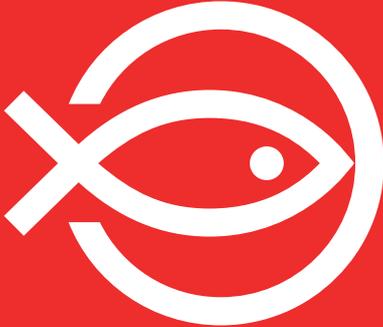


INTERNATIONAL REPORT 2021



DanChurchAid, June 2022
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100 YEARS OF HOPE AND ACTION
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Cover: Children playing in Domiz Refugee Camp in Iraq **Cover photo:** Jakob Dall **Writers:** Staff in DCA Country Offices, staff in International Department, Engagement Department and Finance Department **Editorial staff:** Nick Quist, Sarah Clifford, Karen Birgitte Rasmussen **Design:** Anne Moustén **Print:** PRinfoTrekroner A/S **General Secretary:** Birgitte Qvist-Sørensen **DanChurchAid:** Meldahlsgade 3, 1613 Copenhagen V **Contact:** phone +45 3315 2800 / mail@dca.dk / nødhjælp.dk / danchurchaid.org



01. Statement from the General Secretary

DanChurchAid (DCA) celebrated its 100th anniversary (1922-2022) as the oldest aid organisation originating in Denmark. Over the last 100 years, DCA evolved from a volunteer missionary entity into a global organisation.

The need for DCA's international efforts and its work to raise support in Denmark had never been greater. In 2021, DCA supported over 5 million people across Africa, Asia, and the Middle East – representing an increase of one million people compared to the previous year.

The centenary occurred at a time when there is once again war in Europe, as was the case when DCA was formed after World War I. DCA never envisaged that it would again provide humanitarian aid to victims of war in Europe and again to provide mine clearance in European cities. We are witnessing an assault on the principles of human rights and democracy that were instituted in the wake of World War II. DCA fights for those fundamental principles that are under growing pressure all over the world from nationalism and authoritarian regimes.

In 2021, DCA and its partners saw continued democratic regression and restrictions on civic and humanitarian space across all its Country Programmes (CPs). In Ethiopia, several million people were displaced by the conflict in Tigray province, with humanitarian organisations denied access. In West Africa, including Mali, the unstable political situation was particularly challenging due to several military coups.

When authoritarian regimes did not apply brutal force, often they co-opted an array of oppressive practices such as restrictive laws and fake news to restrain civil society. As a result, DCA increased its support to civic space and protection of Human Rights Defenders (HRDs) across its programmes, reaching 750,000 people compared to 89,000 the previous year. For instance, DCA provided capacity development to support HRDs and promoted reporting human

rights violations through national or international mechanisms.

The COVID-19 pandemic continued to impact DCA's programmes in many ways. As vaccine rollouts in richer countries opened travel and economic activity, other countries struggled to restart their economies and felt the impact of the global disruptions. The lockdowns and travel restrictions also meant that DCA was cut off from its partners and people in need. Like many others, DCA adjusted the way it worked and engaged with partners and community members. To do so, DCA exhibited flexible working methods through expanding its digital literacy to become more accessible to all Country Offices (COs). Moreover, COVID-19 proved the importance of localisation and the flexibility of the Danish Ministry of Foreign Affairs (MFA), our international donors, and the support from our popular anchorage and private donors.

DCA had a record high turnover of 917.9 million DKK in 2021. Through cooperating with 187 partners, DCA implemented a total of 285 projects in 2021, with more than half of these projects and programmes located in Africa, followed by the Middle East and Asia – reflecting the world's needs with a focus on humanitarian aid, food security and climate adaptation, human rights, gender, and innovative partnerships.

The following report provides a small glimpse into the enormous diversity of exciting results and achievements of DCA and its many partners. To do so, it compiles, analyses, and presents a fraction of results and achievements from DCA's 19 CPs. DCA's programming is guided by its International Strategy 2019-2022 and the Global Results Framework (GRF), with its level of success measured against DCA's four global goals of Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement. Together, this report shows how DCA, with its partners, contributed to significant real change for all those assisted through highlighting unique examples of its work and ensuing successes.

[Kenya / Bax Lindhardt]



02. Executive Summary

DCA's international work and engagement activities in Denmark expanded in an increasingly challenging world where autocratic regimes, conflicts, climate change, and COVID-19 worsened living conditions for people in the world's poorest countries in 2021.

DCA's annual income in 2021 was 921.7 million Danish kroner (DKK), representing a 3.5% increase from 2020.

The largest donor supporting DCA remained Danida with 236.2 million DKK, followed by EU institutions with 173.3 million DKK, and other international donors with 329.5 million DKK. Contributions from Danes and various

Danish foundations amounted to DKK 171 million. Of the grants, 47% was allocated to Africa, 28% to North Africa/Middle East, 17% to Asia, and the remaining amount was distributed to projects outside the 19 CPs.

As this annual report documents, DCA worked across 19 countries to contribute to three global goals Saving Lives, Building Resilient Communities, and Fighting Extreme Equality across a total of 285 projects.

Approximately two-thirds of the projects engaged 187 partners with DCA's financial and technical support. In addition, DCA directly implemented one-third of

the projects, especially in demining activities in the **Democratic Republic of the Congo (DRC), Lebanon, Libya, and Syria.**

Altogether, the projects in 2021 responded to the needs of over five million poor and marginalised people, demonstrating an increase of approximately one million people compared to the previous year. The projects reached approximately equal numbers of men and women, with youth representing a quarter of those reached.

In 2021, in addition to working with Civil Society Organisations (CSOs) and Faith Based Organisations (FBOs), DCA engaged in new partnerships with the private sector, social movements and alliances, research institutions, and multiple donors. As a result of the increasing diversity of its partners, and in line with our commitments to Grand Bargain (GB), Charter for Change (C4C), and Local2Global commitments on localisation, DCA developed a new Partnership Policy, ready for launch in 2022.

Community-based Humanitarian Responses

Throughout 2021, DCA witnessed a steady decrease in COVID-19's impact on projects. While context specific and with a varying degree of instability, the percentage of DCA projects affected by COVID-19 decreased from 67% in 2020 to 50% in 2021. This decrease may be attributed to a number of factors such as DCA's adaptability and strong mitigation of COVID-19 related stresses, as well as the general positive change in the public health situation as the pandemic aged.

Local Faith Actors (LFAs) bolstered DCA's community-based approaches through awareness campaigning, enhancing community safety, and combatting discrimination. For instance, in the **Central African Republic (CAR)** and **Uganda**, LFAs spoke out against Human Rights Violations (HRVs) associated with the enforcement of harmful COVID-19 measures.

DCA's humanitarian interventions increasingly combined components in line with the triple nexus approach (humanitarian-development-peace), supported livelihoods, neutralized local drivers of violence, and responded to critical protection needs.

In several projects, DCA used cash-based interventions to improve food security, allow households to make their own choices, and support local markets. Cash was often given as a short-term relief modality. Yet, experiences from **Myanmar, South Sudan, and Syria** showed that the cash was also used to invest in household's long-term

resilience, such as paying education fees and investing in better housing.

Humanitarian Mine Action (HMA), including clearing mines and other Explosive Remnants of War (ERW) and encouraging safer behaviour, played a vital role in allowing conflict-affected communities to return to normal life in 11 CPs. For example, surveys in **Libya, South Sudan, and Syria** showed an 80 percent increase in rights holders demonstrating safe behaviour.

Loss and Damage on the Agenda

In 2021, DCA led and implemented climate justice advocacy work alongside the ACT Alliance and partners, where several initiatives targeted duty bearers at local, national, and international levels. In **Nepal**, DCA created a report that focused on climate-induced loss and damage in local communities. The report attracted extensive attention during the UN climate summit, COP26 in Glasgow, where parties agreed to address loss and damage - a result partly attributed to our advocacy and ACT Alliance. Thus, working with climate change in humanitarian and development settings continued to be a core priority.

More than a third of all DCA projects are related to climate, with the ambition that all projects should consider both the need to adapt and the potential to mitigate climate change by 2022.

The projects demonstrate a range of activities and the strength of DCA's climate approach through combining interventions that target social, economic, and environmental resilience at the same time. In **South Sudan**, DCA worked with vulnerable people including Internally Displaced People (IDPs), returnees, and host communities affected by floods to form disaster management committees to mitigate risks. In **Palestine**, communities installed desalination plants with solar energy panels to address water scarcity and electricity shortages, integrating climate adaptation and mitigation. As seen in **Cambodia**, support for sustainable crop production and climate resilient methods provided increased production and added market value. DCA also supported the implementation of nature-based solutions and climate adaptation, such as planting 561,700 tree-seedlings across six CPs.

Financial Strength: The Way to Gender Equality

DCA views financial strength as a fundamental premise of equality. In 2021, DCA addressed women's lack of economic empowerment. Supporting women and female-run start-ups can create opportunities for the women

involved, their families, and their communities to influence social development.

In **Kenya** and **South Sudan**, DCA promoted women's economic empowerment and financial inclusion through equitable access to training and the formation of Village Saving and Loan Associations (VSLA). In **Iraq** and **Libya**, DCA trained female deminers, forming the country's first-ever all-female mine clearance team. The aim was to enhance women's jobs and opportunities, and challenge gender stereotypes.

DCA was active in promoting the Call to Action on the Protection of Gender-Based Violence (GBV) chaired by the Danish government and continuously addressed the protection against GBV across CPs. In **Ethiopia**, DCA and partners addressed women's and youth's marginalisation by building rights awareness to fight unsafe migration and harmful gender norms. The project increased women's and youth's access to diversified economic opportunities and more accountable services by local governments. In **Bangladesh** and Ethiopia, DCA engaged men, boys, and faith actors as agents of change to promote gender equality and respond to GBV.

Reporting on Human Rights Violations (HRVs)

2021 saw continued democratic regression and restrictions across civic and humanitarian spaces in all CPs. As a result, DCA more than doubled the number of projects designated under space for civil society and protection of human defenders compared to 2020 and reached 750,000 individuals.

DCA promoted the reporting of human rights violations through national or international mechanisms, which effectively protected civic space. HRVs in several CPs were documented and the cases were used to raise awareness and as an advocacy tool to influence policymakers.

In **Nepal**, reporting of discrimination and human rights violations increased in communities because of DCA's awareness and education interventions. It contributed to a 24% reduction of Dalits, women, and youth feeling discriminated. In **Cambodia**, **Nepal**, **Palestine**, **Uganda**, and **Zimbabwe**, DCA provided capacity development to support the organisational strength of HRDs. DCA and partners also provided digital security support and helped HRDs utilize tech for documentation.

Innovative Private Sector Partnerships

DCA's engagement with private sector partnerships continued to flourish in 2021 with a strengthened focus on green solutions, job creation, sustainable financing

models, linking value chain actors at all levels to increase development impacts, and long-term sustainability.

In **Uganda**, DCA and partners worked across development and humanitarian settings, engaging refugees, host community farmers, and private sector actors to create national and international market linkages for organic, orange-fleshed sweet potato producers. As a result, farmers organised into associations and improved collective sales, marketing, and market access.

To identify and develop new joint investment projects specifically in the agriculture sector and create sustainable development, green solutions, and decent jobs for small-scale producers, DCA signed a Memorandum of Understanding (MoU) with the Danish Investment Fund for Developing Countries. To make innovation thrive in all parts of the organisation, DCA rolled out approaches to strengthen its ability to balance top-down and bottom-up innovation. The DCA Innovation Fund supported 23 innovation initiatives in three stages: idea, test, and scale, with a financial investment of 6.6 million DKK.

DCA increased the number of climate agreements with Danish companies or organisations that wanted to take climate action seriously and compensate for their CO2 emissions by planting trees in **Uganda**. The arrangements contributed to scaling up climate adaptation activities.

Engagement in Denmark

To bridge the gap between efforts to achieve the UN's Sustainable Development Goals in Denmark and abroad, DCA opened the sixth WeFood store in Aalborg to fight food waste and continued to offer opportunities for Danes to reduce their emissions through the 114 second-hand shops. Like 2020, COVID-19 heavily affected second-hand shops in 2021, seen through a two-month store closure. However, 3000 volunteers rallied together and arranged garage sales and web shops to compensate for the financial loss.

The traditional door to door Parish Collection was converted into a fully digital collection to engage volunteers in hosting digital campaigns. In addition, the launch of the tool "The SDG from Word to Action" was another digital landmark that focused on SDG actions locally and globally.

In 2021, DCA partnered with Danida and the Danish Broadcasting Cooperation (DR) to develop the yearly Advent Calendar (Børnenes U-landskalender). This calendar reached 200,000 school children through digital information material about Kenyan children's everyday life.

[Bangladesh, Cox's Bazar /Tine Sletting]



03. DCA in Numbers and Financial Management

03.1 Total income and expenditure

DCA's annual income in 2021 was 921.7 million DKK. This figure represents a 3.5% increase compared to DCA's 2020 income and is the highest income achieved in DCA's history. DCA's 2021 income was 91.7 million DKK more than the 2021 income target of 830 million DKK.

Funding from the MFA, and the European Union (EU)

increased between 2020 and 2021; and funding from other international donors decreased by 22.1 million DKK. The grants from the Danish MFA amounted to 109.7 million DKK from lot CIV, 86.5 million DKK from lot HUM, and 40 million DKK from single grants. The fundraising in Denmark resulted in a decrease in the unearmarked funds and an increase in the earmarked funds between 2020 and 2021. Table 3.1 shows DCA's income from 2017 to 2021.

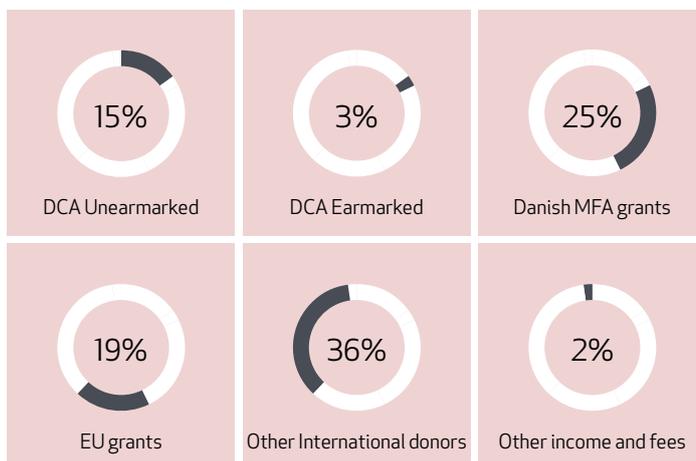
TABLE 3.1 OVERVIEW OF DCA'S INCOME FROM 2017 TO 2021 IN MILLION DKK.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021.

INCOME (MILLION DKK)	2021	2020	2019	2018	2017
DCA Unearmarked	135.5	138.1	135.9	142.2	147.2
DCA Earmarked	29.5	24.1	21.4	23.8	23.1
Danish MFA grant	236.2	232.1	220.6	200.9	215.5
EU grants	173.3	125.9	111.3	98.9	91.6
International donors	329.5	351.6	283.7	202.8	206.3
Other income and fees	17.7	17.2	12.7	6.3	7.8
Total turnover	921.7	889.0	785.5	674.9	691.5

The highest contribution in 2021 came from international donors and the Danish MFA at 36% and 25%, respectively, while the highest increase among international donors between 2020 and 2021 came from USAID (33%).

This was followed by 19% from EU grants and 18% from private contributors in Denmark. Figure 3.2 shows the sources of DCA's funding in 2021 by percentage.

FIGURE 3.2 OVERVIEW OF DCA'S FUNDING SOURCE IN 2021 IN PERCENT.
SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021.



The total turnover in 2021 was 906.3 million DKK, of which 778 million DKK was spent on development and humanitarian aid work, which was an increase of 5%

compared to 2020. Table 3.3 shows the turnover of DCA's development and humanitarian aid work between 2015-2021.

TABLE 3.3 OVERVIEW OF TOTAL TURNOVER FOR DEVELOPMENT AND HUMANITARIAN AID FROM 2015 TO 2021 IN MILLION DKK (EXCLUDING ADMINISTRATION FEE). NOTE: SINCE 2019 DCA HAS NOT SEPARATED HUMANITARIAN FUNDING INTO HUMANITARIAN ASSISTANCE AND HMA BECAUSE DCA'S PROJECTS BECAME MORE INTERTWINED. SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021.

TURNOVER (MILLION DKK)	2021	2020	2019	2018	2017	2016	2015
Development Aid	257.3	245.1	243.8	251.1	272.2	208.4	239.8
Humanitarian Aid	520.7	487.3	404.8	175.5	180.3	136.7	173.5
HMA				131.5	125.1	110.3	91.5
Total	778.0	742.4	646.6	558.0	577.6	455.4	504.8

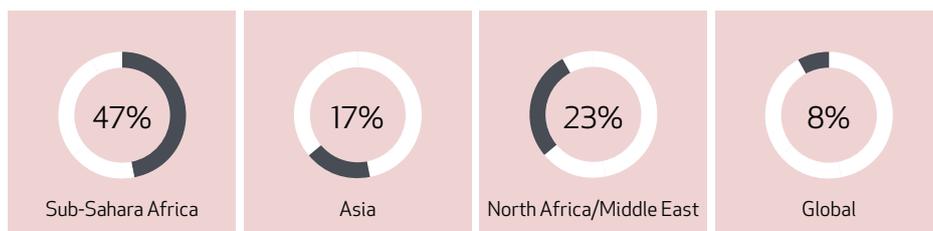
DCA implemented the largest share of its projects and programmes in countries in Sub-Saharan Africa, with 47% of the total funds spent there. 28% was spent in North

Africa and the Middle East, 17% in Asia, and 8% at the global level. Table 3.4 and Figure 3.5 show the geographical distribution of funds in million DKK and percent.

TABLE 3.4 GEOGRAPHICAL DISTRIBUTION OF TURNOVER IN MILLION DKK (EXCLUDING ADMINISTRATION FEE). SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021.

CONTINENT	TOTAL DEVELOPMENT AND HUMANITARIAN AID (MILLION DKK)
Sub-Saharan Africa	366.1
Asia	134.7
North Africa/Middle East	217.4
Global	59.8
Total	778.0

FIGURE 3.5 GEOGRAPHICAL DISTRIBUTION OF TURNOVER IN PERCENT. SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021.



STRATEGIC OBJECTIVE: By 2022 DCA's funding base is sustainable and diverse.

DCA's funding base remained sustainable and diverse. Table 3.6 offers an overview of actual income from international donors for the last four years. The total actual income increased by 61 million DKK between 2020 and 2021 compared to 52.6 million DKK between 2019 and 2020. The table also shows that the funding did not match the budget for 2021 with a total difference of 31.1

million DKK. The reason is that some countries were less successful with their International Institutional fundraising due to increased competition in other countries DCA faced limited funding opportunities. It should also be noted that DCA's fundraising for Malawi was limited after Norwegian Church Aid (NCA) became lead on the Joint Country Programme (JCP) in 2021. Some countries performed above expectation and DCA succeeded in getting more funding from US donors and the Action by Churches Together (ACT) Alliance than budgeted for.

TABLE 3.6 OVERVIEW AND ACTUALS FOR INTERNATIONAL DONORS 2018, 2019, 2020 AND 2021 IN MILLION DKK

SOURCE: ANNUAL SPECIFICATION TO FINANCIAL STATEMENT, 2018, 2019, 2020 AND 2021.

DONOR	BUDGET 2021 (MILLION DKK)	ACTUAL 2021 (MILLION DKK)	ACTUAL 2020 (MILLION DKK)	ACTUAL 2019 (MILLION DKK)	ACTUAL 2018 (MILLION DKK)
EU Grants	181.4	173.3	125.9	111.3	98.9
European Civil Protection and Humanitarian Aid Operation (EuropeAid)		133.7	69.9	62.7	57.2
European Civil Protection and Humanitarian Aid Organisation (ECHO)		39.6	56.0	48.6	41.7
US Donors	112.5	114.8	85.7	53.8	50.4
United States Aid for International Development (USAID)		82.9	55.4	32.4	30.2
PMWRA, Department of State		18.6	19.6	15.3	13.4
Bureau for Population, Refugees and Migration (BPRM), Department of State		11.8	10.1	6.0	6.7
US DOS, Department of State		1.5	0.7	-	0.2
UN Donors	88.2	78.3	93.1	68.2	36.9
The United Nations Office for the Coordination of Humanitarian Affairs (OCHA)		1.2	3.4	9.2	4.7
United Nations Development Programme (UNDP)		10.5	17.4	18.2	13.0
United Nations High Commissioner for Refugees (UNHCR)		5.9	5.8	20.0	6.4
United Nations Children's Fund (UNICEF)		10.0	15.2	12.4	6.9
United Nations Office for Project Services (UNOPS)		15.4	9.2	5.4	5.2
World Food Programme (WFP)		27.2	29.9	2.9	0.2
Other UN Agencies		8.0	11.9	-	0.6
ACT Alliance	58.5	83.5	78.9	59.5	40.4
Other International Donors	99.0	58.6	63.9	102.2	77.1
Total	539.6	508.5	447.5	394.9	298.8

Table 3.7 shows the top five donors supporting projects under DCA's global goals – Save Lives, Build Resilient Communities, and Fight Extreme Inequality. From this income, 63% is allocated to Save Lives, 22% to Build

Resilient Communities, and 15% to Fight Extreme Inequality. The Danish MFA and EuropeAid provided the highest funding within all three global goals.

TABLE 3.7 TOP FIVE INTERNATIONAL DONORS SUPPORTING PROJECTS UNDER DCA'S THREE GLOBAL GOALS IN MILLION DKK.

SOURCE: GLOBAL PARTNERSHIP AND RESOURCE MOBILISATION (GPRM) ACTUALS 2021 PROJECT TURNOVER DATA.

SAVE LIVES (MILL. DKK)	BUILD RESILIENT COMMUNITIES (MILL. DKK)	FIGHT EXTREME INEQUALITY (MILL. DKK)
EuropeAid 100.3	Danida (Danish International Development Assistance) MFA CIV 60.3	Danida MFA CIV 30.6
Danida MFA HUM 81.9	Danida Single Grants 15.2	EuropeAid 20.5
USAID 72.7	EuropeAid 12.9	USAID 10.2
ECHO 31.3	UNDP 10.2	NCA 9.0
Diakonie Katastrophenhilfen 28.7	FCDO 9.8	NORAD 3.1
Total 314.9	Total 108.4	Total 73.4

In 2021, DCA received funding from 76 donors in addition to the funding from the Danish MFA. Table 3.8 shows the top 10 donors that supported DCA in 2021. The Danish MFA is the largest donor followed by EuropeAid and USAID. The only new donor in the top 10 compared to 2020 is UNOPS. Donors have different compliance

TABLE 3.8 TOP 10 DONORS IN TERMS OF FUNDING TO DCA.
*U.S. DEPARTMENT OF STATE, BUREAU OF POLITICAL-MILITARY AFFAIRS,
OFFICE OF WEAPONS REMOVAL AND ABATEMENT
SOURCE: GLOBAL PARTNERSHIP AND RESOURCE MOBILISATION (GPRM)
ACTUALS 2021 PROJECT TURNOVER DATA.

TOP 10 DONORS	AMOUNT (MILLION DKK)
Danish MFA	236.2
EuropeAid	133.7
USAID	82.9
ECHO	39.6
Diakonie Katastrophenhilfen	28.7
Norwegian Church Aid	27.4
World Food Programme	27.2
PM/WRA*	18.6
UNOPS	15.4
Church of Sweden	12.0
Total	621.7

03.2 Financial Key Performance Indicators

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

The majority of DCA's CPs positively developed their financial performance and achieved a higher income compared to planned budgets for 2021 due to successful fundraising efforts. However, some countries faced challenges in raising the budgeted funds because donors were reluctant to fund projects in countries with conflicts and national crises, meaning fewer opportunities to apply for funds. In some countries it was difficult to spend the funds because of conflicts and crisis. DCA staff also faced constraints in travelling and implementing projects due to the volatile situations in e.g., **CAR** and **DRC**. The COVID-19 pandemic affected project implementation in some countries and therefore negatively affected the annual turnover. Most countries continued making progress in having donors cover office costs and time registration. The following are examples of the above mentioned.

In **Bangladesh**, DCA's financial performance was strengthened through signing new agreements with UNICEF, UN Women, United Nations Population Fund (UNFPA), All We Can, and NCA. In addition, DCA submitted new proposals at the end of 2021 and is assured of signing two new contracts in the beginning of 2022. Consequently, DCA's own funds were limited in 2021 as staff salaries were covered and charged through different donors. In

requirements and ways of working, so DCA is closely monitors the development of the engagement with e.g., the United Nations (UN) organisations globally. Generally, UN organisations are quite reluctant to finance administration and sufficient direct costs.

Palestine, DCA reached its second highest turnover in four years and added two new donors to the donor portfolio. Most of the actual spending was transferred to partners; and the recovered costs for salary and office costs from donors were respectively 94% and 97%. Due to successful fundraising, it was possible for DCA to increase its actual turnover by 53% in **Zimbabwe**. Three donor contracts were extended to continue on-going activities – among others a cash transfer project with a budget of 15.6 million DKK. Time registration was funded 99% by donor funds and cost allocation was covered 79% by donors.

Major challenges were experienced among others in **CAR**, **DRC**, and **Ethiopia**. It was difficult for DCA to raise funds in these countries due to both high competition and limited funding opportunities, as well as conflicts and an unstable security situation. In **Ethiopia**, the EU put all development funds on hold and no calls for proposals were announced. In **CAR** and **DRC**, operational costs increased due to more frequent use of air transport to mitigate risks resulting from the increased armed attacks along the roads, longer continuous stays in specific field locations (i.e., increased per diem and accommodation costs), and need for technical capacity to be mobilised on site. In addition, prices of goods, services, and fuel went up, which led to increased costs of almost all activities. The crisis in northern Ethiopia and the security situation in other parts of the country impacted DCA's ongoing projects and it was necessary to decelerate or suspend operational activities in war affected areas.

03.3 Procurement

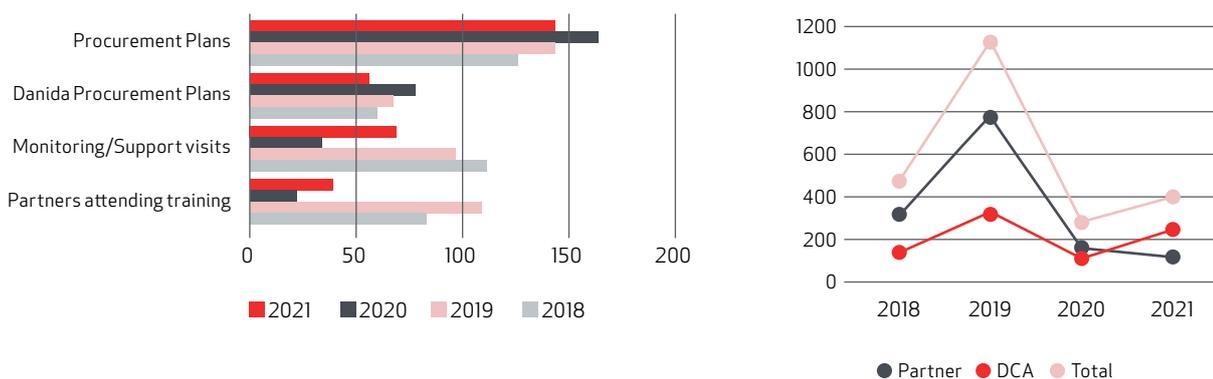
STRATEGIC OBJECTIVE: By 2022, DCA will focus on building procurement knowledge and drafting procurement plans which will contribute to improved quality of procurement carried out by DCA partners and DCA staff.

In 2021 the COVID-19 pandemic continued to affect procurement activities. As Figure 3.9 shows, facilitating physical procurement trainings for partners and the ability to visit partners for monitoring and support purposes was still low, compared to before the pandemic. The figure shows a small increase in partners attending trainings

and DCA carrying out monitoring and support visits to partners.

A slight decrease in drafted and approved procurement plans by DCA Head Office (HO) for new projects was also evident in 2021. This could be explained by the fact that the **Malawi CP** became a joint programme with NCA as lead from 2021, and that DCA had fewer implementing partners in 2021 (187) than in 2020 (205). The average number of drafted and approved procurement plans in the reporting period was 150 and average number of partners was 195. 2021 numbers are slightly below this average on both parameters.

FIGURE 3.9 DEVELOPMENT IN PROCUREMENT ACTIVITIES AND COMPLETED E-TRAININGS IN THE REPORTING PERIOD.
SOURCE: ANNUAL REPORT, FINANCE AND PROCUREMENT SECTION 2, 2018-2021; AND FABO/E-LEARNING OVERVIEW.



To build procurement capacity and knowledge, DCA has focused on online learning, illustrated through the provision of 3,190 procurement e-training events completed by DCA staff and implementing partners over the past eight years. This represented 63% of the procurement e-trainings completed by implementing partners. Figure 3.9 demonstrates a shift in this picture during 2021 where DCA staff counted for more than half of the completed e-trainings. This change could be an expression of DCA hiring new procurement responsible staff who need training and that many partner staff

already completed procurement e-trainings. DCA staff and partners generally provide positive feedback on the procurement e-trainings. In 89% of 1,324 completed evaluations, users report that the e-trainings improved their procurement knowledge, and they feel better equipped to factor procurement into their daily work.

