian assistance, among which 600,300 are IDPs and 518,200 are refugees in the neighbouring countries.

The crisis has significantly degraded the living conditions of the CAR population and exponentially increased the humanitarian assistance needs in the country. In September 2017, 350 schools in CAR were closed due to the conflict, depriving 400,000 children to their right to education. Out-of-school children are more vulnerable to abuses, including forced recruitment by armed groups.

Country programme goal:

Vulnerable women, men, girls and boys and communities in CAR are protected, resilient and empowered.

The long-term changes that we contribute to include:

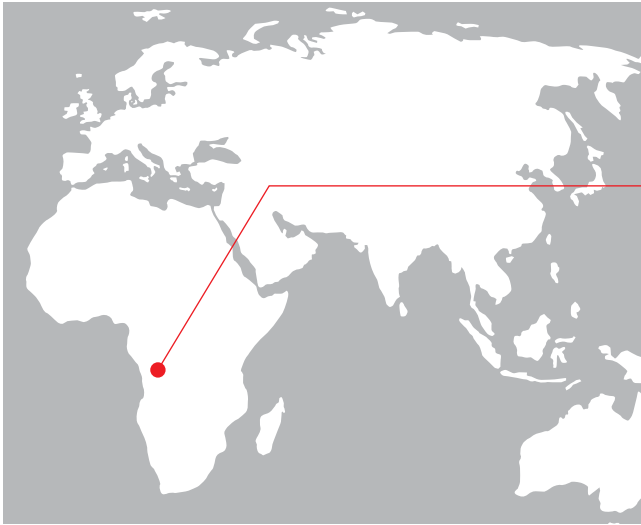
1. Threats to community safety are prevented and mitigated and social cohesion is strengthened.
2. Community resilience is improved and members most vulnerable and at risk, including women, youth, displaced and returnees, are supported for improved livelihoods and economic recovery.
3. Communities have improved abilities to cope with the effects of armed violence, including psychological trauma.

Intervention areas:

- The most vulnerable individuals are supported through basic psychosocial support services and Explosive Remnants of War Risk Education to improve abilities to cope with the effects of armed violence.
- Support to youth, women, displaced persons and returnees with cash grants, vocational training and Income Generating Activities to improve economic resilience.
- Capacitate civil society groups to represent their members, identify and act to prevent or avert breaches in safety and protection, and engage with local authorities. The same networks are key in implementing social cohesion micro-projects and in handling conflicts at local level.

These contribute to the following SDGs: 2, 5, 11, 16 and 17.

The geographical focus of the program is: Northern, Western and Central Areas of CAR.



Democratic Republic of Congo



The history of the Democratic Republic of Congo (DRC) has been marked by insecurity and civil war. The conflict from 1998-2003 killed millions and sucked in neighbors, leaving a vast legacy of mines and explosive remnants of war. Multiple armed conflicts have increased over the past years. Recently, the DRC has been declared the country worst affected by conflict displacement in the world with around 1.7 million people newly displaced in 2017, bringing the total to 4.3 million IDPs. Civilians are caught in clashes between multiple armed groups and Congolese government forces, causing displacement and instability in large parts of the country.

The long-term changes that the programme will contribute to are:

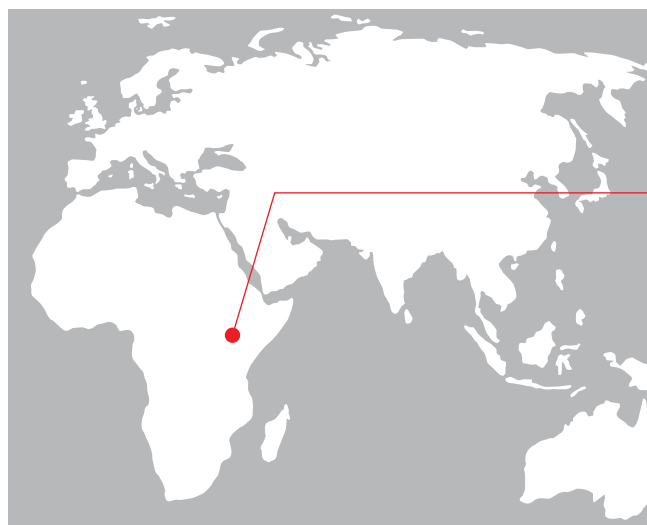
1. The threat of weapons including antipersonnel mines, explosive ordnance and small arms are removed and mitigated, with the capacity of national actors built to continue this work in the future.
2. Community resilience is strengthened to withstand and prevent the threat of violence and conflict and people can recognise and claim their right to safety and protection.
3. Duty bearers have increased their capacity to fulfil their obligations in an accountable manner and to protect communities from violence, conflict and crime.
4. Youth at risk, ex-combatants and other potential and actual perpetrators of violence have become active citizens for peace and conflict transformation.

The DRC programme does this by implementing the following activities:

- Conducting mine clearance to increase access to roads, rivers and agricultural land to enable the beneficiaries to resume their farming activities and ensure freedom of movement.
- Training teachers and community members on how to provide peace education, sexual and gender based violence prevention, and risk education to children in the local communities.
- Providing protective learning environments by improving the educational quality and physical conditions of schools affected by conflict through a voucher system.
- Providing remedial education and reintegration of children affected by conflict and displacement into the normal schooling system.
- Supporting beneficiaries in the preparation of risk reduction plans, thus making communities more aware and resilient.
- Training community focal points in PSS and child protection, and equipping schools affected by armed conflict and displacement with child-friendly spaces and recreational activities.
- Supporting student committees and parent/teacher associations to participate in decision-making processes in the communities, thus increasing their participation and resilience.

In DRC, our work contributes to SDGs: 3, 4, 5, 10 and 16.

The geographical focus for our activities is: South Kivu Province (Shabunda territory, Kalehe territory, Fizi territory); Tanganyika Province (Kalehe territory); Maniema Province (Kabambare territory) and Oriental Province (Tshopo District).



Ethiopia



Ethiopia is a vast country with a challenging geography and recurrent droughts. While the country can present impressive growth figures at national level, there is deep and widespread poverty. The country since mid-2016 saw increasing anti-government protest against political repression and control of social media at national level. The country experienced two states of emergency in 2016-2018. However, all changed in April 2018 when Dr. Abiy Ahmed was chosen to lead the ruling Ethiopian People Revolutionary Democratic Front coalition after the unexpected resignation of Prime Minister Hailemariam Desalegn. Dr. Abiy has launched a campaign of political liberalisation at home and ended a more than 20 years of conflict with Eritrea. Previously (terror) banned opposition groups in exile have now been invited home to contest for political power. The media, which for many years had operated in one of the region's most restrictive environments has been set free. Also, Dr. Abiy has appointed a cabinet with gender parity and announced major changes in the extremely restrictive proclamation controlling civil society organizations. The freedoms granted has however also resulted in increasing, or rather more visible, ethnic conflict and some 1.4 million people have been internally displaced since beginning of 2018. Ethiopia is also hosting almost 1 million refugees primarily from South Sudan, Somalia and Eritrea, which poses serious challenges to the affected local communities.

We are addressing the predicament of refugee and host communities as well as working to improve the livelihoods of the poor rural communities. There are strong components of private sector collaboration to engage the poorest in value chains and business activities for increased income. DCA works to address the effects of climate change. Our focus is particularly on strengthening the nexus between our long-term development and emergency work to reduce the setback caused by hazardous events and on exploring and stimulating markets in refugees hosting communities. DCA works closely with faith-based actors in Ethiopia because they are in a good position to support community engagement in local decision-making processes, to engage women and youth and to curb harmful traditional practices that negatively affect the livelihoods of the poorest.

Country programme goal:

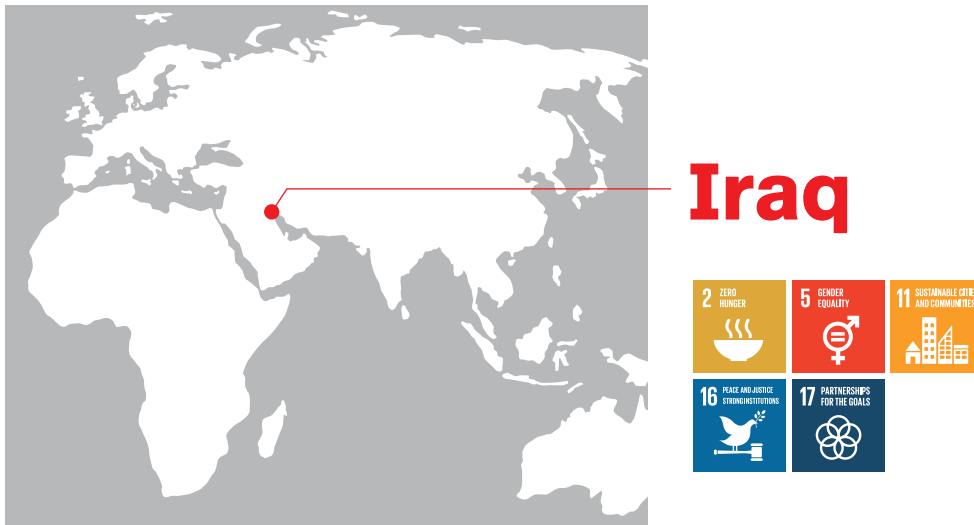
Poor women, men and youth in rural and semi-urban areas of Ethiopia experience improved livelihoods, that they are empowered to lead sustainable and resilient lives and can find viable alternatives to unsafe and unregulated migration.

ToC long-term changes:

1. The federal, regional and district government structures facilitate an enabling environment where key development actors operate in trust and with a shared development vision
2. The private sector acts ethically and has capacity to engage in development projects and fair markets that benefit rural and semi-urban poor.
3. Faith-based and other CSOs have strong governance systems in place, they mobilise communities and resources to improve sustainable livelihoods – this is done in cooperation with traditional and religious leaders acting as change agents and models of positive social behaviour and who influence government policies accordingly
4. Rural and semi-urban poor – women, men and youth – are empowered to engage in decision-making processes affecting their lives. They are resilient, live sustainable and protected lives; and access emergency and recovery assistance when needed.

In Ethiopia our work contributes to SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16, and 17.

The geographical focus is: Amhara region (zones Wag Himra, North and South Wollo), Oromia region (zones Bale and Borena), Afar region (zones Aysiyata and Berhale) and Gambella region – focusing on refugees and host communities.



The DCA Programme in Iraq opened in the spring of 2017 although DCA has supported projects implemented by its ACT Alliance partners since 2014. DCA was active in Iraq in the early 2000s with clearance activities but the programme was closed for security reasons. DCA decided to re-engage in Iraq to address the enormous contamination issues and threats related to the conflict with the Islamic State of Iraq and Syria (ISIS) and its legacy remnants. Iraq has experienced conflict and war for many decades and as a result is experiencing one of the largest and most volatile humanitarian crises in the world. Following the military campaign against ISIS, protection and humanitarian needs have increased exponentially, including the need to clear unexploded ordnances. Iraq is considered one of the most heavily ERW contaminated countries in the world today.

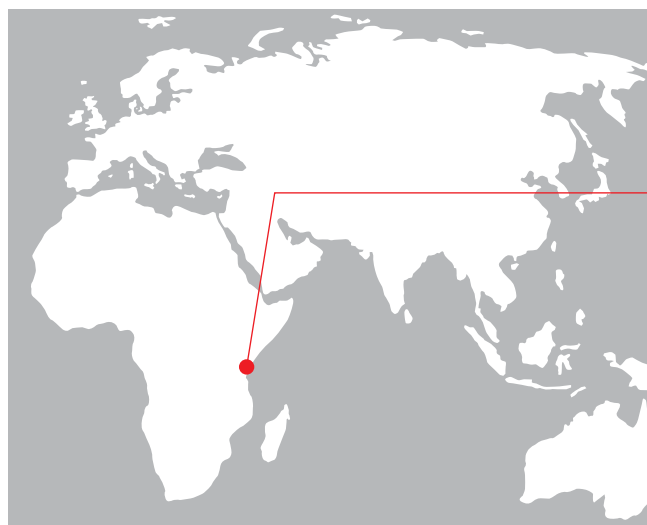
DCA Iraq will therefore be a protection-based programme, focusing on providing life-saving assistance to refugees, IDPs, returnees and host communities in the Kurdistan Region of Iraq (KRI) and Federal Iraq, while also addressing root causes of migration by supporting self-reliance and longer-term livelihood opportunities in stabilised areas. DCA will utilise technologies to support change, including cash-based interventions for economic recovery. Activities will include psychosocial support for conflict affected populations, risk education and mine/ERW clearance in highly contaminated areas and increased safe and respected livelihood opportunities among youth (e.g. cash for work, micro business grants, vocational training and life skills training). DCA will be collaborating closely with local and national authorities to foster change and build capacities as well as implement some activities through partners, where relevant and effective.

Long-term changes to which the programme will contribute are:

1. Immediate physical threats are mitigated for IDPs, returnees and host communities.
2. Early recovery through increased and improved resilience and livelihood opportunities.

These contribute to the following SDGs: 2, 5, 11, 16 and 17.

The geographical focus of the program is: within conflict affected parts of Federal Iraq, and potentially in the Kurdistan Region of Iraq.