Ten COs reported procurement to be a Strategic Objective in 2021. In 2020, the number was 11 with a primary focus on capacity building.

[South Sudan /Paul Jeffrey]



04. Organisational and Contextual Changes

04.1 Major changes in the organisation and its context

In 2021, the COVID-19 pandemic's effects continued to impact DCA's programmes. DCA continued to refine its operations to act fast and flexibly while maintaining a strong focus on the humanitarian and development needs as they changed throughout the year. While remote and online management and communication tools were constantly improved, DCA's decentralised structure with COs and strong national staff and partners was a key

factor to ensure not only continuing existing programmes but allowed DCA to respond to changing needs. This led to a significant expansion of programmes to include relevant COVID-19 interventions, even in situations with restrictions and lockdowns.

The constantly increasing negative effects of climate change on DCA's programmes and the context they work in, coupled with external and internal demands for climate and environment related solutions such as reducing DCA's

carbon footprint, continued to impact the organisation, its priorities, and investments as described below.

In a Danish context, the COVID-19 pandemic continued to impact many of DCA's engagement projects and events, resulting in changed approaches and activities, which is further elaborated in chapter 8.

04.2 Organisational development

STRATEGIC OBJECTIVE: By 2022 DCA has developed an organisational system and a culture that continuously consider the changing context and reality DCA operates in, which results in an organisation that is more effective without compromising the well-being of employees and the quality of programmes.

During 2021, some of the organisational, thematic, or operational areas that received extra attention for DCA to remain fit for purpose are highlighted below.

With the increasing complexity and demands of the work, several units at DCA's HO went through a restructuring. A new **Partnerships and Volunteering Unit** was created in the Engagement Department, aimed at strengthening both DCA engagement with our constituency (volunteers and partners in Denmark) as well as our retail work (second-hand shops and Wefood) through focusing resources and capacities. The **ICT Unit** was expanded to include digital development and management of database systems to strengthen DCA's competence and capacity to handle the increasing need for data-driven and digital solutions. Furthermore, the two finance units, national and international, were merged and restructured into one **Group Finance Unit**. Finally, institutional fundraising across all CPs was concentrated in the **Global Partnerships and Resource Mobilisation Unit**.

To strengthen DCA's HO ability to deliver and create space for strategic leadership, an additional number of team leader positions were created.

To strengthen the environmental sustainability of DCA's programmes, projects, and organisation, and reduce its carbon footprint, DCA expanded its capacity within climate and environment toward the end of the year with full effect in 2022. Three new climate-related positions across three units were created in corporate partnerships, institutional fundraising, and environmental greening advisory. To strengthen DCA's commitment to becoming a sustainable organisation and obtain a Green Climate Fund accreditation, DCA developed a new Environmental and Social Risks Management Policy. This was done to ensure that project-related adverse environmental, social risks, and impacts are avoided, minimised, and appropriately mitigated, and that the rights of those that are potentially affected are protected.

DCA's capacity in safety and security was further strengthened in 2021 with the roll out of the new Safety and Security Duty of Care Policy. This included revising and updating country security plans, safety and security training of employees both at HO and COs and hiring an additional roving security advisor. A total of 46 HO and CO staff attended Hostile Environment Awareness Training (HEAT) and re-HEAT in 2021.

Additionally, DCA invested in its capacity in humanitarian monitoring, evaluation, and learning, and partnerships with Danish and international foundations, protection, and data protection.

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

In May 2021, DCA conducted an organisation wide Employee Satisfaction Survey with 1.200 employees participating. Generally, the results were excellent, showing a very high level of satisfaction among employees across the organisation in the areas of job content and influence, management, cooperation, motivation, and commitment. However, the area of 'demands of the work' scored unsatisfactorily low, with high work pace, workload, and emotionally stressful work as some of the main points for DCA to work on going forward.

During 2021, 30 middle managers in DCA concluded module one or two of the DCA Leadership Course. The tailor-made mandatory three-year internationally recognised leadership diploma course is developed together with the University College Copenhagen and is offered to all middle managers in DCA. The purpose is to provide DCA with a common leadership language and understanding, building on our organisational values and core narrative. This helps DCA's managers become more creative and visionary in a diverse organisation navigating in a globally challenging environment. It allows DCA to share practices and learn from good examples. It focused attention on being inspirational, motivational, and creative, making managers more aware and alert to the welfare and aspirations of staff, and helping them contribute towards the success of the organisation.

DCA embarked on a new strategic ambition and journey of cultural change to advance Diversity, Inclusion and Belonging (DIB). DCA believes that a mix of different people not only provides different backgrounds, ideas, perspectives, and approaches to how DCA delivers humanitarian and development work, but drives innovation and creativity, and contributes to making DCA an attractive workplace where employees thrive. The DIB policy will be finalised in 2022.

Work also continued with the revision of DCA's expatriate staff manual with expected finalisation and approval expected in mid-2022.



[Uganda / Jjumba Martin]

05. Programme Results

05.1 Introduction - Overview of DCA's global programmes

All DCA's CPs worked across three global goals in differing capacities: Save Lives, Build Resilient Communities, and Fight Extreme Inequality. DCA's fourth goal, Create Engagement, is addressed in Chapter 8. DCA was involved in contexts that demanded varied multi-disciplinary approaches and holistic, flexible, and innovative responses. The interlinkages between the three global goals enabled DCA to operate across the humanitarian-development-peace nexus and to address needs, rights, and vulnerabilities in a coherent, comprehensive, and sustainable manner. COs, partners, and numerous other stakeholders engaged in a collective endeavour to achieve the global goals and contribute to the Sustainable Development Goals (SDGs), counteract a shrinking civic and humanitarian space, and address protracted crises.

DCA worked in 19 countries, of which NCA led two, **Malawi** and **Zambia**. In 2021, **Malawi** became a new JCP with NCA as lead. While the report includes narrative examples from these two country programmes, all statistics referred to below do not include data from Malawi or Zambia. Across these CPs, DCA prioritised supporting vulnerable, marginalised, and poor people across 10 intervention areas. These intervention areas ranged from rapid emergency response to demining activities, from building sustainable livelihoods to reducing communities'

vulnerability to disasters, and from promoting good governance and inclusive governance structures to strengthening civil society to reduce discrimination and inequality. A summary of DCA's activities is presented below.

As illustrated in Figure 5.1.1, DCA and partners implemented 285 projects across all intervention areas in Africa, Asia, and the Middle East in 2021. DCA's project portfolio stabilised after a surge of COVID-19 related projects in 2020 where DCA's corpus grew from 247 projects in 2019 to 306 projects in 2020. Albeit the slight decrease in 2021 projects, DCA still saw an addition of 33 new projects due to funding specifically related to bolstering community's COVID-19 responses. To illustrate, **Kenya** increased its portfolio considerably by over 40% through creating 11 additional projects. DCA's CPs in **Bangladesh, Cambodia, Iraq, Myanmar, Uganda, and Zimbabwe** also experienced increases in their number of projects. CPs such as **Ethiopia** saw their number of projects decrease, which may be due to multiple factors such as the change in political (in)stability or project termination.

Figure 5.1.1 shows the number of projects per CP as a proportion of the total number of DCA projects in percent and demonstrates the ratio of allocated projects per country in 2021.

FIGURE 5.1.1 PERCENTAGE OF PROJECTS IN 2021 – BY COUNTRY PROGRAMME
 SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

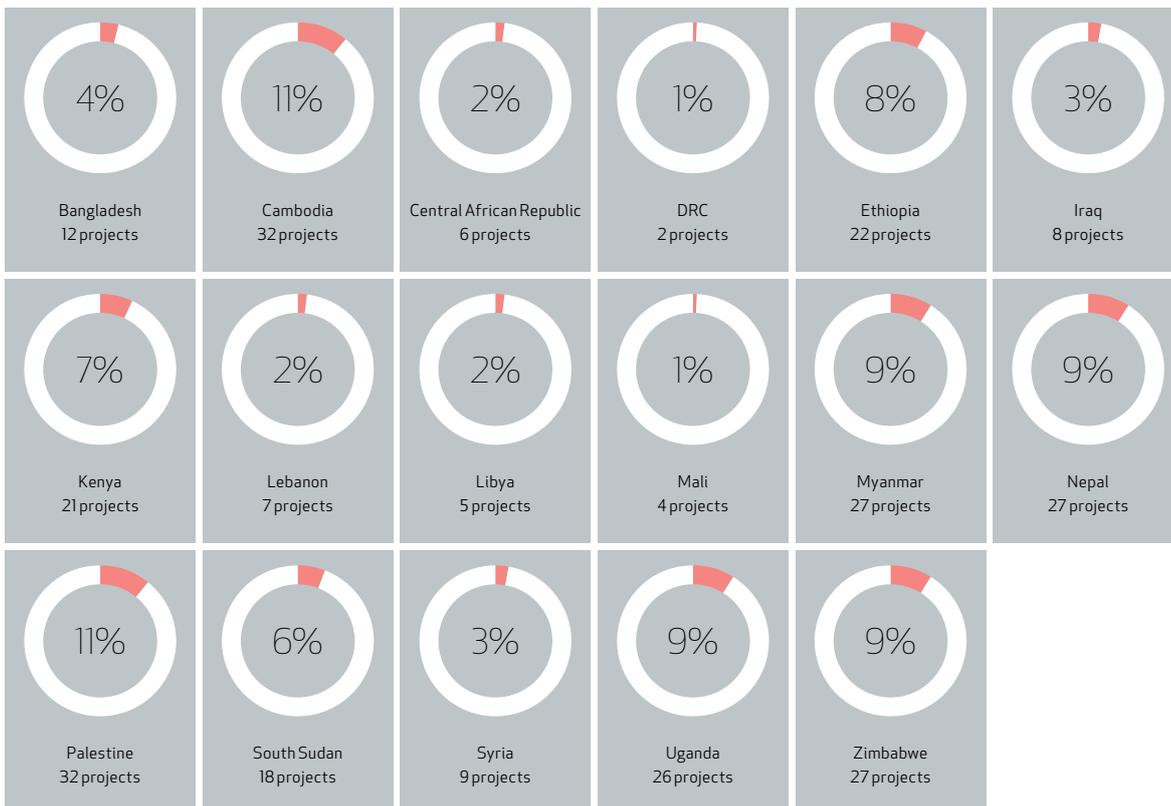


Figure 5.1.2 demonstrates the percentage of individuals supported by DCA and partners per country from the total number of people reached in 2021. These CPs responded to the needs of over five million poor, marginalised, and vulnerable people – demonstrating a marked increase of approximately one million people supported compared to the previous year. COs in **Cambodia, Palestine, South Sudan, Zimbabwe** reached the largest number of people where COs in the **DRC, South Sudan, and Syria** proportionately reached the highest proportion of people per project.

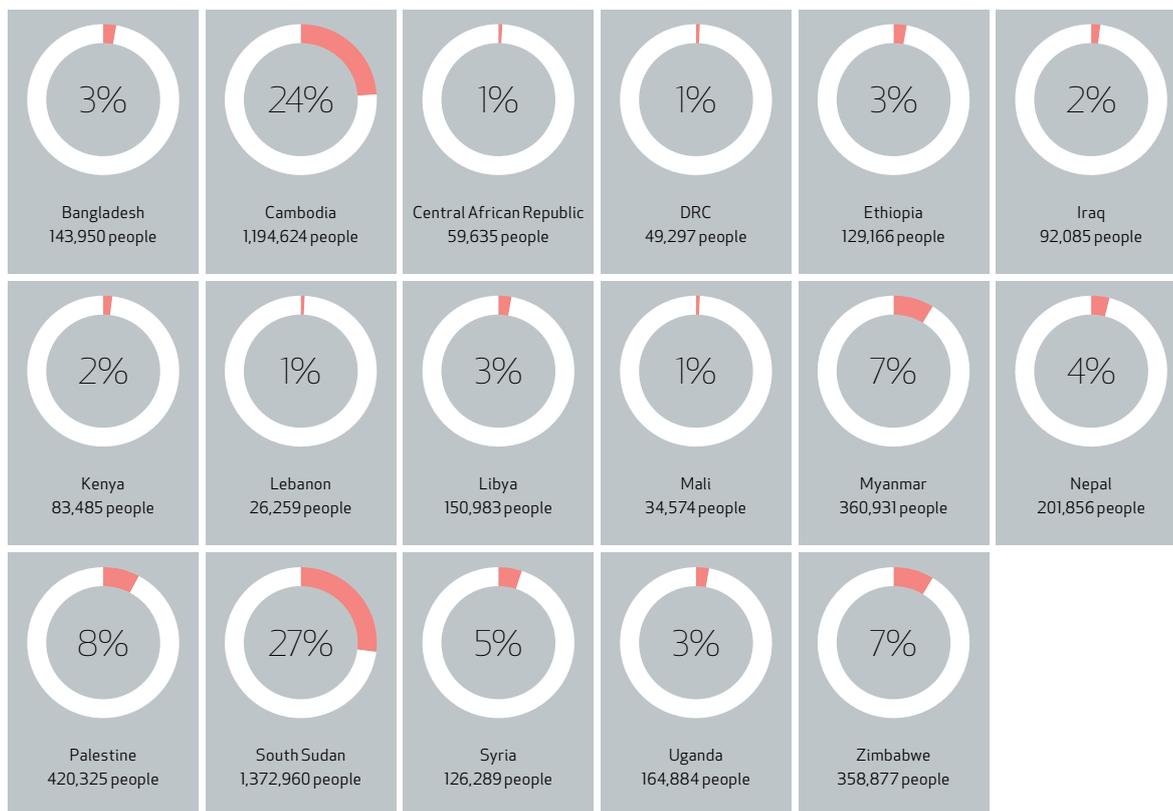
The people reached figures do not reflect all indirect people supported through activities such as advocacy and mass awareness-raising. Following the logic of calculating these figures from 2018-2020, advocacy projects that reached over 1 million people were not captured in the below statistics over concerns of their validity. All advocacy and mass awareness-raising projects that reached fewer than 1 million people were included. For

example, this choice impacted data from CPs with large components of advocacy programming, such as **Uganda**, that supported millions more indirectly. However, this is not reflected in the general people reached figures below.

In comparison to 2020, people reached per CO in **Bangladesh, Cambodia, Nepal, Palestine, South Sudan, and Uganda** doubled, whereas COs in **CAR, Ethiopia, Kenya, Lebanon, Mali, Syria, and Zimbabwe** experienced sharp decreases of over half. Altogether, the number of people reached per year constantly shifts due to various factors such as where humanitarian situations are experienced as this is where DCA generally reaches the most vulnerable people per project.

The projects reached approximately equal numbers of men and women at 51% female and 49% male. By age, 24% were youth between the ages of 15 and 24, 57% were between the ages of 25 and 64, 8% were above 64, and 11% were below the age of 15.

FIGURE 5.1.2 PERCENTAGE OF PEOPLE REACHED THROUGH PROJECTS IN 2021 - BY COUNTRY PROGRAMME
 SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

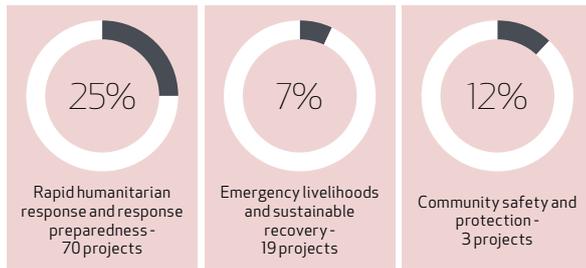


Figures 5.1.3 provides a breakdown of DCA's international activity across its projects and primary intervention areas. Broadly speaking, they demonstrate that DCA's largest areas of activity were concentrated in rapid humanitarian response, sustainable livelihoods and job creation, and community safety and protection. DCA's breakdown per intervention area ran parallel to that of 2020, with rapid humanitarian response remaining the primary intervention

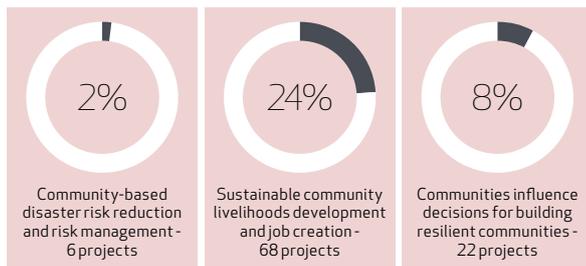
area for DCA's projects. In relation to the global goals, the Save Lives accounted for 43% of all projects implemented by DCA, where Build Resilient Communities and Fight Extreme Inequality accounted for 34% and 23% respectively. Similarly, in terms of the income breakdown from DCA's top five donors concerning the global goals, Save Lives had the highest funding ratio which corresponded with the level of projects implemented.

FIGURE 5.1.3 PERCENTAGE OF PROJECTS IN 2021 – BY PRIMARY INTERVENTION AREA
 SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

SAVE LIVES



BUILD RESILIENT COMMUNITIES



FIGHT EXTREME INEQUALITY



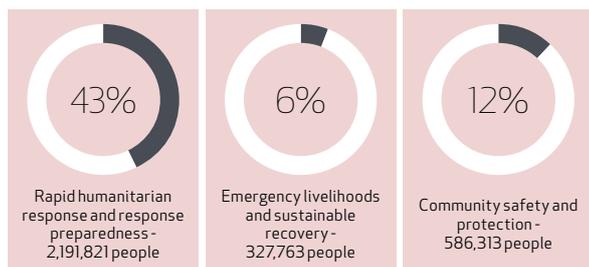
Figure 5.1.4 demonstrated the percentage of people reached per primary intervention area. Important to note is that while the percentages in Figures 5.1.4 and 5.1.5 reflect a project's primary intervention area, project's secondary interventions are not included in the statistical representations as they are not the core concerns of each project. As a result, intervention areas such as equitable distribution of resources through inclusive and accountable institutions impacted a comparatively low proportion of projects and people reached as a primary intervention area but was used in numerous more projects as a secondary intervention area.

Similar to Figure 5.1.3, rapid humanitarian response and response preparedness represented the largest intervention area, impacting almost half of all people

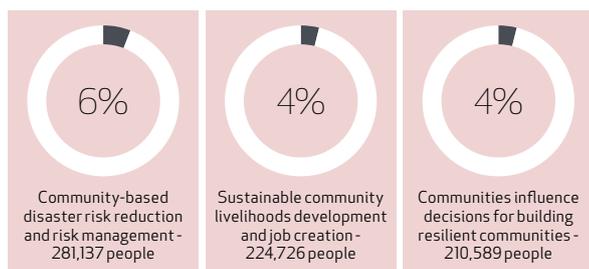
reached by DCA in 2021. Compared to 2020, the intervention area proportion also remained relatively stable with two exceptions: community safety and protection decreased from 21% to 12% and space for civil society and protection of HRDs increased from 2% to 15%. In relation to the global goals, Save Lives accounted for 61% of people while Build Resilient Communities and Fight Extreme Inequality accounted for 14% and 25% respectively. The difference in the percentage breakdown of projects versus people reached can be explained by DCA's humanitarian projects often impacting many people through a small number of projects. This can also be further demonstrated by the income breakdown from DCA's top five donors as the percentage of people reached per global goal runs almost equivalent to the funding allocated to each global goal.

FIGURE 5.1.4 PERCENTAGE OF PEOPLE REACHED THROUGH PROJECTS IN 2021 – BY PRIMARY INTERVENTION AREA
 SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

SAVE LIVES



BUILD RESILIENT COMMUNITIES



FIGHT EXTREME INEQUALITY



5.1.1 Major Contextual Changes that Influenced the Implementation of Country Programmes

2021 saw continued democratic regression and restrictions on civic and humanitarian space across all the countries DCA worked in. Nowhere was that more evident than **Myanmar** where the military seized power in February and started a brutal war on its own people that is still ongoing. Oppressive regimes where DCA worked are increasingly using restrictive laws, fake news, surveillance, and lawsuits against civic space actors.

DCA’s humanitarian mandate and access to people in need were restricted in states such as **CAR, DRC, Ethiopia, Iraq, Mali, South Sudan, and Syria** because of insecurity or direct attacks on aid workers. While the world became more polarised, DCA worked as an impartial civil society actor.

There were increased conflicts between and within states in the past years that led to record high numbers of displaced people who are displaced for longer and with no durable solution in sight. Although combat and civilian casualties were lower than in the previous century, the level of civilian suffering was very high, where conflicts had devastating socio-economic consequences like deep poverty, hunger, and loss of opportunity.

The COVID-19 pandemic exacerbated existing inequalities locally and globally, impacting women and workers in the informal sector the hardest. While the health implications of the pandemic are still very real for most of the world, the socio-economic consequences are even worse, with many people plunged into debt and unemployment where the structural inequality factors were already high before the pandemic (**Cambodia, Lebanon, Myanmar, and Zimbabwe**). As vaccine rollouts in richer countries opened travel and economic activity, many other countries struggled to restart their economies and felt the impact of the global disruptions. The lockdowns and travel restrictions also meant that DCA was cut off from being physically close to the people we served. As for many other actors, DCA adjusted the way it worked and engaged with partners and communities, prompting new ways of working and in some ways strengthening local leadership and inclusion – at least in the areas where digital ways of engaging with each other were possible (**Cambodia, Kenya, Palestine, Myanmar, and Zimbabwe**).

The COVID-19 pandemic saw an increase in people being more online and using digital means of conducting their daily affairs. While such digitalisation held the potential of greater inclusion and development, the digital divide is still very much a reality. Farmers and civil society actors

across the world used apps and the internet to connect and access critical information that made them more effective and gave them greater agency (**Cambodia, Kenya, and Zimbabwe**). Restrictive cyber-security laws and technology itself were equally used to curtail civil society in places like Ethiopia and Myanmar where DCA and partners had to discuss the serious risks to find proper mitigation solutions.

Almost all DCA programmes were impacted by peoples' struggle to find jobs, feed their families, and acquire basic needs, with planned interventions not always being sufficient. The root causes of much of this were conflict and political crisis. The resulting inflation, the disruption of food systems and markets, violence, and growing inequality on most development indicators, were concerning because many countries reported positive indicators just a few years ago. However, some economies like **Kenya** and **Uganda** proved relatively resilient during 2021, even though distribution of wealth was still very unequal.

Inequalities, food insecurity, deprivation, and conflict all intersected with climate change through eroding people's livelihoods, drying up water sources, and making land inhabitable. While progress on adaptation was made in many CPs, for example in **Ethiopia** and **Kenya**, such progress was insufficient in terms of turning the tide of floods, desertification, and extreme weather events. Although there is not always a direct link, well-evidenced pathways in which climate change exacerbated conflict and migration were identified. DCA experienced that people migrated away from areas that became unproductive (**Mali**) and conflicts escalated over resources that became increasingly scarce (**Ethiopia, Iraq, and Syria**).

5.1.2 Analysis of Programme Performance Based on Theory of Change from Countries

Most countries followed their individual Theory of Change (ToC). However, the examples below highlight how programme performance was impacted by changes in the national political landscape.

In **Bangladesh**, DCA's GBV interventions, including case management and psycho-social support, were suspended by the government until September 2021 due to COVID-19. However, implementation was adapted to a remote modality and delivered through phone and various social media platforms. GBV volunteers were engaged in disseminating information and the team offered remote training to staff and volunteers, enabling them to provide emerging support and solutions to rights-holders in the camps and host communities. DCA continued work with faith actors (Imams) and Majhis throughout the areas of

operation. During the pandemic in 2020 and 2021, these faith actors along with Majhis (informal local leaders) played a vital role in informal mediation processes for GBV cases while most GBV services were suspended by the government. The GBV activities enhanced peaceful coexistence among adolescents and youth by empowering them to act as agents of change, aspire toward better lives for themselves, and prevent negative and violent behaviour and harmful traditional practices.

In **Cambodia**, the closed civic space and setbacks caused by the COVID-19 pandemic challenged DCA and partners and influenced programmes in relation to opening civic space and safeguarding fundamental freedoms. The subsequent lockdown and heightened political tensions meant that the government was increasingly guarded, defensive, and critical of civil society and Western donor governments. DCA adapted effectively by holding events online or adjusting the way that events were held, e.g., a greater number of training events were held with fewer people attending each training. This will be more challenging to manage over the longer-term and will require a continuous level of adaptability to accommodate the need to hold events online if faced with the risk of closure by authorities.

In **Mali**, following months of popular unrest and growing dissatisfaction, the Malian military led a coup d'état in August 2020. In May 2021, another coup took place to remove the civilian figures from any executive power after a cabinet reshuffle, further exacerbating the political instability in the country. DCA did not implement activities near the capital city, which was most affected by the coup, and DCA continued delivering trainings about conflict sensitivity to the benefit of both local partners and DCA's own staff. Nevertheless, the worsened security situation had safety implications for partners and DCA staff. Some activities were suspended or activity plans were changed, leading to an impact on programme implementation. However, relations between DCA and the government remained workable despite the new coup and efforts to maintain access in intervention areas and ensure staff security and safety were largely possible.

5.1.3 Global COVID-19 Reporting

Much like in 2020, 2021 saw a renewed interest in DCA's multi-pronged COVID-19 response strategy that developed standalone interventions and better integrated activities in programming. This strategy maintained its 2020 focus on three methods of interventions, 1) awareness raising and sensitisation about COVID-19; 2) Water, Sanitation, and Hygiene (WASH); and 3) access to address basic needs and economic recovery as displayed in Figures 5.1.5 and 5.1.6.

FIGURE 5.1.5 ADDITIONAL ACTIVITIES DUE TO NEW FUNDING

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

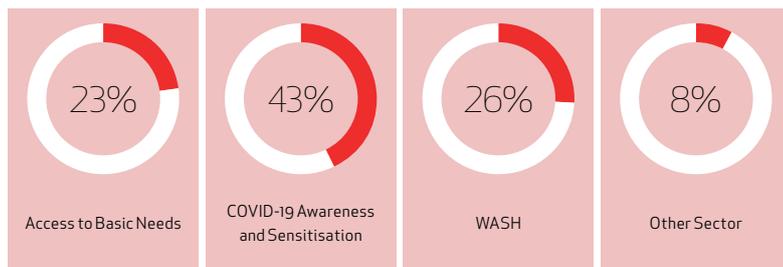
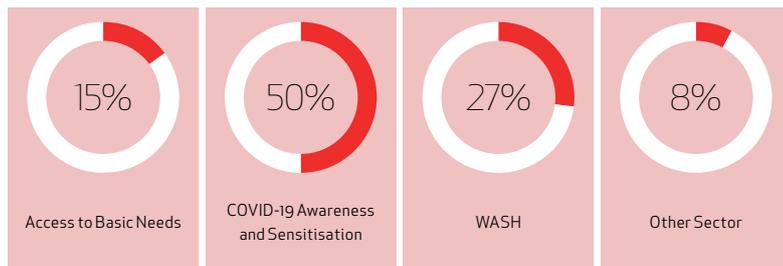


FIGURE 5.1.6 EXISTING ACTIVITIES BUT ADAPTED

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS



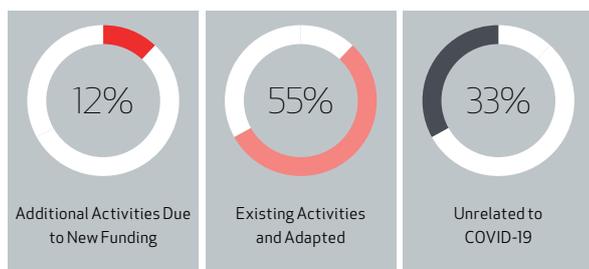
Throughout 2021, DCA witnessed a steady decrease in COVID-19’s impact on projects across COs (see Figures 5.1.5 and 5.1.6). While 2020 saw 67% of all projects affected by COVID-19, that number decreased to 50% in 2021. CPs such as in **Ethiopia, Iraq, and Kenya** exhibited a sharp drop in the number of projects affected by

COVID-19. Comparatively, other CPs such as in **CAR, Uganda, and Zimbabwe** reported a relative coherence between the number of projects related and unrelated to COVID-19 across both 2020 and 2021. Altogether, COVID-19’s impact remained context specific and required a level of flexibility across DCA’s programmes.

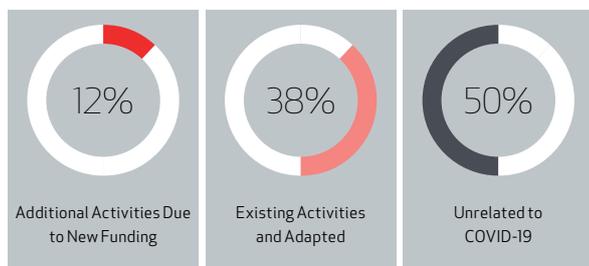
FIGURE 5.1.7 HOW DCA PROJECTS GLOBALLY WERE AFFECTED BY COVID-19, IN PERCENT

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2020, SECTION C, PROGRAMME RESULTS AND ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

2020



2021



From 2020 to 2021, DCA CPs maintained their ratio of additional activities due to new funding at 12% but decreased the number of existing activities adapted to COVID-19 from 55% to 38% (see Figure 5.1.7). Projects unrelated to COVID-19 numerically increased from 33%

to 50%. As a result, half of DCA’s projects were either created or adapted to fit the health context of each country’s needs. Figure 5.1.8 visualises the differing contexts per country by showcasing the number of projects affected and unaffected by COVID-19.