Kenya



DCA in Kenya works primarily with the refugee population of Kakuma camp, the newly established Kalobeyei settlement, and the host communities in arid to semi-arid Turkana County. During the life-span of this strategy, DCA Kenya and its partners will continue providing life-saving humanitarian responses for refugees and local communities in crises. Community based disaster risk reduction and conflict prevention activities will strengthen the ability of communities to withstand climate change related shocks and the consequences of regional and local conflicts. A strong emphasis will be put on strengthening resilience and self-reliance of both the refugee population and host communities, through interventions aimed at creating incomes and jobs. Innovative solutions developed in cooperation with private sector actors, research centres and the beneficiaries themselves will support value-chain and market access initiatives. DCA's work in Kenya will also empower the youth living in camps by supporting them with education, skills and talent building so that they can become resourceful agents of change. With this work as the foundation, DCA will advocate at national and international levels for policies and programming, which include youth, enhanced livelihood and dignified lives in situations of protracted crises.

Country programme goal:

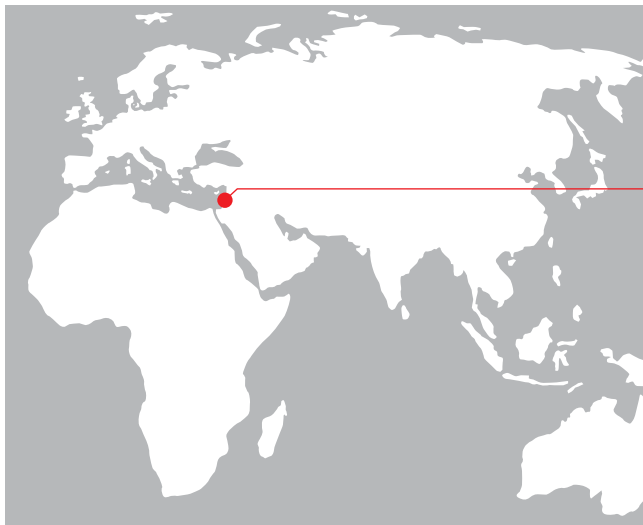
People in Kenya are empowered and enjoy equal rights in a peaceful and inclusive society.

The long-term changes to which the programme will contribute are:

1. Refugees and local communities receive effective, timely and dignifying life-saving humanitarian assistance while being better equipped to withstand climate change related shocks and to prevent conflicts.
2. Vulnerable refugees and local communities engaged in innovative small-scale businesses experience increased income and improved self-reliance.
3. Empowered refugee youth are proactively engaging in governance issues related to camp life as well as in the promotion of solutions aimed at increasing self-reliance.
4. Responsible local private sector engagement and the Danish private sector linkage and resource base are contributing to sustainable and innovative pro-poor solutions for refugee populations and local communities.

In Kenya, our work contributes to SDGs: 1, 2, 5, 8, 10, 11, 12, 13, 15, 16 and 17.

The general focus for our humanitarian activities is in Kakuma and host communities (mainly Turkana West Sub-County). For our development activities, the focus will primarily be North Western Kenya and Turkana County (Central and North Turkana).



Lebanon



DCA set up its Humanitarian Mine Action Programme in Lebanon in early 2007 in response to the 2006 war and the subsequent contamination of large areas of south Lebanon with explosive devices. In recent years, DCA has also been clearing hazardous contaminated areas which are a legacy from the Lebanese war 1975-90.

Country programme goal:

Lebanon will be able to complete clearance of contaminated land in accordance with the national clearance plan and release the land to the population for improved socio-economic development.

DCA's 2-year strategy aims to improve lives and build resilient communities by releasing contaminated land, reducing risks, assisting victims and developing national capacities.

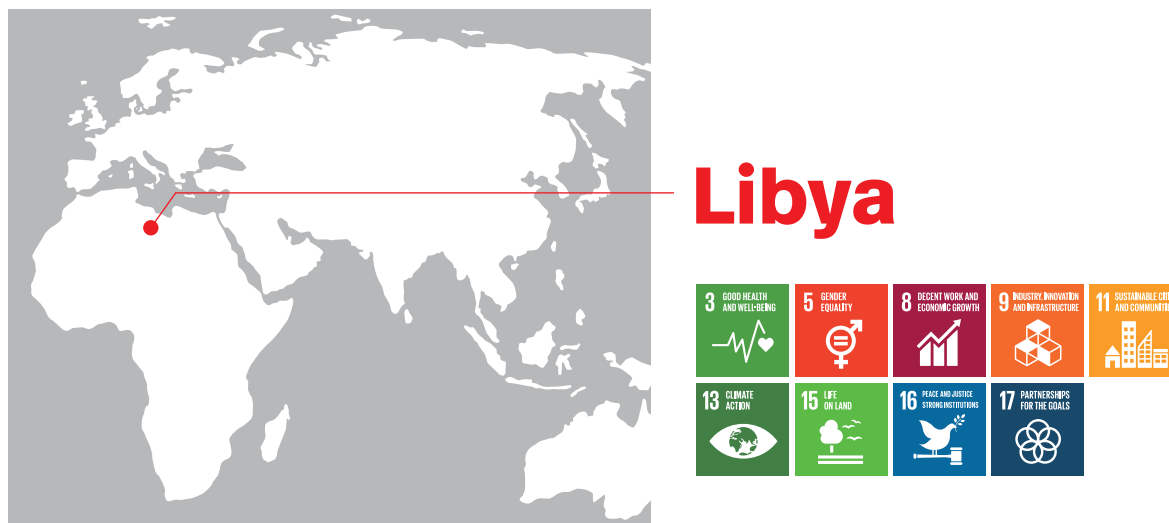
1. DCA will clear and release land to the population for infrastructure, agriculture and industry, and thus increase resilience through freeing up land for productive purposes, creating employment opportunities and enabling economic growth.
2. Reduce the risks of injury and death through survey and marking, and risk education, and thus save lives through increased awareness.
3. Support mine/ERW victims to obtain vocational training or set up income generating activities and thus ensure their socio-economic reintegration and increased resilience.
4. Contribute to the localisation agenda by strengthening the capacities of the national Lebanese clearance efforts through capacity building of national staff, partners and authorities, thus increasing Lebanese capacity to manage the country's residual contamination problem.

These goals contribute to SDGs: 1, 2, 8 and 16.

DCA has since 2012 responded to the Syrian refugee crisis in Lebanon through local partners.

Currently DCA's Overall focus of intervention is to increase the resilience of Palestinian Refugees from Syria (PRS) living in the Palestinian Camps and gatherings in South Lebanon. The intervention has four major outcomes:

- Improved environmental health conditions of PRS and host community through camp cleaning.
- Household food security is maintained through increasing ability of most vulnerable PRS families to address their most essential food and non-food needs through e-food vouchers.
- Improved protection and psychosocial services to vulnerable PRS and PRL families in camps and gatherings in Tyre and Saida to cope with the effects of displacement, trauma, abuse and marginalisation in Lebanon
- Improved livelihood opportunities by running businesses as hairdressers and photographers and finding job placements for long-term sustainability.



Since the revolution in 2011, Libya has known much insecurity and instability. In the absence of the rule of law and a functioning judicial system, regional conflicts have erupted and resulted in a humanitarian crisis which has touched nearly all Libyans. Libya has several hundred thousand internally displaced people (IDPs). Many have suffered multiple displacements and now, as they slowly return, they face a threat from the explosive remnants of war (ERW) and improvised explosive devices (IEDs). Because of new conflicts that erupted in 2014 and 2016 ERW contamination has increased significantly, specifically in the cities of Sirte, Benghazi, and Sebha.

The Libyan army, police and civil defence have limited capacity and knowledge to address the risk of injury and fatalities posed by unexploded ordnance and in the void INGOs perform an invaluable task to increase human safety and access to basic services such as water and electricity as well as access to education and medical services. Vulnerable communities also need support in addressing psychosocial needs and in education about the dangers of weapons proliferation and gun ownership.

Long-term changes to which the programme contributes are:

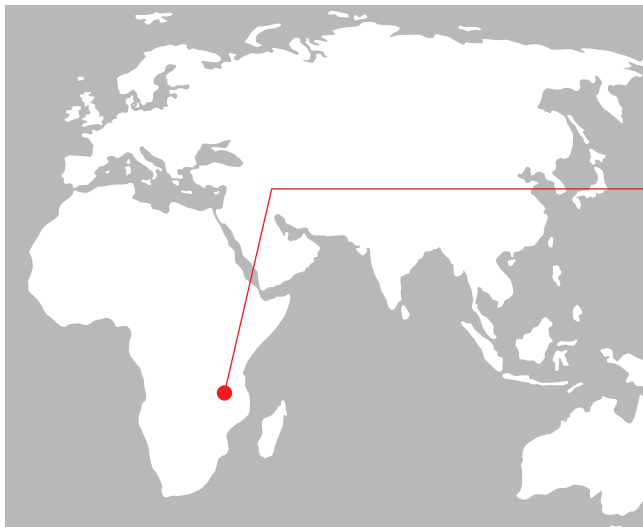
1. Increased safety for IDPs and communities after clearance of ERW and increased awareness of risks related to ERW.
2. Libyan national and civil society actors involved in our projects are better equipped to contribute to safer communities in Libya through demonstrated technical skills and organizational capabilities.
3. Libyan national authorities are trained and have the capacity to manage clearance of ERW and skills in awareness raising about the ERW threat.

Activities include:

- Train, equip and mentor (ERW) Clearance Teams and medical staff to become accredited and operational in Libya
- Train and mentor the Libyan national authorities in mine action and safety skills
- Train, equip and support civil society organisations to conduct Risk Awareness sessions and AVR initiatives in priority areas through capacity building, mentoring and sub granting
- Capacity build, mentor and support suitable medical staff in rehabilitation of mine and ERW victims
- Train, equip and support civil society organisations, teachers and service providers to conduct PSS in priority areas through capacity building, mentoring and sub granting
- Train, equip and support civil society organisations to advocate for human rights with a special focus on women's rights, reconciliation and active citizenship through capacity building, mentoring and sub granting
- Support IDPs and returnees in meeting their urgent needs caused by the ongoing conflict through humanitarian response such as WASH and NFI distribution .

In Libya our work contributes to SDGs: 3, 5, 8, 9, 11, 13, 15, 16, and 17.

The geographical focus of the programme is: Benghazi and Derna (East), Misrata and Sirte (Central), Murzuq, Sebha, Taraghen and Um al Aranib (South), and Nafusa (Awiniya) and Tripoli (West).



Malawi



Though Malawi is rich in natural resources, poor governance has led to widespread poverty and poor adherence to national and international plans, commitments and standards. The natural resource base is poorly managed and under pressure from the fluctuations and unpredictability of climate change; social inequality and rural poverty are on the increase. Agriculture remains the main source of livelihood for 90% of a mainly rural population. DCA and partners work in Malawi to increase the awareness of rights among both rights holders and duty bearers. This entails engaging more strategically with the rights holders, the media, research institutions and civil society networks. We aim to strengthen the structures and institutions that can improve accountability and expand the opportunities for viable and sustainable livelihoods for the rural population. We work so that the potential of women and youth will be realised and that their engagement revitalises active participation in decision-making processes and improved livelihoods. We have also taken up the challenge of engaging the local private sector and will continue to explore opportunities for creating viable business opportunities and multi-stakeholder partnerships for improved livelihoods.

Country programme goal:

Duty bearers and others in power are more responsive and accountable in a process through which marginalised women and youth are granted access to social services, food and income security, and justice.

The long-term changes that the programme will contribute to are:

1. Communities and individuals are safer and social cohesion is strengthened
2. Communities are more resilient, and the most vulnerable people have improved livelihood and food security
3. Communities and CSOs have strengthened capacities to mitigate risks, violent conflicts and support economic recovery

In Malawi, our work contributes to SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16 and 17.

The focus in Malawi is on the districts of Chitipa, Karonga, Mzimba and Rumphi (northern region); Ntchisi and Dowa (central region); and Chikwawa, Nsanje, and Neno (southern region).



DCA has been operating in Mali since 2013. Despite having signed a peace treaty, the situation in Mali remains volatile. Conflicts and armed violence continue to be a major concern and threaten to deteriorate further the cohesion between the various ethnic groups living in Mali.

In the absence of a Central Government authority outside Bamako, armed violence at the communal level has reached an alarming level. Causes of violence at local level are various, often interlinked, and sometimes related to the main conflict between armed groups and/or the central government. The current situation in Mali has affected social cohesion, including power relations between groups, destroyed or reduced trust in local conflict and resource management mechanisms, and increased the stigmatization of youth and pushed many young people to join violent extremist groups (either as a defence mechanism, to earn a living or through ideology). Mali has still not yet recovered from the 2013 crisis, and the official poverty rate was 43.6% of the total population in 2017. In rural areas, the figure is even higher with more than 50% of the population surviving on less than 1.25 USD / day.

With a focus on protection and conflict resolution, the DCA programme aims to build Safer Communities and contribute to social cohesion, resilience and peaceful coexistence in central Mali.

Long-term changes to which the programme contributes are:

1. Communities and individuals are safer and social cohesion is strengthened.
2. Communities are more resilient, and the most vulnerable people have improved livelihood and food security.
3. Communities and CSOs have strengthened capacities to mitigate risks, prevent violent conflicts and support economic recovery.

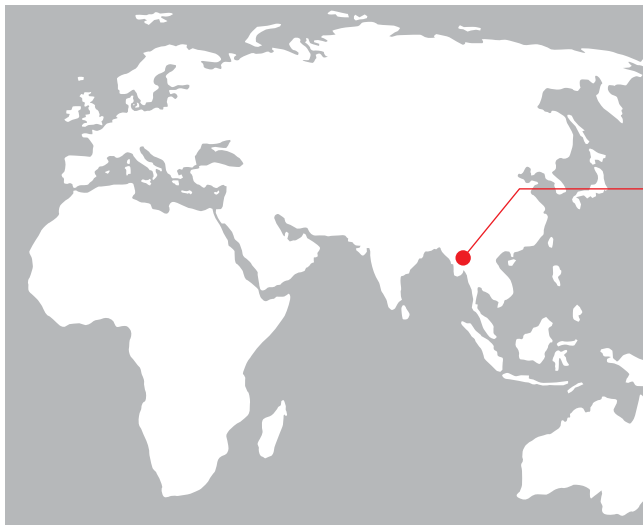
DCA will be overall responsible for the implementation of the programme but will work with local partners to contribute to building national capacity and providing project activities.