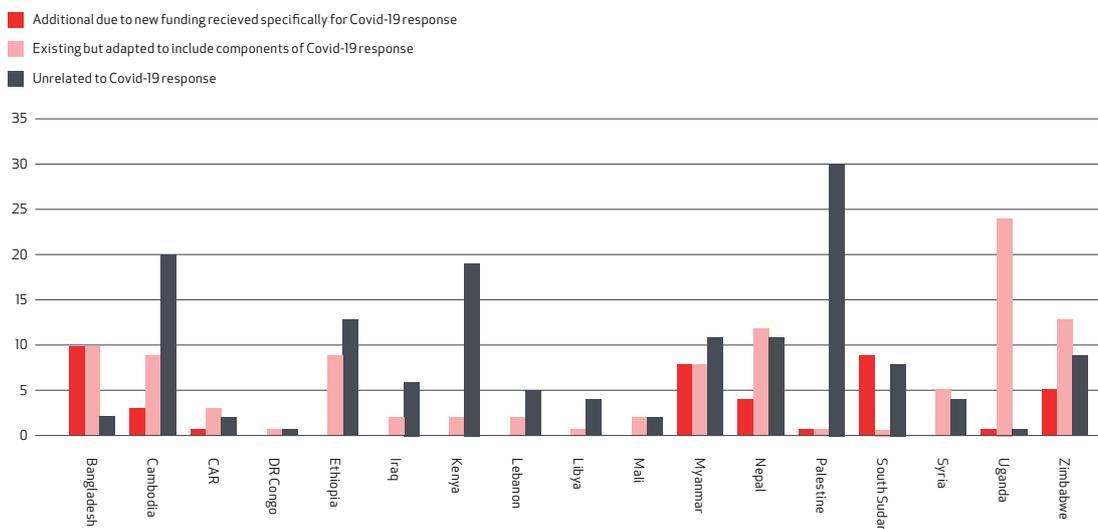
In **Ethiopia, Myanmar, and Zimbabwe**, DCA and partners altered existing projects to bolster each country's COVID-19 vaccination rollout and capacity building for frontline health workers. In **South Sudan and Syria**, DCA staff and beneficiaries minimised the potential of spreading COVID-19 through protocols that included practising social distancing, wearing Personal Protection Equipment (PPE), and hand washing. DCA also prided itself on ensuring accessibility across all initiatives throughout the pandemic by supporting online platforms and hybrid meeting opportunities, such as in **Bangladesh and Cambodia**.

Throughout most interventions, LFAs played a crucial role in bolstering DCA's community-based approaches

and promoting the link between faith and the pursuit of human rights and equality. In **CAR, South Sudan, and Uganda**, LFAs enhanced community safety, combatted discrimination and destigmatised COVID-19 through awareness campaigns and WASH, and spoke out against human rights violations associated with the enforcement of harmful COVID-19 measures. LFAs in **Zimbabwe** directly challenged the prohibition of public gatherings during the pandemic that were observed to mostly target opposition candidates and politicised topics. In **Kenya**, DCA proactively engaged with faith-leaders to address negative stereotypes and the violation of women's and girls' rights while simultaneously implementing emergency COVID-19 responses.

FIGURE 5.1.8 HOW PROJECTS IN DCA COUNTRIES WERE AFFECTED BY COVID-19, IN NUMBER OF PROJECTS

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS



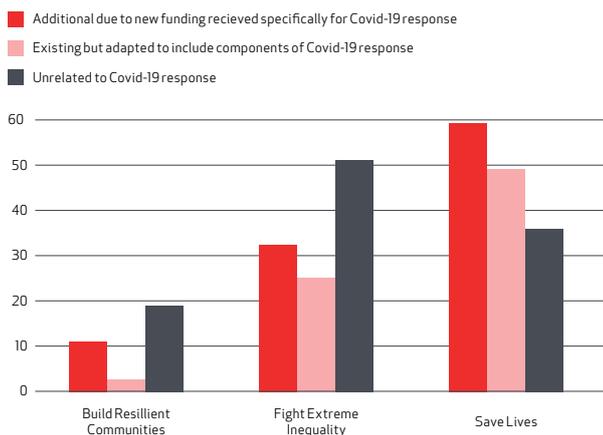
In **Bangladesh**, DCA spearheaded remote learning calls for Alternative Learning Committees (ALCs) which are community-led education advocacy groups that meet regularly to discuss localised initiatives to support and advocate for women's and girls' education. During the COVID-19 lockdown, ALC meetings were no longer accessible to the public. In response, DCA facilitated remote meetings for ALCs and continues to do so whilst supporting further training on relevant issues.

In **Nepal**, DCA focused on short term distributive projects that ranged from quick impact economic activities, WASH facilities in quarantine centres, and seed and cash distribution, to food supplies. DCA concurrently

connected these short-term projects to its longer-term vision to enable project sustainability. To illustrate, helpdesks developed in 2020 as part of DCA's COVID-19 support and counselling are still in operation in some districts and adapted to an evolving context even after the threat of the health crisis dissipated. Moreover, DCA took on an intersectional approach to COVID-19 recovery and mobilised Nepalese youth volunteers selected by partners to conduct impact assessments, raise awareness amongst the most vulnerable population, and explore opportunities to design a youth-led COVID-19 recovery project to prepare for future long-term impacts.

FIGURE 5.1.9 HOW DCA PROJECTS WERE AFFECTED BY COVID-19, PER GLOBAL GOAL, IN PERCENT

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS



Of DCA’s COVID-19 funding in existing and additional projects, 60% was situated in the Save Lives global goal, 32% in Fight Extreme Inequality, and 8% in Build Resilient Communities (see Figure 5.1.9). In COs such as **Cambodia** and **Nepal**, DCA connected its pandemic related humanitarian response to longer term initiatives across all global goals, such as through economic recovery, market access, and income generating initiatives that were hampered by COVID-19.

In DCA’s 2021 programming, promoting awareness and sensitisation was the primary intervention area associated with COVID-19. This intervention transcended and was prioritized in 49% of DCA’s work throughout numerous COs, such as in **Bangladesh, Iraq, Kenya, Libya, South Sudan, and Uganda**. Alternatively, many COs also adopted an intersectional approach to their projects, such as Ethiopia, Cambodia, and Nepal who implemented projects that included aspects of the three global goals.

05.2 Save Lives



5.2.1 Introduction to Global Goal

This section summaries DCA’s work in supporting the Save Lives global goal in 2021, presented through three intervention areas of work: rapid humanitarian response and emergency preparedness, emergency livelihoods and sustainable recovery, and community safety and protection. This is supplemented by a short section presenting DCA’s work on advocacy in support of the Save Lives goal. DCA believes that addressing structural causes harmoniously contributes to activity interventions. Performance in each intervention area is demonstrated through a case study of outcome level results, reported against four Key Outcome Indicators (KOI). There was also incremental progress against four Strategic Objectives for the 2021 period under the Save Lives global goal. These are areas of work that DCA prioritised for attention and growth during the strategic period. For Save Lives, these included: i) greater attention to capacity building of humanitarian partners, ii) taking a longer-term development perspective, iii) holistic protection programming in humanitarian response, and iv) increased focus on advocating in humanitarian response, particularly on the theme of localisation.

5.2.2 Strategic Intervention Area: Rapid Humanitarian Response and Response / Preparedness and Emergency Livelihoods and Sustainable Recovery

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

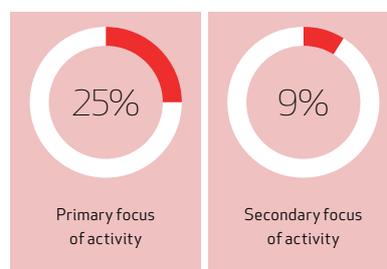
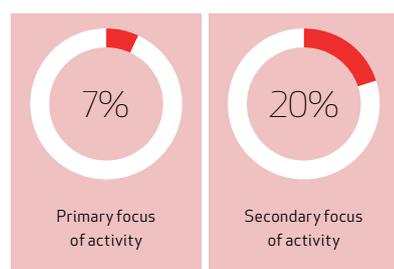


FIGURE 5.2.2 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED EMERGENCY LIVELIHOODS AND SUSTAINABLE RECOVERY AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, rapid humanitarian response and emergency preparedness, and emergency livelihoods and sustainable recovery were a primary or secondary focus for 61% of projects implemented by DCA and its partners, across 17 CPs, see figures 5.2.1 and 5.2.2.

DCA's emergency activities mostly related to cash or voucher assistance, such as in **Ethiopia, Lebanon, Myanmar, South Sudan, Syria, and Uganda**. Some emergency assistance projects included various components of seed interventions, tools, and fishing nets, as in South Sudan, or minor components of non-food-items, shelter, or hygiene materials like in Iraq and Syria.

The majority of DCA's cash assistance was unrestricted and unconditional to offer a high level of empowerment to the people served. In countries like **Ethiopia** or **Zimbabwe**, vouchers were provided due to donor

restrictions, market limitations, or hyper-inflation that restricted what people could use the vouchers for.

KOI 1.1: Percentage of the Target Population with Acceptable Food Consumption Score (FCS)

KOI 1.2: Average Coping Strategies Index (CSI) Score for the Target Population

These case studies present results measured using the above FCS and CSI key outcome indicators which DCA used in rapid humanitarian response and emergency livelihoods interventions. They are based on the results of 23 projects which measured the FCS and 25 projects which measured the CSI across 12 COs in 2021 (**Bangladesh, Cambodia, Ethiopia, Iraq, Kenya, Mali, Nepal, Palestine, South Sudan, Syria, Uganda, and Zimbabwe**). The results are summarised in tables 5.2.3 for FCS and table 5.2.4 for CSI above.

TABLE 5.2.3 RESULT SUMMARY KOI 1.1: PERCENTAGE OF THE TARGET POPULATION WITH ACCEPTABLE FOOD CONSUMPTION SCORE

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

29%	Average % positive change in acceptable FCS
23	# of project outcome results presented in case study, which were measured in 2021
10	# of country programmes represented by results
APPROX. 880,000	Approximate reach of individual men and women in 2021 for presented projects
54%	Average % Females for presented projects
13	Average length of presented projects (months)
DKK 321,486,046	Approved budget for presented projects (DKK)
35%	% of presented projects implemented by DCA partners
39%	% of presented projects where Danish MFA is a major donor

This project self-assessed as:

Better than expected	10
As expected	3
Not as expected	10

Full results are presented in Annex 11.2, Table 1

TABLE 5.2.4 RESULT SUMMARY KOI 1.2: AVERAGE COPING STRATEGIES INDEX (CSI) SCORE FOR THE TARGET POPULATION (DISAGGREGATED BY COUNTRY AND SECTOR)

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

-13%	Average reduction in CSI score
26	# of project outcome results presented in case study, which were measured in 2021
9	# of country programmes represented by results
APPROX. 745,000	Approximate reach of individual men and women in 2021 for presented projects
56%	Average % Females for presented projects
15	Average length of presented projects (months)
DKK 307,353,147	Approved budget for presented projects (DKK)
38%	% of presented projects implemented by DCA partners
42%	% of presented projects where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	14
As expected	9
Not as expected	3

Full results are presented in Annex 11.2, Table 2

FCS and CSI are both proxy indicators for household food security. FCS is a composite score based on dietary frequency, food frequency, and relative nutrition importance of different food groups. The CSI assessed the extent to which households used harmful coping strategies when they did not have enough food or money to purchase food. A positive change in FCS implied improved food security and/or nutritional diversity where household members moved from poor FCS (0-21) to borderline (21,5-35 scores) to acceptable FCS (35,5 scores and above). A negative change in the average CSI score implied a reduction in the use of negative coping strategies for improved food security in vulnerable populations.

Overall, the results demonstrated a positive trend as there was an increase in households with an acceptable FCS and a decrease in households engaged in negative coping strategies, shown by the percentage decrease in CSI.

Over time, DCA grew its involvement with a “cash for” and “cash plus” modality where cash grants were combined with other initiatives around livelihoods to strengthen income generation or financial inclusion. Hence, in several cases, DCA used multi-purpose cash, e-vouchers, and the ‘Cash Plus’ strategy to improve food security. Cash-based interventions allowed targeted households to make their own choices while supporting local markets. Cash programming in **Palestine** saw households increase their acceptable FCS from 43% to 97% whilst the engagement in negative coping strategies decreased amongst the target households. In 2021, ‘Cash Plus’ interventions increased which provided cash payments in combination with complementary support. In **South Sudan**, projects provided cash alongside vegetable seeds and farming tools. Projects in **Kenya** bolstered targeted household’s self-reliance by disseminating knowledge about climate-smart vegetable production, poultry production initiatives, and cricket breeding.

With local partners, DCA in **Bangladesh** integrated lifesaving and early recovery interventions while reinforcing gender equality and protection. Through backyard gardens and other income-generating projects, households with an acceptable FCS improved from 77% to 86% and the average CSI decreased by 54%. Similarly in **Nepal**, the integrated actions made it possible for CSI to decrease by 32%. In **Zimbabwe**, cash was transferred through e-vouchers to 6,651 households to improve their acceptable FCS score from 26% to 98% while reducing the CSI scores by 38%. **Zimbabwe’s** e-voucher projects also supported energy+ and health outcomes as targeted households accessed Liquid Petroleum Gas (LPG) gas and medication from contracted vendors and pharmacies. DCA often combined cash support with initiatives to improve the diets of vulnerable community members, ensuring a proper range of nutrients especially for families with pregnant women and very young children. In **Ethiopia**, multi-purpose cash transfers provided to Eritrean refugees and host communities in the Afar region assisted in improving their acceptable FCS from 44% to 67%. In **Cambodia**, the Post-distribution Monitoring (PDM) survey of the flood recovery revealed that 96% of the total households surveyed spent part of the cash received on food, 63% on medication, and 14% on hygiene items, while the other 17% were spent on agricultural inputs such as chicks, crop seeds, or starting small businesses.

Over 12 months (1st August 2020 – 31st July 2021), DCA reached a total of 3,965 vulnerable households in North-East **Syria** with life-saving food assistance. As a result, the percentage of households with acceptable FCS increased from 2% to 41% and in Kobane, the average CSI index dropped from 81% to 9%. Youth involvement was critical in achieving food security. In **Uganda**, refugees and host community youth were involved in activities like establishing woodlots and receiving crop seed support to reduce negative coping strategies, as shown in an 11.5% decrease in the average CSI.

The impact of the COVID-19 pandemic, drought, and cyclones in some cases affected the implementation of projects and the achievement of targets. In some cases, in **Kenya** and **Zimbabwe**, there was a slight decrease in targeted households achieving acceptable FCS. DCA adapted to the COVID-19 pandemic through mainstreaming COVID-19 in awareness activities. In **Zimbabwe**, through humanitarian urban and resilience projects, households were trained on making soap and face-mask/coverings for their use and income generation.

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

Across most of DCA programs, DCA has sufficient partners that are prepared to lead and implement quality humanitarian response and promote community driven response where possible. As part of its Core Humanitarian Standard (CHS) certification, DCA staff and partners are regularly trained on the CHS Commitments, rapid needs assessments, and humanitarian response modalities, particularly cash and Survivor and Crisis-led Response (SCLR). In 2020 and 2021, group cash transfers and SCLR became key modalities for DCA in **Iraq, Myanmar, and Palestine**.

DCA co-hosted and supported the Local to Global Protection (L2GP) research and programmatic innovation initiative together with Act Church of Sweden, Christian Aid, and numerous local and international actors. L2GP saw an uptake of community led responses in numerous countries including **Ethiopia, Haiti, Iraq, Kenya, Lebanon, Myanmar, Palestine, Philippines, Sudan, and South Sudan**. Equally, awareness and interest in L2GP's work grew significantly with a wider selection of humanitarian actors - helped not least by a continued strong collaboration with well-respected humanitarian institutions and networks such as Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), Overseas Development Institute Humanitarian Policy Group (ODI HPG), CaLP (Cash Learning Partnership), Groupe Urgence Réhabilitation Développement Association (Groupe URD), The New Humanitarian, C4C, Voluntary Organisations in Cooperation in Emergencies (VOICE), START, International Council of Voluntary Agencies (ICVA) and the ACT Alliance/ACT EU. Several new key publications and videos spurred the interest in community led action (see www.local2global.info for these resources) as did a vibrant peer-network of national and international SCLR practitioners ranging from the Caribbean, through Africa to the Middle East and Asia moderated by L2GP. A particularly positive development during 2021 was a marked growth in peer-learning, training, and mentoring between a diverse range of local and national actors all committed to the SCLR approach and furthering localisation and genuinely locally rooted and driven responses cross-cutting the nexus of humanitarian, development, and peace.

Strategic Objective: By 2022, the humanitarian response of

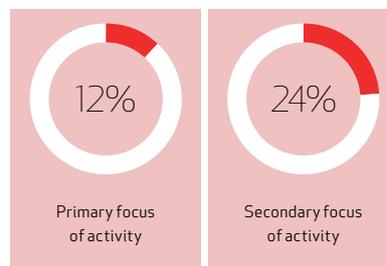
DCA and its partners adopt a longer-term developmental perspective from the earliest possible stages of crisis.

The multi-purpose cash modality was a clear way of supporting longer-term perspectives and played directly into strengthening people's own agency, coping, and development. Increasingly, DCA works with a "cash for" and "cash plus" modality where cash grants are combined with other initiatives around livelihoods to strengthen income generation or financial inclusion. In **Ethiopia, Myanmar, Palestine, and South Sudan**, cash or voucher assistance complemented training or support to agriculture, financial inclusion, and small business start-ups.

Most of DCA's activities considered a long-term perspective. While cash was often given as a short-term relief modality, post-distribution monitoring in **Myanmar, South Sudan, Syria, and Uganda** showed that much of the cash was also used to invest in household assets or to deal with costs that related to a household's long-term resilience, such as paying for education fees, paying off debt, or investing in building a better house. Cash managed by women can also improve their financial inclusion and reduce risks of GBV in the future.

5.2.3 Strategic Intervention Area: Community Safety and Protection

FIGURE 5.2.5 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED COMMUNITY SAFETY AND PROTECTION AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, community safety and protection was a primary or secondary focus for 36% of projects implemented by DCA and its partners across 17 CPs, see Figure 5.2.5. DCA's work in HMA played a vital role in allowing conflict-affected communities to return to a normal life by responding to clearing the contaminated land from explosive ordnance (EO) and encouraging safer behaviour across 11 conflict-affected countries in Africa, Asia, and the Middle East. The work focused on identifying and reducing the impact and risk of EO hazards to a level where people were safe and paved the way for infrastructure rehabilitation. Land cleared from mines and cluster munition, after they had been quality checked and controlled through sampling and approved by the local authorities, were released back to communities. Clearance activities were often accompanied by Explosive Ordnance Risk Education (EORE) to promote safer behaviour by people living near hazardous areas. In **DRC, Lebanon, Libya, South Sudan, and Syria**, DCA cleared more than 3.3 km² of residential

and agricultural land contaminated by landmines and explosive remnants of war (ERW) in 2021.

KOI 1.3A: Percentage of trained rights holders demonstrating safe behaviour towards the dangers of Explosive Remnants of War/Landmines

KOI 1.3B: Percentage of rights holders reporting improved safe access to areas previously contaminated by ERW

Through provision of EORE, DCA raised awareness, knowledge, and safe behaviour on the threat and risks

posed by EOs. Through baseline and endline surveys, DCA strove to measure increased knowledge, the perception, and action of safe behaviour.

The case studies present results measured using KOIs for community safety and protection. They are based on the results of 9 projects under KOI 1.3a (7 projects) and KOI 1.3b (2 projects) in three COs in 2021 (**Libya, South Sudan, and Syria**). The results are summarised in tables 5.2.6 for KOI 1.3a and table 5.2.7 for 1.3b.

TABLE 5.2.6 RESULT SUMMARY KOI 1.3A: PERCENTAGE OF TRAINED RIGHTS HOLDERS DEMONSTRATING SAFE BEHAVIOUR TOWARDS THE DANGERS OF EXPLOSIVE REMNANTS OF WAR/LANDMINES

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

81%	Average % positive change in behaviour
6	# of project outcome results presented in case study, which were measured in 2021
3	# of country programmes represented by results
APPROX. 338,000	Approximate reach of individual men and women in 2021 for presented projects
51%	Average % Females for presented projects
18	Average length of presented projects (months)
125,113, 342 DKK	Approved budget for presented projects (DKK)
16%	% of presented projects implemented by DCA partners
33%	% of presented projects where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	6
As expected	0
Not as expected	0

Full results are presented in Annex 11.2, Table 3

TABLE 5.2.7 RESULT SUMMARY KOI 1.3B: PERCENTAGE OF RIGHTS HOLDERS REPORTING IMPROVED SAFE ACCESS TO AREAS PREVIOUSLY CONTAMINATED BY ERW

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

70%	Average % positive change in behaviour
2	# of project outcome results presented in case study, which were measured in 2021
1	# of country programmes represented by results
APPROX. 121,000	Approximate reach of individual men and women in 2021 for presented projects
50%	Average % Females for presented projects
34	Average length of presented projects (months)
DKK 122,826,926	Approved budget for presented projects (DKK)
0%	% of presented projects implemented by DCA partners
0%	% of presented projects where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	1
As expected	1
Not as expected	0

Full results are presented in Annex 11.2, Table 4

For both KOI 1.3a and 1.3b, many of the CPs were subject to continuous COVID-19 restrictions and access limitations due to safety concern, and hence, the figures only represent surveys from **Libya, South Sudan, and Syria**.

As can be seen in annex 11.2, in reference to KOI 1.3a, all three countries (**Libya, South Sudan, and Syria**) showed an increase in right holders demonstrating safe behaviour in 2021. In reference to KOI 1.3b, Libyan respondents indicated increased access to livelihoods and job opportunities because of clearance. Cleared and released residential, commercial, and agricultural land provided trust and opportunities to expand livelihood activities.

Overall, EORE activities had a direct and immediate impact given the volatile environments where programs were implemented. Indeed, even if conflict increased again, the information provided allowed community members to make more informed decisions that may in turn increase their safety and security. However, the degree that community members could make safer decisions, given other factors contributing to decision making, was not clear.

In **Libya**, DCA worked in urban locations where local communities reported that EO clearance and EORE helped them feel safer. Several surveys of residents in Benghazi found that 91% of respondents reported feeling safer due to EO awareness and clearance and 80% of respondents indicated that DCA's work positively impacted access to land and/or services.

In Eastern Equatoria, **South Sudan**, DCA worked mainly in rural locations. Surveys in Eastern Equatoria found that 80% of the residents reported increased awareness of risk mitigation measures around EO.

In **Syria**, DCA worked mainly in urban locations. Surveys found that 98% of targeted residents exhibited improved knowledge and skills to adopt safer behaviour with ERW and improvised EO. The scale of the EO problem was reduced in the target areas of the three countries (**Libya, South Sudan, and Syria**) and HMA activities supported the safety and livelihoods of the target populations through removing explosive devices and providing EORE. As assumed by the indicators, even though the link between outputs and outcomes cannot be made, it is evident that explosive devices were removed from certain areas and knowledge increased amongst the target populations. However, the degree that the nature of the problem changed depended on a wide range of factors; not least that in the three countries the political and conflict situations were unstable during the programme cycle. Therefore, even if impact was limited, this did not mean that the projects did not contribute, but rather attested to the complexity of the situation and recognised that any progress is positive.

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

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

Results from 2021 showed that DCA's protection programming in humanitarian response combines more and more multiple components in line with DCA's triple nexus approach in the CPs linked to current and recent conflicts. More so, DCA emphasised ensuring that gender and protection mainstreaming are upheld throughout all programming.

Several countries combined Mental Health Psychosocial Support (MHPSS) and MA components, and in some of those countries the programming expanded further to include GBV, child protection, livelihood, social cohesion, and resilience components. The projects were implemented through either self-implementation or partnerships, often combined with a referral mechanism for more complex mental cases.

During 2021, DCA projects in the **DRC** included EORE, protection of vulnerable populations, GBV, and training of members of the community as focal points for PSS. DCA **Iraq's** programming focused on MA and MHPSS through local partnerships, and it further expanded to GBV in Talafar. DCA **Lebanon** worked with both MA and PSS. In DCA **Libya**, all projects included a combined response intervention of HMA activities and PSS. DCA **Mali** included components directed to to communities and youth and linked MA activities i.e. EORE and non-technical survey with victims assistance and PSS and with other humanitarian needs such as emergency cash and vouchers and livelihood support.

In DCA **South Sudan**, all projects had either stand-alone gender and protection components, or mainstreamed both throughout all activities. All projects included a multi-response approach combining clearance and disposal of explosive remnants of war from farmland, homes, schools, and key infrastructure with engagement of the population of the communities cleared to jointly develop Community Safety Plans (CSPs). CSPs establish not only the use of land but also seek to peacefully address local drivers of conflict through resilience activities promoting EO risk education initiatives, provision of training to communities on conflict management, and micro finance projects.

In DCA **Syria**, community led components of the resilience activities included i) training of community focal points to continue disseminating EORE messages after DCA has left the area, ii) provision of PSS, iii) youth ambassadors selected from PSS groups and trained to provide EORE safety messages amongst peers, iv) distribution of cash grants, and v) cash for work initiatives to meet community needs and contribute to sustainable development.

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

In 2021, DCA continued its advocacy efforts with donors, governments, and duty bearers at local, regional, and

global levels to meet humanitarian needs more effectively and in a timely way. This included a consistent advocacy focus on the need for more multi-year and flexible funding; on the need for supporting localised response and local leadership with a focus on more equitable and accountable humanitarian partnerships; on access to support hard-to-reach and marginalised groups; on protection of civilians in armed conflict and holding states to account on their obligations under the Ottawa Treaty and Cluster Munition Convention; and enhancing gender equality and protection from GBV.

In June 2021, DCA collaborated with the Dutch Relief Alliance, KinderNotHilfe, Caritas Norway, and Norwegian Church Aid to launch a report on “Partnerships and Principles in Conflict Contexts – Voices from Nigeria and South Sudan”. The research explored how partnerships and humanitarian principles are implemented and perceived by local actors. The findings revealed perceptions of double standards and difficulties with operationalising humanitarian and partnership principles, and a lack of shared understanding between international and local partners of what principled humanitarian action means in practice.

Prior to the 2021 annual Grand Bargain meeting, DCA supported the development of a C4C Spotlight Report to influence and engage donors, states, and other stakeholders on C4C ways of working and key achievements in terms of locally led response: the report offered good practices on quality funding, on quality partnerships, and supporting change at the country-level. The spotlight report was tweeted numerously, and several actors pointed to the success stories of C4C during the GB annual meeting. To further advance this agenda at country level, DCA convened local C4C network meetings in **Kenya** and **South Sudan**.

DCA was active in promoting the Call to Action on Protection of GBV chaired by the Danish government. In partnership with the Danish Family Planning Association and Maternity Foundation, DCA organised an event on women’s rights in global hotspots as part of the Talk Town festival in Copenhagen. The event brought together women activists, non-governmental organisation (NGO) leaders from the global south and global north, and the Danish Minister for Development Cooperation in a dialogue on the barriers and drivers for protection of rights, gender equality, and economic empowerment during crisis and conflict. In **South Sudan**, DCA and partners used the 16 days of activism campaign as a platform to promote a Call to Action on protecting GBV with the government of South Sudan and other key stakeholders.

Through its involvement as a board member of VOICE, and proactive engagement with the ACT Alliance’s EU office, DCA promoted and raised awareness on the localisation agenda and Humanitarian-Development-Peace (HDP) nexus linking to climate action in humanitarian crises. In preparation for the first ever European Humanitarian Forum, DCA spoke in December 2021 on a panel on the urgency of the climate crisis and called on donors to invest more on climate adaptation and to step up efforts

to scale up climate finance aimed at building climate resilience.

In collaboration with the ICVA, DCA developed an initiative to support institutional capacity strengthening of local and national NGOs for a better coordinated and complementary humanitarian response. The project will support shared learning and local advocacy platforms for local humanitarian responders. The initiative will start in 2022.

At country level, DCA engaged in advocacy efforts to promote the voices of local stakeholders and marginalised groups, including women and youth, and called for donors to support long term solutions in humanitarian responses. In Libya, DCA used its multi-mandated approach as a platform to advocate for linking HMA with long term development projects that address the needs of IDPs by contributing to safe temporary locations, as well as safe and dignified returns.