Activities include:

- Rebuilding/strengthening community mechanisms to prevent and manage conflicts.
- Developing Community Action Plans and implementing conflict mitigation/safety micro-projects.
- Reducing the risk of death and injury posed by ERW and IEDs.
- Developing Community Action Plans and implementing community resilience and livelihood development micro-projects.
- Skills development for youth vulnerable or at risk of extremism.
- Supporting the most vulnerable to meet their essential needs.

These contribute to the following SDGs: 2, 5, 11, 16 and 17.

The geographical focus of the programme is: Central Mali.



Myanmar



The euphoria from the 2015 election has been tempered by the sobering reality of the challenges of governing in a context that has always been much more prone to splintering than to unifying. The crisis in Rakhine state shows how raw and incomplete the transition is in Myanmar. Other ethnic conflicts also remain unresolved, and so the thorny issues of who belongs continue to permeate much of the Myanmar body politic. The challenge is now figuring out how to democratize under the current conditions with a military weighing in on all parts of governance. Conflicts are escalating in Rakhine, Kachin, and Shan and there are increased confrontations in the South-East. Reform-friendly actors in government and politics are faced with immense challenges and are increasingly isolated. Elections in 2020 will lead to a further tense environment.

Our approach will be community-based and aimed at creating real changes at grass root level in a way that remain true to our principles and a rights-based approach. Communities and activists are everyday working to build positive change. The young generation growing up in today's Myanmar will be those who either make or break Myanmar's current democratic transition. We will continue to empower (young) people, build their capacities and knowledge on human rights, livelihoods and make civil society more resilient to the threats they face.

Country programme goal:

Through our work, vulnerable women, men, girls and boys and communities in Myanmar are empowered, protected, resilient and claim their rights.

ToC long-term changes:

1. Communities and individuals are empowered to claim their rights to political participation; and have access to public services and gender justice.
2. Accountable government institutions secure communities through legal ownership, protection, safe access, utilization of land, and ensure benefit from sustainable natural resources.
3. Women and GBV survivors are free from GBV risks and able to enjoy quality life.
4. Communities are more resilient, receive quality humanitarian assistance and can cope and recover from natural disasters.
5. Conflict/disaster affected/displaced people/IDPs settled and accepted in safe environments where they have access to basic services and are protected from mine risks.

DCA/NCA in Myanmar contributes to the following SDGs: CIV: 1, 2, 5, 8, 10, 11, 12, 13, 15, 16 and 17.

The main geographical focus of the programme is: South-Eastern Myanmar, Shan, Kachin and the Dry Zone.



Nepal



Nepal has made significant progress in reducing poverty but a large number of people continue to live in poverty, with the poorest concentrated in the Mid-Western and Far-Western Regions of Nepal. The most affected by poverty are smallholder farmers, the landless, migrants/returnees, ethnic minorities and castes such as Dalit and indigenous people and communities living along the river banks; women and women headed households are the poorest among these groups. Nepal is in a situation of political fragility, it is highly divided politically, socially, and ethnically after 10 years of armed conflict and post-conflict regional and ethnic movements, while recovery after the earthquake in 2015 continues to drain the country's limited resources.

The DCA programme in Nepal will work on Resilient Livelihoods and Sustainable Food Security with smallholder farmer groups through market based strategic interventions and value chain development. In the Inclusive Citizenship for Accountable Governance programme, DCA will support women, Dalits and marginalised groups towards improved awareness of their rights and increase their representation and influence in decision-making processes. The Humanitarian Response and Disaster Risk Reduction intervention will support policy advocacy for a comprehensive disaster management act and policy. Further, DCA will support local government training of community volunteers, collaborate and coordinate with the local government in preparation and/or updating of disaster management plans (DDMP) and disaster preparedness and response plans (DPRP).

Country programme goal:

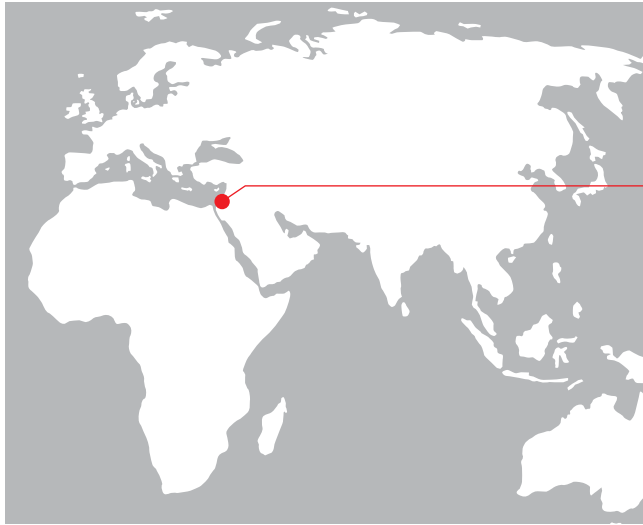
By 2021, as a result of our work, most marginalised and vulnerable communities and their organisations in our intervention areas are empowered, resilient and protected to claim their rights to participation and justice and to have access to public and private sector services and resources.

ToC long term changesR

1. Marginalised and ethnic peoples' groups, including women, youth groups and local leaders, actively organised and participate to influence decision-making processes and decisions at all levels and able to claim rights/entitlements and improve their access to resources and services, including access to justice for improving their living standards.
2. Government stakeholders/local bodies are sensitised and accountable to communities.
3. Small-scale farmers/landless people have year-round food security based on different livelihoods sources and improved resilience, with improved access to productive resources particularly land and water.
4. Community and individuals have engaged in sustainable and commercial farm production and increased their market participation. Private sector involvement in value chain promotion in collaboration with communities.
5. Disaster vulnerable and affected women and men have organised, capacitated and increased resilience and coping capacities in being prepared for and in responding to shocks caused by disasters in their communities.

The programme to contributes to linking to SDGs: 1, 2, 5, 8, 10, 11, 12, 13, 15, 16, 17.

The programme will have its main emphasis in two geographical regions: Mid-Western Development Region and Far-Western Development Region. 65 to 70 % of all programme resources will be in these two priority regions while 15 to 20 % will be allocated for national, regional and international advocacy initiatives.



Palestine



Following the Israeli occupation, there have been intermittent efforts to achieve peace between Palestine and Israel. A key factor in the failure to reach a just peace is the continued disrespect of the parties, and in particular of Israel as the occupying power, for IHL and IHRL. Random arrests, settler attacks and property damage affect Palestinians on a weekly basis in the West Bank. In Gaza, the ten-year illegal siege characterised by a complete sea and air blockade and strict control of land borders and traffic of persons and goods, compounded by regular military operations and escalations of hostilities, have taken a toll on Gaza's economy and people's livelihoods. Palestinians face significant humanitarian challenges. Increasing pressures from the Israeli government, the Palestinian Authority, de facto authorities in Gaza, and even the international community, have led to a shrinking of civic space inside Israel, the West Bank (including East Jerusalem and Area C), and the Gaza strip.

In Palestine, DCA will thus work with local communities to strengthen protection and coping mechanisms against rights violations and to address current restrictions on civic freedoms. There will be a strong emphasis on youth and women's participation and leadership. DCA will support livelihood strategies and job creation opportunities and build the resilience of vulnerable groups to anticipate, withstand, and recover from disaster and conflict by building their capacity and preparedness. Our advocacy efforts will focus on: countering settlements and their expansion, and the ongoing displacement and forcible transfer of Palestinian communities; on securing adherence to the UN Guiding Principles on Business and Human rights for businesses operating in the Occupied Territories; and on an enabling environment for Palestinian and Israeli organisations in keeping with IHL and IHRL.

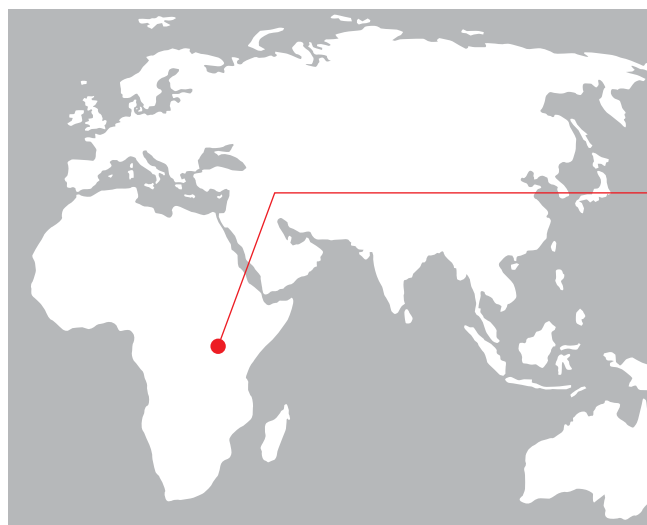
Country programme goal:

The programme goal for our Palestine work is that Palestinian women, men, girls and boys will be more resilient and have increased access to their rights according to IHL and IHRL.

Programme activities will contribute to the following SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16, 17 (long-term development) and 2, 5, 11, 16 and 17 (humanitarian work).

Geographical focus in country:

Programme activities target the Gaza Strip, Area C of the West Bank, the Seam Zone, and East Jerusalem.



South Sudan



South Sudan is facing increased violence, political chaos and widespread hunger, a deepening economic crisis and massive displacement of the population. Two million people are categorised as internally displaced people sheltering in host communities and two million have fled the country. The national political situation is characterised by tribalism and power struggles and the crisis is complicated by inter- and intra-communal conflicts and exacerbated by the wide availability of small arms and light weapons. The human rights situation across the country is dire and abuse against civilians is widespread.

Civil society over a long period has played an important role in delivering humanitarian assistance. Church groups in have been an influential peacebuilding actor. However, the enabling environment for civil society is shrinking. Civil society actors operating in the country are restricted from working with human rights and are increasingly harassed and threatened by security forces.

To address the crisis in South Sudan, DCA focuses on saving lives using approaches such as cash transfers, increasing community resilience through improved, diverse and more sustainable livelihoods, and addressing risks associated with armed violence, ERW and natural hazards. We work with the humanitarian-development nexus by combining the promotion of protection, food security and livelihoods and strengthening local structures with provision of lifesaving assistance in the most acute situations.

Country programme goal:

People are self-reliant, have access to basic goods and services, live in dignity in peaceful, resilient communities and enjoy equal rights.

ToC long-term changes:

1. Local governments at county level are empowered to effectively coordinate basic services to benefit local communities.
2. Local leaders promote changes that support safer environments and communities. They actively work for peace, resilience and equal opportunities and rights.
3. Conflict and disaster-affected people access food through humanitarian aid or diversified, sustainable livelihoods; they can achieve safety and peaceful coexistence and they engage in meaningful participation.

These changes contribute to the following SDGs: CIV 1, 2, 5, 8, 10, 12, 13, 15, 16 and 17. HUM 2, 5, 11, 16 and 17.

Geographical focus of the programme: Jonglei, Central and Eastern Equatorial, and Upper Nile.



DCA started operating in Syria in 2014. Syria remains one of the most dynamic and complex humanitarian crises in the world today. Since March 2011, more than 400,000 Syrians have lost their lives and over one million have been injured. Close to 5 million Syrians have been forced to leave the country, and 6.1 million are internally displaced, making Syria the largest displacement crisis globally. As of September 2017, an estimated 13.1 million people, including 5.3 million children, need humanitarian assistance. Of these, 2.98 million people are in hard-to-reach areas, including 419,000 people in UN declared besieged areas.

With a focus on protection, the DCA Syria programme aims to provide life-saving assistance to Internally Displaced Peoples (IDPs), returnees and host communities. Activities will include Risk Education and potentially clearance of ERW to enable conflict-affected populations to build their resilience and reduce the risk of physical injuries related to the conflict. Cash interventions will be used to support the most vulnerable households that are not able to meet their most basic needs while non-food items (shelter/household kits, winterization kits, and dignity kits) will be distributed to IDPs, returnees, and host community households who have lost all their belongings in recent fighting. To help the population cope with the trauma of the war, psychosocial support primarily addressing IDPs and host community children and their caregivers will be provided.

The programme will also address root causes of migration and recovery in stabilised areas by supporting self-reliance and longer-term livelihood opportunities, with a strong focus on women. DCA action will include support small to scale farmers through the rehabilitation/ construction of water supply schemes, or income generating activities led by female-headed households.

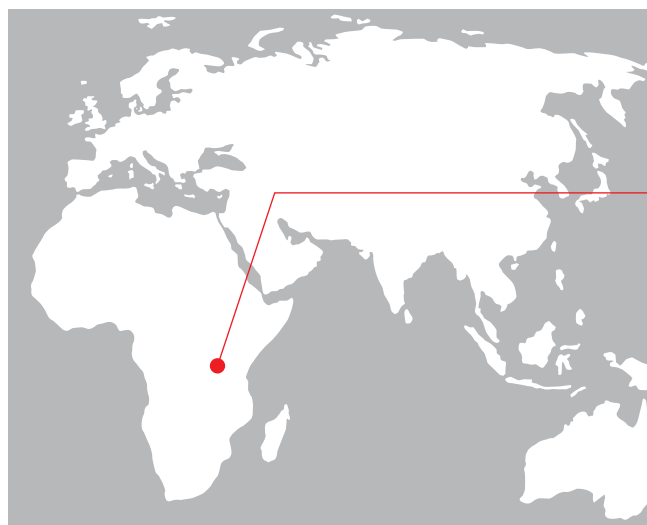
DCA will be self-implementing as well as work through partners depending on context, access and security.