In **Bangladesh**, DCA continued advocating for the most at-risk groups among the Rohingya refugees and host communities in key sector coordination platforms and with local authorities in Cox’s Bazar. A capacity assessment of women-led, refugee-led organisations, and youth groups took place to further document the needs and capacities of these groups. Furthermore, DCA Bangladesh contributed to advocacy at all levels during the severe restrictions on education activities during the COVID-19 lockdown and supported advocacy efforts by adolescents and youth in the camps on their concerns related to early marriage, Sexual and Reproductive Health Rights (SRHR) and family planning. In Bangladesh and South Sudan, DCA consistently supported the Call for Action on Protection from GBV as well as gender equality in decision making at local levels. DCA provided training on advocacy and negotiation techniques to crisis-affected women and girls, including staff from local partners to ensure their meaningful participation in the community and uphold their human rights. The advocacy efforts were jointly carried out with other actors in the humanitarian community and through relevant fora, including the NGO forum and cluster system.

In **Lebanon**, DCA and local partner AMEL engaged the Lebanese NGO Forum in an initiative to promote locally led advocacy and understanding of localisation among their members. The initiative aims to empower local actors to share information, coordinate, network on pressing issues in Lebanon, and advocate for policy change and respect for human rights. The initiative will be fully implemented in 2022.

Examples of How DCA’s Work Influenced Change

Due to increased violence in **Mali** potentially impacting programming, the CO boosted its conflict sensitivity capacities with a five-day training to staff and partners, created ten conflict sensitive analysis reports, and boosted staff capacity to replicate conflict sensitivity trainings in the future. The overall goal of the training

was to strengthen DCA staff and partner operational understanding and apply conflict sensitivity. It provided the office with improved analytical abilities with documented recommendations in ten reports on how to Do No Harm, how to maximise positive impact, and where possible to contribute to durable peacebuilding. Due to the training the CO i) demonstrated improved analytical skills with all participants having passed an online test at the end of the training, ii) updated ten rapid Conflict Sensitive analytical reports which feed into programme management and strategic planning, iii) strengthened its inhouse capacity to replicate Conflict Sensitivity trainings in Mali and the wider Sahel region.

A plethora of armed actors present in **CAR** led to the development of specific programming to support local community responses to violence. DCA supported multi-faith actors' platforms and civil society networks to create safe spaces for communities to engage with duty bearers to discuss issues of importance. DCA provided capacity building support to partners in the areas of dialogue facilitation skills, conflict sensitivity analysis, and community action planning. This enabled community-based organisations, faith-based actors, and community leaders to strengthen their abilities to raise and address local drivers of violence with duty bearers and identify peaceful solutions. Examples include youth support helping young people engage in livelihood projects as an alternative to engaging with armed actors. Other examples include setting up local committees inclusive of gender, age, and diversity to engage in a dialogue as an alternative to violence when tensions rise. DCA not only provided not only capacity support to multi-faith actor platforms and civil society networks active in CAR but also access to crucial equipment (e.g. phones, computers, office supplies) to help maintain and expand community action plans developed across the country. To date, over 120 action plans were completed.

5.2.4 Conclusion – Save Lives

Overall, DCA's work under Save Lives global goal was accomplished well during 2021. Once more, under the limitations of COVID-19, all DCA staff and partners showed flexibility and agility to adjust activities and approaches as needed and required. Hence, during 2021, the emergency response continued largely as planned to provide life-saving support to the most vulnerable people through self and partner-implementation. This is not to say that the situation did not challenge some emergency livelihoods interventions, especially those in urban settings, while interventions in rural setting continued relatively unaffected. DCA's emergency activities mostly related to cash or voucher assistance using a variety of different delivery modalities with the aim of stimulating financial inclusion of vulnerable people. In 2021, DCA globally provided communities with safe access to over 3.3 km² of land cleared of landmines and other EO hazards for essential rural and urban infrastructure. DCA's Humanitarian Development Peacebuilding Nexus approach further supported many communities affected by EO-related threats with immediate socio-economic empowerment initiatives i.e., cash and PSS initiatives. Moreover in 2021, across the programs, DCA's humanitarian advocacy efforts centered around women's empowerment, gender and diversity inclusion, marginalised groups and localisation and access modalities for partners and DCA staff.

05.3 Build Resilient Communities



BUILD RESILIENCE: LINKS TO SDGs

CROSS-CUTTING GOALS



5.3.1 Introduction to Global Goal

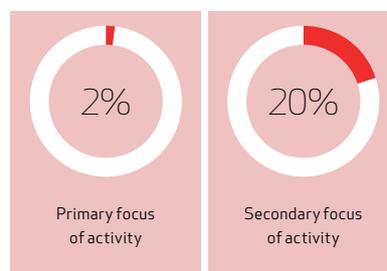
The section below reports on the progress of the strategic objectives and KOIs on resilience.

An extensive external evaluation of DCA’s resilience work found that the social, economic, and environmental elements of resilience building are well-articulated at global and country programme levels. However, awareness is necessary to ensure a common understanding across the organisation and enhance the focus on creating system-level changes, particularly in fragile settings where resilience programming has been centred on economic resilience and household and community levels. DCA HO committed to a follow-up plan to address the evaluation recommendations to upgrade the social and environmental resilience building elements in DCA programmes. DCA continued to adapt its programming support and training ambitions to the COVID-19 situation.

DCA created a Resilience Framework and conducted four interactive online global training webinars (available now on DCA’s learning platform, fabo.org). The topics were: Climate Mainstreaming, Urban Resilience, Implementing Tool for Agroecology Performance Evaluation (TAPE), and Entrepreneurship in DCA programming. DCA facilitated the participation of 13 CO and partner colleagues in online international trainings related to resilience (Market Systems Development and the ‘Start and Improve Your Business’ approach of the International Labour Organisation (ILO), and two participants attended Danida Fellowship Centre (DFC) trainings in Denmark. Several participants in the ILO training (**Kenya, Ethiopia, Zimbabwe**) proceeded to accreditation as master trainers by carrying out trainings within DCA projects, thus contributing to the multiplication of learning. Two internal innovation projects focused on environmental resilience building by creating internal learning on the key topics of models for sustainable access to rural energy for productive uses through solar mini-grids (**Nepal and Uganda**) and by creating cooperation between national universities, Food and Agriculture Organisation (FAO) and DCA to roll out TAPE for the promotion of agroecology (**Cambodia and Uganda**). Examples and learning from DCAs global resilience work were featuring through DCAs presence at international events such as the World Food Systems Summit, COP 26, and World Food Day to support resilience advocacy. Below are examples of results and outcomes underlining the above.

5.3.2 Strategic Intervention Area: Community-based Disaster Risk Reduction and Risk Management

FIGURE 5.3.1 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED COMMUNITY-BASED DISASTER RISK REDUCTION AND RISK MANAGEMENT AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, community-based disaster risk reduction and risk management was a primary and secondary focus for 2% and 20% respectively, of projects implemented by DCA and its partners across 10 CPs, see figure 5.3.1.

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

These case studies present results measured using KOI 2.1 which captured changes at community and local levels in adopting preparedness measures in an array of fragile and vulnerable contexts. Measures to protect lives and livelihood assets from different risks varied considerably depending on the regional context, from climate-related shocks and stresses like droughts and floods, health risks associated with the COVID-19 pandemic, and other risks associated with conflict and fragility. Preparedness is strongly integrated in most resilience projects, but not as a primary focus, hence was somewhat underreported under this KOI. The case study presents the results of 12 projects implemented by DCA and its partners across DCA’s CPs in **Cambodia, Nepal, Palestine, South Sudan and Uganda** that benefited some 450,000 men and women. Broadly speaking, the projects demonstrated a 28% positive change in adopting preparedness measures across the reported projects, representing diverse project types and activities with DCA’s **Palestine** programme also reporting some 30 community initiatives implemented by supported communities. All projects reported that their achievements were as expected or better, considering their local circumstances and contextual factors. A summary table of results is presented in table 5.3.2.

TABLE 5.3.2 RESULT SUMMARY KOI 2.1: PERCENTAGE HOUSEHOLDS AND COMMUNITIES DEMONSTRABLY ADOPTING PREPAREDNESS MEASURES TO PROTECT LIVES AND LIVELIHOOD ASSETS THROUGH IMPLEMENTATION OF DISASTER RISK REDUCTION (DRR)

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

37%	Average % positive change in perception of access
12	# of project outcome results presented in case study, which were measured in 2021.
5	# of country programmes represented by results
APPROX. 454,000	Approximate reach of individual men and women in 2021 for presented projects
51%	Average % female for presented projects
21	Average length of presented projects (months)
DKK 111,485,983	Approved budget for presented projects.
67%	% of presented projects implemented by DCA partners
33%	% of presented projects funded by Danida MFA

This project self-assessed by COs as:

Better than expected	6
As expected	6
Not as expected	0

Full results are presented in Annex 11.2, Table 5

The preparedness measures adopted as a result of these interventions range from using a web-app in **Cambodia** to receive early warning messages and improve accessibility to agroecological practices, to upgrading community desalination plants in **Palestine** to enhance access to drinking water on a sustainable basis. Below are two examples illustrating the adoption of preparedness measures.

In **South Sudan**, DCA and partners worked with vulnerable people, including IDPs, returnees, and host communities affected by conflict, floods and other disasters. Through this intervention, disaster management committees were formed including a local flood task force which received training to work with community members to mitigate risks associated with floods. Twenty-five DRR action plans were implemented including for example the construction of dikes to prevent flood water from reaching compounds, households, and other community infrastructure such as health clinics.

In **Palestine**, DCA and partners applied a community-led approach to enhance the resilience of Palestinian communities. Community members, including 127 women and 57 youth, took leadership in developing and updating community action plans to address risks and priorities in four communities through protection groups. These communities developed the capacity to leverage resources and build interventions relying more on their existing capacities and less on external support. Based on their community action plans, cash grants were distributed to support the implementation of diverse preparedness measures.

Overall, these examples illustrate how DCA and partners worked with communities and local structures to ensure that preparedness measures respond to local priorities and to promote the development of local capacities that are sustainable after the end of DCA's interventions.

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

16 of DCA's CPs reported on their work to facilitate community-led programming to respond to identified risks in fragile and complex emergency contexts. This localisation of response is an important contribution to achieving the goal "Build Resilient Communities" to respond to shocks and stresses, and stabilises the social, economic, and environmental resilience development. The majority of DCA programme countries experience an increase in hazards, vulnerability, and exposure due to climate changes, increased conflict levels, and COVID-19. The reported risk responses reflect this.

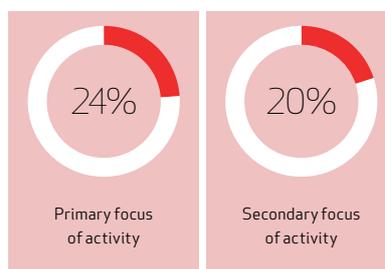
In **Bangladesh**, DCA developed community-based self-help protection mechanisms and contributed to building a supportive environment for GBV survivors and those at risk by engaging different influential community members from the project locations. The GBV team engaged with community and religious leaders for specific community engagement on GBV prevention efforts, and active group members popularised community-led initiatives for prevention and risk mitigation of GBV at household and community levels. Community members proactively identified cases, conducted risk mapping and safety audits, and took appropriate actions to mitigate GBV risks in the camps and host communities, monitored vulnerable groups' safe access to GBV services and identified different facilities around the neighbourhoods in camps and host communities. DCA facilitated these processes to transform awareness and action into empowerment of the community and creating appropriate structures for prevention and protection. In **Libya** and **Lebanon**, DCA focused on conflict sensitivity in project design and implementation to ensure that the different target groups and stakeholders are engaged. In **South Sudan** and **Syria**, DCA focused on community-led project implementation and included using the complaint

mechanisms as an efficient feedback mechanism to adjust project implementation accordingly. In **Palestine**, DCA was particularly successful in applying affirmative action to include more women, youth, and people with disabilities to partake in the decision-making processes of their own communities as opposed to their passive role prior to the implementation of the interventions. Women now constitute the majority in the groups in all 12 interventions. This affirmative action fortified cooperation, social cohesion, and trust among community members. It also fortified existing relationships, created a culture of collaboration, and encouraged self-reliance that strengthened community resilience.

DCA's focus on community-led programming resulted in supporting relevant risk management. In **Nepal**, DCA promoted the collection of vulnerability and risk data at the community level. Communities were engaged and trained on Vulnerability Capacity Assessment (VCA) and identified their level of exposures to hazard related risks. In addition, the vulnerability databases that were collected to identify the most vulnerable communities affected by the 2015 earthquake (data collected in 2019) were exceedingly helpful to the local government as they formed the basis for its 2021 COVID-19 response. This response and the recovery efforts were wholly community-driven, needs-based, and implemented in close coordination with the local government. HRDs, local leaders, and the groups with whom DCA and partners worked with were also mobilised to select the beneficiaries for support. The close coordination with duty-bearers consolidated the risk response and the targeting of the most vulnerable.

5.3.3 Strategic Intervention Area: Sustainable Community Livelihoods Development and Job Creation

FIGURE 5.3.3 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED SUSTAINABLE COMMUNITY LIVELIHOODS DEVELOPMENT AND JOB CREATION AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, sustainable community livelihoods development and job creation was a primary or secondary focus for 44% of projects implemented by DCA and its partners across 12 CPs. See figure 5.3.3.

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

These case studies present results measured using KOI 2.2 which captures changes in household income due to a range of approaches used by DCA and partners used to improve sustainable livelihoods. The case study presents the results of 19 projects DCA and partners implemented across CPs in **Cambodia, Ethiopia, Kenya, Myanmar, Nepal, Uganda, and Zimbabwe**, benefitting some 250,000 men and women. On average, the projects reported positive changes by almost half of households participating in activities supported by DCA and its partners. Where information is available, the projects also report increases in income ranging from 7% to 64%, indicating significant changes in the lives of poor and vulnerable households in many cases. Only in a single case was a 5% reduction in income reported, likely due to contextual factors linked to the COVID-19 pandemic and local drought conditions. 16 of the 19 projects reported that their achievements were as expected or better, considering their local circumstances and contextual factors. A summary table of results is presented in table 5.3.4.

TABLE 5.3.4 RESULT SUMMARY KOI 2.2: PERCENTAGE OF TARGETED MEN AND WOMEN WHO HAVE INCREASED HOUSEHOLD INCOME DUE TO LIVELIHOOD IMPROVEMENT ACTIVITY

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

48%	Average % project participants reporting increase in income in 2021
19	# of projects outcome results presented in case study, which were measured in 2021
7	# of country programmes represented by results
APPROX. 246,000	Approximate reach of individual men and women in 2020 for presented projects
56%	Average % females for presented projects
31	Average length of presented projects (months)
DKK 106,932,630	Approved budget for presented projects
79%	% of presented projects implemented by DCA partners
68%	% of presented projects, where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	6
As expected	10
Not as expected	3

Full results are presented in Annex 11.2, Table 6

Overall, the projects demonstrated a range of activities to support livelihoods which vary according to the context. Support to sustainable crop production, vocational occupations, service provision, and linkages to markets feature strongly across programmes – supplemented by income generation activities in humanitarian settings and fragile contexts.

Many projects demonstrate inclusion of organised groups and community led incorporation of climate resilient methods that proved to provide increased production and added market value of organic produce of 10-20% as seen in **Cambodia**.

The projects also showed how organising smallholder farmers into groups/cooperatives can empower them to ensure successful negotiations with buyers for better prices and conditions. Improved access to services, e.g., finance and production input or market information, also played a decisive role for individual income generation. Farmers' groups were supported and trained in basic business planning which contributed to long-term success and stable market engagement for farmers across DCA CP's and projects. DCA achieved similar results for rightsholders supported with other forms of income generation such as refugee women or youth who conduct petty trade, mobile phone repair etc., where organising into groups remains key to fair market engagement and access to services.

Additionally, the featured projects also demonstrate the strength of DCA's approach through combining interventions that target social, economic, and environmental resilience simultaneously. For example, when training in basic business management and access to market information are combined with improved organisation levels and sustainable production practices, there is a higher chance for success in the form of increased incomes.

Conflicts and other types of crises are the most frequently

described challenges to achieving project results. In this regard, several of the featured projects continued to note the impact of market disturbances relating to the COVID-19 pandemic.

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

For 2021, nine CPs reported on their work in relation to this SO. DCA and partners supported a range of value chain and market interventions, working across the nexus of both humanitarian and development settings to rebuild livelihoods for refugees and host communities in crises and to stimulate long-term economic resilience of communities. DCA takes a market and food systems approach, linking actors along the value chain from 'up-stream' smallholder producers over 'mid-stream' traders to 'down-stream' consumers. This is because they all form elements of the same system at local, national, and global levels and provide linkages even to Danish consumers.

A cross-cutting principle in DCA and partners' market-based programming is to stimulate long-term systemic change, using market incentives to drive forward market inclusion for DCA's target groups, whether they are smallholder producers, service providers delivering into a value chain, or consumers in need of affordable and quality products. Another key principle for DCA is to act as a convenor and a facilitator of win-win relationships between market actors, most of whom are private sector, without distorting markets. This implies engaging input-suppliers, processors, and wholesale buyers, as well as support services such as financial institutions, agrovets and local governments.

Below are examples of DCA and partners' implementation of market-based projects and the associated strategies for engaging relevant stakeholders.

In **Cambodia**, DCA continued to work with partners to strengthen farmers and rights holders' organisations. The immediate result was the creation of 150 producer groups and 69 agricultural cooperatives. DCA and partners' projects linked farmers to the market through coordinating contract and non-contract arrangements with companies and provincial markets for the sale of their produce. During the year, DCA supported a total of 38 contracts for supply of vegetables and chickens. DCA coordinated multi-stakeholder platforms for the different market actors, including farmers' organisations and buyers to discuss and agree on collaboration modalities. A total of 3,901 farmers were supported in market engagement and, as a pilot, four farmers' organisations were assisted to establish 'Participatory Guarantee Systems' - a trust-based local self-certification of sustainable farming practices, to guarantee production standards and produce quality to consumers. An additional element in the promotion of sustainable farming was the support to local seed production and locally adapted crop varieties via the establishment of two local 'seed banks' run as social enterprises.

To promote a market systems approach in nexus settings like **Ethiopia** and **South Sudan**, DCA intervened across value chains. Cash and Voucher Assistance (CVA) strengthened the agency and purchasing power of marginalised and refugee populations and stimulated the demand for products from local smallholder farmers. To promote access to training, input, and community-based financial services, DCA enabled market engagement for smallholder farmers in the surrounding host communities. In this case, a systemic approach meant that DCA not only supported farmers for income generation via supply to the market but also focused on improving the quality of the produce and the sustainability of farming practices. In Northern **Kenya**, DCA works with host community fishermen, enabling them to deliver quality protein food to the markets inside the refugee camps. In 2021, DCA trained 120 refugees, mainly women, on fish trade and supported them with grants to establish fish selling businesses within Kakuma Refugee camp.

In **Uganda**, DCA and partners worked across development and humanitarian settings in the North-western part of the country by engaging refugee and host community farmers and private sector actors to create national and international market linkages for producers of orange-fleshed sweet potatoes. Similarly, in the Eastern region, DCA's partners worked with smallholder farmers, primarily women and youth, to produce cereals and legumes such as sorghum, maize, and beans for the market. Farmers organised into associations since collective sales and marketing bring better conditions for their market engagement and better prices. In one project, households realised a 20% increase in income in 2021, a result that is attributed to agricultural surplus, other non-farm income generating activities, and the improved access to financial services, notably VSLA. VSLAs constitute another key element in DCA's market-based programming, not only in Uganda but across CP's.

In **Palestine**, the DCA-NCA CP, via numerous partners,

implemented a range of market-based projects, with some of these targeting the Information and Communications Technology (ICT) sector. Through innovative vocational training and entrepreneurship programmes, some of these targeting the ICT sector and making use of digital approaches, youth and women significantly improved their employment situation by creating their own business or engaging in jobs. In Gaza, young women were supported to take up freelance work and a local private sector actor was engaged to supply the local smallholder farmers with quality and affordable inputs (fertilised eggs) to benefit local markets and consumers' access to fresh food.

In **Nepal**, DCA and partners implemented several initiatives in relation to market-based programming and value chain actors. Similar to other countries, focus has been on organisation of farmers for better market access and 'negotiation power' as well as capacity strengthening for business management and entrepreneurship. For example, 21 cooperatives, representing 3,267 rights holders, were supported to access digitalised agri-extension services and saving and credit services, 3,264 producers were linked with 54 private sector service providers, and 634 individuals were trained in market management and business promotion. DCA in Nepal is particularly strong on integrating climate and environmental concerns into market-based programming.

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

For 2021, 11 CPs reported on this SO. In the past years of the current strategy period, DCA and partners built capacity for working with youth as a particular target group and the number of projects increased accordingly. This development follows from recognising that youth across the globe constitute an enormous resource and that they play a decisive role in contributing to building community resilience. Youth, alongside women, are a priority target group for DCA and partners, not least in the work to enable economic development and empowerment and create employment opportunities.

In **Lebanon**, DCA and partners addressed some of the major issues facing youth in both refugee and host communities: 1) ensuring employability through vocational training, 2) providing access to formal education through provision of classes in basic literacy and numeracy, 3) addressing traumas through psychosocial support, and 4) working toward increased social cohesion and peaceful coexistence among youth from different population groups. Two projects cut across these issues with their main objective to empower youth as a primary stakeholder, seeking to alleviate the consequences of the multifaceted crisis which the country finds itself in and where youth is often an overlooked target group.

To address a similar target group, notably youth from both refugee and host communities, DCA **Kenya** implemented a multiplicity of projects to impact youth through trainings in technical skills such as hairdressing, driving, farming, and

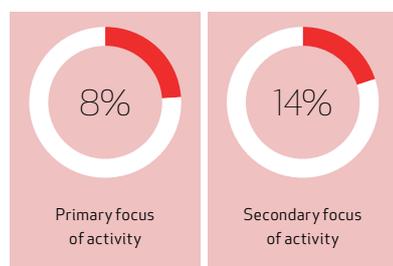
poultry keeping as well as for employability and life skills, including ICT, business management, and digital literacy. In total, the project reached 10,491 individuals (5,491 males, 5,000 females). To complement the trainings and overcome financial barriers, DCA and partners, both NGO and private sector, implemented initiatives to stimulate financial inclusion, financial literacy, and entrepreneurial culture among the youth. Examples are the VSLA specifically for youth and the establishment of the DCA 'Youth Enterprise Fund' to provide youth with funds to start or grow their businesses.

DCA and partners in **Uganda** continued strengthening technical, advocacy, and governance skills of youth and linked them to employment and decision-making opportunities in the public and private sectors. These efforts aimed to promote sustainable livelihoods among youth and widening possibilities for their inclusion in development and decision-making spaces. Through this project, 30% of the youth that were equipped with technical skills were in formal employment in 2021.

Youth across several CP's were engaged in data collection and in mobilisation and sensitisation efforts. In **Nepal**, DCA and partners mobilised youth volunteers to collect data on vulnerable communities and to raise awareness in relation to COVID-19.

5.3.4 Strategic Intervention Area: Communities Influence Decisions for Building Resilient Communities

FIGURE 5.3.5 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED COMMUNITIES INFLUENCE DECISIONS FOR BUILDING RESILIENT COMMUNITIES AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, community's influence on decisions for building resilient communities was a primary or secondary focus for 22% of projects implemented by DCA and its partners across 12 CPs, see figure 5.3.5. There has been an increase from only 12% of projects under this intervention area in 2020, reflecting the increasing focus of DCA's resilience approach on creating systems-level change for which empowering communities to influence decisions from local to global levels is key.

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

DCA led and implemented the climate justice advocacy work of the ACT Alliance together with DCA partners with several initiatives targeting duty bearers at local, national, and international level. Four reports were produced and

successfully launched. DCA in **Nepal** created one with a focus on climate induced loss and damage in local communities. The report garnered attention during the UN climate summit, COP26 in Glasgow, where the Nepali minister also attended the launch, strengthening the DCA brand in the national climate debate. In COP26 parties agreed to address loss and damage, which was partly attributed to advocacy by DCA and the ACT Alliance. A second report about gender issues and climate change was produced in cooperation with the other Nordic ACT members. The report highlighted the need for a strengthened focus on gender mainstreaming and promoting women's leadership in climate finance, leading to constructive debates with governments in the Nordic countries. A third research initiative was done in cooperation with ACT Alliance where an assessment of climate finance was made to inform the UN climate talks about future climate finance. The final report was produced in cooperation with EU ACT members and displayed the climate finance of EU member states. Furthermore, during the World Food System Summit in October 2021, DCA and ACT EU members made joint statements for more just, sustainable, and equitable food systems. DCA produced articles for international and Danish media to influence decision-makers to allow food systems be more locally anchored and rights based.

DCA advocacy engagement focused both on local debates, for example through support to partner advocacy at local level, and at national and international level, through constructive dialogue with relevant ministries. For example, in **Uganda**, in cooperation with the national ACT forum, advocacy activities targeting the national climate bill included the production of a study on challenges related to local adaptation, mobilisation of youth and ongoing dialogue with Uganda authorities about their engagement in UN climate talks. DCA and partners also influenced the National Action Plan on Business and Human Rights by delivering recommendations through the Danish Embassy to address concerns about the adverse impacts on workers, communities, consumers, the environment, and other human rights concerns caused by business enterprises. Furthermore, at local level, in collaboration with a partner, DCA popularised the National Organic Agriculture Policy in Teso subregion as part of efforts to scale up the implementation of agroecology.

In **Cambodia**, DCA worked with partners to make a joint civil society statement on the UN climate talks and to plan further advocacy related to the climate plans of the government. At local level, DCA and partners worked with local governments to integrate climate-related disasters into provincial contingency plans and encourage concerned government departments to prioritise support to the most vulnerable families to climate risks. Also, at local levels, DCA and partners in **Kenya** facilitated the formation of 16 county multi-stakeholder resource planning committees who were trained on raising climate issues to advocate with county governments to encourage them to allocate resources to climate adaptation initiatives.

Examples of How DCA's Work Influenced Change

"Build Safer Communities and Contribute to Social Cohesion, Resilience and Peaceful Coexistence in Central and Northern Mali". In **Mali**, the effects of climate change, namely changes in rainfall patterns and droughts have increased the vulnerability of small producers, exacerbating conflicts over access to natural resources and further marginalising women in relation to the use of land. To contribute to enhanced community resilience and improved social cohesion, local peace structure committee members in Bankass were trained on the impact of climate change in the social and environmental landscape. Following the training, the committee members sensitised the rest of the communities. In addition, a reforestation activity was conducted, and 200 trees were planted (tamarind, baobab, neem and calcedra species) across four villages.

In Niafunke and Douentza, local peace structure committee members were trained on the effects of climate change with a focus on the national agricultural law and pastoral charters. These trainings provided a refresher on legal texts that govern natural resource management in the country and touched on certain root causes of intercommunal tension and conflict. Through this project, DCA engaged local communities in using the legal framework for natural resource management to contribute to social and environmental resilience building and conflict mitigation.

Community-Based Disaster Risk Reduction to strengthen environmental resilience in Zambia. 25 people (12 females, 13 males) were trained in Gender and Climate Resilience for a farming and business community in Chifunabuli district. The purpose of the activity was to impart skills in gender equality and climate resilience among community leaders to acknowledge how climate change affects men and women differently and how communities can adapt to climate change. Building resilience in target communities is a key objective under the **Zambia** programme. At the end of 2021, with the support of the Disaster Management and Mitigation Unit (DMMU) under the office of the Vice-Presidents, all five partners and five ACT Forum Zambia members were trained in Disaster Risk Preparedness, Response, and Coping Mechanism. After the training, partners were to form Community Based Disaster Risk Management Committees, which will be undertaken in 2022.

This case demonstrated how coordination between key stakeholders lead to a comprehensive and gender responsive DRR system for social and environmental resilience. The enhanced awareness of climate change adaptation will improve livelihoods, but due to the nature of the committees, the strength of the formed committees will only become evident when a disaster strikes.

5.3.5 Conclusion – Build Resilient Communities

In conclusion, DCA's and partners' work under the build resilience communities' goal delivered outcomes under the three strategic intervention areas: community-based disaster risk reduction and risk management, sustainable community livelihoods development and job creation, and communities influence decisions for building resilient communities. DCA's resilience interventions increasingly addressed the triple nexus through different approaches. These included integrating conflict sensitivity in resilience projects design and implementing value chain and market interventions that create linkages between host and refugee communities as well as linkages between these communities and national and international markets.

Resilience projects also continued moving toward community-led approaches. Through DCA's interventions, communities were empowered to lead different resilience initiatives such as GBV prevention efforts through self-protection mechanisms, risk management initiatives from the collection of vulnerability and risk data at community level to the defining and implementing action plans to ensure community-driven and needs-based responses to shocks and stresses, or climate advocacy efforts at local level to ensure resource allocation to climate adaptation initiatives.

Climate change, COVID-19, and an increase in conflict levels all exacerbated the vulnerability and exposure to risks in most countries where DCA works. This is reflected in the activities reported by COs. In addressing these risks there was an increasing emphasis on using digital solutions like apps to deliver agro-extension services or information related to climate-hazards and climate adaptation solutions in Cambodia and Kenya among other COs. In 2021, projects also integrated social and environmental resilience building elements, in particular social cohesion, women's empowerment, climate adaptation, and natural resource management elements. Nevertheless, further emphasis on strengthening social and environmental elements is key in coming years to increase the overall sustainability of our resilience interventions.