The programme contributes to the following long-term changes:

1. Immediate threats and emergency needs have been mitigated and addressed for IDPs, returnees and host communities.
2. Improve and increase resilience of IDPs and host communities through a No Lost Generation approach.
3. Enable early recovery in stable areas through increased and improved food security and livelihood opportunities.

These contribute to the following SDGs: 2, 5, 11, 16 and 17.

The geographical focus of the programme is: conflict affected parts of Syria.



Uganda



Uganda's path towards poverty reduction has recently reversed into higher poverty levels and increased inequality. There has been an unprecedented refugee influx of 1.3 million from South Sudan and some from DR Congo, as well as increasing restrictions on civil society space and even violent attacks on CSOs and HR defenders. The poorest regions are in North Eastern and Eastern Uganda and DCA's interventions focus geographically on two of the very poorest – the Karamoja and Teso sub-regions, plus on districts of Northern and South West Uganda most affected by refugee influx.

Country programme goal:

People living in Uganda live peacefully in a thriving, democratic society with equal fulfilment of their rights and access to and control over resources. They support each other to ensure a safe and sustainable future for all.

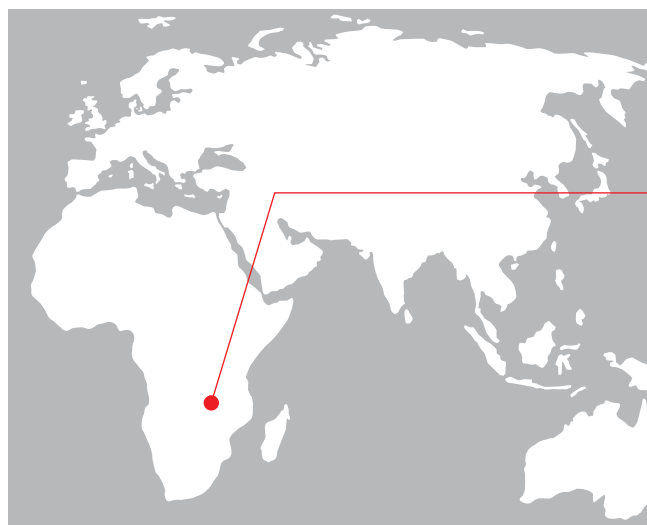
Interventions to support long-term changes:

- Provide life-saving assistance of cash-based interventions and facilitates refugee participation in local host community economy and life. DCA supports host communities to benefit from that input and supports both host communities and refugees in skills development, food production and income generation with a strong localisation focus on inclusion of local CSOs, religious leaders, the private sector and local government.
- Inclusion of women and youth through individual and community capacity development for livelihoods – agriculture, vocational skills, enterprise, value chain, savings – and disaster preparedness and risk reduction. This addresses root causes of migration and is accompanied by network strengthening to hold local governance accountable and influence national legal and policy reform.

ToC long-term changes:

1. Transparent, accountable and responsive government authorities have the capacity, resources and political will to develop, implement and enforce policies, which prioritise the needs and rights of vulnerable and marginalised communities.
2. Responsible private sector engagement, through increasing productivity, creating access to credit and stimulating business at all levels, contributes to building a more productive Uganda for the benefit of all its citizens. The private sector provides employment with fair working conditions and for more people, especially young men and women.
3. Leaders at all levels (including cultural and faith based) positively influence society and institutions. They challenge unfair and abusive practices and promote and support the equal rights of all.
4. A strong and vibrant civil society supports the more vulnerable and marginalised communities to claim their rights and demand accountability. They represent and advocate for these rights at local, national, regional and international levels.
5. Confident and empowered individuals, especially women and youth, have the knowledge and skills to make informed decisions in their lives.
6. Families and households have the capacity and resources to provide secure and sustainable livelihoods for themselves and their communities, and they are resilient to climate change, environmental shocks and conflicts.

We also expect to contribute to the following SDGs: CIV: 1, 2, 5, 8, 10, 12, 13, 15, 16 and 17. HUM: 2, 5, 11, 16 and 17 – (with focus on 2, 5, 8, 16 and 17).



Zambia



Despite Zambia's massive natural resources and reasonable national economic growth rates, many young Zambians still lack income opportunities and employment. Droughts and floods are increasing in frequency, intensity and magnitude, adversely affecting food and water security, water quality, energy production and the sustainable livelihoods of especially the rural poor. Zambia hosts refugees from DRC, as the security situation is worsening in DRC. FBOs and CSOs fight to claim political space which the government seems determined to reduce.

The Joint Country Programme (with Norwegian Church Aid as lead agency and funding from DanChurchAid and Christian Aid) will work with Economic Empowerment to establish micro or small-scale enterprises, access to local or domestic markets, new cooperation with the private sector and agriculture value chain development. The Resource Governance programme will work with advocacy to improve policies and legal frameworks governing the mining industries. This programme will also seek to influence public plans and budgets and enforcement of these via budget tracking and holding duty bearers accountable to community rights in the mining industry areas. The Emergency Preparedness & Response programme will develop and ensure application of contextualised minimum standards to mitigate risk to climate-related hazards and strengthen a climate resilient approach. The GBV programme will work on changing dominant social norms to protect girls and women from GBV, improve laws, policies and budgets to end GBV, support to GBV survivors and increased participation of women in decision-making processes at local level.

Country programme goal:

Rights holders have been empowered and as active participants have achieved gender justice and economic justice through economic empowerment, transparent and accountable use of resources while respecting and upholding their human rights.

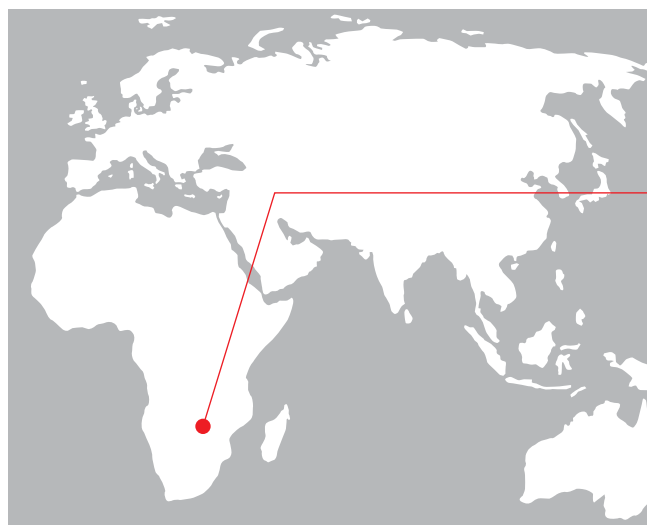
TOC long-term changes:

1. All rights holders have sustainable income to meet their basic needs by secured entrepreneurial opportunities and sustainable employment.
2. A Zambia that is transparent and accountable in the management of national resources and guarantees citizens' benefits.
3. A Zambia free from gender-based violence where rights of women, men, girls and boys are respected and upheld.
4. A Zambia that is resilient and prepared to act effectively in the face of climate change and disasters.