05.4 Fight Extreme Inequality



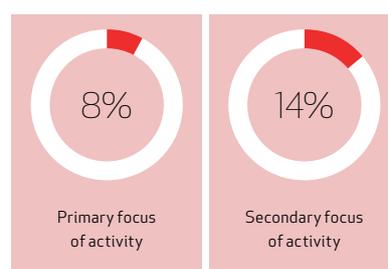
05.4.1 Introduction to Global Goal

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

In addition, we present incremental progress against five SOs for the period. For the most part, these are prioritised areas of work identified for attention and growth in the DCA portfolio during the strategic period.

05.4.2 Strategic Intervention Area: Space for Civil Society and Protection of HRDs

FIGURE 5.4.1 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED SPACE FOR CIVIL SOCIETY AND PROTECTION OF HUMAN RIGHTS DEFENDERS AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, DCA's work to promote space for civil society and protection of HRDs was a primary or secondary focus for 22% of projects implemented by DCA and its partners across 8 CPs, see figure 5.4.1.

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

This KOI presents results measured using KOI 3.1, focusing on promoting the reporting of human rights violations through national or international mechanisms. DCA sees this as an effective way of protecting civic space, which is often done by supporting rights holders to claim their rights and ensure that duty bearers are held accountable through the mechanisms in the UN human rights system.

TABLE 5.4.2 RESULT SUMMARY KOI 3.1: NO. OF REPORTED CASES BY VICTIMS OF HUMAN RIGHTS VIOLATIONS RELATING TO BUSINESS AND STATE ACTIONS (DISAGGREGATED BY GENDER, VULNERABILITY AND TYPE OF VIOLATION)

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

10,857	# of human rights violations reported in 2021 in connection with 11 DCA-supported projects
11	# of project outcome results presented in case study, which were measured in 2021
6	# of country programmes represented by results
APPROX. 33,000	Approximate reach of individual men and women in 2021 for presented projects
47%	Average female % for presented projects
27 MONTHS	Average length of presented projects
DKK 34,111,744	Approved budget for presented projects
91%	% of presented projects implemented by DCA partners
64%	% of presented projects, where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	4
As expected	7
Not as expected	0

Full results are presented in Annex 11.2, Table 7

The case study presents the results of 11 projects implemented by DCA and its partners in **Cambodia, Myanmar, Nepal, Palestine, Uganda, and Zimbabwe**, benefitting some 33,000 men and women. Overall, the projects report that almost 11,000 human rights violations were documented in connection with DCA-supported projects. All projects reported that their achievements were as expected or better, considering their local circumstances and contextual factors. Below we present examples from Palestine and Nepal demonstrating the typical approaches used to achieve the result.

In **Palestine**, 2021 was characterised by protracted crisis and violations of International Humanitarian Law (IHL), human rights and human dignity. The DCA programme focuses on identifying, verifying, and reporting violations of International Human Rights Law (IHRL) and IHL. During the reporting period, a DCA partner documented 10,071 HRVs, including violations of children, women, journalists, and fishermen, as well as violations during the last offensive against Gaza in 2021. One of the aims was to inform the public discourse and use documented cases as an advocacy tool to influence policy makers and substantiate the demand for an end to the occupation.

In **Nepal**, reporting of discrimination and human rights violations increased in communities due to awareness and education interventions of DCA. For example, 200 people from 12 Dalit and women groups were oriented about the constitutional provision of Dalit rights and development at the provincial and local level. Around 500 people were made aware of GBV related laws and provisions. The rights documentation work contributed to a 24% reduction in Dalit, women, youth, and other excluded groups reporting feeling discriminated in partner impact areas.

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

For decades, DCA supported people who fight for human rights in restrictive environments. The ongoing trend of democratic and human rights backlash continued in 2021, calling for continued support for HRDs.

One of the ways to support HRDs is by ensuring that they are protected by strong organisations who are legal, transparent, accountable, and representative. In **Cambodia, Nepal, Palestine, Uganda, and Zimbabwe**, DCA provided capacity development to support the organisational strength of HRDs. DCA and partners also provided digital security support and supported HRDs to utilise tech for human rights documentation in **Myanmar, Cambodia, and Palestine**.

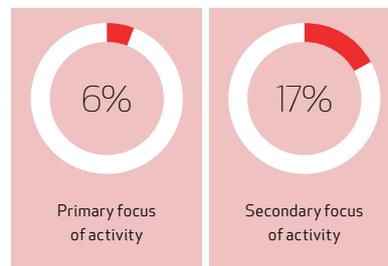
In **Cambodia**, DCA supported HRDs promoting and protecting Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex (LGBTQI+) rights, land rights, and combatting misinformation. As part of supporting HRDs working in more and more restrictive environments, also online, DCA supported 48 community-based organisations (CBOs) from 18 different provinces to strengthen their good practice relating to legality, transparency,

and accountability, and monitoring, as well as overall management. Six of the supported organisations qualified for the NGO Governance & Professional Practice (GPP) community award in 2022. Furthermore, DCA provided small grants and capacity building support for 10 groups working on LGBTQI+ rights.

In **Zimbabwe**, DCA partners, in partnership with the Crisis Coalition in Zimbabwe and the Human Rights NGO Forum, made a successful High Court application seeking an order to stop the Provincial Development Coordinator for Harare Metropolitan Province and some government agents from interfering with or stopping the operations of CSOs and FBOs, thereby reclaiming civic space. In **Palestine**, a DCA partner provided legal consultation, representation, and aid to over 109 HRDs, represented in 66 legal cases, assuring their early release in 2021. It also facilitated emergency aid to HRD's through operating a 24-hour phone hotline that received more than 249 calls dealing with 336 direct beneficiaries. The line is supported by a large pool of expert human rights lawyers who were responsible for significant increase in early and immediate releases from custody (52%) and effectively increasing the number of releases after one legal representation at a court hearing (27%).

5.4.3 Strategic Intervention Area: Inclusive Participation in Decision-making

FIGURE 5.4.3 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED INCLUSIVE PARTICIPATION IN DECISION-MAKING AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, DCA's work to promote inclusive participation in decision-making was a primary or secondary focus for 23% of projects implemented by DCA and its partners across 11 CPs, see figure 5.4.1.

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

TABLE 5.4.4 RESULT SUMMARY KOI 3.2: NO. OF INDIVIDUALS FROM MARGINALISED GROUPS WHO PARTICIPATE IN POLITICAL DECISION-MAKING PROCESSES (DISAGGREGATED BY GENDER AND VULNERABILITY)

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

19,700	# of individuals with improved confidence or participation in political decision-making through 9 DCA-supported projects
9	# of project outcome results presented in case study, which were measured in 2021
4	# of country programmes represented by results
APPROX 45,000	Approximate reach of individual men and women in 2021 for presented projects
63%	Average female % for presented projects
31 MONTHS	Average length of presented projects
DKK 20,735,101	Approved budget for presented projects
100%	% of presented projects implemented by DCA partners
78%	% of presented projects, where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	4
As expected	4
Not as expected	1

Full results are presented in Annex 11.2, Table 8

These case studies present results using KOI 3.2, which measures the strengthening of capacities and enhancement of opportunities for marginalised individuals to participate in decision-making and networking, to hold duty-bearers to account by demanding quality social services and by influencing public policy and governance processes. DCA strengthens both individual agency and civil society by combining political and civil empowerment with economic empowerment and leadership training.

The case study presents the results of 9 projects implemented by DCA's partners in **Mali, Myanmar, Nepal, and Uganda**, benefitting some 45,000 men and women. Broadly speaking, the projects demonstrate improvements in representation and inclusion amongst marginalised and vulnerable groups, such as Dalits, women, and youth – with more than 600 people reporting improved confidence or participation in political processes linked to supporting DCA projects. Almost all projects reported that their achievements were as expected or better, considering their local circumstances and contextual factors, but in **Uganda** one project reported that results were undermined by political dynamics and the COVID-19 pandemic. A summary table of results is presented in table 5.4.4., and below we present examples from **Mali, Nepal, and Uganda**, demonstrating the typical approaches and experiences in this area of work.

In **Nepal**, DCA implemented actions to increase the leadership development and access to participation in decision making platforms of women, Dalits, and other marginalised communities, to advocate for equal access to resources and services. For example, 45 women became engaged in various local committees and two women were elected as chairpersons of forest user committees. The actions led to women being recognised in leadership positions, which greatly contributes to breaking gender stereotypes and challenging gendered discrimination. In **Mali**, DCA strengthened the capacity of 40 youth leaders and 400 young people in conflict

management and prevention, social cohesion, risks related to the proliferation of small arms and light weapons (SALW), ERW, and improvised explosive devices (IEDs). 40 community leaders underwent trainings on active citizenship, decentralisation, accountability, CHS and advocacy. Beneficiaries report that they experienced strengthened capacity, access to funding and improved access to engage with local authorities as a result of the project. Furthermore, 4 Citizen Action Clubs with 50% women members were established, with a total membership of 400 young people, which facilitated enhanced civic space for young people for effective participation in decision making and strengthening of their leadership skills.

To address women's and youth's exclusion from national policy dialogue and decision-making spaces, DCA and partners in **Uganda** strengthened the capacity of community groups of women, men, religious leaders, and formal duty bearers by training 301 community facilitators (183 men and 118 women) in social accountability and gender justice. The community facilitators participated directly in community monitoring of at least 12 health centers and 34 schools and coordinated 6 sub-county and 2 district dialogues. DCA-supported communities also participated and provided recommendations to government in three regional budget conferences and 21 Parish development, Sub-county and Local Council meetings organised by government agencies. This has linked grassroots communities to duty bearers to ensure responsiveness to community needs.

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

CPs aimed at including youth in decision-making processes to improve their livelihoods through a vast array of approaches, including economic empowerment, setting up capacitated networks for youth to advocate for

their rights, and including youth as rights holders across activities.

DCA trained youth with entrepreneurship skills, for example in **DRC** and **Kenya**, where DCA supported young women and men in implementing income generating activities as an alternative to negative coping strategies. In **Ethiopia**, DCA and partners implemented youth empowerment projects, providing life skills training and financial support for start-up businesses in the Afar and Gambella regions. The projects also facilitated youth to play active roles in their local communities, particularly in relation to peacebuilding and social cohesion.

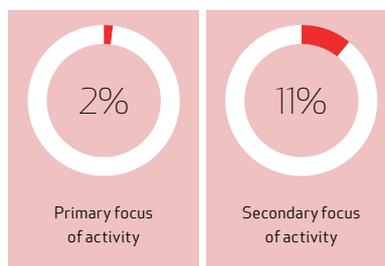
Apart from strengthening existing partnerships that focused on youth with local NGOs, DCA in **Mali** included components specifically targeted toward youth poverty reduction through addressing violence, improving social cohesion, and promoting community-level micro-projects in livelihoods support.

DCA also strengthened youth in active political and civic participation and as agents of change. In **Palestine**, DCA worked with youth to increase their participation and engagement in claiming their rights and accountability. Media materials and videos were produced and broadcasted on social media platforms to share the voices and stories of youth. 60 students took internships in different organisations and 37 young participants took part in roundtable sessions, shedding light on the IHL and IHRL violations and the current situation in East Jerusalem.

In **Zimbabwe**, youth increasingly were brought into leadership positions and actively contributed to the overall management of DCA projects.

5.4.4 Strategic Intervention Area: Equitable Distribution of Resources Through Inclusive and Accountable Institutions

FIGURE 5.4.5 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED EQUITABLE DISTRIBUTION OF RESOURCES THROUGH INCLUSIVE AND ACCOUNTABLE INSTITUTIONS AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, DCA’s work to promote inclusive participation in decision-making was a primary or secondary focus for 13% of projects implemented by DCA and its partners across 6 CPs, see figure 5.4.5.

KOI 3.3: Number and type of key changes observed in duty bearers which have demonstrable links to DCA-supported citizenship empowerment activities.

This case study presented results measured using KOI 3.3, which captured longer-term changes observed in duty bearers that resulted from the advocacy and empowerment activities implemented by DCA and partners. The indicator measured initiatives made by duty bearers to show responsiveness toward the demands of the target groups, categorised in 3 areas: policy changes, improved resource allocation, and other minor instances of duty bearer responsiveness.

TABLE 5.4.6 RESULT SUMMARY KOI 3.3: NO. AND TYPE OF KEY CHANGES OBSERVED IN DUTY BEARERS WHICH HAVE DEMONSTRABLE LINKS TO DCA-SUPPORTED CITIZENSHIP EMPOWERMENT ACTIVITIES

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS 2021, SECTION C, PROGRAMME RESULTS

325 (DUTY-BEARER RESPONSIVENESS); 265 RESOURCE ALLOCATIONS; 6 POLICY CHANGES	# of instances of improved duty-bearer practice (including 'significant' policy or budget changes) in favour of rights holders
13	# of project outcome results presented in case study, which were measured in 2021
5	# of country programmes represented by results
APPROX. 101,000	Approximate reach of individual men and women in 2021 for presented projects
50%	Average female % for presented projects
30 MONTHS	Average length of presented projects
DKK 5,412,476	Approved budget for presented projects
100%	% of presented projects implemented by DCA partners
30%	% of presented projects, where Danish MFA is a major donor

This project self-assessed by COs as:

Better than expected	7
As expected	5
Not as expected	1

Full results are presented in Annex 11.2, Table 7

The case study presents the results of 13 projects implemented by DCA's partners in **Cambodia, Myanmar, Palestine, Uganda, and Zimbabwe**, benefitting 101,000 men and women. The projects demonstrated 325 instances of duty bearer responsiveness, 265 instances of resource allocation, and 6 policy changes, acknowledging that the instances have very different implications and significance in their respective country contexts. A summary table of results is presented in table 5.4.6 and below we present examples from **Cambodia, Myanmar, Palestine, Uganda, and Zimbabwe**, demonstrating the typical approaches and experiences in this area of work.

In **Cambodia** and **Uganda**, DCA and partners trained CSO and CBO representatives to enhance their advocacy skills and ability to influence public budgeting, policies, and service delivery. In **Cambodia**, 118 representatives of CBOs were trained to advocate on citizen engagement in budget formulation and monitoring of public expenditures as well as land concession disclosure. A joint statement was developed that advocated on key legislation and 274 community issues were raised by project target groups. 70 CBO initiatives demanding accountability and inclusive public services and policies were raised at the sub-national level. As a result, 373 public institutions at national and sub-national levels increased the disclosure of public information on critical issues and at least 52 out of 107 issues raised were solved by relevant government institutions.

In **Uganda**, following capacity building efforts, faith leaders engaged at the local and national governance levels to address GBV. Over 10 broader actions were undertaken by duty bearers to ensure more effective responses to GBV. Several changes were experienced in duty bearer behaviour, including improved multi-stakeholder coordination to address GBV, improved documentation of cases of GBV, moral duty bearers such as faith leaders providing GBV reporting opportunities, and improved processes for prosecution. DCA and partners also facilitated advocacy around developing and enacting the National Action Plan on Business and Human Rights which led to the plan being launched by the Ministry of Gender, Labour, and Social Development in October 2021. DCA and partners influenced changes regarding public budgets, transparency, and service delivery in several countries. In **Zimbabwe**, DCA experienced several changes by local authorities in participatory budgeting processes, revenue collection, citizen engagement, and procurement processes, which can be attributed to DCA's and partners' lobbying and advocacy. All targeted cities in Zimbabwe implemented at least one change in procurement processes; notable changes include establishing a Budget Advisory Committee with representatives from Residents Associations in Harare and displaying budgets at district offices for inspection by citizens.

At an international level, advocacy activities targeted international duty-bearers to promote increased action to respect IHL and human rights violations in **Palestine**. This was achieved through advocacy actions including delegation visits to the occupied territories

and conducting briefings at EU member state level. Five out of seven members of the European Parliament who participated in a delegation visit through the project, acted to counter IHL and human rights violations. Furthermore, at least 37 of the 150 briefed opinion formers and duty bearers in lobby meetings and briefings acted because of their participation.

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

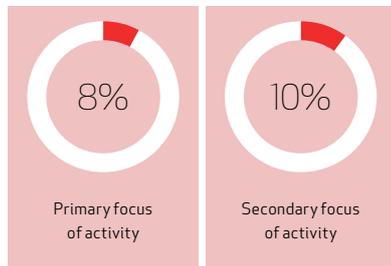
In 2021, DCA supported and mobilised civil society, local communities, and partners working to strengthen public institutional accountability in **Cambodia, CAR, DRC, Nepal, and Uganda**. DCA sought an equitable distribution of resources by promoting transparency and inclusiveness in state institutions at local and national level.

DCA's CPs engaged local and national duty bearers in dialogue, feedback, and platform meetings with the intent to constructively raise concerns and discuss concrete challenges and solutions. In **Cambodia**, a DCA partner contributed to the community's successes in demanding a response from the government. Some communities filed complaints and submitted joint letters to relevant Ministries and, as a result, at least 60 new families received land titles in 2021 and 196 families received cash compensation. In **Nepal**, the local and district government in Banke District provided relief packages to 370 Dalit and marginalised households as a response to COVID-19 outbreak. Different training events such as leadership, inclusive governance and gender responsive plan, and policies equipped these communities to claim their rights and resources from the local government.

Another methodology to support more inclusive and accountable institutions is monitoring and challenging national and local authorities. Through DCA's work on social accountability in **Uganda**, 46 public institutions were monitored and various issues were identified during the process. Over 10 dialogues were held to measure achievements and progress, which provided opportunities for community members to share their concerns and demands around service delivery. In **CAR** and **DRC** where access is more challenging, DCA continued to work closely with public institutions in most of the projects to reduce poverty, deliver emergency assistance and improve accountability at the local level.

5.4.5 Strategic Intervention Area: Combatting Discrimination and Promoting Rights of Excluded Groups (Women, Minorities, Migrants, Youth)

FIGURE 5.4.7 PERCENTAGE OF DCA PROJECTS WHICH DESIGNATED COMBATTING DISCRIMINATION AND PROMOTING RIGHTS OF EXCLUDED GROUPS AS A PRIMARY OR SECONDARY FOCUS OF ACTIVITY



In 2021, DCA's work to combat discrimination and promote rights of excluded groups was a primary or secondary focus for 18% of projects implemented by DCA and its partners across 10 CPs, see figure 5.4.7.

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

In 2021, DCA empowered marginalised and vulnerable communities such as female-headed households, wrongfully imprisoned persons, migrant communities, IDPs, and people with disabilities as rights holders to stand up, speak out, and advocate for their rights toward duty bearers. This led to systemic change, anchored both in transformed duty bearer behaviour and norms change. As an integral element of this, DCA supported rights realisation through engaging faith actors for forming values and convictions in support of rights and for public articulation and defence of rights.

Amidst the humanitarian crisis of COVID-19 restrictions, DCA programmes on GBV advanced the right to education of vulnerable women and girls. In **Zambia**, a total of 100 Community Action Group members created awareness among 11,214 people (4,060 males and 7,154 females) in various communities which facilitated the re-entry of 110 girls who are survivors of child marriages and teenage pregnancies into 10 target schools. In Cox Bazar, refugee camps in **Bangladesh** DCA combined training from below with institutional advocacy from above to lessen the consequences of severe restrictions on access to education during the COVID-19 lockdown. The same approach also secured access for GBV survivors to referral systems of advice and support.

In both **Libya** and **South Sudan** DCA advocated in local coordination with CSOs, INGOs, donors and UN organisations for protection and inclusion of the most vulnerable in communities so no one is left behind. 1,086 rights holders' capacities in **Malawi** were strengthened to advocate for women's land rights. 174 women were granted access to and control over land as a result and

1,400 rights holders were empowered to engage with duty bearers on inequalities.

The insights and gaps identified through specific local advocacy efforts informs the DCA advocacy that takes place in cooperation with NGO forum platforms, with ACT forums, national faith councils, and humanitarian coordination clusters. This enables DCA to influence broader advocacy strategies which promote partners' voices in processes at national and international NGO/UN/ Government levels for improved duty bearer behaviour and accountability (see also the following strategic objective). It is DCAs ambition to monitor the advocacy approach particularly where it is often most difficult to exercise – in humanitarian settings with restricted civic space.

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

DCA's advocacy in support of the goal to Fight Extreme Inequality engages faith actors and other partners, HDRs, Danish and international state actors, networks, and many others in joint global advocacy based on evidence, research, and documentation.

With the Danish MFA as co-sponsor and ally, DCA engaged partner faith actors in advocacy for gender justice at the 65th Commission of the Status of Women (CSW) in 2021. The side-event "In search of a round table" evidenced and argued the importance of engaging faith actors in charge of community and society values towards greater gender justice. DCA's network partners in the CSW side-event – ACT, Side-by-Side and the International Partnership on Religion and Sustainable Development (PaRD) – followed up at the PaRD Assembly and presented the DCA research: "Religion and gender in donor policies and practices". The interviews with a range of government and UN donors documented that none of the donors systematically considered faith actor engagement in their gender justice policies, tools, and practices, despite recognising the key role of faith actors in the pursuit of systemic, rooted change toward gender justice at the CSW. DCA has and will respond to this capacity demand.

One example of this response is DCA's and ACT EU's roll-out of the jointly produced toolkit "Engaging with local faith actors and communities" that was discussed with selected EU representation staff about the potentials and pitfalls for officers.

In DCA's private sector advocacy in defence of inclusion, equality, and participation, DCA engaged in ongoing dialogue and collaboration with private-sector actors to enable multi-stakeholder support for civic space and protection of human rights and environmental defenders. Key outcomes include the successful adoption of a stand-alone National Action Plan on Business and Human Rights in **Uganda**, signed by Parliament in October 2021. A DCA partner was key in ensuring active incorporation of rights-holder perspectives in negotiation processes and

was identified as a key CSO partner to ensure ongoing consultation and evaluation in the coming implementation phase.

In **Palestine**, DCA and partners continued international advocacy on rights of Palestinian communities. For example, the World Council of Churches Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) utilised its fellowship of 348 members churches, who together represented more than half a billion followers around the world, to bring to them the observations on the ground of violations occurring in **Palestine** and thereby raising awareness. 11 churches were informed, including DCA's constituency in Denmark, and their awareness raised toward IHL and IHRL violations to the Palestinian communities.

Examples of How DCA's Work has Influenced Change

In **Palestine**, community-led interventions proved effective in overcoming extreme inequality by applying the three DCA cross-cutting commitments to gender, human rights, and faith actors. Local, and diverse community committees were established and empowered to lead needs identification, planning, and implementation of responses to community needs. Meaningful participation of women was secured (gender), communities were empowered to hold local authorities accountable (rights), and involvement of religious actors transformed people's awareness, behaviour, and mobilisation in support of the outcome (faith actor inclusion).

In **Ethiopia**, the marginalisation of particularly women and youth was addressed through bringing a faith-based partner and a women's rights organisation together in building rights awareness to fight unsafe migration and harmful gender norms. This led to increased access for women and youth to diversified economic opportunities and helped the previously marginalised women and youth to demand and get better and more accountable services from local governments. Including the two very different partners was crucial yet difficult at times. A key finding was that faith turned out to be the common ground for the work of both organisations and a means to connect visions across divides.

5.4.6 Conclusion – Fight Extreme Inequality

Overall, DCA saw significant progress and important results of strengthened capacity and empowered rights holders, increased participation in decision-making processes by rights holders, and demands for gender-equitable governance. These are important outcomes towards achieving DCA's long-term goal of rights holders being able to claim their human rights and live to their full potential in just and equitable societies.

DCA interventions also led to documented changes in duty bearers' behaviour attributed to DCA and partners' interventions. Both at local and national levels, local actors that are often side-lined gained prominence. DCA continued to address the underlying root causes of discrimination and exclusion, for instance by promoting cooperation between faith actors and women's rights organisations and by including religious actors and other duty bearers for transformative change. This was documented in the report "Breaking the Silos" which featured 15 cases of systemic and transformational change by integrating a Human Rights-Based Approach (HRBA), gender equality, and faith-based actors.

[Iraq / Jakob Dall]



06. Achieving Change through Cross-Cutting Commitments

Cross-cutting commitments are important building blocks in reaching DCA's global goals and achieving the SDGs. DCA's cross-cutting commitments include applying a human rights-based approach and focusing on gender, youth, religion and development, learning, and innovation.

6.1 Human Rights-based Approach

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

All COs work with a HRBA through integrating the Participation, Accountability, Non-Discrimination, Empowerment, and Linking to HR Framework (PANEL) principles. In **Cambodia**, a working group on UPR advocacy on Sexual Orientation, Gender Identity and Expression and Sex Characteristics (SOGIESC) and SRHR made a joint report that was submitted for the mid-term review of the UPR. The report concluded that the government did not take any action to implement the nine recommendations that were accepted in relation to LGBTQIA+ rights. In **Zimbabwe**, DCA's partners participated in the UPR shadow reporting process in 2021. Other partners participated under the banner of the National Association for Non-Governmental Organisations. The submissions included human rights violations in Matabeleland including persecutions, abductions, abuse of COVID-19 to create lockdowns, denial of right to participate in electoral processes, and labour exploitations by Chinese mining companies. In **Nepal**, DCA provided support to organise four major events with 397 participants at provincial and national level that focused on a Dalit empowerment bill. A DCA partner developed an online database for human rights documentation enabling both the dissemination of documented data and for increased lead state engagement in the Human Rights Council (HRC) leading up to the Nepal UPR session. Similarly, reports to the ICCPR report and training manual to HRDs were also published. In **Palestine** and **Uganda**, DCA supported partners in engaging with UN reporting mechanisms, and contributed to CEDAW and UPR shadow reporting.

6.2 Gender Equality

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

Gender equality and women's rights are an integral part of DCA's work, and 15 COs reported on interventions

in 2021. In **Kenya** and **South Sudan**, DCA promoted women's economic empowerment and financial inclusion through equitable access to training and formation of VSLAs. In **Zimbabwe**, DCA strengthened women's economic participation and simultaneously addressed unequal power structures by enhancing women's income opportunities. In **Iraq** and **Libya**, DCA trained female deminers, both to enhance women's job opportunities and to challenge gender stereotypes in an otherwise male dominated sector. In Libya, this resulted in the country's first ever all-female mine clearance team. In **Bangladesh** and **Ethiopia**, DCA engaged with men, boys, and faith actors as agents of change to promote gender equality and prevent and respond to GBV, by raising awareness and transforming gender norms. In **DRC**, DCA worked with local CBOs and village leadership structures to improve local support networks for GBV survivors in collaboration with Health Authorities and Police and raise community awareness to prevent and mitigate GBV. DCA partners in **Palestine** increased their work on fighting gender discriminatory laws and practices by strengthening the capacities of 16 female Shari'a lawyer trainees in gender equality, identifying discriminatory articles in existing laws, equal service provision, GBV, and referral systems. DCA also supported and ensured funding for five women-led organisations. In many cases, the work of DCA and partners contributed to changed practices and improved duty-bearer accountability for gender justice, as described in chapter 5.4. DCA supported joint global advocacy processes through the ACT Alliance and Side by Side faith movement for gender justice and developed a report in collaboration with other Nordic ACT organisations on gender responsive climate finance. In cooperation with the Danish Family Planning Association (Sex & Samfund) and Maternity Foundation, DCA continued capacity building on gender equality and sexual and reproductive health and rights in humanitarian situations. This process resulted in several webinars and a public event in May 2021 where the Danish Minister for Development Cooperation participated.

6.3 Religion and Development

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

All DCA countries reported on progress under this cross-cutting commitment. As illustrated below, this is exemplified in interventions around nexus themes, such as peace, protection, livelihoods, climate change, gender equality, civic space, democracy, and human rights and in COVID-19. DCA CPs in conflict-ridden and predominantly

humanitarian contexts in **Bangladesh, CAR, Iraq, and Mali** liaise extensively with faith community leaders for local ownership of planned interventions, for context information, to identify and locate families in greatest need, and to secure social cohesion, for instance in **Libya**. In **Zimbabwe**, this played out in the face of politically motivated violence, where the Churches Convergence on Conflict and Peace (CCCOP) project significantly contributed to social cohesion in the 25 districts of the country where it is implemented. DCA's engagement with LFAs as change agents for transforming gender inequalities, practices of gender discrimination, GBV and Harmful Traditional Practices (HTP) occurred in **Kenya** through distributing sermon-based inspiration, in **Cambodia** with Buddhist monks in Battambang, and in **Palestine** where Lutherans share their gender progressive Personal Status Law. In **Ethiopia**, engagement with Muslim and Christian faith leaders shared documented norms change in communities regarding HTP, including Female Genital Mutilation. In **Uganda** and **Zambia**, DCA supported faith actors in revisiting their often conservative, restrictive scripture interpretations. Transformation of scripture interpretation led to profound change in gender messaging and practice, rooted in new understanding of their normative narratives. Similarly, in **Bangladesh** imams reinterpreted patriarchal texts and advanced Rohingya women's rights after initially rejecting cooperation. However, their views changed after a series of trust-building dialogues with DCA staff. DCA's experiences with faith actor engagement for gender justice were presented in the first issue of the new "Religion and Development" Journal by Humboldt University in 2021. DCA's promotion of human rights and a free and fair civic space for all are key issues of faith partnerships in **Palestine**, in **Kenya** in the form of civic education ahead of general elections in 2022, and in **Uganda** and **Zimbabwe** where faith actors spoke out on HRs violations arising from the enforcement of COVID-19 measures, e.g., prohibition of public gatherings.

6.4 Youth

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

In 2021, DCA and partners continued to expand the work with youth, generating knowledge and consolidating methodologies for engaging youth across humanitarian and development settings. With 17 out of 19 CPs reporting on this SO in 2021, the organisation's commitment to youth as a distinct target group is strongly emphasised. Across DCA and partner strategies working with youth in groups, movements and organisations, support is given to advocate on various topics with trainings in technical-vocational and life skills (problem solving, critical thinking, conflict management). In some cases, like **Ethiopia, Uganda, and Zimbabwe**, support for entrepreneurship and employment (access to finance and mentorship programmes) was offered. When addressing youth in crisis situations, such as **Bangladesh** and **Syria**, access to PSS

schemes and GBV protection are other key elements in DCA and partners' work with youth. In **CAR**, DCA organised a youth forum which gathered many young people coming from different parts of the country. Discussions focused on how to engage young people as peaceful actors of social cohesion. Many recommendations were made and led to a development of a new project funded by the EU. In **Cambodia**, DCA rolled out a survey to its partners to document approaches and strategies that partners apply to engage youth in their work. 19 partners responded to the survey who reported that their projects engaged youth in several ways, including: i) providing capacity development opportunities for youths; ii) using technology and social media platforms to engage youths in project activities; iii) providing small grants to support youth-led initiatives; and iv) conducting field visits, where youth were taken to target areas.

Due to the COVID-19 pandemic, Danish schools, organisations, and EU delegations were not able to visit **Nepal** and **Palestine** – visits which otherwise play a key role to DCA's work to engage Danish youth in international development agendas. However, at the end of 2021, three Palestinian youth participated in an international advocacy trip to Denmark and Germany. Moreover, a total of 37 international public participants composed of university and school students, youth councils, youth organisation representatives, and officials were mobilised by a DCA partner through sessions and roundtables.

6.5 Climate Change

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

DCA collaborated actively through 'Globalt Fokus' to develop and test tools to facilitate climate mainstreaming and carbon footprint accounting for Danish civil society. DCA is also leading by example by developing an Environmental and Social Risk Management Framework. Around a third of DCA projects related to climate change, and the focus on mitigation is increasing. In 2021, COs took climate and environmental action across development and humanitarian settings by addressing climate-related loss and damage, by raising awareness and advocating for the integration of climate and environmental concerns in local policies, and by changing practices to reduce the environmental impact of DCA's operations. Seven CPs integrated energy efficiency and sustainable energy in projects. In **Palestine**, communities decided to install desalination plants with solar energy panels to address water scarcity and electricity shortages integrating both climate mitigation and adaptation. In **Ethiopia, Kenya, South Sudan, and Uganda**, DCA and partners promoted increased access to efficient cooking stoves by training women and youth to produce and distribute cooking stoves in both humanitarian and development settings. DCA also supported the implementation of nature-based solutions and climate adaptation, such as the planting of 561,700 tree seedlings across six CPs. In **Uganda**, youth in refugee

and host communities engaged in cash for work and capacity development in reforestation and sustainable forest management to reduce conflict over scarce forest resources. In **Zimbabwe**, community members were trained on sustainable forestry management, and in **Kenya**, DCA supported smallholder farmers through affordable and user-friendly digital climate smart extension services and climate adjusted credit risk scoring to avail tailor-made financial products for farmers. DCA also addressed climate-induced loss and damages. In **South Sudan**, DCA helped lessen an acute food insecurity situation arising from the combined impacts of conflict, climate change and inequality, while in **Zimbabwe**, DCA addressed loss and damage from the effects of incessant rains accompanied by heavy storms that affected the infrastructure and crops of vulnerable groups.

6.6 Learning

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

In 2021, in a time of global travel restrictions and lockdowns caused by the COVID-19 pandemic, DCA's learning strategies proved resilient and progressive, particularly in terms of providing high-quality distance-learning and facilitating global learning networks. The Fabo Learning Community and the fabo.org platform continued attracting new member organisations, including new national partners from **Kenya** and **Uganda**. By the end of 2021, the Fabo Learning Community had 31 organisational members (including 4 local DCA partners and 11 members of ACT Alliance), approximately 20,000 individual users, and a repository with more than 180 freely available online resources and courses. Many courses were developed in collaboration with Fabo members, including trainings on preventing sexual misconduct, a customised anti-corruption course, and a conservation agriculture training in rural **Kenya**. In collaboration with the ACT Alliance, DCA facilitated the ACT Advocacy Academy, a very successful blended training programme since 2018. Local learning projects worth mentioning are the ongoing "Ajira Poa!" entrepreneurship training and eMentorship programme in **Kenya**. Localisation is a general focus area in DCA, and to further pursue this agenda DCA engaged local actors and COs in the development of the Localisation Learning Tool that aims at raising awareness about the importance of localisation and how to work with this approach in practice. The tool will be launched in 2022. To enhance knowledge sharing and double-looped learning, DCA continues to facilitate cross-organisational learning and networking through thematic Communities of Practice (CoP), including on climate change, resilience, youth, humanitarian response, procurement, and learning. DCA Learning Lab also embraces looped learning through its iterative learning design process, which allows for agility and reflection on the learning methodologies and

outcome during the development of a training event. DCA's organisational learning strategies continue to focus on learning pathways, e.g., for the onboarding of new staff.

6.7 Innovation

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

In 2021, to make innovation thrive in all parts of the organisation on equal terms, DCA rolled out approaches to strengthen its ability to balance top-down innovation (stronger prioritisation of themes and/or approaches centrally) and bottom-up approaches (scoping, identifying and boosting innovative ideas/projects/approaches). The DCA Innovation Fund was rolled out in 2021 and supported 23 innovation initiatives in 2021 (10 in 2020) with a financial investment of 6.6 million DKK. The Innovation Fund supports initiatives in three stages, idea, test, and scale. In 2021, with support from the DCA Innovation Fund, DCA conceptualised a new business model created for scaling which will be tested on work related to solar irrigation systems in **Nepal** and productive use of energy in a refugee-host community in **Uganda**. In **Kenya**, new microinsurance solutions for rural and peri-urban communities were scoped and new impact investment crowdfunding and crowdlending models were created and launched. At a test stage, customised informational videos targeting parents, caregivers, and adolescents were tested in **Syria** proving that digital tools could desensitise and destigmatise sensitive topics such as symptoms of stress, anxiety, and depression. In **Mali** introduction of novel approaches where tested aimed to create positive change for youth. The approach included inserting participatory "stop/go" pauses in implementation to factor in conflict sensitivity and evaluation. The project was able to create dialogues and exchange about advocacy documents and skills, which helped to increase awareness of needs and issues within communities. This led to communities being more committed to finding solutions to obstacles with the involvement of youth and all stakeholders supporting long-term stability and reducing conflict and risk of youth enrolment in armed groups. A part of the DCA innovation strategy is to play a convening role in linking locally rooted innovation approaches to multistakeholder partnerships. A good example of this integrated approach to ensuring human rights, due diligence, poverty reduction, and green solutions in public-private investments is DCA's private sector work in **Kenya** and **Uganda**.

11 countries reported on the strategic objective in 2021, down from 12 in 2020, while there were also 11 in 2019 and eight in 2018. Despite a small decline in number of COs reporting on the strategic objective a rise in COs integrating innovation into CPs strategies was seen, which indicated that COs are systematically integrating, testing, and scaling innovation and seeing it as a comparative advantage.

[Bulawayo, Zimbabwe / Zinyange Auntony]



07. Partnership for Change

General introduction

Working with and through partners is essential for achieving sustainable and empowering positive changes. In 2021, besides working with CSOs and FBOs, DCA continued to partner with a more diverse partner group, including the private sector, social movements, alliances, and networks, INGOs, research institutions, and multiple donors. In line with DCA's GB, C4C, and Local2Global commitments on localisation and local leadership, DCA developed its Global Localisation Framework in 2021 and started discussions with partners in the countries and DCA's Partner Group on the development of a new Partnership Policy. As a result of this work, DCA scaled up engaging more women-led and youth organisations, social movements, and innovative private sector partnerships that are locally led. Furthermore, this work also led to increased focus on supporting local actors' influence and participation in advocacy platforms, innovative inclusive partnership approaches, resourcing of capacity strengthening, and organisational development based on partners' needs.

The portfolio of partners differs from country to country. For example, in 2021 **Zimbabwe** had a proportionally large number of partners at 27 due to their cooperation with many CBOs and co-implementation via consortia. **Syria** had no partners, **CAR** and **Libya** have one partner each, and **DRC** has two partners, mainly because DCA directly implements mine clearance action activities. Working through partners is the DCA modus operandi and the number of partners is increasing along with direct implementation of mine-related interventions.

Among 17 CPs, DCA worked with 187 partners (205 in 2020) and 335 cooperation agreements (346 in 2020) for implementing projects in 2021. The number was reduced because DCA's programme in **Malawi** was merged with NCA (lead), and some countries like **Nepal** did not extend some agreements as 2021 was last year of the programme phase, and because DCA focused on larger cooperation agreements with each partner.

TABLE 7.1 NUMBERS OF PARTNERS WITH COOPERATION AGREEMENTS AND NUMBER OF WOMEN-LED PARTNERS

SOURCE: ANNUAL REPORT, SECTION D, PROGRAMME PROGRESS

COUNTRY	NO. OF PARTNERS WITH A COOPERATION AGREEMENT	NO. OF PARTNERS WITH COOPERATION AGREEMENT THAT ARE WOMEN-LED ORGANISATIONS	TOTAL NO. OF COOPERATION AGREEMENTS
Bangladesh	4	2	4
Cambodia	20	8	57
CAR	1	1	1
DRC	2	0	2
Ethiopia	9	1	9
Iraq	5	1	5
Kenya	13	3	19
Lebanon	6	4	9
Libya	2	0	0
Mali	4	0	3
Myanmar	29	7	49
Nepal	13	2	43
Palestine	17	4	38
South Sudan	13	1	26
Syria	0	0	0
Uganda	22	5	27
Zimbabwe	27	5	43
Total:	187	44	335

Table 7.1 shows that the number of women-led partners (44) remained stable in 2021 compared to 49 last year, but it is a priority to increase this share in the coming years.

07.1 DCA's Implementation Modalities

Funding for DCA's international programmes is allocated via three implementation modalities: direct to partners; for co-implementation; or direct implementation by DCA. Since 2016, when DCA signed the GB and C4C, DCA has monitored the data related to localisation. Implementation modality depends on several issues, such as the urgency of humanitarian support, availability of local actors and partners as well as capacity of these, the Do No Harm principles, local legal restrictions, and the degree of access to affected areas.

TABLE 7.2 TOTAL INTERNATIONAL PROGRAMME IN 2021 ON IMPLEMENTATION MODALITIES IN DKK. NUMBERS EXCLUDE ADMINISTRATION COSTS AND COVERS INTERNATIONAL AND NATIONAL PARTNERS INVOLVED IN PROJECT IMPLEMENTATION.

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2021

	PARTNER IMPLEMENTED	DIRECTLY OR CO-IMPLEMENTED BY DCA	GRAND TOTAL
Development aid	162,637,958	94,661,958	257,299,916
Humanitarian	229,943,035	290,750,316	520,693,352
Grand Total	392,580,994	385,412,274	777,993,268

DCA mine action is always direct implementation and at least two larger CPs, namely Syria and Libya, are almost 100% direct implementation, which is the reason why direct/Co-implemented humanitarian programmes are relatively higher compared to partner implemented.

7.2 Partner Portfolio Including New Partnership Agreements (PA) and Partner Capacity Development Plans for Local and National Partners

7.2.1 Partner Portfolios

In 2021, across DCA's countries there were limited changes in the size and composition of the partners that DCA engaged with compared to 2019 and 2020, where DCA partner portfolios in CPs grew both in terms of diversity and the types of partners engaged with. As seen in Table 7.1, the number of partners and cooperation agreements fell, mainly due to the merger of DCA and NCA in **Malawi**.

7.2.2 Partner Agreements

DCA hosted annual bilateral partnership meetings and signed PAs with key long-term partners. The annual partnership meetings are a safe space for knowledge- and information sharing, analysis of the status and direction of each organisation, reflection on the cooperation, and for deciding on joint actions that both parties want to implement to improve joint challenges. These meetings focused on aspects of the cooperation that go beyond

Table 7.2. shows the funding stream for the three modalities for all international programmes in 2021. Of DCA's total turnover in 2021 (906,335,065 DKK), a total of 777,993,268 DKK was spent on programme work. Of this amount, 392,580,994 DKK was channelled directly to partners while the remaining 385,412,274 DKK was spent on DCA direct implementation and co-implemented projects, typically consortia..

the day-to-day implementation of specific projects i.e., capacity strengthening, organisational development plans and on how DCA can support localisation. PAs are ongoing institutional strategic agreements that support dialogue and ensure accountability with respect to the partners, internally in DCA CO teams, and to DCA donors.

The number of signed PAs was 64 in 2021 (it was 84 in 2019 and 106 in 2020). The declining trend in these numbers reflected the fact that DCA signed PAs with long-term partners in the previous years and does not take on board new partners every year. In **South Sudan**, new PAs will be signed when the new CP is approved in 2022. In **Kenya**, there was a significant growth in the partner portfolio in 2021, but mainly private sector partnerships (8) and social enterprises (1), with whom DCA currently has two memorandum of understandings, one service contract, and four cooperation agreements. Currently, four PAs are all with long-term CSO partners. In **Palestine**, the DCA office resumed partnership meetings at the end of 2021 when COVID-19 restrictions were eased with the aim of signing PAs in 2022. In **Nepal**, DCA reduced the number of partners, leading to a reduction of PAs.

7.2.3 Organisational Development and Capacity Strengthening

DCA places a strong emphasis on strengthening organisational and institutional development and capacities of local and national partners. In 2021, DCA COs made joint efforts in empowering local leadership and enhancing institutional capacities based on partners'

needs and interests. DCA transferred more than 20 million DKK to partners to directly support their organisational development, of which 3.7 million DKK was transferred to women-led organisations. In 2020, DCA transferred 14.9 million DKK to partners to support their organisational development.

In **Mali**, DCA (based on thorough organisational assessments) supported two partners to become accredited for UNMAS partnership and funding standards. Areas strengthened were HR (salary management), administration (contract/grant management), finance and accounting conformity (TOM-PRO accounting system), transparent procurement procedures hereunder assessment of market price levels, project cycle management and evaluation system, internal quality assurance procedures, fund raising, security management, and HEAT training. In **Malawi**, the joint NCA-DCA programme intensified its commitment to deal with fraud and corruption. During a partners' meeting in Mangochi, the Ombudsman interacted with CSO partners to appreciate the role of her office in curbing corruption and fraud but also on how the partners could best utilise the office of the Ombudsman. The joint programme followed up to strengthen its own systems. Furthermore, the NCA-DCA programme worked closely with partners to build their capacity and increase their awareness on fighting corruption/mismanagement and in general be more aware of compliance requirements in all aspects of partnership cooperation. In **Zimbabwe**, DCA supported partners to meet their institutional requirements such as board meetings, strategic developments, staffing, capacity building of board members to improve on corporate governance, organisational supervision, and fundraising.

DCA also supported other types of organisational development, including capacity sharing and networking among local actors, and advocacy platforms for youth, women, and other marginalised groups. In 2021, a range of national and international partners, including DCA, established a learning and knowledge hub for the Middle East region in **Palestine** to support and coordinate research, documentation, training, and advocacy efforts on community-led approaches in Palestine and the

wider region. In **Bangladesh, CAR, and Uganda**, DCA commissioned assessments of women-led and youth organisations for future engagement and partnerships. All three countries emphasized engaging more Women-Led/Women's Rights Organisations (WLO/WRO) in the humanitarian response. The exercise involved profiling the WLOs/WROs in terms of funding, staffing, and coverage. It further involved identifying barriers to effective participation of women and WLO/WROs, key capacity gaps and needs. In **Kenya and Uganda**, DCA and partners continued to support youth through technical and advocacy skills training as well as supporting the youth to self-organise. These interventions enabled youth to effectively contribute to socio-economic development of their communities through utilizing their skills for meaningful employment, participation in decision-making processes, and for advocating on behalf of the youth. In Ethiopia, DCA supported the formation of networks of women self-help groups to advocate for local leadership and economic and social empowerment of women and girls.

7.3 DCA's Commitment to Charter for Change and Grand Bargain

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

DCA is committed to meet the C4C and GB target to transfer 25% of its humanitarian funding directly to local and national partners. In 2021, DCA transferred 20% of total humanitarian funding to local and national partners while 36% of DCA's development funding was transferred to local and national partners. Despite continued commitment to the 25% target related to humanitarian funding, 2021 marks a 1 % decline from 21% in 2020 channelled to local partners to 20% in 2021. This is primarily due to the fact that while DCA increased its humanitarian funding portfolio in 2021, direct humanitarian funding to partners did not increase at the same pace. Please see Table 7.3 for more details – and do be aware that methodological issues mean that these figures should be seen as indicative only.

TABLE 7.3 AGGREGATED FIGURES FOR C4C REPORT IN PERCENTAGE, SHOWING FUNDING ALLOCATIONS FOR 2021, 2020, 2019 AND 2018.

SOURCE: MACONOMY

	2021	2020	2019	2018
The percentage of humanitarian funding transferred to local and national partners based on DCA's total expenditure	20	21	19	20
The percentage of development funding transferred to local and national partners based on DCA's total expenditure	36	35	33	34
The percentage of humanitarian and development funding transferred to local and national partners based on DCA's total expenditure	28	28	24	27

DCA continued to take on a leading role in advancing the localisation agenda through active engagement in C4C and GB. Central to DCA's advocacy efforts has been a focus on moving resources, decision-making and power closer to people on the ground, on risk sharing between international and local organisations, and on pushing donors for increased flexibility and agility in the support for local frontline workers. In **CAR**, DCA supported a network of local civil society organisations to engage with national and local level authorities as part of wider peace processes and security sector reform. The project led to several local partners becoming involved in a consortium. With advocacy support from DCA some donors showed interest in funding the locally led consortium. In **Kenya**, DCA continued to prioritise localised interventions and review of the partner portfolio to ensure thematic, geographic, gender and age balance, and ownership. In 2021, local partners implemented 44% of the **Kenya** CO budget (excluding admin fee) through entailed actual funds transfer. In **Lebanon**, through DCA's active membership of both the ACT Forum and the International NGO Forum DCA pushed and advocated for increased funding to local actors. In **Mali**, DCA engaged donors on the localisation agenda and on mobilising additional local partners to lead projects with a strong community engagement and focus on community-led response. In **South Sudan**, DCA supported local C4C working groups advocating with international actors for harmonised joint efforts for institutional capacity strengthening of local actors.

7.4 Private Sector Engagement

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

Green, innovative solutions and sustainable financing models were key focus areas in DCA's engagements with private sector actors in 2021, linking value chain actors at the Danish, international, and local level to increase development impacts and long-term sustainability. DCA continued to actively promote resilient livelihoods, green and decent job creation, and access to markets

for vulnerable and marginalised groups, particularly through multi-stakeholder consortiums and alliances in East Africa and the Horn of Africa. In **Uganda**, DCA's focus on strengthening market linkages between smallholder farmers and private sector companies enabled more than 500 households to increase organic agricultural productivity, strengthening food security, and a general increase of income. The market-led approach allowed small-holder farmers and cooperatives to re-invest revenues, thus strengthening the business case for small-holder farmers.

To meet new financing demands and create impacts at scale in expected green and responsible value chains, DCA signed an MoU with the Danish Investment Fund for Developing Countries (IFU) to identify and develop joint investment projects that create sustainable development, green solutions, and decent jobs for small-scale producers in the agriculture sector. DCA established this collaboration to tap into IFU's High Risk - High Impact Initiative to address these needs and new opportunities in emerging markets and fragile contexts. DCA's approach to integrate a *do-good* approach in line with SDG objectives, coupled with a strong emphasis on *doing no harm* aligned with the highest principles of human rights and environmental due diligence, demonstrated how the integration of Responsible Business Conduct (RBC) practices in NGO-business partnerships strengthened the business case and long-term sustainability of private sector led initiatives in developing countries. Private sector projects in **Ethiopia**, **Kenya**, and **Uganda** strengthened the development impacts of market-led solutions through improved income generation and job creation for more than 500 smallholder farmers and small-scale entrepreneurs, especially women and youth.

The RBC approach is a key driver for sustainable food system development and market-based solutions. The approach will be further scaled and documented in the next years with support from the Danida Market Development Partnership (DMDP) 'greening' top-up funding. DCA and private sector partners were awarded in 2021, to scale up and enable further greening activities for three DMDP projects in **Ethiopia**, **Kenya**, and **Uganda**.

DCA also continued to develop and implement strategic interventions to increase resilience through value chain and food systems projects with private sector involvement in **Bangladesh, Cambodia, Nepal, Palestine, and Zimbabwe.**

DCA increased its collaboration with Danish companies that wanted to take responsible climate action and compensate for the CO₂ emissions, which they could not reduce. In 2021, three new companies entered into a climate agreement on CO₂ compensation with DCA which ensures carbon uptake through tree planting in **Uganda.** The agreements additionally contributed to scaling up climate adaptation activities through promotion of climate resilient agriculture for smallholder farmers linked to DCA programme interventions in eastern districts of Uganda.

In Denmark, DCA undertook a new initiative with the Danish retail partner Salling Group and Business to Business supplier Nordic Food Partners to launch a new product, which linked Danish consumers with smallholders in **Cambodia** through a responsibly sourced product. DCA also took up a leading role in the Chairmanship of the Danish Ethical Trading Initiative to promote multistakeholder dialogue and solutions on ethical trade from farm to fork and was also active in the Danish think tank ONE/Third on food loss and waste solutions in Denmark and globally.

7.5 ACT Alliance and Global Networks

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

DCA chose to measure DCA's membership of the global ACT Alliance by the level of cooperation and achievements in the field of joint advocacy. DCA believes that HO driven global advocacy is greatly strengthened by ACT cooperation across local, national, and international levels and with the specific potential of involving faith actors.

ACT Alliance's flagship Gender Justice Programme aimed to challenge patriarchal and intersectional discriminatory structures of power. Faith actors are mobilised for Gender Justice to influence as norm setters, service providers, policymakers, and as civil society leaders. DCA worked with ACT on two side events at the CSW and on guidance for Forum driven gender justice advocacy for example, DCA and ACT Forum Uganda who used the CSW Agreed Conclusions to lobby for stonger womens' inheritance rights in the Succession Bill and protection rights in the Sexual offences Bill, both of which were passed in 2021. Another key milestone arising from the CSW interactions and advocacy is the increased appreciation of the role of faith leaders in policy enactment and implementation of gender justice interventions in Uganda, in other countries, and with UNFPA.

DCA led the ACT Climate justice programme that followed international processes, such as the UN climate talks and the Global Commission on Adaptation. DCA also mobilised and supported national advocacy by ACT members and promoted mainstreaming of climate change in programs.

A highlight of ACT advocacy on Displacement, Protection, and HRDs in 2021 was the comprehensive input preparation to the 6th African Union-EU summit. ACT, together with West African states and the EU commission, formulated converging goals for how the future EU-Africa partnership can maximise the development impact of migration and mobility – between the development-driven approach on the African side to an approach still rooted in a security-driven nexus in the EU. Agreed goals include engagement with CSOs and Diaspora, investment in intra-African mobility for development, and legal pathways for migration with HR protection.

An unforeseen priority for DCA and ACT has been COVID-19 advocacy in relation to global vaccine access and to the role of faith actors in sound messaging and in defense of social and civic rights. Overall, this strategic objective was met even with unforeseen issues.



[Second Hand shop in Middelfart, Denmark / Victoria Mørck Madsen]

08. Engagement in Denmark

8.1 General Status

DCA builds on 100 years of engaging the Danish public and our church-based constituency in support of the world's poorest. As a result, DCA enjoys a strong legitimacy and a unique position from which to engage broader parts of the Danish public in our work to save lives, build resilient communities, and fight extreme inequality.

The strong support from the Danish public, volunteers, and partners played a major part in enabling DCA to continue its engagement activities in 2021 despite COVID-19 lockdowns and travel restrictions. In 2021, DCA has added to the experiences made in 2020, adjusting engagement activities and developing new and more digitalized ways to engage Danes. These experiences can be used to further develop and scale up engagement activities going forward.

As was the case in 2020, the COVID-19 pandemic forced DCA to convert the traditional door to door Parish Collection into a fully digital collection, engaging volunteers in developing and hosting digital campaigns. The efforts to digitally engage the Danish public resulted in a revenue of 5.9 million DKK, an increase from the 2020-revenue of 4.9 million DKK.

Despite the positive financial result, a digital campaign lacks the close interaction and engagement achieved by a physical door to door collection. Looking forward to the 2022 collection, DCA therefore developed a model combining the positive experiences made with digital collections with the traditional physical door-to-door collection.

DCA's 114 secondhand stores were also heavily influenced by COVID-19 in 2021, as all stores closed for the full months of January and February. During the shutdown, volunteers did their best to transform physical shops into temporary web shops, or temporary garage sales. When shops reopened in March 2021, volunteers were eager to boost sales, resulting in a revenue of 26.4 million DKK, an increase from 22,8 million DKK in 2020.

Despite restrictions, a digital Parish Collection and two full months of shutdown in retail activities the amount of private donations totaled 158.7 million DKK, only a slight decrease from 2020 (162.7 million DKK).

In 2021, DCA partnered with Danida and DR in developing the yearly Advent Calendar (Børnenes U-Landskalender). The project objectives were to create engaging

educational digital stories about children in Kenya for Danish school children aged 6-13, providing an opportunity to support Kenyan children in DCA's three-year project INUANA2.

The project focused on the dry Turkana district, creating better access to schools, teaching, learning, and thriving in peaceful coexistence, while ensuring climate adapted livelihood. Information material aligned with several SDG's (e.g., 4, 16 and 17) and was produced with the participation of Kenyan and Danish children and their families.

The digital information material was widely used, reaching at least 200,000 school children. Specifically, the project's main webpage had 115,000 unique users and the digital portraits of Kenyan children totaled 515,000 page views. The online platform "kenyakortet.dk" engaged more than 400 school classes. The launch of the Advent Calendar was attended by Her Royal Highness (HRH) Princess Marie, who in 2021 celebrated her 10-year anniversary as DCA protector.

In total, activities in 2021 enabled DCA to maintain its 2020-level of brand recognition as the sixth out of 36 most identifiable NGO and the seventh most respected NGO in Denmark based on image score (measuring the Danish population's assessment of ethics, action, effort, relevance, administration of funds, and credibility).

8.2 Select Results on Use of Project and Programme Related Information (PRI) Funds

Young people remain a key target group for DCA's programme-related information. Due to the COVID-19 pandemic, most planned travel activities in 2021 involving young people were cancelled. To meet DCA's global goals, activities were therefore remodelled, innovated, and digitalized to fit COVID-19 restrictions and lockdowns.

An example is DCA's travel concept Go Global, closely linked to DCA's youth organisation, DCA-Youth (NU). The concept motivates young people to join a folk-high-school or a boarding school and travel to DCA programme activities in one of five countries: Cambodia, Malawi, Nepal, Palestine, or Zambia. Subsequently, participants are involved in voluntary work in Denmark, for instance, in the annual campaign #TagDel (an integral part of the yearly door-to-door collection "The Parish Collection"). Here, Go Global participants give introductory speeches to Confirmation classes, boarding schools, and associations

for children and youth all over Denmark, spreading their experiences and engagement even further.

When COVID-19 restrictions cancelled all planned Go Global-trips in 2021, “Go Global” was converted to a “Go Home” concept”. Working closely with DCA CO, the DCA GoGlobal team produced videos and interviews in the form of quizzes styled as well-known TV-concepts such as “Do you know the world?”. The quizzes were used by teachers in school classes in 160 locations, engaging a total of 8,104 youngsters. The Confirmation classes were engaged through a digital learning concept on diakonia, ethical dilemmas, SDGs, and climate change, and 82 priests engaged 2,622 young people on Teams/Zoom.

Other planned activities in 2021 were also modified and digitalised. The study tour for 10 DCA gatekeepers in relation to the Parish Collection was transformed into two online meetings with guest speakers as well as information materials, and debates on “how to run a digital collection”. Approximately 300 gatekeepers and 200 secondhand shop volunteers participated in the meeting, thereby strengthening their relation to DCA.

8.3 Strong Communication

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

In 2021, DCA continuously worked to earn the trust and engagement of individuals, networks, and partners wanting to act to the benefit of families in the poorest parts of the world.