In Zambia, we work with the following SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16 and 17.

Geographical focus in Zambia:

The JCP programme implements in six provinces: North Western, Western, Eastern, Central, Southern and the Copperbelt, where JCP has a significant presence through our partners.



Zimbabwe



Policies and actions pursued by the Zimbabwean government over the last decade have led to economic contraction, rapid de-industrialisation, disinvestment, and decline in public service delivery. Most Zimbabweans have experienced a steep decline in living standards and reduction of space for political engagement. Climate change-related hazards such as droughts and floods are frequent and affect output levels and quality from the agricultural sector. Tapping into the potential of women is key to achieve the progress we work for. DCA and partners in Zimbabwe work to promote, enhance and consolidate the role of civil society in a turbulent era where there is need to mobilise popular support to fight for civic and humanitarian rights. DCA works to engage a broad range of stakeholders and to build on the capacities and strength of the faith-based community to safeguard and enhance civic engagement. DCA and partners also prioritise support to small producers' livelihoods and resilience by increasing agricultural and income diversity for more stable incomes and reduction of disaster risks.

Country programme goal:

Local Government institutions realise human rights, access to basic services and food security for marginalised men and women.

The ToC long-term changes that the programme will contribute to are:

1. Increased household food security and nutrition diversity evidenced by improved dietary diversity, diversification of agro-based livelihoods and household income.
2. Enabling policies, laws and institutions for improved access to the right to food by promoting compliance of national laws and policies with normative standards on the right to food and sufficient budgetary expenditure on agriculture from annual budget allocations.
3. Access to decision-making structures at local and national levels evidenced by increasing levels of marginalised groups influencing decision-making platforms, higher representation of women, and increased levels of inclusion in policy and budgetary targets for marginalised groups.
4. Accountable and equitable public services reflected in increased levels of gender responsiveness of public services and budgets, levels of citizen access to public information, and standards of public service delivery.

In Zimbabwe, our work contributes to SDGs: 1, 2, 5, 8, 10, 12, 13, 15, 16, and 17.

The geographic focus: The long-term work to promote the Right to Food and resilience in Zimbabwe is focused primarily on the southern and northern districts. In addition, DCA's support to Active Citizenship will cover the vulnerable, poverty-affected residents of peri-urban areas in Harare, Bulawayo, Masvingo and Mutare. Advocacy work at national level has the potential to benefit rights holders across the country.

ANNEX 2: Guiding Principles and Existing Commitments



Save Lives

As a credible humanitarian actor, DCA works within a framework of internationally recognised principles and commitments guiding all our humanitarian activities. In addition, several key organisational principles and commitments guide our work in our pursuit of global goals.

- Partnerships for humanitarian response. DCA remains committed to working with national and local partners in humanitarian response as the primary avenue for reaching affected populations. DCA will engage in a diverse set of partnerships to complement existing competences available to DCA and/or its current partners. Where external requirements, rapidly scaling needs or the lack of local capacity exists, DCA will apply a direct implementation modality to adhere to the humanitarian imperative. In such cases, DCA will transition to a partnership modality as soon as possible and/or identify ways to strengthen the capacity of local actors for future responses.
- ‘Leave no one behind’ is a key commitment of the Sustainable Development Goals (SDGs) that DCA adopts as part of its commitment to the SDGs. With a strong tradition for working with the most marginalised, an organisational commitment to gender equality and a strong human rights-based approach, DCA will prioritise the development of methods to ensure our programming leaves no one behind, with outcomes for the most marginalised as a special focus.
- Commitment to influence and adhere to global systemic processes. DCA has an institutional, strategic and operational interest and engagement regarding the World Humanitarian Summit commitments, the Grand Bargain, New Ways of Working, Charter for Change, Global Refugee and Migration Compacts, among other key global humanitarian frameworks and processes. Further to this, DCA has a strong vested interest in specific priority areas such as localisation, participation and cash programming. Finally, as a multi-mandated organisation, DCA will continue to pursue the conceptualisation and operationalisation of working in the humanitarian-development and peace nexus.

Existing principles and commitments

- International Humanitarian Law
- International Human Rights Law
- The Refugee Convention
- The Refugee Convention (RC)/RC & NGO Code of Conduct
- Inter-agency Standing Committee (IASC) Policy on Gender Equality and the empowerment of women and girls in Humanitarian Action
- Security council resolution 1325 and later
- Core Humanitarian Standards
- Sustainable Development Goals
- Humanitarian Charter
- Sphere Standards
- Charter for Change
- World Humanitarian Summit
- Grand Bargain commitments
- (Emerging) Global Compacts on Refugees and the Comprehensive Refugee Response Framework and the (emerging) Global Compact on Migration
- PANEL principles
- Existing DCA and ACT Alliance policies



Build Resilient Communities

International/FAO:

- Voluntary Guidelines on the Right to Food
- Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
- Voluntary Guidelines for Sustainable Soil Management.
- FAO Principles of Agroecology: Towards Just, Resilient and Sustainable Food

These international guidelines help DCA, partners and rights holders to operate in a framework guided by rights and good practice in resilience. They form a common reference point for different stakeholders in processes that build food security and resilience.

- UN Guiding Principles on Business and Human Rights.
- Free, Prior and Informed Consent (UNDRIP)

These facilitate dialogue and help clarify the roles, responsibilities and obligations of the private sector engagement.

- Sendai Framework for Disaster Risk Reduction 2015-2030.
- ACT Alliance Climate Change Framework position paper (2016-18).
- Core Humanitarian Standard.
- Charter for Change – localisation of Humanitarian Aid
- Grand Bargain/World Humanitarian Summit

These are frameworks and standards that help us secure professionalism and high quality in our humanitarian work, to coordinate efforts and to strengthen the links between humanitarian and development work towards resilience (Nexus).

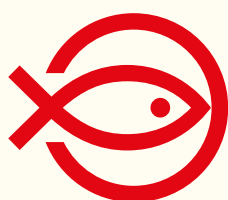
Fight Extreme Inequality

Principles and Existing Commitments

- Human Rights Policy
- PANEL Principles
- Common Humanitarian Standards
- Charter for Change
- Civic Charter

Key International Standards

- UN Declaration of Human Rights
- UN International Covenant on Civil and Political Rights
- UN International Covenant on Economic, Social and Cultural Rights
- UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- UN Declaration on Human Rights Defenders
- Beijing Declaration and Platform for Action
- UN Guiding Principles on business and human rights
- The Refugee Convention
- International Humanitarian Law (Geneva Conventions and The Hague Regulations)
- The Global Compacts on Migration and Refugees including the Comprehensive Refugee Response Framework
- The consensus paper on Ecumenical Diaconia



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