On Facebook 234,150 people followed DCA's profile in 2021, providing DCA with the most popular Facebook presence when comparing to other Danish humanitarian and development organisations (2020: 235,365). A 2021 study (from “Tal&Analyse”) comparing 240 Danish based NGOs across all sectors, put DCA second in terms of followers, surpassed only by the Danish Cancer Society. The slight decrease in Facebook followers when compared to 2020 was most likely caused by a general trend of Facebook fatigue.

In 2021 674,000 unique visitors saw or read content on DCA's Danish website, a slight increase from 669,200 in 2020.

Content published on the DCA SoMe channels, webpage, campaign material etc. is generally wide in scope, reflecting the range of DCA's work. In 2021 DCA continued its efforts to communicate specific and relevant stories, focusing on **concrete** results and generating hope, while applying a gentle sense of humour to engage Danes not traditionally interested in humanitarian and development issues. In this regard, DCA continued to work closely with DCA ambassadors to create relevant and engaging content.

DCA remains widely known and quoted in Danish print, web, and tv/radio media. In 2021, despite the fact, that the media agenda was heavily influenced by the COVID19-pandemic, DCA was quoted or referred to 2,399 times in Danish media.

The Danish public remains eager to engage with DCA in volunteer activities. In 2021, volunteers spent a total of 730,445 hours volunteering with DCA, e.g. in DCA's second hand shops, Wefood shops, collection activities and NU. The slight decline compared to the 810,302 hours spent in 2020 was mainly due to the continued COVID-19 restrictions and lockdowns. Specifically, the fear of COVID-19 infection impacted the number of volunteers in second hand shops, leading to a slight decrease from 3,484 in 2020 to 3,112 in 2021.

Despite COVID, the volunteer-driven Wefood shops remained open throughout 2021, saving 417 tonnes of food from becoming waste (up from 375.5 tonnes in 2020). This constitutes an increase of 18 percent compared to 2020. The success is owed to the 3,112 volunteers who continuously adjusted the shops' activities to the restrictions and lockdowns. Wefood continued to gain strong media coverage in 2021, pushing the issue of food waste on the public agenda. DCA furthermore opened Wefood shop number six in 2021 in Aalborg, **engaging** hundreds of locals, press, two government ministers and many specially invited guests for the festive opening, thus putting food waste high on the agenda.

8.4 Dialogue and Relation Building

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

In 2021, DCA continuously worked to maintain and extend engagement with Danes, through dialogue and relation building. DCA is pursuing a relevant, and personalised dialogue with private donors and volunteers, and has a constant focus on informing and raising interest in DCA's purpose and activities.

In 2021, DCA communicated with **258,631** recipients via email compared to 250,689 in 2020. The number of recipients reached via SMS in 2021 was 324,885 compared to 298,053 in 2020. The increase in dialogue resulted in longer lasting relationships with private donors and volunteers, as well as an increase in donations.

DCA is systematically followed up on any initial interest from Danes with information and storytelling, attempting to expand and deepen the dialogue and engagement. DCA is working through targeted dialogue flows, thus ensuring opportunities for meaningful actions throughout the year to different segments of Danes, engaged with DCA. This approach contributes to increased engagement, increased fundraising, and a closer relationship with and knowledge of DCA's work.

The number of Danes contacted by the DCA in-house

telemarketing team reached 99,566 in 2021, up from 86,908 in 2020. The significant increase is mainly due to a more focused approach, resulting in more interest and thus more Danes wishing to donate funds on a regular basis.

In 2021 DCA increased its focus on matching target groups and dialogue flows. This resulted in fewer but more qualified and longer lasting regular donorships. In 2021, 47,789 private donors supported DCA's work regularly, compared to 48,153 in 2020. But the average monthly donation increased slightly from 108 to 109 DKK and the retention rate of new monthly givers increased as well.

The total number of payments from private donors in 2021 was 580,326 compared to 649,716 in 2020. The decrease in the number of donations was mainly due to the fact that COVID-19 digitally engaged many new private donors in 2020. As DCA saw an increase in the average donated amount from private donors, income in 2021 was similar to that of 2020.

8.5 Danish Partnerships

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

DCA is the largest Danish faith-based humanitarian and development NGO, enjoying a strong relation to local churches and faith communities. As an organisation, DCA was born out of partnerships with individuals who believe in a dignified life for all, and with fellowships that want to be part of a necessary global change.

A key part of DCA's engagement work builds on 15 long-term partnerships with popular and church-based partners, strongly supplemented by 14 corporate partnerships. Moreover, DCA works closely with 13 popular ambassadors. To highlight, scale and further professionalise DCA's work with popular and church-based partners, and with volunteers, DCA set up a new unit in 2021, focusing on partnerships and volunteering.

In 2021, church communities were again heavily affected by COVID-19. Restrictions on gatherings limited some of DCA's regular activities implemented through partners. Local churches were closed from New Year to Pentecost, and the possibility of church gatherings were very limited during the first months of 2021. Some activities were cancelled, others postponed or converted into digital concepts.

As mentioned earlier, the annual Parish Collection was transformed into a digital campaign in 2021. Children, youth, and adults developed digital collections, sold homemade cakes, held competitions, wrote songs, performed theatre plays, and developed a range of other creative activities to benefit people in need. Due to the fact, that a digital parish collection involves different

competences than a physical collection, many parishes took the opportunity to engage the church-and-culture-staff in the digital collection work.

Another digital landmark in 2021 was the launch of the digital tool "The SDG from Word to Action". The tool focuses on SDG actions locally and globally and is linked to the "Verdensmålsbogen" that DCA published in print and online versions in 2020. The material was developed in cooperation with The Adventist Development and Relief Agency, Center for Church-Based Development and The Lutheran Church. Verdensmålsbogen is the Danish version of the Sustainability Book – a Christian Perspective on the SDG's. The creative work on "The SDG from Word to Action" was reconceptualised with Blumes Legat for innovative, educational, and didactic learning.

8.6 A Strong Voice

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

The Press and Stakeholder Management unit (PSM) led DCA's press and advocacy work, promoting the global goals and DCA engagement, in Denmark. Activities centered around five narratives, focusing on "Partnerships, sustainable growth, and decent jobs", "Women's rights", "A rules-based world order", "Climate change", and "Local communities on front lines when a crisis hit". During the year, DCA influenced the public debate through several public events and active press work. Informal dialogue with ministers, politicians, and other relevant stakeholders also contributed to positive results.

Regarding climate change advocacy, DCA had a breakthrough when the government decided to drastically scale up climate finance and the focus on adaptation. This change aligned with DCA arguments over a number of years. However, the increased focus on climate finance was unfortunately not followed by additional funds. Another shift in the Danish climate policy related to climate induced loss and damage where the government in 2021 became much more vocal. DCA influenced this development, for example through a joint event about loss and damage, together with the governments of Denmark and Guinea. DCA strongly advocated for promoting a focus on women's rights and gender equality in development and humanitarian assistance, both in Denmark and globally. DCA engaged with the MFA and CSO networks in Denmark to support Danish global leadership's Call to Action against gender-based violence and the women, peace and security agenda. As a result, DCA was invited as one of six Danish NGOs to speak to Danish politicians about women's rights and GBV in crisis and conflict in 2022.

[Cambodia / Mr. Stefan]



09. Audits, Assessments and Reviews

In 2021, DCA carried out one organisational assessment - the second phase of the CHS recertification audit.

Because of the COVID-19 pandemic, DCA's CHS recertification audit for 2021 was divided into two stages and completely organised online. The first stage was concluded by the end of 2020 and focused on policy-level and organisation wide requirements. Auditors conducted interviews with staff at DCA's HO in Denmark and an extensive document review took place. However, auditors found no major weaknesses and based on the first stage of the audit, DCA was officially certified in accordance with the CHS.

For the second stage, the focus was on implementing CHS related measures and procedures at CO level in three different countries: **DRC, Ethiopia, and Palestine**. Interviews were conducted with a select number of DCA's implementing partners, CO staff and two community groups and additional documentation was reviewed. While again no major non-conformities were found, three recommendations also called corrective action requests (COR) were made by the auditors that DCA must address which will be discussed below.

The first COR was related to DCA's risk management framework, more specifically that DCA and partners did not systematically consider risks during project implementation. To address this COR, DCA took several

measures such as developing a ToR to update DCA's risk management policy as well as initiating procedures to contract a professional risk management consultant. The second COR was related to complaint handling systems and that DCA does not systematically ensure that all its partners have functioning complaints handling systems in place. To address this COR, a complaint handling system checklist was developed in 2021 and was scheduled to be rolled out in 2022. Finally, the third COR noted that DCA had no formal referral mechanisms in place for complaints that do not fall within the scope of the organisation or its partners. To address this COR, DCA developed a complaints handling system checklist in 2021 such as a new standard operating procedure for handling sensitive complaints, including a referral mechanism and an updated referral pathway. These measures were scheduled to be rolled out in 2022 as well.

In addition to the CORs, the auditors made several small observations. These observations were related to partner capacity building, the safeguarding of personal data of beneficiaries, information sharing with communities, complaints handling systems of both DCA and partners, the safety and security of partner staff and environmental impact. For each of these observations a plan has been developed.

Auditors set the deadline for DCA to address the three CORs and observations at March 2023.

[Uganda / Jjumba Martin]



10. Quality Management and Accountability

10.1 Accountability

In 2021, 14 out of 18 COs participated in online workshops where all staff were trained in the Code of Conduct, the Prevention of Sexual Harassment, and Abuse Policy and Child Safeguarding Policy, and in how to use the complaints system. In preparation for the workshop, the COs updated the description of their CO-complaints systems as well as their CHS workplan. This provided employees with a solid understanding of the policies that inform the complaints system as well as a strategic insight into the CHS at organisational and operational level.

The quarterly accountability and complaints focal point webinars with the COs were facilitated with a continuous strong commitment and high percentage of participation throughout the year. Based on the yearly evaluation from 2020, the duration of the webinars was extended from 60 to 90 minutes in 2021 to allow more time for sharing experiences and lessons learned across COs and between HO and COs. Relevant topics discussed were the CHS audit, safeguarding, localisation, and the complaints system. At the end of the year, the webinars were evaluated and the feedback was positive, indicating that focal points gain concrete learnings that they can use strategically when working with accountability and the complaints system in the COs and with partners.

DCA organised a wide range of webinars, among which one webinar was related to complaints and accountability. Topics that lay ground for closing corrective action request from the CHS audit were discussed and solutions for how to meet them were agreed upon.

A Terms of Reference was developed to describe the role, mandate, and responsibilities of the complaints committee. This provides the complaints committee with a clear direction when handling complaints. In addition, a Standard Operational Procedure was developed, to guide the complaints committee in investigations where access to or blocking DCA IT equipment is necessary.

In line with the new EU whistleblower law, DCA established a whistleblower system that allows DCA employees to submit anonymous complaints. The whistleblower system will be further implemented in 2022 and DCA will find a solution to how the whistleblower and the complaints system can work in parallel.

10.2 Complaints System

Strategic Objective: 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 and in our partner organisations.

DCA is committed to support its partners in setting up and strengthening their complaints systems. To support the complaints focal points in the COs in this area, DCA developed a Minimum Standard Guideline and presented it during a complaints focal point webinar. The guideline allows the complaints focal points to work with a common approach in supporting partners in this area. The guideline will be evaluated and further developed in 2022.

The 2021 reporting indicated that 113 partners received 215 complaints. It was the first year where DCA measured how many complaints partner organisations received and therefore the number cannot be compared to previous years.

113 of 187 partners had complaints systems in place in 2021, which was 60 % of all partners. In 2020, 142 of 205 partners had complaints systems in place which was 69% of all partners. DCA experienced a decrease in the number of partners with complaints systems in place.

In 2021, DCA received a total of 2,630 complaints globally, out of which 1253 were categorised as non-sensitive and 25 as sensitive. The remaining 1352 cases were referred to HR, since they were related to staff management issues. This is an increase from 2020 where DCA received a total of 2,590 complaints globally of which 2,577 were categorised as non-sensitive complaints and 13 as sensitive. A sensitive complaint is an alleged breach of DCA's Code of Conduct or its related policies. DCA experienced an increase in both the amount of global and sensitive complaints but a decrease in non-sensitive complaints.

COVID-19 restrictions were reduced in 2021 and resulted in an increase in received complaints globally in 2021. Based on consultancies with selected COs, it was highlighted that the complaints that might have been suppressed in 2020 now started appearing in 2021. In **Kenya**, for instance, the remote monitoring skills were improved by mid-2021 and resulted in better opportunities for submitting and receiving complaints.

For the almost two-fold increase in sensitive complaints (13 in 2020 and 25 in 2021), a plausible explanation is the absence of physical monitoring of checks and balances and internal controls due to COVID-19 restrictions, which staff and stakeholders could take advantage of to engage in activities that breach the code of conduct. The increase can also reflect the awareness sessions on the complaints system held throughout the year with most COs.

An explanation for the decrease of non-sensitive complaints could be the improvement of controlling and safeguarding measures in field activities, due to learnings from previous complaints. An example is **Uganda** where field staff worked pro-actively by sharing project information with the communities on the activities that they are a part of. Moreover, COVID-19 prevalence drastically limited community interactions in Uganda as activities and field engagements were limited.

10.3 Monitoring and Evaluation

Initiatives to improve quality of Monitoring, Evaluation, Accountability and Learning (MEAL) practice continued during 2021. At a global level, a MEAL workshop was held with all CO remotely due to the COVID-19 pandemic. DCA developed and rolled out a MEAL policy with supporting tools, guidance, and plans. All CPs reported a range of ongoing initiatives to strengthen monitoring and evaluation capacity. Several CPs reported upgraded DCA practices or a greater emphasis on monitoring and evaluation (M&E) strategic development. Some CPs reported increased M&E capacity with **Iraq, Mali, and South Sudan** recruiting dedicated M&E personnel during 2021. **CAR** and **Lebanon** confirmed plans to recruit dedicated M&E staff. All CPs reported that they will focus more on outcome reporting in the coming years, in line with the new GRF.

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

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

This objective was selected to ensure alignment with CHS indicator 2.7, which requires systematic, objective, and ongoing monitoring and evaluation of activities and effects. In 2021, DCA conducted the CHS stage two recertification audit for the **DRC, Ethiopia, and Palestine** to confirm continued compliance at the implementation level in CO's. At the country level, 19 CPs reported a range of ongoing initiatives. Generally, these initiatives reconfirmed commitments to established M&E practices, and several programmes confirmed having indicators in place from the outset of each project where both output and outcome indicators were identified. Several programmes reported increased initiatives to focus on outcome measurement practice (**Ethiopia, Libya, Myanmar, Nepal, Syria, and Uganda**) during 2021 and throughout the remainder of the strategic period.

Further, DCA defined performance against this objective as having at least two measurements of indicators during the project cycle. In 2021, DCA's annual reporting system received 146 outcome reports out of 285 projects. These projects then submitted 204 instances of outcome reporting aligned with the KOIs, of which approximately 59% were verified as outcomes aligned with the KOIs and included in this year's KOI reporting. For 139 projects not submitting KOI reporting in 2021, it was not possible to fully verify M&E systems and reporting quality. However, as a broad indication, 50% indicated this was because outcome systems were in place but KOIs were not relevant to the type of work. In other cases, 9% stated that there was no baseline measure or data for the indicators of the project, 11% said that follow-up measurements were not planned during 2021, and an additional 29% reported that while there were no follow-up measurements conducted by the time of the report, they had plans to measure later. For the last 7%, outcome systems were not in place, but valid explanations were provided, such as outbreaks of conflict in the project area, challenging political situations that altered the projects, or lack of necessity for measuring results at that stage of a project's implementation. Altogether, 19% of the projects lacked planned baseline or follow up measurements which hindered their ability to report on the KOI's. Taken out of DCA's total corpus of projects, this implies that basic M&E capacity to measure outcomes was not in place for 10% of DCA's 2021 portfolio.

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

In 2021, DCA commissioned five CP evaluations in **Cambodia, Ethiopia, Kenya, Myanmar, and Nepal** which

systematically included a set of global learning questions to inform DCA's programme strategic priorities. The evaluations were conducted according to DCA Evaluation Policy, including aligning with the Development Assistance Committee (DAC) criteria of e.g., relevance, effectiveness, efficiency, impact, and sustainability, which differed per evaluation to include other criteria such as climate change and nexus approach, and incorporated a set of global learning questions, aligned with organisational strategic priorities. Of 285 projects active in 2021, 34 completed an evaluation during 2021. In cases where evaluations were not completed in 2021 but were meant to according to minimum thresholds outlined by the evaluation policy, this was predominantly due to delays in project implementation and operational challenges so that evaluations were postponed to 2022. DCA's evaluation policy is due for revision in 2022 and will be updated to reflect recent organisational changes and current thinking on good evaluation practice.

DCA took further steps to strengthen learning through evaluation in 2021. The five CPs that were evaluated contributed to learning at programme level, informing the design of new CPs in these countries, and contributed to the institutional knowledge at organisational level. DCA further commissioned a synthesis of 10 programme evaluations in late 2021 to identify common areas of strengths and weaknesses across its operations. An independent thematic evaluation of DCA's support to building resilient communities was also finalised in 2021 and a follow-up process responding to recommendations was initiated. The process contributed to initiating the development and rollout of a DCA resilience framework and the follow-up process will track implementation of other key recommendations during 2022.

Summary of findings against DAC evaluation criteria from five CP evaluations in 2021 (Ethiopia, Cambodia, Kenya, Nepal, Myanmar)

Relevance: Most of the programmes were highly relevant to contexts and needs of targeted groups, with strong alignment to the DCA international strategy and vision. The CP in **Ethiopia** was found to be important in addressing pressing problems related to food and nutrition insecurity, youth unemployment, and poor access to WASH facilities of the beneficiaries. During its implementation, the programme has contributed appreciably toward ensuring the three global goals of DCA, i.e. saving lives, building resilience and fighting extreme inequality in Ethiopia in general and in the areas of implementation.

Effectiveness: The programmes were also assessed as effective. In **Nepal**, climate adaptation for livelihood and food security was effective in the areas of implementation. The climate smart model village concept and climate smart farming were promising through integrating farmers' groups with cooperatives acting as a nodal point between the procurers and the market. Similarly, the climate brick initiative was effective in replacing firebrick, generating employment for migrant returnees and youths, and contributing to safer construction.

Efficiency: Evaluations found that DCA's CPs were implemented in a cost-efficient way. **Cambodia's** CP was cost-effective due to the significant leveraging that comes from the partner implementation model. Similarly in **Ethiopia**, working in partnership with other actors meaningfully contributed to its efficiency. The evidence shows that the partnership with LINGOs helped DCA to use the local knowledge for its programme implementation.

Impact: Many of the programmes were delivered and implemented in difficult contexts and environments which could hinder the impact of programmes, but overall, all evaluations stated that the CPs had positive impacts on rights holders. For example, the various components of the programme in **Ethiopia** noticeably contributed to realising the resilience capacities of the beneficiaries. The positive impact of the programme on livelihood diversification and wealth creation gave them confidence in coping with shocks. In **Kenya**, women were involved in decisions at household level, with income generation and expenditure being a shared role by both men and women.

Sustainability: Many of the evaluations concluded that various aspects of the country programmes are likely to last beyond the programme duration due to generating long-term sustainable impacts in target communities. The evaluation in **Ethiopia** disclosed that the formation of CBOs (e.g. WASH committees) helped create institutional arrangements that support the target population to sustain the outcomes of the programme.

10.4 Security and Risk Management

10.4.1 Counter Terrorism Compliance

An important development in 2021 regarding DCA's management of counter terrorism compliance is the inclusion of anti-money laundering measures in DCA's policy and procedures. As these two requirements are very similar in terms of screening procedures and the lists that are used to comply with selected national and international sanctions, it was decided to combine the two requirements into one policy. Furthermore, the inclusion of anti-money laundering as a requirement by donors such as the Green Climate Fund also contributed to making this decision. Therefore, by the end of 2021, the DCA Compliance Policy on Counter-Terrorism was replaced by the DCA Policy on Anti-Money Laundering and -Terrorist Financing.

The purpose of the new policy was to provide principles and guidance regarding anti-money laundering and counter terrorist financing and to ensure that DCA meets international standards and relevant legal requirements in the countries that DCA and its partners operate. Furthermore, the objective of the new policy was to prevent the abuse of DCA funds for the funding of terrorism, prevent crime proceeds being laundered through DCA, and manage and control risks that are related to breaching global sanctions, terrorism, and money laundering. A professional consultancy firm assisted DCA's development of the policy which was approved by DCA's Board in December 2021. The policy's rollout will occur in 2022 using DCA's Screening Focal Point network and updating and using existing counter terrorism compliance procedures. The implementation will be monitored by the Anti-Money Laundering and Counter Terrorist Financing Committee. It is expected that the rollout of the policy is not without challenges for some of DCA's partners due to finding a balance between humanitarian principles and screening requirements.

Aside from the new policy, manual screening by DCA's COs is ongoing and during 2021 a total of 4,977 manual screenings of DCA's partners, suppliers, and staff was carried out. There were no confirmed occurrences in these three categories.

10.4.2 Safety and Security Management

COVID-19 remained a notable threat to staff safety for the first half of 2021 but with most staff receiving at least one vaccination by the summer, the risk presented by the infection has now been substantially reduced, despite new variants.

The North Kivu Province of the **DRC** saw increasing levels of insecurity with organised armed groups and criminal gangs able to operate with relative impunity, despite the imposition of a state of emergency by the government. CO staff increasingly needed to use helicopter flights to access programme areas to mitigate the growing threats of kidnapping and highway robbery.

In May, increased tensions between Hamas and the government of Israel resulted in rocket attacks being launched from the **Gaza Strip (Palestine)** and Israeli Defence Force airstrikes on the Gaza Strip. This resulted in multiple deaths, injuries, and destruction of infrastructure in Gaza. DCA staff in Gaza endured and survived the multiple airstrikes over eleven days.

In November 2020, the conflict between the government of **Ethiopia** and the Tigray People's Liberation Front (TPLF) escalated into a broader conflict when the TPLF forces managed to advance, initially unopposed, toward the capital Addis Ababa. As a consequence, some DCA programme activities were suspended in Afar and Amhara Regions and some national staff relocated to safer parts of the country. The new Country Director could not take up her post in country until January 2022, after the situation stabilised with the TPLF mostly having withdrawn back to Tigray Region.

In July, Senior Management approved a new Safety and Security Duty of Care Policy. Work continued to implement the policy and to engender a greater culture of safety and security within DCA worldwide.

In the last quarter of 2021, it was clear that the global safety and security team required additional resources to support DCA's French speaking African COs, **CAR**, the **DRC** and Mali. It was decided that an Africa Regional Roving Safety & Security Adviser would be recruited to support these countries from 2022.

10.4.3 Risk Management

Aside from security, safety, and health-related risks, countries also reported on financial, climate, reputational, and other risk categories and what measures they took to mitigate them. Below are mentioned some of the most common risks.

Bangladesh reported an increased need to mitigate climate-related risks. **Bangladesh** is one of the most vulnerable countries in the world to natural disasters and one of the highest at risk of adverse effects of climate change. The increased vulnerability and lack of

resilience toward natural hazards in Cox's Bazar poses a threat to lives, livelihood and access to services for both Rohingya refugees and host communities. To mitigate this risk and bring it back to acceptable levels, there is a strong emphasis on contingency planning, strengthening community-based risk reduction plans, and developing early warning mechanisms.

Another notable risk reported by **Cambodia, Myanmar,** and **Uganda** was in the area of digital security. The three countries reported an increase in the risk of data breaches and loss of data to third parties mainly due to an escalation of cyber-attacks and crackdowns on (I) NGOs in their national contexts. With the use of digital technologies being more and more prevalent, the risk that the vulnerabilities of these technologies are exploited has also grown. To mitigate the risk of data breaches, DCA adopted a range of measures such as creating new standard operating procedures to manage processes where personal data is involved, the rollout of a mandatory e-learning course on data protection across DCA, the raising of awareness of the importance of data protection in both HO and CO through meetings and workshops. Furthermore, digital security consultants to support the development of new ideas and continually assess new risks and adapt security measures. DCA also made more resources available for the dedicated Data Protection Consultant to work on the implementation of

the General Data Protection Regulation (GDPR) both in HO and COs.

Because of the COVID-19 pandemic, **Nepal** and **Palestine** reported an increased risk of corruption, fraud, and mismanagement of funds, especially because the partners were mostly managed remotely with limited in-person support. To mitigate this risk, partner organisations were encouraged to take on-line training courses on procurement and anti-corruption on the Fabo e-learning site. Furthermore, DCA staff conducted virtual finance and procurement monitoring regularly.

Cambodia further reported that the COVID-19 pandemic increased the risk of staff burnout caused by higher pressures in a difficult and complex context. To mitigate this risk, staff access to wellness improvement opportunities such as counselling, wellness coaching, or other motivation-building activities was improved.

Finally, **South Sudan** reported on reputational risks in the form of unsupportive authorities and little collaboration with local communities. For DCA to work effectively, the support of both local authorities and communities is essential. To mitigate this risk, advocacy with community representatives and authorities took place with a clear demonstration of the impact and benefits of DCA's work.

11. Annexes

11.1 Abbreviations

ACT	Action by Churches Together	EO	Explosive Ordnance
ALNAP	Accountability and Performance in Humanitarian Action	EORE	Explosive Ordnance Risk Education
AVR	Armed Violence Reduction	ERW	Explosive Remnants of War
BPRM	Bureau for Population, Refugees and Migration	EU	European Union
C4C	Charter for Change	EuropeAid	European Civil Protection and Humanitarian Aid Operation
CaLP	Cash Learning Partnership	FAO	Food and Agriculture Organisation
CAR	Central African Republic	FBO	Faith Based Organisation
CCCOP	Churches Convergence on Conflict and Peace	FCS	Food Consumption Score
CEDAW	Convention to Eliminate all Discrimination Against Women	DFD	Frivilligt Dreng og Pige forbund
CHS	Core Humanitarian Standard	FoRB	Freedom of Religion or Belief
CO	Country Office	GB	Grand Bargain
CoP	Community of Practice	GBV	Gender Based Violence
COR	Corrective Action Request	GDPR	General Data Protection Regulation
CP	Country Programme	GPRM	Global Partnership and Resource Mobilisation
CSO	Civil Society Organisation	GRF	Global Results Framework
CSI	Coping Strategy Index	GS	General Secretary
CSP	Community Safety Plans	HDP	Humanitarian-Development-Peace
CSW	Commission of the Status of Women	HEAT	Hostile Environment Awareness Training
CVA	Cash and Voucher Assistance	HMA	Humanitarian Mine Action
Danida	Danish International Development Assistance	HO	Head Office
DAC	Development Assistance Committee	HR	Human Resources
DCA	DanChurchAid	HRC	Human Rights Council
DIB	Diversity, Inclusion and Belonging	HRH	Her Royal Highness
DFC	Danida Fellowship Center	HRBA	Human Rights-Based Approach
DKK	Danish Kroner	HRDs	Human Rights Defenders
DMDP	Danida Market Development Partnership Programme	HRV	Human Rights Violation
DRC	Democratic Republic of Congo	ICVA	International Council of Voluntary Agencies
DR	Danish Broadcasting Cooperation	IDP	Internal Displaced People
DRR	Disaster Risk Reduction	IEDs	Improvised Explosive Devices
ECHO	European Civil Protection and Humanitarian Aid Organisation	IFU	Investment Fund for Developing Countries
		IHL	International Humanitarian Law
		IHRL	International Human Rights Law
		ILO	International Labour Organisation
		INGO	International Non-governmental Organisation

JCP	Joint Country Programme	SCLR	Survivor and Community-led Crisis Response
KOI	Key Outcome Indicator	SDGs	Sustainable Development Goals
KPI	Key Performance Indicator	SO	Strategic Objective
L2G	Local to Global	SOGIESC	Sexual Orientation, Gender Identity and Expression and Sex Characteristics
L2GP	Local to Global Protection	SRHR	Sexual and Reproductive Health Rights
LFA	Local Faith Actor	ToC	Theory of Change
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Plus	TPLF	Tigray People's Liberation Front
M&E	Monitoring and Evaluation	UN	United Nations
MA	Mine Action	UNFPA	United Nations Population Fund
MEAL	Monitoring, Evaluation, Accountability and Learning	UNHCR	United Nations High Commissioner for Refugees
MFA	Ministry of Foreign Affairs of Denmark	UNICEF	United Nations Children's Fund
MHPSS	Mental Health Psychosocial Support	UNOPS	United Nations Office for Project Services
MoU	Memorandum of Understanding	UPR	Universal Periodic Review
NCA	Norwegian Church Aid	USAID	United States Aid for International Development
NFI	Non-Food Items	VOICE	Voluntary Organisations in Cooperation in Emergencies
NGO	Non-Governmental Organisation	VSLA	Village Savings and Loan Association
NU	DCA's youth organisation	WASH	Water, Sanitation and Hygiene
OCHA	The United Nations Office for the Coordination of Humanitarian Affairs	WFP	World Food Programme
PA	Partnership Agreements	WLO/WRO	Women-led Organisations / Women Rights Organisations
PANEL	Participation, Accountability, Non-Discrimination, Empowerment, and Linking to HR Framework	WRO	Women's Rights Organisations
PaRD	International Partnership on Religion and Sustainable Development	YMCA	Young Men's Christian Association
PDM	Post-distribution Monitoring United States' State Department's Bureau of Political-Military Affairs		
PPE	Personal Protection Equipment		
PRI	Project and Programme Related Information		
PSM	Press and Stakeholder Management unit		
PSS	Psychosocial Support		
RBC	Responsible Business Conduct		

11.2 KOI Results Tables

TABLE 1 KOI.1: PERCENTAGE OF THE TARGET POPULATION WITH ACCEPTABLE FOOD CONSUMPTION SCORE (FCS) (DISAGGREGATED BY COUNTRY AND SECTOR)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA

DCA Country Programme	Project	COMPARATORS			RESULTS IN 2021			FCA Acceptable - Baseline	FCA Acceptable - Endline
		Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment			
Bangladesh	Build Resilient Communities, Danida HUM 2021 (#1010369-21)	JAN/21	12	DKK 2,500,000	4,753 (52%)	Better than expected	77%	86%	
Ethiopia	Food and livelihood improvement for South Sudanese & Eritrean refugees and host communities in Gambella & Afar (#1010331-72)	SEP/20	12	DKK 12,724,129	17,337 (63%)	Worse than expected	30%	73%	
Ethiopia	Enhancing Access to complementary Nutritious food and efficient Cooking stoves for Vulnerable South Sudanese Refugees in Gambella, Jewi Refugee camp (#1010331-80)	JAN/21	12	DKK 2,999,935	12,397 (55%)	Worse than expected	32%	69%	
Ethiopia	"Integrated, nutrition sensitive emergency response to South Sudanese refugees and host communities in Gambella, Eritrean refugees and Tigrayan IDPs in Afar, and IDPs in Oromia regional state", (#1010331-84)	MAY-21	12	DKK 27,519,629	43,255 (51%)	Worse than expected	29%	65%	
Ethiopia	Food and Livelihood Improvement for South Sudanese and Eritrean Refugees and their Host Communities in Gambella and Afar regions, Ethiopia (#1010331-90)	SEP/21	12	DKK 15,948,594	8,794 (51%)	Better than expected	40%	50%	
Iraq	HRMA Iraq Danida Special (Syria) 2020-2 (#1010776-16)	DEC/20	13	DKK 5,500,000	27,842 (55%)	Worse than expected	0%	47%	
Kenya	Support to Refugees and Host Communities (SR&HC) in Kakuma Refugee Camp, Kalobeyei Settlement and surrounding areas, 2021. (#1010375-31)	JAN/21	12	DKK 3,262,387	2,087 (60%)	Worse than expected	54%	48%	
Mali	HRMA Danida 2021 - Build Safer Communities and Contribute to Social Cohesion, Resilience and Peaceful Coexistence in Central and Northern Mali (#1010774-43)	JAN/21	12	DKK 6,002,397	3,472 (39%)	Better than expected	57%	98%	
Palestine	MAAN_DERF_2021_FV_MPCA (#1010306-109)	MAY-21	3	DKK 1,200,000	2,458 (49%)	Better than expected	43%	97%	
Palestine	MAAN_WASH_CVA_NMFA_FF_2021 (#1010306-110)	JUNE-21	6	DKK 6,138,482	214,820 (50%)	As expected	49%	70%	
Palestine	MAAN_Emergency_MPCA_DCA collected fund_2021 (#1010306-111)	AUG/21	4	DKK 322,208	438 (50%)	Worse than expected	20%	26%	
Palestine	MAAN_DHF 2020-21 (#1010306-76)	FEB/20	23	DKK 9,783,079	28,498 (45%)	Better than expected	53%	80%	
South Sudan	Strengthening of Vulnerable Communities Affected by Humanitarian Crisis in South Sudan (#1010342-26)	JUNE-20	13	DKK 32,605,228	152,610 (58%)	Better than expected	41%	73%	
South Sudan	Emergency response and resilience building through coordinated humanitarian support to conflict affected communities (#1010344-29)	JAN/21	12	DKK 32,391,252	35,000 (57%)	Better than expected	24%	42%	
Syria	HRMA Syria USAID FFP (#1010772-55)	AUG/20	12	DKK 16,809,217	24,888 (54%)	Better than expected	20%	41%	
Syria	HRMA Syria Danida_Special_2021 (#1010772-57)	JAN/21	12	DKK 12,155,166	74,012 (54%)	Worse than expected	20%	39%	
Syria	HRMA Syria BHA/USAID 2021 (#1010772-62)	AUG/21	12	DKK 26,595,918	28,225 (53%)	Better than expected	20%	2%	
Uganda	DERF - Emergency Response for Conflict Affected DRC Refugees (#1010328-74)	SEP/20	5	DKK 10,000,000	892 (60%)	Worse than expected	25%	61%	
Zimbabwe	Lupane Emergency Food Assistance and Recovery (#1010268-109)	JAN/21	4	DKK 821,379	19,053 (55%)	As expected	34%	100%	
Zimbabwe	WFP Combined CBT and Resilience Project (#1010268-118)	APR/21	17	DKK 10,855,014	86,500 (58%)	Better than expected	33%	86%	
Zimbabwe	ECHO Urban Social Assistance (#1010268-122)	JUL/21	10	DKK 15,225,349	15,000 (54%)	Worse than expected	18%	74%	
Zimbabwe	Sizimele_Resilience_Action_2017-2020 (#1010268-37)	JUL/17	60	DKK 47,253,922	49,456 (67%)	As expected	83%	78%	
Zimbabwe	Echo-Urban Cash Transfer Project (#1010268-90)	FEB/20	14	DKK 31,872,752	30,000 (60%)	Worse than expected	26%	98%	

TABLE 2 KOI1.2: AVERAGE COPING STRATEGIES INDEX (CSI) SCORE FOR THE TARGET POPULATION (DISAGGREGATED BY COUNTRY AND SECTOR)
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			
		Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	CSI Index Score - baseline	CSI Index Score - endline
Bangladesh	Build Resilient Communities, Danida HUM 2021 (#1010369-21)	JAN/21	12	DKK 2,500,000	4,753 (52%)	As expected	5	3
Ethiopia	Food and livelihood improvement for South Sudanese & Eritrean refugees and Host communities in Gambella & Afar (#1010331-72)	SEP/20	12	DKK 12,724,129	17,337 (63%)	As expected	35	26
Ethiopia	Enhancing Access to complementary Nutritious food and efficient Cooking stoves for Vulnerable South Sudanese Refugees in Gambella, Jewi Refugee camp (#1010331-80)	JAN/21	12	DKK 2,999,995	12,397 (55%)	As expected	26	20
Ethiopia	"Integrated, nutrition sensitive emergency response to South Sudanese refugees and host communities in Gambella, Eritrean refugees and Tigrayan IDPs in Afar, and IDPs in Oromia regional state", (#1010331-84)	MAY/21	12	DKK 27,519,629	43,255 (51%)	As expected	35	29
Ethiopia	Food and Livelihood Improvement for South Sudanese and Eritrean Refugees and their Host Communities in Gambella and Afar regions, Ethiopia (#1010331-90)	SEP/21	12	DKK 15,948,594	8,794 (51%)	Better than expected	25	11
Iraq	HRMA Iraq Danida Special (Syria) 2020-2 (#1010776-16)	DEC/20	13	DKK 5,500,000	27,842 (55%)	Better than expected	15	16
Kenya	Support to Refugees and Host Communities (SR&HC) in Kakuma Refugee Camp, Kalobeyei Settlement and surrounding areas, 2021 (#1010375-31)	JAN/21	12	DKK 3,262,387	2,087 (60%)	As expected	5	5
Kenya	Support to refugees and local resident communities in the Kalobeyei settlement and the greater Turkana county, 2021 (TV) (#1010375-38)	JAN/21	12	DKK 2,496,802	3,482 (57%)	As expected	5	5
Mali	HRMA Danida 2021 - Build Safer Communities and Contribute to Social Cohesion, Resilience and Peaceful Coexistence in Central and Northern Mali (#1010774-43)	JAN/21	12	DKK 6,002,397	3,472 (39%)	Better than expected	11	1
Nepal	SAFAL_NNSWA_2020 (#1010327-58)	JAN/20	24	DKK 963,000	1,993 (85%)	Better than expected	47	15
Nepal	DL_AADHAR- Everyone has the right to a worthy life (#1010327-82)	JAN/21	38	DKK 4,896,802	7,794 (79%)	Better than expected	47	15
Palestine	MAAN_DERF_2021_FV_MPCA (#1010306-109)	MAY/21	3	DKK 1,200,000	2,458 (49%)	Better than expected	88	87
Palestine	MAAN_WASH_CVA_NMFA_FF_2021 (#1010306-110)	JUN/21	6	DKK 6138,482	214,820 (50%)	Better than expected	95	15
Palestine	MAAN_Emergency_MPCA_DCA collected fund_2021 (#1010306-111)	AUG/21	4	DKK 322,208	438 (50%)	Better than expected	69	32
Palestine	MAAN_DHF 2020-21 (#1010306-76)	FEB/20	23	DKK 9,783,079	28,498 (45%)	Better than expected	74	34
South Sudan - A1	Emergency response and resilience building through coordinated humanitarian support to conflict affected communities (#1010344-29)	JAN/21	12	DKK 32,391,252	35,000 (57%)	Better than expected	27	11
Syria	HRMA Syria USAID FFP (#1010772-55)	AUG/20	12	DKK 16,809,217	24,888 (54%)	Better than expected	20	8
Syria	HRMA Syria Danida_Special_2021 (#1010772-57)	JAN/21	12	DKK 12,155,166	74,012 (54%)	Worse than expected	15	12
Syria	HRMA Syria CDC (French) 2021 (#1010772-61)	MAY/21	10	DKK 3,718,477	6,266 (60%)	Worse than expected	14	19
Syria	HRMA Syria BHA/USAID 2021 (#1010772-62)	AUG/21	12	DKK 26,595,918	28,225 (53%)	Better than expected	27	11
Uganda	DANIDA_HUM_2021 (#1010328-82)	JAN/21	12	DKK 7,518,626	15,286 (70%)	Better than expected	28	25
Uganda	HQ DERF Funds - Emergency Response for Conflict-affected Democratic Republic of Congo (DRC) and South Sudanese (SS) Refugees in West Nile Settlements, Uganda (#1010328-89)	AUG/21	5	DKK 700,000	940 (38%)	As expected	28	25
Zimbabwe	WFP Combined CBT and Resilience Project (#1010268-118)	APR/21	17	DKK 10,855,014	86,500 (58%)	As expected	0	0
Zimbabwe	Sizimele_Resilience_Action_2017-2020 (#1010268-37)	JUL/17	60	DKK 47,253,922	49,456 (67%)	Worse than expected	8	13
Zimbabwe	Echo-Urban Cash Transfer Project (#1010268-90)	FEB/20	14	DKK 31,872,752	30,000 (60%)	As expected	6	3

TABLE 3 KOI1.3A: PERCENTAGE OF TRAINED RIGHTS HOLDERS DEMONSTRATING SAFE BEHAVIOUR TOWARDS THE DANGERS OF EXPLOSIVE REMNANTS OF WAR/LANDMINES
SOURCE: ANNUAL REPORT, SECTION C, PROGRAMME RESULTS

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			
Country	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	Baseline	Endline
Libya	HMA Libya PMWRA Benghazi 2019-2022 (#1010177-42)	NOV/19	29	DKK 15,333,619	54,316 (50%)	Better than expected	80%	91%
South Sudan	Emergency response and resilience building through coordinated humanitarian support to conflict affected communities (#1010344-29)	JAN/21	12	DKK 32,391,252	35,000 (57%)	Better than expected	0%	80%
Syria	HRMA Syria EU-IcSP 2019 (#1010772-44)	OCT/19	30	DKK 74,572,996	48,461 (55%)	Better than expected	N/A	100%
Syria	Saving Lives, building resiliencies and providing humanitarian assistance to IDPs, returnees and over-burdened host communities in hard-to-reach areas of North East Syria (#1010772-46)	JAN/20	15	DKK 14,311,385	32,353 (42%)	Better than expected	0	99%
Syria	HRMA Syria Danida_Special_2021 (#1010772-57)	JAN/21	12	DKK 12,155,166	74,012 (54%)	Better than expected	N/A	98%
Syria	HRMA Syria Church of Sweden (CoS) 2021 (#1010772-59)	APR/21	9	DKK 3,324,230	19,872 (61%)	Better than expected	0	100%

TABLE 4 KOI1.3B: PERCENTAGE OF RIGHTS HOLDERS REPORT IMPROVED SAFE ACCESS TO AREAS PREVIOUSLY CONTAMINATED BY EXPLOSIVE REMNANTS OF WAR

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			
Country	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	Baseline	Endline
Libya	HMA Libya EU 2019-2022 (#1010177-41)	FEB/19	39	DKK 107,493,307	66,418 (50%)	As expected	N/A	59%
Libya	HMA Libya PMWRA Benghazi 2019-2022 (#1010177-42)	NOV/19	29	DKK 15,333,619	54,316 (50%)	Better than expected	0%	80%

TABLE 5 KO12.1: PERCENTAGE HOUSEHOLDS AND COMMUNITIES DEMONSTRABLY ADOPTING PREPAREDNESS MEASURES TO PROTECT LIVES AND LIVELIHOOD ASSETS THROUGH IMPLEMENTATION OF DRR ACTION PLANS (DISAGGREGATED BY COMMUNITY/HOUSEHOLD)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			Indicator	Baseline	Endline
Country	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	Indicator	Baseline	Endline	
Cambodia	Shock-Responsive Social Protection (WFP) (#1010279-61)	JAN/20	18	DKK 443,255	730 (54%)	As expected	# of provinces with Emergency Preparedness and Response Plan (EPRP) on drought	0	3 provincial EPRPs	
Cambodia	AGILE IV_2021_Agricultural Information for Livelihoods Enhancement (#1010279-74)	JAN/21	12	DKK 423,581	200,000 (50%)	Better than expected	% farmers improved access to agroecological information	0	80% FGD participants	
Cambodia	BANKONI_II_2021_Preserving Genetic Agricultural Resources in Cambodia (#1010279-75)	JAN/21	12	DKK 395,590	203 (55%)	Better than expected	% farmers regularly outgrowing seed from seedbanks	3%	8%	
Nepal	Nexus: Risk to Resilience through Collective Local Action (#1010327-81)	JAN/21	12	DKK 778,425	1,433 (47%)	Better than expected	% respondents reporting have adopted preventative measures against disaster and hazards	37%	52%	
South Sudan	Strengthening of Vulnerable Communities Affected by Humanitarian Crisis in South Sudan (#1010342-26)	JUN/20	13	DKK 32,605,228	152,610 (58%)	Better than expected	% of DRR community action plans implemented	0%	92%	
Uganda	ECHO - Disaster Prepared and Response Project (#1010328-50)	SEP/19	24	DKK 13,029,025	17,467 (50%)	Better than expected	% of local first responders demonstrating sufficient capacities to provide quality and standard emergency response within 72 hours after the declaration of an alert.	10%	29%	
Uganda	Enhanced resilience of refugees and host communities in West Nile sub region through a coordinated and effective anticipatory and early response to multi hazard emergencies (#1010328-90)	AUG/21	21	DKK 9,808,056	55 (29%)	As expected	% of targeted households implementing disaster preparedness measures	0%	10%	
Palestine	Build Resilient Communities_YMCA_COS_PAX_DANIDA_2021_2023 (#1010306-104)	JAN/21	36	DKK 1,949,626	355 (87%)	As expected	# of communities implementing resilience activities in their action plans which were developed in a participatory manner with the whole community	0	3 community initiatives	
Palestine	E\Youth_Agents of Change YMCA_MASAR_Pa_Afka_EU_19_22 (#1010306-68)	JUN/19	43	DKK 40,371,645	24,367 (50%)	As expected	# of community initiatives in 5 communities implementing community plans against intermittent shocks and protection threats	0	17 community initiatives	
Palestine	MAAN_DHF 2020-21 (#1010306-76)	FEB/20	23	DKK 9,783,080	28,498 (45%)	As expected	# of community initiatives in 4 communities implementing community plans against intermittent shocks and protection threats	0	7 community initiatives	
Palestine	Building Resilient Communities_YMCA_PORTICUS_(continuation for 1010306-42) (#1010306-89)	JUL/20	18	DKK 1,120,005	260 (84%)	Better than expected	# of community initiatives in targeted communities implementing community plans against intermittent shocks and protection threats	0	5 community initiatives	
Palestine	1010306-97,MAAN_SCLR_CoS_Danida_2021_2023 (#1010306-97)	JAN/21	36	DKK 778,468	28030 (48%)	As expected	# of community initiatives in 3 communities implementing community plans against intermittent shocks and protection threats	0	3 community initiatives	

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

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			Endline
DCA Country Programme	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	Population reporting increase %	
Cambodia	Women Empowerment (#1010279-46)	JAN/19	37	DKK1,676,615	2,214 (74%)	Better than expected	65%	
Cambodia	Accelerating Value Chains for Agricultural Cooperatives in Cambodia (AVACOOP) (#1010279-52)	JAN/20	37	DKK1,776,060	6,012 (58%)	Better than expected	62%	7%
Cambodia	Sustainable food security and financial sustainability (FS&FS) (#1010279-53)	JAN/20	37	DKK2,212,107	1,152 (43%)	Better than expected	76%	48%
Cambodia	Community Empowerment Toward Life Dignity (CELD) (#1010279-54)	JAN/20	37	DKK1,981,561	27,954 (67%)	Better than expected	53%	
Cambodia	Livelihood Enhancement Action Program (LEAP) (#1010279-60)	JAN/20	24	DKK1,425,808	4,655 (52%)	Worse than expected		37.7%
Ethiopia	Food and livelihood improvement for South Sudanese & Eritrean refugees and host communities in Gambella & Afar (#1010331-72)	SEP/20	12	DKK12,724,129	17,337 (63%)	As expected	68.8%	
Kenya	Strengthening Resilience Among Agro-pastoralists for Enhanced Livelihoods (STRAPEL) 2021. (#1010375-29)	JAN/21	12	DKK1,353,000	3,334 (59%)	As expected	77%	64%
Kenya	Sustainable Pyrethrum Market System Development in Kenya 2021-23 (#1010375-30)	JUL/21	43	DKK13,828,224	7,170 (36%)	As expected	75%	
Kenya	Support to Refugees and Host Communities (SR&HC) in Kakuma Refugee Camp, Kalobeyei Settlement and surrounding areas, 2021. (#1010375-31)	JAN/21	12	DKK3,262,387	2,087 (60%)	Worse than expected	0%	-5%
Kenya	Ugatuzi na Haki, Phase II, 2021 (#1010375-33)	JAN/21	12	DKK925,000	3,368 (40%)	As expected	30%	
Kenya	Promoting youth protection and self-reliance in Kakuma refugee camp, Kalobeyei settlement and host community in 2021 (Pro-Youth). (#1010375-35)	JAN/21	12	DKK1,425,000	42,940 (51%)	Better than expected	80%	
Myanmar	Danida - SNM - (2019-2021) Food Security and Livelihood Resilient Project (#1010322-47)	JAN/19	37	DKK1,949,404	33,513 (54%)	As expected	90%	
Myanmar	Danida - KESAN_ (2020-2022) Strength, Indigenous Karen Livelihood Resilience (#1010322-67)	JAN/20	37	DKK2,096,069	1,517 (47%)	As expected	45.5%	
Myanmar	Danida- NAG_ (2020-2022) Regional Resilient Livelihood Project (#1010322-68)	MAR/20	35	DKK1,574,990	7,220 (54%)	As expected	70%	
Myanmar	NORAD - YMCA - (2020-2022) Breaking the Silence (#1010322-69)	JAN/20	37	DKK2,249,909	7,022 (55%)	Better than expected	25%	
Myanmar	Danida - CIDKP - (2020-2022) Enriching Livelihood & Sustainability for Karen Ethnic Returnees (#1010322-72)	JAN/20	37	DKK1,940,019	9,629 (51%)	As expected	94%	
Nepal	SACAR_EDC_MDO_SOSEC_2020 (#1010327-57)	JAN/20	24	DKK3,535,145	17,093 (75%)	As expected		
Uganda	Improving Resilience of Rural Households in Teso (SOCADIDO) (#1010328-38)	JAN/18	49	DKK3,743,280	3,163 (62%)	As expected	20%	
Zimbabwe	Sizimele_Resilience_Action_2017-2020 (#1010268-37)	JUL/17	60	DKK47,253,923	49,456 (67%)	Worse than expected		

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

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021		
DCA Country Programme	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	Results
Cambodia	Voices for Gender Equality (#1010279-31)	MAR/18	55	DKK 14,890,990	770 (59%)	Better than expected	324 HRV reported, including 145 CEDAW violations and 224 ICCPR violations.
Cambodia	Promoting and Defending human rights in Cambodia 2020_2022 (#1010279-55)	JAN/20	24	DKK 1,829,617	11,077 (41%)	As expected	298 new human rights violation cases and 33 cases successfully resolved in 2021
Myanmar	NORAD - LCM (2020-2022) Breaking the Silence (#1010322-71)	JAN/20	37	DKK 3,615,669	3,172 (67%)	Better than expected	25 GBV cases supported with legal aid.
Nepal	Enabling Local Democracy for Equal Rights_DWO_2020 (#1010327-61)	JAN/20	24	DKK 676,240	226 (51%)	As expected	24% reduction in Dalit, women, youth and other excluded groups reporting/feeling discriminated in partner impact areas
Nepal	Mobilization of Capacitated HRD_INSEC_2020 (#1010327-64)	JAN/20	24	DKK 733,026	638 (50%)	As expected	24% reduction in Dalit, women, youth and other excluded groups reporting/feeling discriminated in partner impact areas
Nepal	CISU - ADHICAR (#1010327-80)	JAN/21	14	DKK 750,000	1,896 (51%)	As expected	24% reduction in Dalit, women, youth and other excluded groups reporting/feeling discriminated in partner impact areas
Palestine	PCHR_Core_2019-2022 (#1010306-65)	JAN/19	49	DKK 1,284,000	5,154 (12%)	As expected	10,071 HRV documented
Uganda	CIV & Embassy of Geneva - RRA - Enhancing Inclusive Growth and Responsible Investments Through A Multi-Stakeholder Approach (#1010328-73)	JUN/20	19	DKK 693,834	611 (47%)	As expected	2 major cases of HRV documented in 2021
Uganda	CISU - Reclaiming Civic Space in Uganda - a response to the COVID-19 crisis (#1010328-87)	JUN/21	12	DKK 951,867	200 (40%)	As expected	8 cases of HRV documented and supported by HRD fund
Zimbabwe	CHURCHES CONVERGENCE ON CONFLICT AND PEACE (#1010268-101)	JUL/20	24	DKK 8,217,980	7,483 (53%)	Better than expected	115 survivors of violence supported and cases reported to ZHRC
Zimbabwe	Contributing towards the protection of human rights and fostering a culture of constitutionalism. (#1010268-124)	SEP/21	16	DKK 468,522	119 (49%)	Better than expected	14 HRV cases reported and supported with legal aid through ZLHR in 2021. 4 cases resolved positively. (10 cases still pending)

TABLE 8 KOI 3.2: NO. OF INDIVIDUALS FROM MARGINALISED GROUPS WHO PARTICIPATE IN POLITICAL DECISION-MAKING PROCESSES (DISAGGREGATED BY GENDER AND VULNERABILITY)

SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

BASIC PROJECT DATA		COMPARATORS			RESULTS IN 2021			Indicator	Baseline	Endline
DCA Country Programme	Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment				
Mali	Youth Act for Peace (#1010774-41)	JAN/20	14	DKK 399,043	97 (28%)	As expected	# of decision processes that include youth in local politics.	0	5	
Myanmar	EU- GEN (2018-2021) - Empowered CSOs and LAs promoting gender equality in Myanmar (#1010322-24)	FEB/18	37	DKK 2,908,861	202 (66%)	Better than expected	% increase of women represented in public decision-making structures in targeted regions/states and townships.	7%	13%	
Nepal	EU - PARIWARTAN (#1010327-47)	FEB/19	49	DKK 8,940,717	2,4716 (86%)	Better than expected	% of Dalit, ethnic minorities, youth, and women from marginalised groups in local, district/municipality and national decision-making structures in partner impact areas	12%	51%	
Nepal	Women Empowerment_DWRF_2020 (#1010327-62)	JAN/20	24	DKK 710,052	8,041 (83%)	Better than expected	% of Dalit, ethnic minorities, youth, and women from marginalised groups in local, district/municipality and national decision-making structures in partner impact areas	12%	51%	
Nepal	Increasing Access to Resources and Services for Women from Dalit and Marginalised Groups_ FEDO_2020 (#1010327-63)	JAN/20	24	DKK 1,135,983	2,833 (80%)	Better than expected	% of Dalit, ethnic minorities, youth, and women from marginalised groups in local, district/municipality and national decision-making structures in partner impact areas	12%	51%	
Uganda	OSIEA - Citizen-led National Dialogue (#1010328-47)	MAY/19	30	DKK 1,331,745	271 (34%)	As expected	# of members of the public were mobilized to participate in the dialogue process and engage with state actors	0	271	
Uganda	CIV - TEDDO - Stengthening Civic Engagement (#1010328-66)	JAN/20	37	DKK 1,702,579	4,680 (52%)	As expected	# of citizens who monitor and engage duty bearers for improved service delivery	0	301 (39% F)	
Uganda	CIV - UWONET - Women's Voice and Influence in Leadership (#1010328-67)	JAN/20	37	DKK 2,215,318	2,599 (97%)	Worse than expected	% of elected female representatives at national and local levels	34.7% (N), 33% (L)	32.7% (N),	
Uganda	CIV - Consolidating Downward Accountability in 4 Districts (#1010328-75)	JUL/20	30	DKK 1,390,802	1,335 (41%)	As expected	# of dialogue spaces where citizen representatives present concerns to duty bearers at national, regional and local levels.	0	24 (N), 3 (R), 21 (L)	

TABLE 9 KOI 3.3: NO. OF AND TYPE OF KEY CHANGES OBSERVED IN DUTY BEARERS WHICH HAVE DEMONSTRABLE LINKS TO DCA-SUPPORTED CITIZENSHIP EMPOWERMENT ACTIVITIES
SOURCE: ANNUAL REPORT, SECTION C PROGRAMME RESULTS.

DCA Country Programme		COMPARATORS				RESULTS IN 2021				SIGNIFICANCE OF CHANGE		
		Project	Start	Length (m)	Budget	People reached in 2021 (%F)	Internal Assessment	# of changes identified in 2021	Policy change	Resource allocation	Instances of dutybearer responsiveness	
Cambodia	EC core funding (#1010279-43)	JAN/19	10	DKK 1,407,840	1,081 (41%)	As expected	265		265			
Cambodia	API - Core Funding_2019-2021 (#1010279-44)	JAN/19	37	DKK 1,405,576	53,285 (36%)	Better than expected	51			51		
Cambodia	Promoting gender equality in Cambodia and advocating for CEDAW compliance (#1010279-65)	AUG/20	29	DKK 832,784	719 (40%)	As expected	2	2				
Cambodia	Governance Hub Program (GHP)_Jan2021-Dec2023 (#1010279-70)	JAN/21	36	DKK 1,104,240	1,195 (44%)	Better than expected	3	3				
Myanmar	EU - GEN (2018-2021) - Empowered CSOs and LAs promoting gender equality in Myanmar (#1010322-24)	FEB/18	37	DKK 2,908,861	202 (66%)	Worse than expected	0.37			37%		
Myanmar	Danish Embassy - Cimple (2021-2022) (#1010322-91)	MAY/21	13	DKK 3,000,000	2,498 (53%)	As expected	7			7		
Palestine	EYouth Agents of Change YMCA_MASAR_Pal_AfRa_EU19_22 (#1010306-68)	JUN/19	43	DKK 40,371,645	24,367 (50%)	Better than expected	19			19		
Uganda	EU-EIDHR - Interfaith Action for Gender Justice (#1010328-60)	JAN/20	26	DKK 2,925,012	2,798 (37%)	Better than expected	10			10		
Uganda	CIV - TEDDO - Strengthening Civic Engagement (#1010328-66)	JAN/20	37	DKK 1,702,579	4,680 (52%)	Better than expected	4			4		
Uganda	CIV & Embassy of Geneva - RRA - Enhancing Inclusive Growth and Responsible Investments Through A Multi-Stakeholder Approach (#1010328-73)	JUN/20	19	DKK 693,834	611 (47%)	Better than expected	1	1				
Uganda	CIV - Consolidating Downward Accountability in 4 Districts (#1010328-75)	JUL/20	30	DKK 1,390,802	1,335 (41%)	As expected	5			5		
Zimbabwe	CHURCHES CONVERGENCE ON CONFLICT AND PEACE (#1010268-101)	JUL/20	24	DKK 8,217,980	7,483 (53%)	Better than expected	185			185		
Zimbabwe	Empowered Citizens for Equitable and Quality Local Government Service Delivery (#1010268-73)	JUL/19	26	DKK 4,401,041	768 (86%)	As expected	44			44		



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